



Annual Equality, Diversity and Inclusion Report 2018-2019

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INTRODUCTION –

This is the second Annual Report on Equality, Diversity and Inclusion, which covers the work carried out over the year from April 2018 to March 2019. Progress, policies, initiatives and awards have all contributed to a varied programme of activity to improve the staff and the patient experience of the North West Ambulance Service.

There is a clear legislative framework supporting Equality, Diversity and Inclusion, as set out in the Equality Act of 2010 and the supporting Public Sector Equality Duty. This report documents 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 and furthermore, seeks to participate in external reviews, to receive feedback on our inclusion work. Preparations are underway for the forthcoming Workforce Disability Equality Standard and the gender pay gap reporting is now an established part of our work.

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 are proactive in ensuring and promoting equal opportunities through everything we do and among all those people and organisations that we are associated with. This includes the universities we work with, the community groups we visit and those seeking to take their career further with us.

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 peoples, 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.

The last twelve months have provided numerous opportunities for NWS to display these principles. We have gone into schools and colleges, to inspire those who may seek to join us as employees in the future. Our interim Chief Executive opened the National Ambulance LGBT conference in Manchester in August, the day before we celebrated Manchester PRIDE. The Corporate HR Team, and an individual within the team, were recognised by a fellow public sector body for the work that has been carried out supporting inclusion. In addition, we are developing avenues where the voices of diverse staff can be heard more clearly than through an annual staff survey, so together we can understand their experience and seek to improve it together.

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.

Moving forward, we want to continue making strides with our work towards being a truly inclusive employer, one that reflects the population within the North West footprint and that values the diversity we have amongst our staff. Continuous review of how we recruit, how we train and how we show that we value our staff will ensure that our vibrant, passionate, resilient workforce remain that way tomorrow, and into the future.

LISA WARD

Interim Director of Organisational Development

SERVICE INFORMATION – Communications to update

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 6300 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 take 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. NWSAS 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

In 2018/19 the Trust refreshed its Workforce Strategy to take account of the emerging work on the strategies to support Right Care, Right Time, Right Place, Every Time. The purpose of the strategy is to enable the Trust to deliver on its vision and through the development of the refreshed strategy 'Inclusion' features as a key priority with its core aim to be the development of a diverse workforce representative of our communities, culturally competent and where all are able to reach their potential.

There is a fundamental need to create an inclusive culture where staff feel supported to fulfil their potential, are valued and welcomed for the diversity they bring to their role and feel that the organisation around them reflects the diversity of the communities we serve. This is essential in delivering our values and encouraging innovation.

Specific objectives arising from the Workforce Strategy for 2018-2019 focused on:

- ***Gender progression into operational leadership positions*** – with the view to delivering this through a dual approach of positive action development of women in the workforce and changing our approach to leadership recruitment
- ***Improving levels of representation in the workforce from BME communities*** – the paramedic pre-degree programme ran for a third year and the positive effect of diversity in recruitment has continued, on considering the WRES metrics for summer 2018
- ***Disability Confident Committed (Level 1)*** –NWAS obtained Disability Confident Employer (Level 2) status. Work has continued in preparation of the Workforce Disability Equality Standard. Staff voice relating to disability in employment will contribute to driving this work forward.
- ***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.

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 2018-2019

The following gives some highlights of the key areas of work which have contributed towards the requirements of the GED in 2018-2019.

Patient Experience and Public Engagement

Patient Experience

Patient experience 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. More than 18,600 patients have provided feedback this year using a range of methods and approaches. See Figure 1 below.

2018 - 2019 PE Programme - Survey Methods Table <i>(01 Apr 2018 - 31 Mar 2019)</i>		Completed Returns	% of Total
Patient Transport Service	<i>(Postal/Telephone)</i>	4,021	21.6%
Patient Transport Service - Scheme	<i>(Postal)</i>	293	1.6%
Patient Transport Service - Health Information and Concern Survey	<i>(Postal)</i>	208	1.1%
Paramedic Emergency Service	<i>(Postal/Telephone)</i>	2,933	15.8%
Clinical Assessment Service	<i>(Postal)</i>	2,078	11.2%
Urgent Care Desk Service	<i>(Postal)</i>	690	3.7%
Urgent Care Practitioners	<i>(Postal)</i>	35	0.2%
NHS 111 Service	<i>(Postal)</i>	2,578	13.9%
PTS FFT	<i>(SMS Text)</i>	3,561	19.1%
PTS FFT	<i>(Post cards)</i>	122	0.7%
PTS FFT	<i>(Postal Surveys)</i>	1,589	8.5%
PES FFT - <i>See and Treat</i>	<i>(SMS Text)</i>	322	1.7%
PES FFT - <i>See and Treat</i>	<i>(Post cards)</i>	78	0.4%
PES FFT - <i>See and Treat</i>	<i>(IVR)</i>	94	0.5%
TOTAL		18,602	

Figure 1 - Survey Methods Table - * Please Note: All data as at 31 March 2019

An extensive patient experience programme was successfully completed during 2018/19. 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 and integrated voice recognition via landline phones. Figure 2 below shows a summary of survey response feedback data including FFT by quarter.

Patient Experience Programme Surveys <i>Postal/Telephone (01 April 2018 - 31 Mar 2019)</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>				
	2018 - 2019	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
Patient Transport Service	96.62%	95.97%	95.18%	96.13%	96.01%	97.21%	96.05%	94.58%	96.27%	96.09%	93.95%	92.34%	92.17%	93.74%	92.99%
Paramedic Emergency Service	97.15%	96.70%	96.63%	97.22%	96.84%	97.14%	96.70%	96.29%	98.21%	96.99%	95.00%	96.70%	94.77%	97.42%	96.20%
Urgent Care Desk Service	97.14%	92.43%	93.45%	91.44%	92.40%	88.57%	85.41%	82.53%	81.32%	82.86%	88.57%	89.19%	90.06%	86.77%	88.53%
NHS 111 Service	n/a	n/a	n/a	n/a	n/a	90.00%	90.59%	90.13%	90.31%	90.24%	90.73%	90.23%	89.97%	89.94%	90.21%

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 96.84% of PES patients told us that they were ‘treated with dignity, respect, kindness and compassion’. 96.01 % of PTS users stated the same. ‘*The staff considered how I felt about traveling and reassured me. Got me to the right department and were with me all the time*’ (PTS). 92.40% of Urgent Care Desk Services users told us that ‘staff were polite, respectful and listened to their concerns’.

Reporting

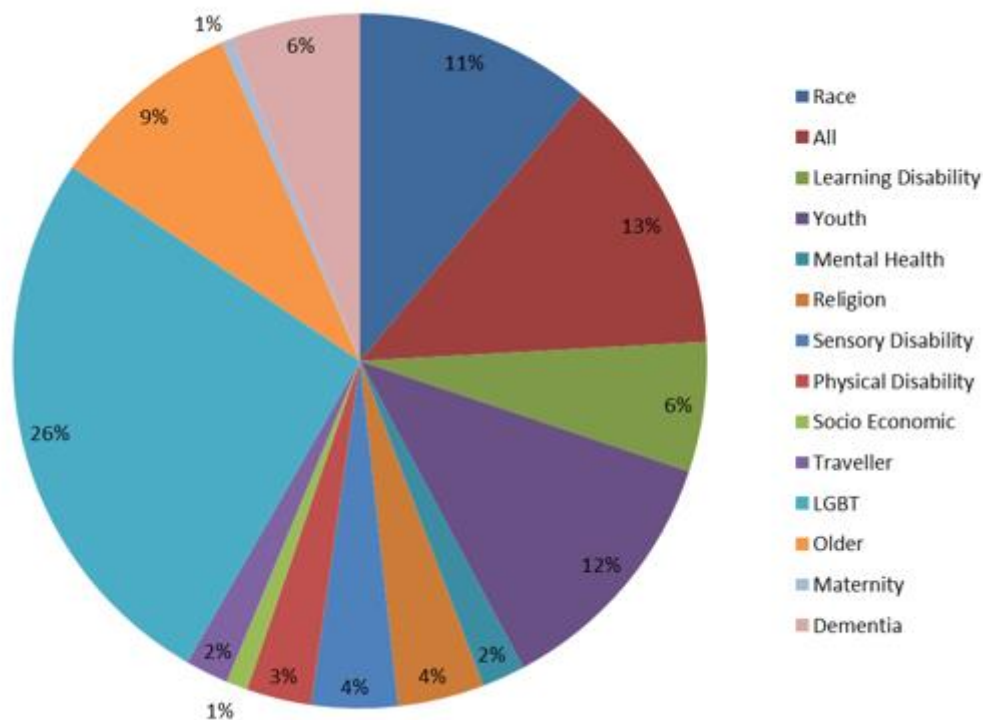
FFT results are shared via a monthly dashboard with the trust Board of Directors, quarterly in the trust’s staff bulletin and via social media channels. Recommendations for service improvements are introduced via 111, PES and PTS learning processes respectively.

