



Annual Equality, Diversity & Inclusion Report 2021-2022

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Foreword

I am proud to present our Annual Equality, Diversity & Inclusion Report for 2021/22. It provides a progress update and an account of our organisational delivery and achievements with regards to these important agendas.

The last 12 months have been challenging for our organisation, as our communities recover from the pandemic, and our staff have been responding to the needs of our diverse patients. This has impacted on some of our progress in achieving the plans we had set out at the start of 2021. While we may not have achieved everything that we aspired to this year, our commitment remains undimmed to improve the working lives of our people and provide excellent care for the communities we serve. Keeping our staff and patients from diverse backgrounds safe during this difficult period has been our key priority and listening to the experiences and concerns of our staff has never been of more importance.

This report provides an overview of our activity during 2021/22 and will support us in reviewing our priorities over the next 12-24 months and on-going work to meet our ED&I objectives.

The report highlights our activity against the general equality duty as outlined in the Equality Act 2010, to have due regard for the need to eliminate unlawful discrimination, harassment and victimisation; to advance equality of opportunity; and to foster good relations between people who share a protected characteristic and those who do not.

Promoting and supporting diversity in the workplace contributes towards employee wellbeing and engagement and a diverse workforce can drive an organisation's effectiveness through enabling people to reach their full potential, in turn improving innovation and decision-making, as well as meeting the needs of a diverse population. We are particularly proud of the work we have done to support and develop our Staff Networks and the commitment shown by our Executives to act as allies to support them; our focus on wellbeing, supporting disability and mental health in the workplace and our increasing positive action and widening participation activities.

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

As we continue to recover and rebuild from the effects of the pandemic, we hope to emerge as an even more resilient, compassionate and considerate organisation for all our staff and patients, with a continued focus on seeing diversity and inclusion woven as golden threads through the fabric of our organisational culture and values.

Lisa Ward
Director of People

1. Overview: North West Ambulance Service

North West Ambulance Service NHS Trust (NWS) serves more than seven million people across approximately 5,400 square miles – the communities of Cumbria, Lancashire, Greater Manchester, Merseyside, Cheshire and Glossop (Derbyshire).

Our vision is to be the best ambulance service in the UK, delivering the right care, at the right time, in the right place; every time, for patients accessing our urgent and emergency care (999) service, non-emergency patient transport service (PTS) and NHS 111 service.

Achieving this vision will result in the highest standards of safe, effective and patient-centred care, delivered in the most appropriate setting and with an appropriate workforce, resources and infrastructure.

We employ around 6,800 staff and are supported by over 1,000 volunteers as members of our Patient and Public Panel, volunteer car driver network and community first responder network.

Population health and life expectancy in the North West is generally poorer than the rest of the country, with higher rates of deprivation, alcohol use, smoking related illnesses, cardiovascular and respiratory diseases. This information influences our strategy and priority areas of work.



Our values



**WORKING TOGETHER.
BEING AT OUR BEST.
MAKING A DIFFERENCE.**

Our values form the foundation of, and drive the whole organisation, ensuring we lead by example and create the right culture and conditions for patients to receive safe and effective care every time. These values can only be achieved if we have the staff in place who share the Trust's values and feel

supported to deliver them. We need to ensure that we recruit, develop and support our staff to feel engaged and proud to work for the Trust.

The NWS Values recognise the fundamental importance of inclusion, respect and striving to deliver our best for patients and our people.

Vision and priorities

Work is underway at present to review and refresh our organisational strategy – reflecting the learning from the COVID-19 pandemic and changes in the health and care system. This work has been supported by colleagues across the Trust including representation from all our Staff Networks, as well as volunteers through the Patient and Public Panel who have shared their insights, ideas and feedback. A refreshed version of the strategy is due to be published later in 2022.

Our current priorities are:

Urgent and emergency care (integrated care): Increasing service integration and leading improvements across the healthcare system in the North West.

Quality (right care): Delivering appropriate care which is safe, effective and patient-centred for each individual.

Digital: Radically improving how we meet the needs of patients and staff every time they interact with our digital services.

Business and commercial development: Developing skills and capability to explore business opportunities for current and new viable contracts, services or products.

Workforce: Engaging and empowering our leaders and staff to develop, adapt and embrace new ways of delivering the right care.

Stakeholder relationships: Building and strengthening relationships that enable us to achieve our vision.

Infrastructure: Reviewing our estates and fleet to reflect the needs of the future service model.