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. Further development of filming skills within the communications and engagement team will support the production of patient stories.

Public and Community Engagement

As well as undertaking quantitative patient surveys, we capture qualitative data at equality and diversity community events and focus groups across the region. Our trust ‘Community and Specialist Patient Group Engagement Framework 2014/19’ 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. Pie Chart 1 below shows protected characteristic groups' engagement in 2018/19.



Pie Chart 1 - Protected characteristic groups engaged with during 2018/19

Engagement Activities

Community and specialist patient group engagement activities during 2018/19 have enabled us to:

- Receive advice and feedback from a range of specialist patient groups in relation to improving access to 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 ways to get involved with the trust.
- 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.

Examples of some of the feedback received include:

‘It was wonderful and they stayed on the phone with me till the vehicle arrived’
(Resuscitation process –Gentleman in group was guided through the process by a call taker. Ainsdale Older Peoples Forum 2018)

‘The ambulance came very quickly. The paramedics spoke to him very calmly and reassuringly. He was scared when the police arrived but the paramedics kept him at ease’. (Caritas Care Learning Disability Group 2018)

‘Member of group tells us about her uncle who suffered a cardiac arrest and she performed CPR on him but sadly could not save him. She thought for a long time “Did I do the CPR right?” Facilitator reassures her that there is no wrong way to do it, it is better to try than not at all’. (Bolton Cardiac Group 2108)

Community and Specialist Patient Group Engagement Aims

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

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 2018/19 to support these aims include:

- Engagement activities with diverse communities as detailed in the Community Engagement Activity Plan 2018/19 (Appendix1). The plan identifies a minimum 18 large football community group events that have been attended by the trust. Some examples are attendance at 5 Health Melas, Disability Awareness Day, 5 LGBT PRIDE events and Cheadle Mosque Health Fair.
- An update to our community engagement feedback pro-forma to support the capture of patient feedback from equality and diversity specialist community

groups. During 2018/19, we captured feedback from 20 face to face targeted focus group sessions using our 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 18 community engagement events.
- A range of public health information leaflets were developed following postal survey engagement with PTS patients on topics which increased their ability to self-care and/or access appropriate support and care. The leaflets were made available to patients via our PTS vehicles.
- Easy read and inclusive patient comment cards for distribution on all Nwas ambulance vehicles were co-designed with community groups. Very welcome support was provided by local disability deaf communities to assist this work.
- A mandatory e-learning module was developed in conjunction with a laryngectomy patient group to ensure operational staff learning with PES laryngectomy patient assessments.

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 2018/19 include:

- A PTS public health information review: to develop an understanding of the patient experience as a result of public health literature being made available to PTS patients to enhance their personal self-care and general wellbeing.
- Co-production with community groups of an easy read FFT comment card distributed via trust ambulance vehicles. This gives real time opportunities for all our PES and PTS patients to complete the FFT survey to provide feedback about their experience which helps us to measure patient satisfaction.
- Raising awareness of our services with a number of targeted 'vulnerable' community groups using our popular board game "There's more to your ambulance service than you think". We will establish a review of the board game in 2019/29 take into account the trust's new service delivery models and latest innovations.
- As a result of our attendance at visually impaired forums, board game engagements and from FFT survey feedback, we co-designed a 'Nwas Transportation of Assistance Dogs Policy' with local and National Guide Dogs Associations. The policy 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 policy will be approved for trust wide adoption in 2019.
- Ongoing patient engagement with visual impairment groups to influence the development of a mandatory E-Learning module for trust staff.
- 'Go PTS' information leaflets have been updated to provide patients with more information on our PTS standards and who to contact if they have any concerns.

- Collation of patient experience feedback in relation to the PES transforming patient care work stream, including the NWAS patient care priorities: Sepsis, Frailty, Maternity, Children and Young Persons, Mental Health and End of Life.
- Following feedback and requests from specialist community groups visited in the last year, where possible we will re-engage with them in 2019/20 to provide basic first aid and CPR training. This will increase awareness and skills in basic lifesaving for many groups and individuals that are termed 'hard to reach'.

Recruitment

NWAS has continued to review and refresh recruitment and selection processes to ensure methods are inclusive and remove unnecessary barriers.

The starting part of recruitment is generally the development of the job description and person specification. The guidance relating to the job evaluation process has been reviewed jointly with staff representatives and is due to be approved in early 2019. This revised guidance factors into the process a stage when the job description and person specification is reviewed with the specific aim of ensuring unnecessary barriers are removed. However this step is already being undertaken within the Corporate HR Team, with the approval of the relevant staff side leads, pending the formal sign off of the guidance. Managers are approached and asked why a particular qualification or skill is required. If essential, it remains in the documentation; if not, then it can be removed to increase the pool of eligible candidates.

From a recruitment perspective, NWAS is working hard to ensure that different staff are visible in communities at recruitment events and in the resources we use, rather than the same faces on each brochure! A new recruitment video has been developed, called 'Driving Diversity' and this will be launched externally during April 2019. Staff members from frontline operational roles share why they decided to join the Trust. We have also appeared in a magazine to showcase different careers with a distribution of schools and colleges across the UK. The events we attend are aimed at ensuring 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 into a third year, supported by Health Education England. 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 – 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.

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. 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 work has contributed to improved levels of representation from BAME communities during the last 12 months.

Candidates recruited to the programme have been offered permanent employment with the Trust as Ambulance 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, some of whom are now employees, has been positive.

The Trust continues to include positive action messages on all its adverts. 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.

The HR Hub, which leads on the recruitment process for the Trust, actively participates in the meetings on race and gender equality, so is well placed for taking forward actions relating to challenging the diversity of interview panels and assessment methods. The HR Hub is continuing to develop the reports that are available from the TRAC system which administers the recruitment process, with an aim to analyse the demography of applications and in particular the protected characteristics of applicants throughout the process. This can then help to inform future development work within the team aimed at improving the diversity of our workforce.

NWAS has also committed resources to supporting diverse recruitment into the Trust by making the Recruitment Positive Action Officer role a permanent one within the Corporate HR Team structure. The postholder, alongside the HR Advisor for Workforce and Equality seeks to develop external diverse recruitment whilst ensuring the experiences of current staff from underrepresented groups continues to improve. Activity from this team has contributed to positive improvements in the WRES indicator relating to the recruitment and workforce metrics reported summer 2018.

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 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.

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 can spend time 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 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.

The list of schools and events visited where jobs and careers have been promoted can be found on Appendix 2: 77 individual events were attended.

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.

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.

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, but new managers would be 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. An additional HR Masterclass on Equality, Diversity and Inclusion for Managers was designed and delivered in May 2018.

In addition, the Trust recognises the need to identify when bespoke training is required. A Trans Awareness session was designed and was then delivered during summer 2018 for a group of staff and managers. A Workforce Equality session has been designed and is scheduled to be delivered to the HR Hub during May 2019 in support of the Trust work on race, disability and gender equality with an aim to supporting the team who manage the Trust's recruitment processes.

The Workforce Race Equality Standard data identified that there was more work to be done with regards to career progression and access to non-mandatory training courses for BME staff. This has led to a programme of work being developed, which has included the delivery of two CPD sessions during 2018-2019. Thought was given to the venues and advertising of the sessions and while the evaluations were

mainly positive, there are still learning points to take forward to further sessions in 2019-2020.

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. Staff can also access the Employers Network for Equality and Inclusion website to view information and resources about supporting diversity in the workplace. Conferences and training courses are often promoted widely in the bulletin, or individual staff may be targeted to attend. Staff side and network colleagues are also encouraged to attend training.

The 'Be Think Do' leadership programme has also been revised, with consideration given to 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. The first cohorts have started the programme and feedback to date is positive.

Staff Networks and Forums

NWAS is continuing to work closely with the NWAS LGBT Network. Quarterly meetings take place between the Corporate HR Team and Chair of the network. NWAS supports representation at National LGBT Ambulance Network meetings and conferences. There is a shared annual action plan in place which sets out priorities and actions.

A highlight of the activities over the last 12 months was the NWAS LGBT Network hosting the National Ambulance LGBT conference in Manchester in August 2018. The conference was opened by Michael Forrest, Interim Chief Executive of NWAS and feedback about the event was overwhelmingly positive. The Manchester PRIDE event the next day was well received by delegates too.

The network has also worked well alongside the Trust by participating in wider equalities work. Examples include hosting a network event during NHS Equality, Diversity and Human Rights Week in May 2018. The event featured two external speakers, one spoke about LGBT History and the second provided a trans awareness session. Staff survey results were presented and discussed with the network in April 2018 with a view to supporting Trust wide actions identified in the results. The 2018 Staff Survey results, published in February 2019, will be discussed with the network.

In addition, the network also contributed to the 'Is it banter?' training which has been developed to support staff understanding acceptable language in the work place.

The Women in Leadership network has changed over the last 12 months. As the Trust has developed the career development pathway for women in operational roles, informal networks of support have developed. The range of activities which staff can get involved in relating to gender equality is now captured in the one place, through the gender pay gap report meetings. Activity includes the work to celebrate International Women's Day 2019.

NWAS has sought feedback from staff about their experiences of working in the Trust with an aim to specifically gain a greater understanding of the experiences of disabled staff and those from ethnic minorities. Staff survey results and annual monitoring information indicate that experiences differ and therefore will be explored further with the aim of improving the experience of staff in work.

Staff from BME backgrounds were invited to a CPD session taking place in January 2019. At the end of the event, every attendee was invited to a staff forum on ethnic minority experiences which was held at Ladybridge Hall during February 2019. The forum was also then advertised in the weekly bulletin and was open to everyone, regardless of background. The forum looked at what NWAS is doing to reduce racial inequalities in staff experience and staff data; the second part was to hear about staff personal experiences, good and bad, from which NWAS could learn. This work clearly links in with the work looking at the WRES metrics.

An Equality Update session was held in September 2018 and was open to everyone to find out more about the work that is taking place in the Trust. The session had a focus on disability, and it became clear that there was an appetite in the Trust for the voices of disabled staff to be heard, not just through the staff survey. All staff who had disclosed a disability on their ESR staff record were invited to a Staff Forum on Disability in Employment in January 2019. The forum was also advertised in the weekly bulletin, open to everyone with an interest in disability in the workplace, regardless of whether they had a disability or their role in the Trust. Staff side representatives were invited to support the event. The first forum shared the recruitment and monitoring information and looked at the experiences of staff. A second forum is scheduled to take place at the start of April 2019 with a view to this forum developing into a network where staff can discuss their barriers, where the organisation and individuals can learn and ultimately move the Trust towards being a fully inclusive and compassionate employer.

Dignity at Work

The Dignity at Work policy was reviewed in 2017 and whilst there have been no changes to the policy itself the Trust has continued to encourage staff to speak up about concerns. The 'Be Think Do' leadership programme ensures that managers are equipped to be sensitive to conflict and aware of how they can seek to reduce it within their teams.

A training course 'Is it banter' has been developed during 2018/19, influenced by feedback from networks and a joint working group focused on addressing bullying and harassment. The course is aimed at staff and is seeking to explore what is and isn't acceptable language within the workplace. A pilot course of 'Is it banter?' will be trialled within Patient Transport Services in May 2019. Real-life examples of language used by staff towards staff will be discussed during the session, with a particular focus on the impact language can have with regards to protected characteristics. A full roll out of the course is planned during 2019 along with other promotion of values and behaviours in the workplace.

The Trust has continued to promote the work of the Freedom to Speak Up Guardians across the Trust, as a route available for staff to raise concerns.

A Bullying & Harassment Working Group has been established with various stakeholders from across the Trust around pre-Dignity at Work Policy, the Policy itself and continuous engagement and behavioural expectations. A Bullying & Harassment animation is currently being developed with the Communications team. Work is being undertaken to create guidance documents such as FAQs, flowcharts and support information which will all form part of a wider Toolkit for staff. A review of the Dignity at Work Masterclass has been undertaken to ensure this embeds the behavioural expectations from all staff.

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. Over the last 12 months we have developed guidance relating to supporting staff with Specific Learning Difficulties. This offers individuals, managers and training staff clear parameters for what support the Trust can offer and how it can be accessed.

Guidance was also developed relating to supporting staff who return to work while breastfeeding. Discussions with managers about this guidance led to positive changes in provision for breastfeeding at the new flagship Estuary Point building; the changes were implemented in advance of the first staff transferring to the site from Elm House and demonstrate consideration for the needs of the future and current workforce.

Staff Side colleagues flagged the difficulties in establishing the support which staff undergoing fertility treatment could access from the Trust. This led to the development of guidance which brought all the relevant information together in the same place, to the benefit of managers and staff. It is hoped that this guidance will form a good starting point for staff and managers to have conversations about attending appointments of this most personal nature.

Many staff within the Trust work shift patterns that cover 24 hours a day, 365 days a year. It is vital that the service runs effectively with the right number of staff in work at any time. It is also imperative that the shifts worked by staff are such that their working patterns do not impact negatively on their health and wellbeing or work-life balance where it can be avoided and take account of flexible working arrangements. On this basis, the Trust has started a long-term piece of work looking at the rostering of shifts, starting with the Paramedic Emergency Services and this work will continue into 2019-2020.

Health & Wellbeing

The Trust continues to make progress with supporting the health and wellbeing offer for staff and ensuring that there is 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.

‘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. The dedicated website has been created for staff to share their stories and to get tips and ideas from, to help staff be ‘Happy, Healthy and Fit’. The ‘Your Support’ page provides information and guidance if staff need an extra helping hand or listening ear. Also on the site are details of upcoming events and training, podcasts and a discount page with money saving offers.

The Trust recognises that improving mental health is an important issue for staff who may face challenging situations on a daily basis. The Trust has re-signed the Time to Change Blue Light Pledge at the Trust Board meeting in February 2019 which commits the trust to improving mental health and challenging the stigma associated with mental health conditions. As part of this, we are working with the Blue Light Champions Network to bring their support in-house following the cessation of the national MIND programme.

The Trust continues to support the rollout of the PTS Peer Support and recently a Peer Support Network was also launched within 111. Peer Supporters and Blue Light Champions are staff volunteers working on the road or in office environments who feel that they could use their skills to support their colleagues. Trauma Risk Management (TRiM) has also been fully rolled out across the Trust and 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 showing signs of poor mental health early to support to help prevent the development of longer term issues.

The Trust is piloting Occupational Health Support Sessions to provide self-care and safeguarding to our Peer Support Leads and support to those staff who are Peer Supporters, TRiM Assessors and Blue Light Champions. The sessions will be

facilitated by a trained counsellor who has been sourced via the Occupational Health Service and helps to protect and support the helpers.

The Trust continues to participate in the NHS North West Games where staff can take part in sports activities which includes rounders, mixed football, badminton, netball, cycling and much more.

Other Health and Wellbeing initiatives include participating in a suicide prevention working group, launching the Staff App and creating a Resilience video.

Compliments, Memberships and Awards

NWAS held the Disability Confident Committed (Level 1) status for 12 months up to December 2018. The work that the Trust is undertaking with regards to recruitment and looking at the experiences of disabled staff led to being successfully awarded Disability Confident Employer (Level 2) status for a period of two years from November 2018. A workplan is in place to ensure that NWAS continues to improve the offering to staff and to the future workforce.

The Trust has also signed up to the Race at Work charter as of December 2018. This demonstrates the Trust commitment to tackling racial inequalities, with the priorities of this Charter focusing on Leadership, Progression and Recruitment.

<https://race.bitc.org.uk/issues/race-workplace/racecharter/signatories>

NWAS was proud to be a winner at the Asian Fire Service Awards in November 2018. This well-established public sector award celebrates the work of those taking a proactive approach to equality. Kairen Smith, Recruitment Positive Action Officer, was named the individual award winner in the category of 'Positive Action – an individual who has over the last 12 months undertaken innovative practices to attract or develop staff from diverse communities'. The nomination had detailed her work on the pre-degree programme, taking her out into communities and having a 'local' approach to recruiting from diverse communities across the North West.

At the same ceremony, the Corporate HR Team was shortlisted for the award for 'Champion of Equality and Diversity', which was a category for 'exceptional work in promoting inclusion, equality and diversity'. It was fantastic for the varied work undertaken by the team on numerous short-term and long-term activities towards inclusion to be recognised in this way.

During 2018, NWAS again signed up for membership of Employers Network for Equality and Inclusion (ENEI). This offers the Trust access to resources and NWAS took part in a revised benchmarking exercise on inclusion. Bronze status was obtained and feedback sought on which areas of focus NWAS could work on. Areas of development included in celebrating inclusion, communication, progression and performance management.

As a Gold Award winner in the Employer Defence Recognition Scheme, the Trust was invited to attend the award ceremony for organisations in the North West receiving the silver award of the Employer Recognition Scheme. Held in the Town Hall in Liverpool in November 2018, it was a chance for the Trust to reflect on the close relationship we have with the armed forces and the positive benefits for all parties that comes from supporting veterans and reservists.

Following on from taking part in the WRES Experts programme, one of the team was invited to co-facilitate a workshop with colleagues from the programme at the National Ambulance BME Network conference in October 2018.

The Trust successfully completed the NHS Employers Diversity Partners Programme 2017-2018. The programme provided the Trust with an opportunity to explore, challenge and invited us to 'be brave' with the approach we take to equality and inclusion.