Environment: Committing to reduce emissions by embracing new technology including electric vehicles.

OUR STRATEGY AT A GLANCE

Our vision is to be the best ambulance service in the UK by delivering the right care, at the right time, in the right place; every time.

Values:



WORKING TOGETHER.

We work together to understand and value every role in achieving our shared purpose. We live and breathe inclusivity, everyone matters.



BEING AT OUR BEST.

We challenge ourselves to be the best we can be. We are curious and push boundaries to improve everything we do.



MAKING A DIFFERENCE.

We make a difference through doing the right thing by our staff, patients, partners and communities. We act with compassion and kindness.

Priorities:



Urgent and Emergency Care

Increasing service integration and leading improvements across the healthcare system in the North West.



Quality

Delivering appropriate care, which is safe, effective and patient centered for each individual.



Digital

Radically improving how we meet the needs of patients and staff every time they interact with our digital services.



Business and Commercial Development

Developing skills and capability to explore business opportunities for current and new viable contracts, services or products.



Workforce

Engaging and empowering our leaders and staff to develop, adapt and embrace new ways of delivering the right care.



Stakeholder relationships

Building and strengthening relationships that enable us to achieve our vision.



Infrastructure

Reviewing our estates and fleet to reflect the needs of the future service model.



Environment

Committing to reduce emissions by embracing new technology including electric vehicles.

Supporting strategies:

Urgent and Emergency Care Strategy

Quality (Right Care) Strategy

Digital Strategy

Finance plan - long term financial model

Workforce Strategy

Communications and Engagement Strategy

Estates and Fleet Strategies

Our services

Urgent and Emergency Care

Our 999-emergency service responds to over 1.3 million emergency incidents each year; with a highly skilled workforce providing the best possible pre-hospital care to patients in remote-rural and urban environments.

Emergency responses are measured through the national Ambulance Response Programme (ARP), which allows for early recognition of life-threatening conditions and ensures patients are responded to in a timeframe suitable for their clinical need.

Demand for the emergency service increases each year, but the number of immediately life-threatening cases remains at approximately 10% of incidents. We collaborate with healthcare partners to develop a range of opportunities to treat more patients by telephone, at scene and in community settings to help to reduce unnecessary transport to hospital - a better outcome for patients and the NHS system.

Underpinning the service is a renowned clinical leadership and supervision structure, enabling career, skills and educational progression for clinicians up to the level of chief consultant paramedic.

Resilience

The Resilience Team is responsible for the development of effective emergency and contingency plans to mitigate and respond to risks and hazards. This work is often undertaken alongside multi-agency partners, such as the fire and rescue service.

Two of the country's Hazardous Area Response Teams (HART) form part of our Resilience department. HART is made up of specially trained paramedics who attend incidents that have the potential to be more dangerous, those which require a more specialised set of skills, or incidents that are declared a major incident such as those involving chemicals, explosions, unsafe structures, heights, water, accessibility issues and so on.

Emergency Operations Centres

Our emergency operations centres (EOCs) handle approximately 1.3 million 999 calls every year from the public and healthcare professionals.

Emergency medical dispatchers (EMDs) are the first contact with the ambulance service for 999 callers. They use an internationally recognised system to ask questions about the patient's condition and provide helpful instructions, such as how to do CPR to assist a patient in cardiac arrest.

Based on the nature of the illness or injury, patients are prioritised to determine the type of response and the speed at which it will be provided.

Based within the EOC, our Clinical Hub is staffed by a range of clinicians such as paramedics, nurses, pharmacists, mental health practitioners and so on, who support staff on the road with clinical advice and decision making, and triage patients who call 999 or 111 to determine the best course of action.

EOCs also handle requests from healthcare professionals whose patients urgently need taking into hospital or transferring from one hospital to another.

NHS 111

We provide the NHS 111 service in the North West for people who need medical help or advice, handling more than 1.5 million calls every year.

People who call 111 speak to a health advisor who asks a series of questions about the patient's health concern or condition to determine what clinical help they need and where to get it. When appropriate, these calls can be referred to a nurse or paramedic for assessment.

111 can help patients access the most appropriate care; which could form out of hours' doctors, pharmacies, community nurses, emergency dentists, walk-in centres, minor injuries units and emergency departments.

111.nhs.uk is available for patients online.