The EOC programme as part of the Invest in Yourself approach to Health and Wellbeing led to the Trust winning the 'We look after our people' award at the national HPMA awards in November 2018. The six week programme started in January 2018 with the benefits still being felt by participating teams.

Working with colleagues – regional, national and trade unions

NWAS remains 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.

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, for example to offer a Trust response in support of their work on their website or to share relevant resources and grant opportunities.

NWAS hosted the November 2018 quarterly meeting of the National Ambulance BME Network at Ladybridge Hall, Bolton. The Trust supports this network as appropriate as it continues to develop, for example by administering the process of electing a Deputy Chair of the Network.

The Trust is also involved in North West NHS Equality and Diversity Leads meetings. This group looks at national NHS 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 team participates in. It is another opportunity to explore where the Trust can work collaboratively to tackle the challenges specific to NWAS with regards to engaging with staff and patients. Outcomes of this work have included sharing resources, the opportunity to promote specific events and networking.

NWAS has also engaged with a national consultation looking at the ongoing development of the Equality Delivery System and is currently awaiting the outcomes of the consultation.

NWAS takes a partnership approach to equality and has supported representatives to attend conferences and encouraged staff side attendance at Trust-held staff forums and update events. Information about consultation on the WDES was also shared, with the view that the representatives can better support individual employees and the Trust as a whole if information and data is shared.

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 2018. The recruitment data (to follow) covers the period 1st January 2018 to 31st December 2018.

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

<http://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. This information is often shared with staff at staff forums and in training sessions.

Equality Objectives

The Trust is required under the Specific Duties to prepare and publish one or more specific and measurable 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 now in their third 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 continued to develop the attraction and recruitment methods used and with certain recruitment cycles, such as that of the paramedic pre-degree programme and pre-employment programmes, the data looks strong.
- Overall there has been an increase in BME representation from 2.97% to 4.28% by the end of 2018 however there was a slight dip from the previous year (equating to less than 10 individual members of staff).
 - Staff declaring themselves in categories other than 'White-British' has risen to 7.93% from 7.7% the previous year and from 5.2 when the objective was set
- Career development programmes for women in operational leadership roles have started during 2018-2019 so their impact has not yet been felt. However the number of women in Band 6 paygrades and above has moved from 37% to 39.1% from 2016 to 2018 so representation is increasing. Within PES services specifically, Band 7 female representation has increased from 16.5% to 17.6% over the same period.

Objective 2

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

Progress:

- The Freedom to Speak Guardian has continued to be promoted across the Trust, allowing a different route for harassment and bullying concerns to be raised
- Peer Support workers have continued to grow in the Patient Transport Service. Peer Supporters have been specifically trained to understand where to access support for bullying and harassment
- All of the staff survey 2018 questions relating to bullying and harassment have shown an improvement from the previous year. The question with the greatest % shift related to the percentage of staff who advised personally experiencing violence at work from the public, dropping from 38.6% to 34.1%.
- NWAS has recently launched an anti-violence campaign. The Violence and Aggression Group has been developed and will continue progress work in support of this objective.

Objective 3

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

Progress:

- The work on the electronic patient report form is progressing; the current form is still reviewed as appropriate.
- A patient information portal was trialled, allowing clinicians to see patient information while on scene to help with decision-making.
- A five year digital strategy was launched which will support this work. Activity includes supporting Urgent and Emergency Care with a continued focus on high impact areas, relating to various patient groups. Data will be key to ensuring information is available to staff and managers.

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. This will be further enhanced in 2019-2020 with a higher level of training being

delivered.

- Implementation of corporate e-learning module on dementia.
- 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.
- The Trust has appointed a Mental Health and Dementia Lead role, leading on the strategy. The knowledge and skills of Mental Health Specialists are being utilised in the Clinical Hub.

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. Examples of work undertaken includes: Patient Transport Services working on safeguarding referrals; development of career development pathways for female staff; producing a recruitment video resource which has considered inclusion.

During 2018-2019, there was a focus on the equality work within Patient Transport Services being captured within this framework, as there had been more time on Paramedic Emergency Services activity previously. An internal stakeholder event was held in July 2018 to enable staff across the Trust who contribute to specific equality schemes could meet to discuss their plans and activities in a multi-disciplinary setting.

Work is taking place to review the previous 12 months and progress towards goals within this framework from the last 3 years.

NWAS held an Equality Update session in September 2018 which was open to all staff, in effect our internal stakeholders, in support of the Trust work on EDS2.

Workforce Race Equality Standard (WRES)

NWAS published the data for the Workforce Race Equality Standard during summer 2018. 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.

Quarterly meetings were held to review progress; these have increased to twice a quarter from the start of 2019, to ensure that there is momentum across the Trust relating to this work. The visibility of this work has also increased, with moves from this being OD Directorate owned and led to representation from different parts of the Trust attending the meetings to review progress.

The data published shows a further increase in the representation of Black and Minority Staff within the workforce, although still significantly below that of the Trust footprint. There were improvements in several other metrics, for example in recruitment, which showed a shift in the likelihood of BME candidates being appointed from shortlisting. Alongside the work on diverse recruitment, NWAS has sought to focus efforts on the metrics relating to career progression and access to non-mandatory training and CPD. Activity in this area has included:

- Focus groups with staff during 2018 and the first 'Staff Forum on Ethnicity' in February 2019
- Two bespoke CPD sessions – one on 'personal journey' and one on 'personal resilience'
- 10 staff and managers attended the first National Ambulance BME Network conference in October 2018; a colleague from a partner university also attended by invitation alongside NWAS staff, to better understand the barriers which BME Paramedic Sciences students may face on their courses
- Staff encouraged to attend other internal and external courses
- Staff attendance at the National Ambulance BME Network meeting and WRES meeting

A member of the OD team successfully completed the first national WRES Experts Programme in November 2018. The course offered a chance to explore culture, ethnicity and race, with a view to increasing the understanding of the barriers BME

staff may face within healthcare environments. Networking with NHS colleagues from across the UK was a benefit, by exploring what has and hasn't worked in different areas to improve the experience of staff.

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

<https://www.nwas.nhs.uk/media/1261271/wres-pdf-data-for-website.pdf>

Gender Pay Reporting

The Trust published the statutory gender pay gap information during the spring of 2019 on both the government and Trust websites. The data was taken from 31st March 2018, in line with national guidance. The data shows that in the lowest paid group of staff, women account for 51.8% of the workforce, up from 50.6%; this figure then reduces to 33.5% of the workforce for those in the highest paid group of staff, although that figure had increased from 33.2%. The average (mean) hourly rate for women was 7.9% lower than for men, whereas it had been 7.1% the previous year; the difference was 6.9% lower when the median calculation was used, which was up from 6.3%.

This part of the data shows a slight worsening of the gap in pay at both the median and the mean. Much of the activity that has been taking place in support of this work has taken place after April 2018 and therefore the impact of this activity will inform the next submission of data. It is also the case that the issues underlying this gap are structural and will take time to embed as they are based on the successful promotion and recruitment of women into senior positions. The quartile data shows improving representation in all quartiles of pay but this has been insufficient to impact on the pay differential at this stage.

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 overseen by the Director of Organisational Development. The areas of work relate to recruitment, career progression and flexible working. Meetings to review the action plan have been increased to twice a quarter from 2019. The new data published in 2019 has not significantly altered the action plan which was already in place.

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 2019-2020

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***
- ***Improving levels of representation in the workforce from BME communities and the experiences of ethnic minority staff within NWS***
- ***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***

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. This will include the development of Patient Representative Groups. 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.

The work on the WRES and Gender action plans is continuing with meetings twice a quarter. Involvement with colleagues outside the OD Directorate is increasing, which will help drive this work further.

We will continue to speak to staff and managers about staff experience through forums and listen to the comments made through the staff survey. We will use the learning to make changes, large and small, to improve the working environment and enable staff to fulfil their potential. This will all improve the experience for patients too as we seek to provide the best possible service to those living and visiting the North West.