Patient Transport Service

We are the largest provider of non-emergency patient transport in the country, undertaking 1.5 million journeys annually. We currently provide patient transport services (PTS) in the counties of Cumbria, Lancashire, Greater Manchester and Merseyside – another provider operates within the Cheshire area.

PTS crews assist eligible patients in getting to and from healthcare appointments. The criteria for entitlement to transport is set nationally and depends on specific requirements, medical conditions and mobility.

PTS crews play a vital role in health promotion and prevention by sharing health information and advice to patients and raising concerns to other support services if necessary.

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.



2. Statutory Duties – Equality Act 2010 and Public Sector Equality Duty

The Equality Act 2010 is the primary piece of legislation around equalities, and it brings together and replaces all previous equalities legislation.

The Public Sector Equality Duty (PSED) forms part of the Equality Act 2010 (section 149) and is applicable to NHS, and other public sector, bodies. The PSED came into force in 2011.

The Trust is fully committed to caring for all patients, service users, their families and carers, and staff in a manner which embraces, respects, promotes and celebrates inclusion and cultural diversity.

The Equality Act 2010 requires specific provision is made to consider the impact of services and activity for people who identify with one or more of the nine protected characteristics, and for public sector bodies to take proactive steps to:

- Eliminate unlawful discrimination, harassment and victimisation and any other conduct prohibited by the Act
- Advance equality of opportunity between people who share a protected characteristic and people who do not share it and
- Foster good relations between people who share a protected characteristic and people who do not share it

Protected characteristics and other groups

Over and above the nine equality groups protected from discrimination under the Equality Act 2010, we also have a duty of care to all our service users and staff, which may be vulnerable to potential discrimination for a range of reasons.

Protected characteristic groups	Other potentially disadvantaged groups, people living with / in
Age	Carer responsibilities
Disability	Military service
Gender reassignment	Homelessness
Marriage and civil partnership	Poverty
Pregnancy and maternity	Geographical isolation
Race	Long-term unemployment
Religion or belief	Stigmatised occupations (for example men and women involved in prostitution)
Sex	Drug use
Sexual orientation	Limited family or social network

The Trust has a duty to engage with the communities it serves and to work with NHS partner organisations to understand, mitigate and remove any potential discrimination and demonstrate its commitment to improving health equalities and removing health inequalities, as articulated in the Health and Social Care Act 2012.

Publication of an Equality, Diversity and Inclusion Annual Report

As part of the public sector equality duty the Trust publishes this annual report in relation to equality, diversity and inclusion. The Equality, Diversity and Inclusion Annual Report includes a wide range of information, including the Trust's work with the Workforce Disability Equality Standard (WDES), Workforce Race Equality Standard (WRES), Gender Pay Gap, and the Equality Delivery System (EDS2).

Equality Impact Assessment

Equality Impact Assessment is the mechanism through which the Trust can demonstrate 'due regard' to the Equality Act 2010 and the meeting of its equality duties in relation to all Trust business and activity. Equality Impact Assessments ensure that all protected characteristics and other groups at potential risk of health inequality are proactively considered in the Trust's services and business.

The Trust has a system of Equality Impact Assessment (EIA) in place and all significant papers and documents going to the Trust Board are underpinned by an equality impact analysis, through which the potential equality related negative impacts are identified, mitigated and where possible, removed.

3. Equality priorities

The previous report in 2020/21 detailed the equality objectives which the Trust had worked on for four years. Progress was made on improving diverse representation within the workforce, improved staff experience about bullying and harassment, identifying improvements on patient data and exploring service provision relating to dementia patients.

As a Trust we have recognised the need to change our approach to diversity and inclusion. Whilst acknowledging that good incremental progress has been made over recent years to improve representation and staff experience, it is recognised that there is a need to increase our ambition and provide a clear and resourced commitment to make a step change in the experience of staff and patients.

We have a workforce vision to develop, engage and empower our staff. This starts at the point of recruitment and continues throughout the employee lifecycle. Our leaders are key to enabling our staff to be motivated, caring, and proud to work for the Trust.

Creating 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, is essential in delivering our values and encouraging innovation.

Our staff survey results show a clear disparity in the experiences of some of our staff from diverse groups, particularly those from black, Asian and minority ethnic and disabled backgrounds, and this is seen in their experiences of bullying and harassment, discrimination, and their views of the fairness of career progression opportunities. Although some of the indicators in our WRES show improvements in narrowing the gaps in areas such as recruitment and access to training, this does not adequately reflect in the day-to-day experiences of our staff and more drive is required to create a fully inclusive environment for our staff.