APPENDICES

Appendix 1: Patient, Public and Community engagement

<u>April 18</u>	Objectives /Reason for Engagement	Protective Characteristic (user group)	Update/ Action	RAG
Saturday 14 April 18 – Preston Health Mela – Lancs	<ul style="list-style-type: none"> • Access • Awareness • PTS Information 	Race (80)	Complete –	
03 April 18 – Manchester Deaf Centre (Patient Experience Board Game) Crawford House, Booth Street East M13 9GH	<ul style="list-style-type: none"> • Access • Awareness • PTS Information 	Disability Deaf Group (12)	Complete and shared in SRB Requested a further date in 2019	
10.04.2018 Bootle Older Peoples Forum (PE Board Game)	<ul style="list-style-type: none"> • Access • Awareness • Information 	Older People and Frailty (Patient Care Priorities) (12)	Complete and shared in SRB	
12.04.2018 Preston Macular Group	<ul style="list-style-type: none"> • Awareness 	Visual Impairment (20)	Complete	
<u>May 18</u>	Objectives /Reason for Engagement	Protective Characteristic (user group)	Update	RAG
01.05.2018 Ainsdale Older Peoples Forum (PE Board Game)	<ul style="list-style-type: none"> • Access • Awareness • Information 	Older People and Frailty (Patient Care Priorities) (30)	Complete shared in SRB	
05 May 2018 – Accrington Health Mela , University of Bolton	<ul style="list-style-type: none"> • Access • Awareness 	Race (80)	Complete	
Saturday 12 May – Chester Pride Fun Day , Cheshire	<ul style="list-style-type: none"> • Access • Awareness • Information 	All (60)	Complete	
Sunday 20 May – Tatton Park Country Show , Cheshire	<ul style="list-style-type: none"> • Access • Awareness • Information 	All (200)	Complete	
22.5.2018 Merseyside Youth Association (MYA)	<ul style="list-style-type: none"> • Access • Awareness • Information 	Mental Health (Patient Care Priorities) (20)	Complete	
Sunday 27May – Silloth Green Cumbria . 11am-	<ul style="list-style-type: none"> • Access • Awareness / Stop and Think Before You Dial 	All (100)	Complete	

4.30pm (set up: 10am)	999 initiative.			
30.5.2018 Southport Older Peoples Forum	<ul style="list-style-type: none"> • Access • Awareness • Information 	Older People and Frailty (Patient Care Priorities) 12	Complete	
10th May 2018 Garstang Ladies Women's institute Group, United Reformed Church, Garstang.	<ul style="list-style-type: none"> • Access • Awareness • Information 	Socio economic (30)	Complete	
<u>June 18</u>	Objectives /Reason for Engagement	Protective Characteristic (user group)	Update	RAG
Saturday 2 June – Askam and Irleth Carnival , Cumbria	<ul style="list-style-type: none"> • Access • Awareness • Information • Basic First Aid CPR 	Traveller, Socio – Economic (60)	Complete	
5.6.2018 'The Dementia Engagement & Empowerment Project ' (DEEP) Oldham	<ul style="list-style-type: none"> • Access • Awareness • Information 	Dementia (Patient Care Priorities) 40	Complete	
06.06.2018 'BAND' Social Hub (CPR/Defib training) Bolton	<ul style="list-style-type: none"> • Information • Training 	Mental Health (Patient Care Priorities) 20	Complete	
Saturday 09 June – Blackpool PRIDE Lancashire	<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	
11.6.2018 'The Challenge' youth group	<ul style="list-style-type: none"> • Awareness • Information • Training 	Children and Young People (Patient Care Priorities) 200	Complete and shared in SRB	
Saturday 16 June Cumberland Show - Cumbria	<ul style="list-style-type: none"> • Access • Awareness • Information 	All Persons – Socioeconomic (20)	Complete	
Saturday 23 June NHS Windrush Event , Alexander Park Whalley Range, Manchester	<ul style="list-style-type: none"> • Access • Awareness • Information • HR Recruitment 	BME 100	Complete	

<u>July 18</u>	Objectives /Reason for Engagement	Protective Characteristic (user group)	Update	RAG
12.7.2018 'Making Space' Dementia café, Rochdale	<ul style="list-style-type: none"> • Awareness • Information 	Dementia (Patient Care Priorities) 12	Complete Shared on Yammer and in SRB	
Sunday 15 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	
20.7.2018 'Equality and Disability in Lancashire'	<ul style="list-style-type: none"> • Access • Awareness • Information 	Learning Disability 100	Complete Shared on Yammer and in SRB	
23.7.2018 Northern Fells Elderly Residents Group, Cumbria	<ul style="list-style-type: none"> • Access • Awareness • Information 	Older People and Frailty (Patient Care Priorities) 8	Complete Shared on Yammer and in SRB	
24.7.2018 Alder Hey , Children and Young Peoples Focus Group	<ul style="list-style-type: none"> • Access • Awareness • Information 	Children and Young People (Patient Care Priorities) 6	Complete	
Sunday 22 July - Coniston Country Fair Coniston Hall, Haws Bank, Coniston, Cumbria LA21 8AS	<ul style="list-style-type: none"> • Access • Awareness 	Socioeconomic (30)	Complete	
Saturday 28 and Sunday 29 – Liverpool PRIDE Pawnall Square, Liverpool L1 1JJ	<ul style="list-style-type: none"> • Awareness • Access • FT membership 	LGB & T members public (200)	Complete Shared in staff RB & Yammer	
<u>August</u>	Objectives /Reason for Engagement	Protective Characteristic (user group)	Update	RAG
2.8.2018 Springboard Dementia Carers Group, Oldham. (Patient Experience Board Game)	<ul style="list-style-type: none"> • Access • Awareness • Information 	Dementia (Patient Care Priorities) 40 -50	Complete Shared in staff RB & Yammer	

9.8.2018 Carita Care 'Speak up' group, Preston	<ul style="list-style-type: none"> • Access • Awareness • Information 	Learning Disability - 20	Complete	
10.8.2018 'The Challenge' youth group, Oldham	<ul style="list-style-type: none"> • CPR Training • Workshop • Access • Awareness • Information 	Children and Young people (Patient Care Priorities) 100	Complete Shared in staff RB and Twitter	
14.8.2018 Laryngectomy Group Bolton	<ul style="list-style-type: none"> • PE Board Game 	Laryngectomy 12	Complete	
15.8.2018 Caritas Care 'Living Healthier, Living Longer' group, Preston (PE Board Game)	<ul style="list-style-type: none"> • Access • Awareness • Information • CPR Training • Workshop 	Learning Disability - 20	Complete Shared in staff RB and Twitter	
5 th August 2018 Knowsley Show, Court Hey Park Roby Road Huyton L16 3NA	<ul style="list-style-type: none"> • Access • Awareness • Information 	All – CYP (30) and Families (100)	Complete	
11 th August 2018 Chester Pride Castle Square	<ul style="list-style-type: none"> • Access • Awareness • Information 	LGBT (100)	Complete	
25,26, August – Manchester PRIDE <ul style="list-style-type: none"> • Saturday 25th Parade. • Saturday 25 and, Sunday 26 Expo 	<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	
<u>September</u>	Objectives /Reason for Engagement	Protective Characteristic (user group)	Update	RAG
11.9.2018 Bootle Older Persons Forum., Liverpool (PE Board Game) (CPR/Defib Training)	<ul style="list-style-type: none"> • Access • Awareness • Information 	Older People and Frailty (Patient Care (12)	Complete Shared in staff RB and Twitter	
13.9.2018 Health Fair and Annual General Meeting, Burnley	<ul style="list-style-type: none"> • Access • Awareness • Information 	All - 20		
14.9.2018 Visual Impairment Forum, Lancashire	<ul style="list-style-type: none"> • Access • Awareness • Information 	Disability – VI 40		

19.9.2018 Bolton Cardiac Group	<ul style="list-style-type: none"> • Access • Awareness • Information 	Disability - Cardiac 12		
26.9.18 Healthwatch and Ainsdale Medical Centre Health Fair	<ul style="list-style-type: none"> • Access • Awareness • Information 	Older Persons (20)		
Saturday 08 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)	Complete shared on Twitter	
Saturday 29 September - Cumbria PRIDE Brampton Road Carlisle CA3 9BJ	<ul style="list-style-type: none"> • Stand in Marquee • Awareness • Access • 	LGBT 100	Complete	
October	Objectives /Reason for Engagement	Protective Characteristic (user group)	Update	RAG
'4.10.2018 Memory Makers' Group, Oldham	<ul style="list-style-type: none"> • Access • Awareness • Information 	Dementia (12)	Complete and shared in bulletin	
8.10.2018 Alder Hey Patient and Family Forum	<ul style="list-style-type: none"> • Access • Awareness • Information 	Children and Young People (Patient Care Priorities) 6	Complete and shared in bulletin	
10.10.2018 'Making Space' group, Oldham	<ul style="list-style-type: none"> • Access • Awareness • Information 	Dementia (12)	Complete and shared in bulletin	
13 October, Bolton Health Mela	<ul style="list-style-type: none"> • Access • Awareness 	Race (25)	Complete	
17.10.2018 Orrell Trust 'Onwards Together', Bootle	<ul style="list-style-type: none"> • Access • Awareness • Information 	Older People and Frailty (Patient Care Priorities) 40	Complete	
22.10.2018 Alder Hey Patient and Family Forum	<ul style="list-style-type: none"> • Access • Awareness • Information 	Children and Young People (Patient Care Priorities) 6	Complete	
24.10.2018 'Making Space' group, Oldham, Shaw..	<ul style="list-style-type: none"> • Access • Awareness • Information 	MH - Dementia 12	Complete	
13 October, Leyland Health Mela	<ul style="list-style-type: none"> • Access • Awareness 	Race (30)	Complete	