There also remain challenges in the diversity of our workforce representation. Again, positive progress is being made in improving levels of representation from diverse groups, however, there is still a long way to go for this to be representative of our communities and adequately reflected in our leadership and management roles. This is confirmed through both our WRES, WDES and Gender Pay Gap data which also reflects the particular challenges in the operational and clinical workforce including the upper bandings/quartiles.

COVID-19 has brought into very sharp focus the disproportionate health outcomes resulting from COVID-19 disease faced by our black, Asian and minority ethnic and many disabled colleagues particularly in the Healthcare Sector. The Trust will continue to ensure that at all levels; nationally, regionally and locally we will take all necessary measures to protect the health, safety and wellbeing of our black, Asian and minority ethnic colleagues. Evidence shows that diversity in leadership is associated with more patient centred care, greater innovation, higher staff morale and access to a wider talent pool and to deliver the ambitions of this strategy we need to ensure that we can deliver leadership diversity.

The following priorities agreed by the Trust Board in January 2021 remain current. They are underpinned by our statutory equality objectives and delivery against them is assessed via detailed action plans:

PRIORITY 1

We will ensure our current employees and future talent have fair opportunities and access to jobs and career progression resulting in improved representation of diverse groups at all levels of the organisation, including Board.

This priority is being supported through a series of targets for improved representation covering both recruitment and progression. An action plan has been developed to support the progression of this priority and includes a focus on under-representation of individuals from black, Asian and minority ethnic (BAME) communities with an aim to improve representation in the workforce from these communities to 8% by 2024.

We are also working to improve the representation of women in the upper quartile of pay through targeted Positive Action programmes, and through engaging with our female staff to identify and overcome barriers to progression. Additionally, we are also striving to improving the experience of black, Asian and minority ethnic, LGBT+, female and disabled staff through increased engagement, supportive networks and greater development opportunities.

Over the last year, we have run pre-employment programmes within PTS with an aim to attract applicants from local communities. Further plans are in place to offer further pre-employment programmes in PTS and also in EOC in 2022/23.

There has also been a review of recruitment materials to ensure they reflect our desire to attract a diverse workforce. Within the priority goals there is a commitment to develop mechanisms to facilitate inclusive selection in interview processes, ranging from diversifying selection panels to building inclusion capability within the various stages of assessment centre process.

In 2022/23 the focus will be on the need to support the development and progression of our internal staff to ensure that there are opportunities for all staff to have access to career development and promotion opportunities. In addition, we are keen to learn from applicants and staff on their experience throughout the recruitment process to inform organisational learning.

PRIORITY 2

We will educate and develop our leaders and staff to improve understanding of racism, discrimination and cultural competence to deliver a step change in the experience of our staff and patients.

From a workforce perspective, our ambition is to eliminate the gaps in staff experience measured through key staff survey indicators along with Workforce Race Equality Standard (WRES) and the Workforce Disability Equality Standard (WDES) data. From a patient perspective, we will consider both quantitative and qualitative measures associated with clinical audit and patient experience.

We have been working to improve cultural competence through embedding diversity training through leadership, induction and mandatory training. We have made significant progress in the last 12 months to ensure that the learning material is culturally sensitive and inclusive. The Learning and Organisational Development Team have worked in partnership with Mandatory Training leads and in the next year, will focus on building their confidence to lead training in a culturally competent way using the adapted materials. Over the past year, the

NWAS Leadership Programme, 'Making a Difference' (MAD), has incorporated an ED&I lens into its delivery and aims.

Since the priorities were agreed in January 2021, there has been significant progress in the development of platforms for the voice of under-represented groups. Following the launch of the Race Equality Network (REN) in January 2021, the Disability Network was formed in December 2021 and the Armed Forces Network launched in March 2022. The formation of formal networks has facilitated the development of formal governance and release arrangement for key members along with the development of objectives within the networks.

Diversity and inclusion have been embedded in Board Director objectives for 2021/22, particularly around their developing role as Board champions and Diversity will continue to feature in objective setting for Board members and senior leaders.

In 2022/23 there will be a particular focus on developing the reward and recognition of under-represented groups to facilitate progression and promotion opportunities.

PRIORITY 3

We will improve our use of patient data and patient experience to drive improvements in access and health inequalities, for patients from diverse communities.

This priority recognises the importance of making better use of patient data and experience to drive learning and improvement with the aim of having a positive impact on patient experience and outcomes. It reflects the need to enhance our use of data which will become much easier with the introduction of our Electronic Patient Record but also the need to extend and target some of our community engagement work, with service lines engaging more directly with users from harder to reach communities. The focus for 2021/22 has been on understanding the impact of deprivation on cardiac outcomes, addressing disparity in mental health outcomes, accessibility of language support in our contact centres and overall, how we can use the data we have to improve how we respond to patients.

To ascertain progress against this priority, we consider evidence around evaluation of changes and improvements made as a result of data analysis and feedback.

4. Our equality, diversity and inclusion work in 2021/22

This section sets out the considerable work which has been undertaken this year, delivering on our equality, diversity and inclusion agendas.

4.1. Patient Engagement

Patient engagement is recognised nationally as a fundamental measure of quality healthcare provision. It is only through active listening, recording feedback and acting on patients' insight that the Trust can respond and implement change to reflect patient needs. This has never been as important as during the past year – where everything has changed due to COVID-19 and the global pandemic.

The Patient Engagement Team engages with and obtains feedback from patients across all service areas, including Paramedic Emergency Service (PES), Patient Transport Service (PTS), the NHS 111 Service and the Urgent Care Desk. Due to the pandemic, some of our methods of engaging have been adapted and changed so that we could continue engaging throughout but also so that we could proactively gain feedback in relation to our response to COVID-19. A significant 23,284 patients have provided feedback using varying channels. See Figure 1 below.

Patient Engagement Survey - Survey Channels (01 April 2021 - 31 March 2022)		Completed Returns	% of Total
Patient Transport Service PE Survey	(Via SMS delivery - On-line completion)	702	3.01%
Patient Transport Service - Friends and Family Test (FFT)	(SMS Text completion)	14,345	61.61%
Patient Transport Service - Friends and Family Test (FFT)	(Post cards)	13	0.06%
Paramedic Emergency Service PE Survey	(Via SMS delivery - On-line completion)	609	2.62%
Paramedic Emergency Service - Friends and Family Test (FFT) - (See and Treat)	(SMS Text completion)	3,578	15.37%
Paramedic Emergency Service - Friends and Family Test (FFT) - (See and Treat)	(Post cards)	12	0.05%
Urgent Care Service PE Survey	(Via SMS delivery - On-line completion)	157	0.67%
NHS 111 Service PE Survey	(Postal)	1,996	8.57%
NHS 111 First Service PE Survey	(Postal / On-line)	1,872	8.04%
TOTAL		23,284	

Figure 1 - 2021-2022 PE Survey Channel Table (Note: All data as at 31 March 2022)

An extensive patient experience programme was completed for 2021/22. This has included:

- improving our digital offer by providing the opportunity to complete our patient surveys via an SMS text weblink and online <https://www.nwas.nhs.uk/get-involved/share-your-experience/tell-us-how-we-did/>;
- engaging virtually via MS Teams and Zoom with patient, health practitioner networks, forums and community groups.

2021 - 2022 Patient Engagement Surveys																				
SMS Text Delivery/Postal/On-line (01 April 2021 - 31 Mar 2022)																				
Service Line	Cared for appropriately with Dignity, Compassion and Respect <i>(Strongly Agree/Agree)</i>					Overall Satisfaction Received <i>(Very Satisfied/Fairly Satisfied - Yes)</i>					Overall Experience of Service <i>(Very Good/Good)</i>					Recommend Ambulance Service to Friends and Family <i>(Very Good/Good)</i>				
	Q1	Q2	Q3	Q4	YTD	Q1	Q2	Q3	Q4	YTD	Q1	Q2	Q3	Q4	YTD	Q1	Q2	Q3	Q4	YTD
Patient Transport Service	100%	76.9%	94.4%	94.6%	94.2%	n/a	n/a	n/a	n/a	n/a	100%	61.5%	87.1%	90.0%	88.5%	n/a	n/a	n/a	n/a	n/a
Paramedic Emergency Service	100%	90.0%	90.7%	94.6%	92.9%	n/a	n/a	n/a	n/a	n/a	50.0%	80.0%	87.1%	87.1%	86.9%	n/a	n/a	n/a	n/a	n/a
Urgent Care Service	0.0%	No Data	77.8%	84.2%	82.2%	n/a	n/a	n/a	n/a	n/a	0.0%	No Data	47.2%	62.5%	58.6%	n/a	n/a	n/a	n/a	n/a
NHS 111 Service	n/a	n/a	n/a	n/a	n/a	91.6%	89.6%	84.4%	88.3%	89.0%	n/a	n/a	n/a	n/a	n/a	91.8%	91.4%	88.0%	90.0%	90.5%
NHS 111 First Service	n/a	n/a	n/a	n/a	n/a	95.0%	92.8%	92.1%	91.2%	92.7%	93.3%	87.4%	85.7%	85.4%	87.9%	n/a	n/a	n/a	n/a	n/a