<u>November</u>	Objectives /Reason for Engagement	Protective Characteristic (user group)	Update	RAG
1.11.2018 The Wirral 'Dementia Services' Showcase	<ul style="list-style-type: none"> • Access • Awareness • Information 	Dementia 20	Complete	
3.11.2018 Alder Hey Patient and Family Forum	<ul style="list-style-type: none"> • Access • Awareness • Information 	Children and Young People (Patient Care Priorities) 6	Complete	
5.11.2018 The Pendle Seniors Forum, Lancs	<ul style="list-style-type: none"> • Access • Awareness • Information 	Older People and Frailty (Patient Care Priorities) 40	Complete	
7.11.2018 Healthwatch and Ainsdale Medical Centre Health Fair	<ul style="list-style-type: none"> • Access • Awareness • Information 	Flu Campaign – Older Persons 40	Complete	
12.11.2018 Crosby Older Persons Forum	<ul style="list-style-type: none"> • Access • Awareness • Information 	Older People and Frailty (Patient Care Priorities) 12	Complete	
14.11.2018 Sefton Opera 'Never too late' Women's support group	<ul style="list-style-type: none"> • Access • Awareness • Information 	Older People and Frailty (Patient Care Priorities) 12	Complete	
15.11.2018 Caritas Care 'Speak up' group , Lancs (CPR/Defib training)	<ul style="list-style-type: none"> • Access • Awareness • Stop and Think 	Learning Disability 20	Complete	
19.11.2018 Alder Hey Patient and Family Forum	<ul style="list-style-type: none"> • Access • Awareness • PTS Information 	Children and Young People (Patient Care Priorities) 6	Complete	
21.11.2018 Southport Glaucoma Support Group	<ul style="list-style-type: none"> • Access • Awareness • Information 	Visual Impairment 20	Complete	
<u>December 18</u>	Objectives /Reason for Engagement	Protective Characteristic (user group)	Update	RAG
10.12.2018 Alder Hey Patient and Family Forum	<ul style="list-style-type: none"> • Access • Awareness • Stop and Think • PTS Information 	Children and Young People (Patient Care Priorities) 6	Complete	

<u>January 19</u>	Objectives /Reason for Engagement	Protective Characteristic (user group)	Update	RAG
11.1.2019 Visual Impairment Forum	<ul style="list-style-type: none"> • Access • Awareness • Information 	Visual Impairment 25	Complete and shared on Twitter	
22.1.2019 Bolton Dementia Support Group	<ul style="list-style-type: none"> • Access • Awareness • Information 	Dementia 30		
31.1.2019 Learning Disability Partnership Board	<ul style="list-style-type: none"> • Access • Awareness • Information 	Learning Disabilities n/a	Complete and shared on Twitter	
<u>February 19</u>	Objectives /Reason for Engagement	Protective Characteristic (user group)	Update	RAG
21.2.2019 Caritas Care 'Speak up' group	<ul style="list-style-type: none"> • Access • Awareness • Information 	Learning Disabilities 20	Complete	
<u>March 19</u>	Objectives /Reason for Engagement	Protective Characteristic (user group)	Update	RAG
4.3.2019 Pendle Seniors Forum	<ul style="list-style-type: none"> • Access • Awareness • Information 	Older People and Frailty 40	Complete	
6.3.2019 Sefton 'Breathe Easy' group	<ul style="list-style-type: none"> • Access • Awareness • Information 	Lung Condition 10	Complete	
13.3.2019 Stronger Together' in Lancashire	<ul style="list-style-type: none"> • Access • Awareness • Information 	Learning Disabilities 20	Complete	
21.3.2019 CCG Patient Cancer Care Improvement Group	<ul style="list-style-type: none"> • Access • Awareness • Information 	Disability - Cancer Care 10	Complete	
26.3.2019 Maghull Older Persons Forum	<ul style="list-style-type: none"> • Access • Awareness • Information 	Older People and Frailty (Patient Care Priorities) 20	Complete	

Appendix 2: Widening Access and Positive Action events 2018-2019

Date	Event	Location	Reason for attending
05/04/2018	Your Voice Matters: Diversity & Inclusion	Manchester	Networking opportunity
17/04/2018	Business Networking Breakfast	Tameside	Networking opportunity
18/04/2018	Get Oldham Working Apprenticeship Fair	Oldham	Careers event
20/04/2018	NHS Careers Fair, Preston Royal Hospital	Preston	Information event
24/04/2018	Armed Forces NHS Careers Event	Fulwood	Armed Forces careers event
25/05/2018	Wythenshawe Jobs Fair	Wythenshawe	Careers event
05/06/2018	Countess of Chester Hospital Insight Day	Chester	Armed Forces careers event
06/06/2018	Rochdale Jobs Fair	Rochdale	Careers event
18/06/2018	Recruitment & Apprenticeship Expo	Liverpool	Careers event
20/06/2018	Wythenshawe Hospital Insight Day	Manchester	Armed Forces careers event
23/06/2018	Windrush 70 / NHS 70 event	Manchester	Community engagement event
28/06/2018	Blackburn Jobs Fair, Youth Zone	Blackburn	Careers event
29/06/2018	Armed Forces and Reserves Day event	Bolton	All teams rep across NWS
05/07/2018	Chester Summer Jobs Fair	Chester	Careers event
10/07/2018	Big Bang STEM event	Liverpool	Plus operational staff
16/07/2018	Fallowfield Library Information Event (Bespoke)	Manchester	Community engagement/careers event (bespoke)
27/07/2018	Manchester Jobs Fair For All	Moss Side	Careers event (BME)
27/07/2018	Sikh Community Day	Chorlton	Community engagement event
28/07/2018	Sikh Community Day	Chorlton	Community engagement event
31/07/2018	Bolton Council of Mosques Information Day	Bolton	Bespoke careers event (BME)
01/08/2018	Oldham Recce - leaflet distribution	Oldham	Bespoke Community engagement/careers (BME)
03/08/2018	Bury Islamic Centre Information Session	Bury	Bespoke careers event (BME)
10/08/2018	Central Mosque, Oldham - Leaflet Distribution	Oldham	Bespoke careers event (BME)
13/08/2018	Chadderton Tesco careers event	Oldham	Bespoke careers event (BME)
04/09/2018	NHS Armed Forces Network Meeting	Manchester	Partnership meeting
11/09/2018	Countess of Chester Hospital Careers Evening	Chester	Careers event
12/09/2018	Armed Forces Lancashire Hub Meeting	Preston	Partnership meeting
13/09/2018	"Blackburn Is Hiring" Cathedral Careers Event	Blackburn	Careers event
20/09/2018	Oldham Jobs Fair	Oldham	Careers event
21/09/2018	Tameside Jobs Fair	Tameside	Careers event
26/09/2018	Manchester Jobs Fair	Manchester	Careers event