Figure 2: PE Survey Response Feedback data by Quarter for 2021-2022

Feedback received during 2021/22 shows a high regard for ambulance services and in particular the care and treatment provided by staff. A high 94.2% of PTS and 92.9% of PES patients respectively stating that they were ‘cared for appropriately with dignity, respect, kindness and compassion’.

“The crew were so caring and professional in the way they dealt with my mum. Her needs were always put first and at all times they made her feel safe. Their manner was first class.” (PES)

“The service you provide is excellent. All staff are so helpful and friendly. And I know my elderly mum who's blind and deaf is in good hands.” (PTS)

“The staff who attended were very polite and friendly. They respected me and did not judge my circumstances.” (PES).

92.7% of NHS 111 First patients, 86.9% of PES patients and 88.5% of PTS patients also found their overall experience of the respective services either good or very good.

“The Drivers are following the COVID precautions ensuring face masks conform to standard. Hand sanitizer provided before the journey. Assisted into the rear of the car. Ensure my comfort during the journey. Arrived on time for appointments.” (PTS)

They showed me good understanding. Couldn't have asked for better staff to have attended.” (PES)

“Despite wait time (understandable and within reason). Delightful person, clear and professional. Listened and dealt with me accordingly.” (NHS 111 First)

4.1.1. Reporting

The Board is provided with a monthly dashboard of Friends and Family Test (FFT) patient feedback results. Quarterly data patient engagement initiatives, themes and feedback are shared with the Quality Committee. The Patient and Public Panel members receive regular Trust briefings and a monthly Panel newsletter. During the past year, eleven sets of public health info-bursts were also sent out to patient and community groups and Patient and

Public Panel members. These contained a wide range of information including public health messaging for self-care, Trust information and accessing community-based support services during the pandemic. Recommendations for service improvements are being introduced monthly via PTS level 2 meetings, 111, and PES learning ambassadors 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. These have continued during the pandemic though there have been some challenges during lockdown with sourcing filming and presenting them. Innovative presentations used included voiceovers to outline the story and filming using MS Teams. The patient stories have included experiences related to ambulance diverts and GDPR, accessing Trust services for deaf patients, frailty and continuation of care and appropriate use of AEDs. Increased development of filming skills within the communications and engagement team has supported in-house production of patient stories.

4.2. Public and community engagement

Whilst patient surveys provide us with a real insight into the care and treatment that patients have received, another method we use to gain qualitative feedback is by engagement with community and patient groups within our region – due to the pandemic this has taken place virtually this year. There were plans to hold some large-scale community events, but these were postponed due to the pandemic and pressures on the service.

However, we did engage virtually with over 84 patient and community groups on a range of topics, one was to talk about our response during the COVID-19 pandemic, Trust plans for moving out of lockdown, in particular with PTS services and use of escorts, and to reassure communities that they were safe when using ambulance services. Another focus for engagement was the importance of using NHS 111 first and talking to groups about the range of options to access that service and the other services that NWAS provides.

4.2.1. Patient and community engagement aims

The Trust's patient and community engagement aims as set out in the Patient Engagement Implementation Plan 2020/21 have remained current over the last year:

1. To engage and educate a range of patient, public and community groups on what to expect from and how to access ambulance services.
2. To work in partnership with our patient, public and community groups, stakeholders and Patient and Public Panel (PPP) members to design services which meet their needs.
3. To capture and share changes which have been made as a result of patient, public and community group feedback.
4. To enhance patient, public and community groups access to ambulance employment opportunities.
5. To ensure that engagement is embedded throughout the organisation and that priority messages are shared with our patients, public and community groups.