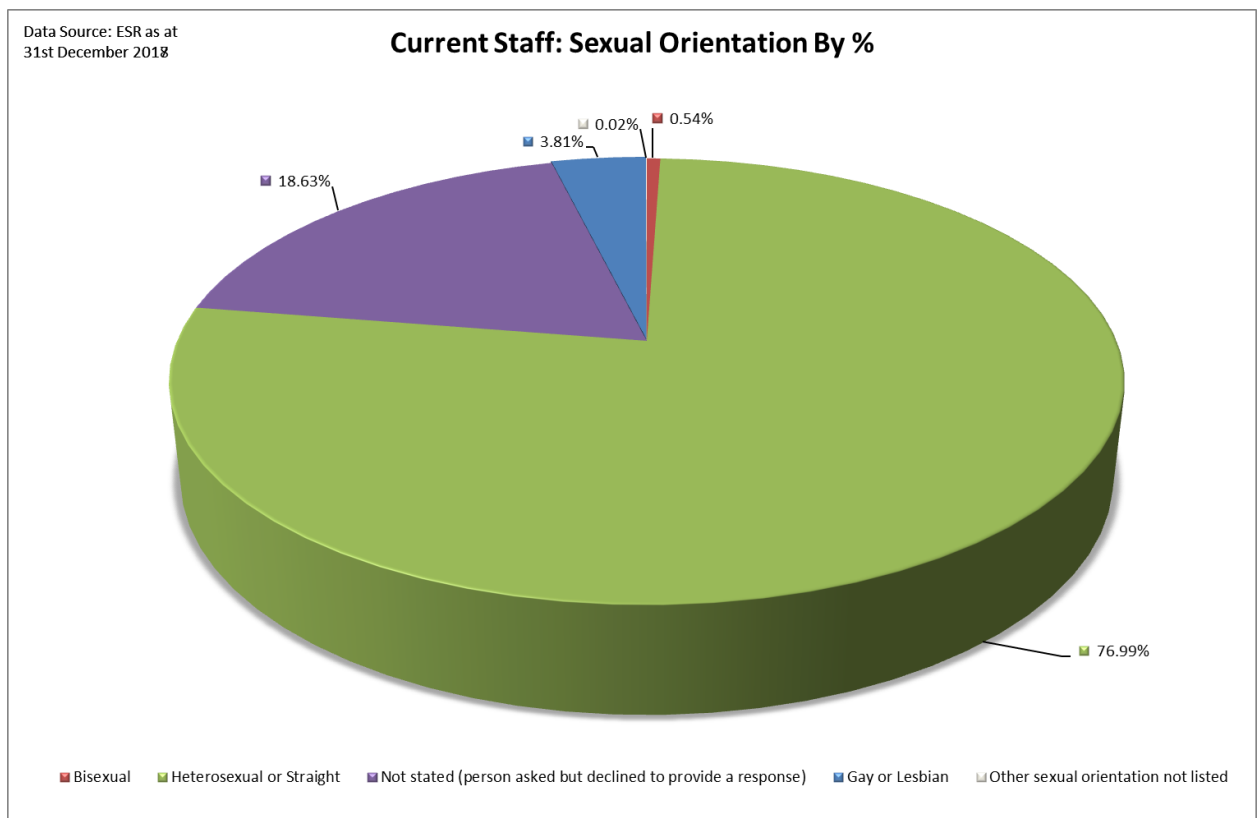
03/10/2018	Bolton College Careers Fair	Bolton	Careers event
15/10/2018	BAME Networking/Careers Fair	Blackburn	Careers event (BME)
26/10/2018	East Lancashire Hospital Trust Insight Day	Blackburn	Armed Forces careers event
06/11/2018	Chester Jobs Fair	Chester	Careers event
06/11/2018	NHS Careers Fair, Chorley Hospital	Chorley	Careers event
10/11/2018	Wigan Armed Forces Hub launch	Wigan	Armed Forces event
14/11/2018	NHS Explore the Roles	Nelson	Careers event
15/11/2018	Bolton University Careers Fair	Bolton	Careers event
21/11/2018	Armed Forces "Living & Working in the NW"	Blackburn	Armed Forces event
12/12/2018	Career Fair for Autistic Students	Liverpool	Careers event
10/01/2019	999 Jobs Fair, Central Library	Manchester	Careers event
23/01/2019	Broughton School Careers Fair	Merseyside	School careers event
30/01/2019	Newton Heath DWP BME Careers Event	Manchester	Careers event
01/02/2019	Salford Jobs Fair	Salford	Careers event
07/02/2019	Armed Forces Network	Liverpool	Armed Forces networking event
14/02/2019	CTP Careers Fair	Salford	Armed Forces careers event
19/02/2019	Chester Jobs Fair	Chester	Careers event
27/02/2019	Bury Jobs Fair	Bury	Careers event
4-8/03/19	International Women's Week (various)	All	Careers – 21 schools attended
15/03/2019	Back On Track (disadvantaged adults)	Manchester	Employability session
20/03/2019	NW Skills Show - Event City	Manchester	School careers event
21/03/2019	NW Skills Show - Event City	Manchester	School careers event
21/03/2019	Business Breakfast with the Lions	Manchester	Armed Forces networking event
25/03/2019	Manchester Disability Jobs Fair	Manchester	Careers event
27/03/2019	Middleton Jobs Fair	Manchester	Careers event
29/03/2019	NWAS Armed Forces Insight Day	Bolton	Armed Forces careers event (NWAS)

International Women's Week events			
Date	Event	Location	Reason for attending
04/03/2018	The Whitehaven Academy	Cumbria	School careers event
04/03/2019	Manchester Islamic School for Girls	Manchester	School careers event
05/03/2019	Caldew School	Carlisle	School careers event
05/03/2019	Kirkham Grammar School	Preston	School careers event
05/03/2019	Crewe Police Station	Crewe	School careers event
06/03/2019	Ullswater Community College	Penrith	School careers event
06/03/2019	Halewood Academy	Liverpool	School careers event
06/03/2019	Fazakerley High School	Liverpool	School careers event
06/03/2019	Maghull High School	Liverpool	School careers event
07/03/2019	Lakes College Workington	Cumbria	School careers event

07/03/2019	Samuel Kings School, Alston	Cumbria	School careers event
07/03/2019	Rowan Park Teaching School	Liverpool	School careers event
07/03/2019	Nelson & Colne College	Nelson	School careers event
07/03/2019	Baines (Poulton) Industry Speed Networking Event	Lancashire	School careers event
07/03/2019	Buile Hill Visual Arts College	Salford	School careers event
07/03/2019	Connell Sixth Form College	Manchester	School careers event
07/03/2019	Barlow Roman Catholic High School	Manchester	School careers event
07/03/2019	Co-op Academy	Manchester	School careers event
07/03/2019	Bebington High School	Cheshire	School careers event
07/03/2019	Congleton High School	Cheshire	School careers event
08/03/2019	Cheshire College South & West	Cheshire	School careers event

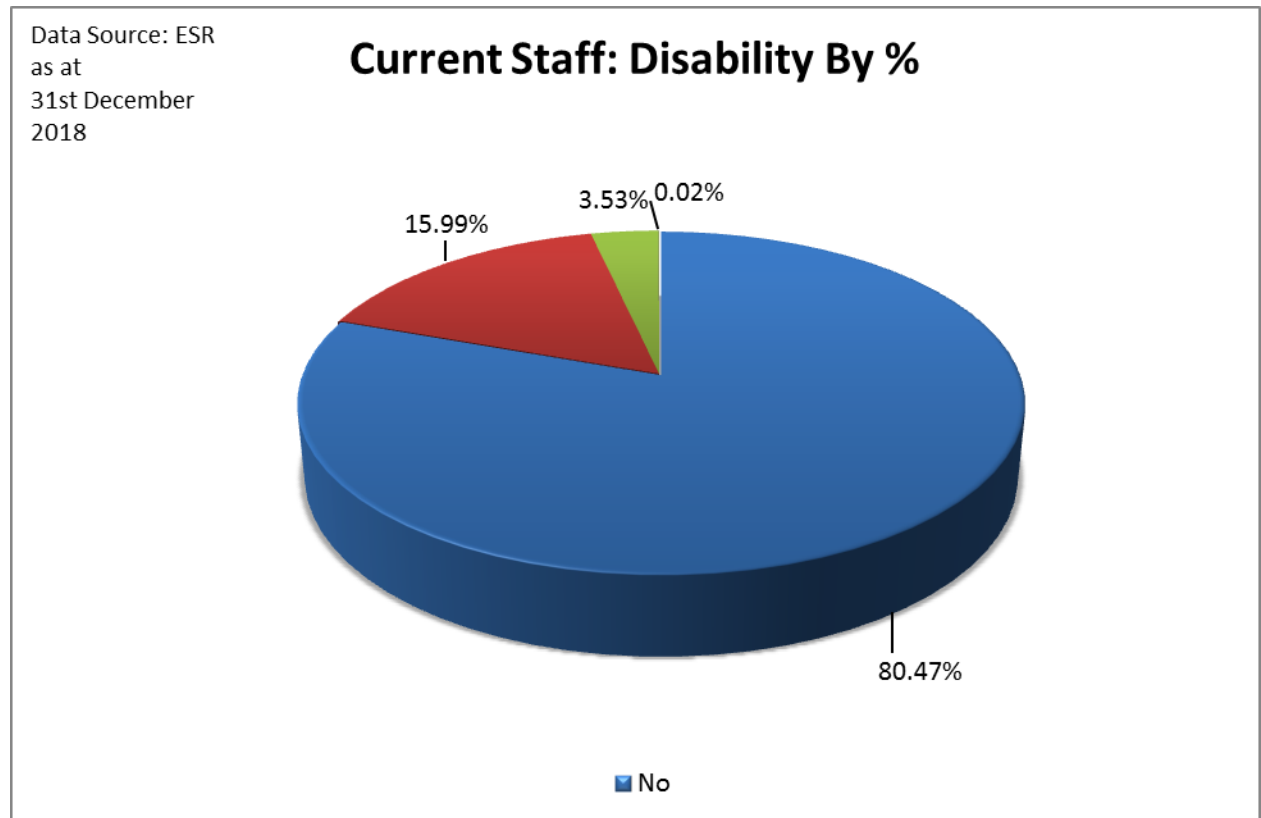
Appendix 3: Annual Employment Monitoring Information

Sexual Orientation:



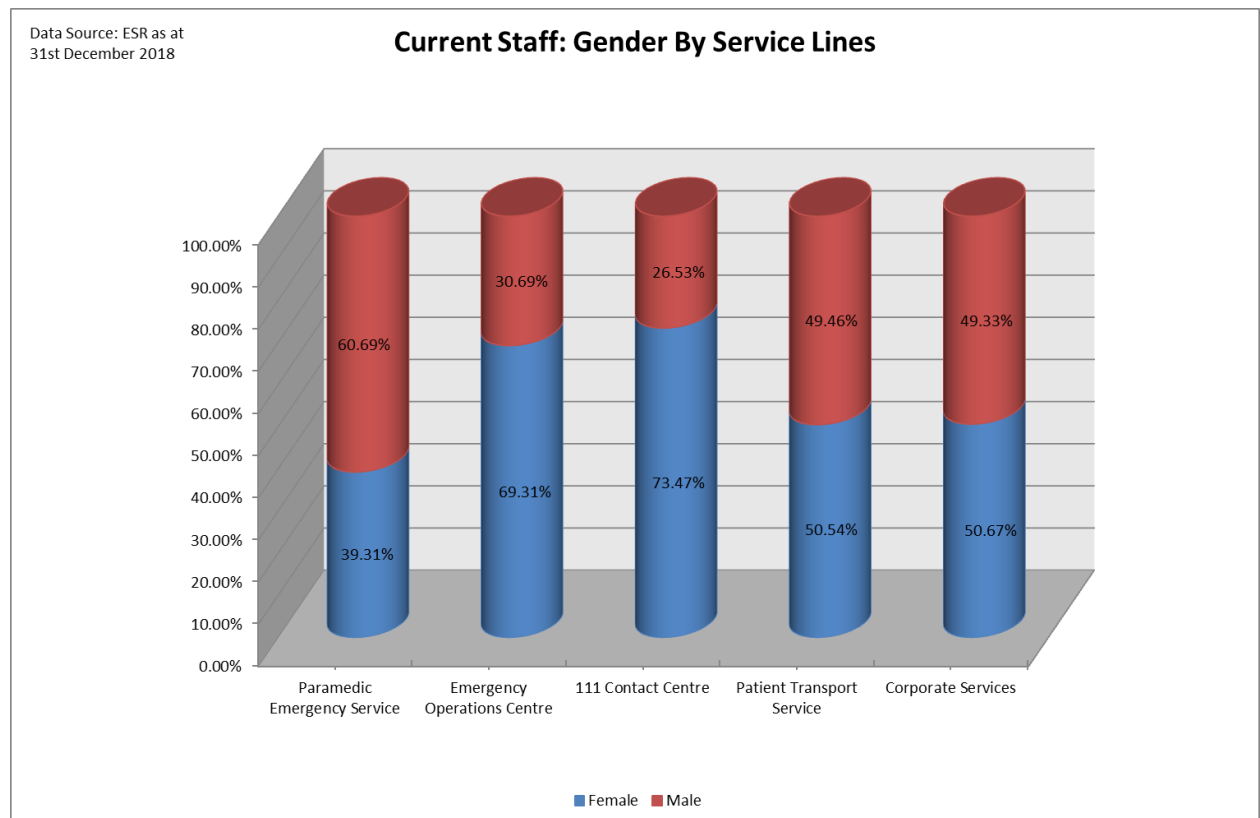
The gay and lesbian categories had been split in the monitoring information in the previous year; the figure for that group combined stood at 3.50% last year, compared to 3.81% staff this year. These rates remain lower than what would be expected of the general population. There has been a reduction in non disclosure from over 20% last year to 18.63% this year.

Disability



Staff disclosure of disability has again risen from 3.33% to 3.53%. Those not disclosing their status as disabled or otherwise has decreased from over 20% to just under 16%, due in part to a data cleanse exercise. This work is ongoing.

Gender



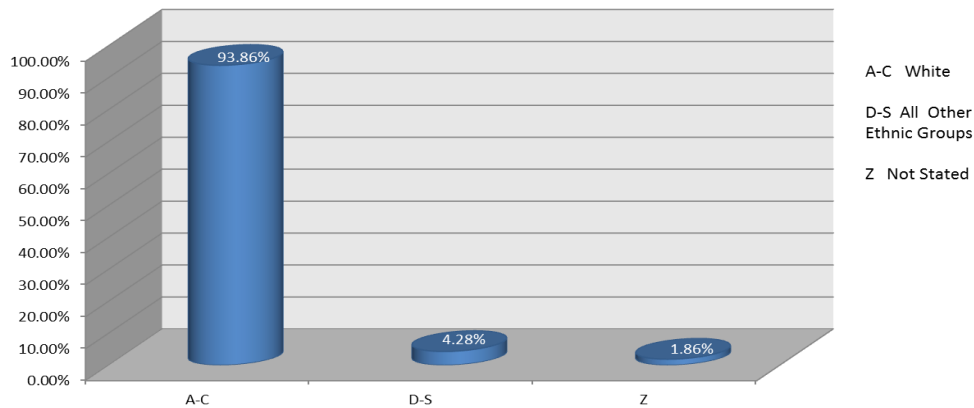
Female staff now account for 47.93% of the workforce within NWAS. This is a further increase from 46.46% the previous year. The graph above shows clear differences in where staff work within the Trust, as it has in previous years. Patient Transport Service appears to be the service which most closely 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 2018

Current Staff: NWAS Ethnicity By Groups



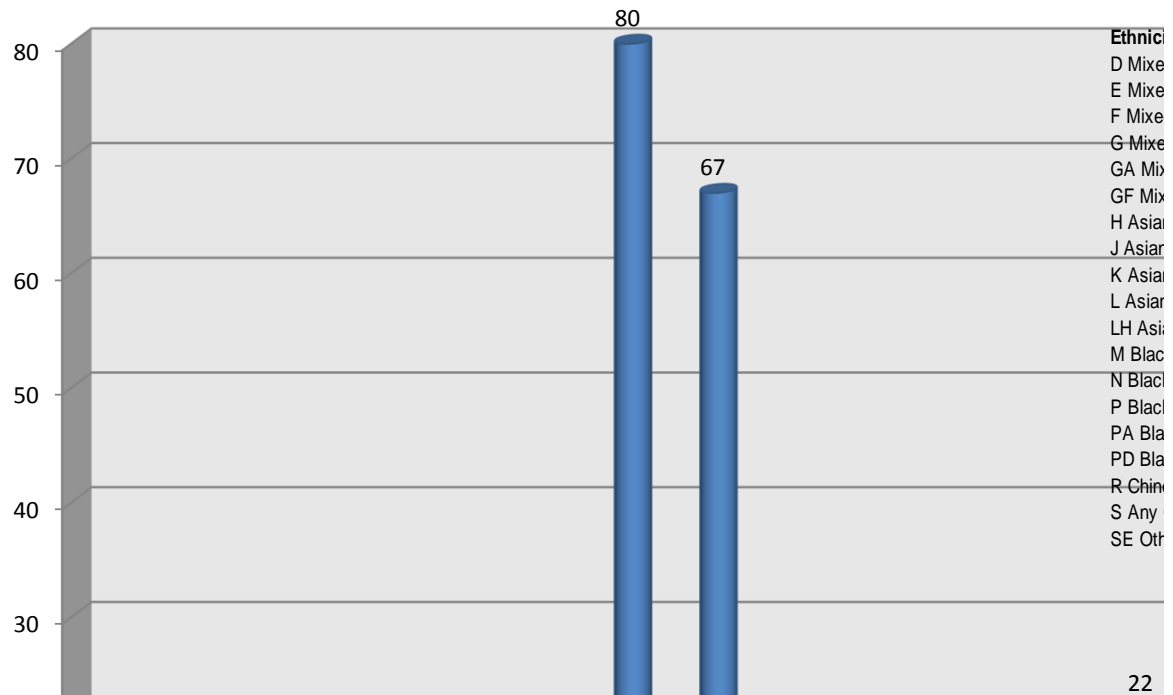
The percentage and overall number of staff from non-white groups has dropped slightly from 4.50% to 4.28% over the 12 month period. This pattern goes against the trend seen in recent years, so more work will be done to establish the reason behind this. This work will be picked up through the WRES action group.

NWAS has a good disclosure rate for ethnicity of 1.86% this year compared with that of other NHS organisations; as at 31st March 2018, according to the recent national WRES report, with the NHS average for non-disclosure of ethnicity is 4.6%.

Breakdown of current staff from non-white groups

Data Source: ESR as at
31st December 2018

Current Staff: NWS Ethnicity Breakdown Gro



Other monitoring data

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

<http://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 again reduced, this time from 25.43% to 23.75%.

Marital Status – Following on from the pattern identified last year, the number of staff for whom the Trust does not know their marital status has reduced from 402 to 371 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 at 1786 individuals, which equates to just over 25% of staff. This compares with a proportion of nearer 30% the previous year.

Data source - All workforce data has been taken from the national NHS Employee Staff Record system at 31st December 2018.