A full list of the engagement activities with diverse communities undertaken during 2021/22 can be seen in Appendix 1, and highlights have been summarised below:

- 84 virtual engagement events that have been attended by the Trust as either principal speakers, advisors or facilitators.
- Virtual patient and public community engagement events - Salford Mental Health Forum, Healthwatch, Blackpool Learning Disability Group, Black History Month activities, Caribbean and African Health Network, Dementia Café and CCG conferences.
- Our engagement has looked slightly different to previous years as many of the 'face to face' high footfall events that we would usually attend such as Freshers Fairs, Disability Awareness Days and PRIDE were cancelled due to the pandemic.

During 2022/23 we will continue our cautious approach to resuming face to face engagement where an appropriate risk assessment allows and where restrictions are lifted.

We continue to work with the Community Engagement Guidance Framework 2020/25 agreed in 2020, to ensure attendance at high footfall community events remains centrally logged with the Communications and Patient Engagement Teams. This ensures consistency of information to be relayed at the events will be shared with all staff attending and there remains an opportunity to receive good practice feedback on our attendance. However, this also remains under constant review to consider how we can best meet our aims in line with the pandemic and continued NHS restrictions on meeting face to face.

4.2.2. Engagement activities

Patient and community engagement activities during 2021/22 have enabled us to:

- Receive advice and feedback from a range of hard to reach and vulnerable patient groups on how to improve access to ambulance services.
- Better understand how we can support vulnerable patient groups during the pandemic.
- Gain insight into how the pandemic has highlighted health inequalities for some communities within the region.
- Stay in contact with and keep patient, public and community groups informed with information relevant to NWAS and the pandemic through the introduction of regular info-bursts.
- Increase awareness with a range of our communities with regards ambulance service provision.
- Provide reassurance for our patient groups, the general public and communities that we take community engagement seriously even though there have been some barriers to engagement during the last 12 months and that all feedback received from our patient and community engagement activities are valued and where required will be acted upon.
- Promote partnership working with many of our hard to engage and vulnerable groups including with Community First Responder (CFR) volunteering opportunities and our Patient and Public Panel (PPP) membership.

Examples of some of the feedback received:

- *“How excellent your website is in terms of accessibility.” (Lancashire VI Forum)*
- *“You need to understand that not everyone in the community understands the written word. We still need to massively improve our offer at the patient side and explore whether there is any way in this situation that we could provide BSL interpretation and also alert the hospital that we are taking the patient to that they will require a BSL interpreter on arrival.” (N- Compass Cumbria Deaf Association)*
- *“To ensure that engagement is continuous - not just a swoop in and swoop out approach”. (PPCV Bridge)*
- *Do not be judgemental - recognise that they are people and they don't just have the 'lived experience' that we might be seeking. This is important to understand.” (Mental Health Forum engagement)*
- *“Use of NHS 111 First online to access services and appointments in ED / UTC. How does the appointment system work - how do you relay the information to the hospital and how do they know when you have arrived your appointment time.” (Healthwatch Wirral)*
- *“Need to improve awareness of NHS 111 – Reassure our communities Ambulance services and hospitals are safe for them.” (Caribbean and African Health Network)*

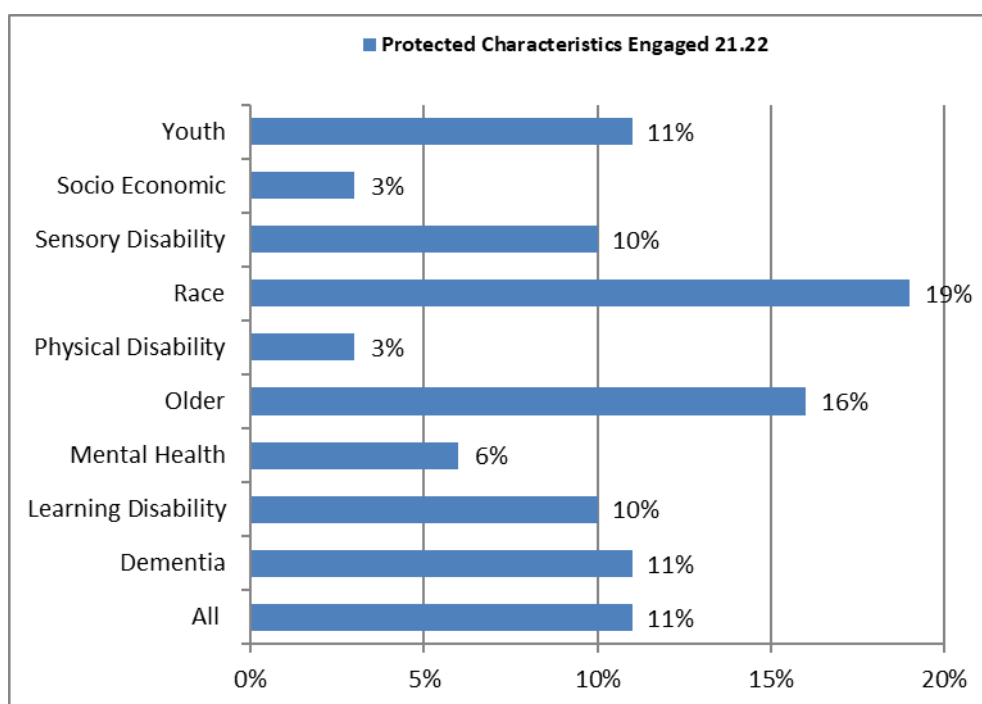


Figure 3: Protected characteristic groups’ engagement in 2021/22

4.2.3. Feedback, learning and service improvements

Patient, public and community engagement feedback has demonstrated a general high regard for the ambulance service and in particular the high percentages of patients feeling they were treated with dignity, compassion and respect (Figure 1) whilst identifying specific themes and learning, which will be further analysed and articulated as recommendations for improvements during 2022/23. Some of these themes include:

Communication - feedback from our deaf community has highlighted the increased barriers to lip reading communication due to our staff wearing personal protective equipment (PPE) during the pandemic. Ways in which we have looked at breaking down those barriers have already included the procurement of deaf awareness training for 50 staff members. During 2022/23, staff will be provided with an opportunity to download an 'Insight' language communication App on their iPads. This will ensure provision of language translation as well as BSL translation support at patient side. We will continue to ensure that any videos that are shown on social media are subtitled, and our Virtual AGM was signed by a BSL interpreter.

Reassurance – we provided reassurance to our patient, public and community groups throughout and during lifting of the pandemic restrictions, regarding resources, safety of our services, availability and our overall response to the pandemic via regular stakeholder updates, patient engagement events and info-bursts. We also kept them informed on an area-based perspective of the availability of local services to support their self-care, with mental health as well as physical health and wellbeing respectively. We sent eleven sets of info-bursts including: How to protect yourself in the hot weather, Winter Watch, COVID restrictions information and mental health resources by county area. This is a key area of Trust activity that will be maintained throughout 2022/23.

Accessibility - following feedback that despite using Microsoft Teams for most of our engagement, Zoom is much more accessible for those with additional accessibility needs, we purchased a Zoom licence to undertake engagement and meet the needs of this group of patients. We will continue to share co-produced information on how our emergency services are accessed using Emergency SMS 999 BSL to be introduced summer 2022 and how NHS 111 can be accessed using the services of Co-Sign (Interpreter Now).

Co-Production – further to co-production work with the PPP already undertaken on a new pictorial communication handbook, this will now be progressed to a digital version for staff to upload on to new iPads. Consideration will be provided to a similar digital version of the Multi-Lingual Phrasebook to further enhance communication with ethnic minority 'new' communities in the region. Patient Engagement FFT feedback, learning and related themes will be co-designed for improvements with Trust service line ambassadors for PTS, PES and NHS 111 services.

Information - following feedback that we need to make our publications more accessible, PPP information is now always provided in an accessible format for our visually impaired members and those who require their information in high contrast. We have also invested in a photo symbols subscription so we will be able to produce more easy read information in the future. Monthly newsletter support will be continued throughout 2022/23 for our PPP membership.

Engagement - overarching by the Trust patient, public and community engagement guidance framework for 2020/25, we will ensure a minimum 1% of PTS, PES See and Treat, and 1,200 NHS 111 patients receive the opportunity to provide FFT feedback monthly. Our recent review of the patient engagement reporting platform IQVIA will support North West areas, towns and cities-based understanding with patients' survey feedback as well as by demographics.

We will consider the learning from COVID-19 safe patient engagement during 2021/22 as well as central and local guidance, in particular on continued virtual engagement e.g. accessibility, ease of travel, time etc to inform our annual Patient Engagement

Implementation Plan for 2022/23. Further to recent Government advice for attending large scale events, we are starting to receive large scale event invitations already for summer 2022. We will undertake appropriate risk assessments and proactively scope NWS attendance at e.g. Disability Awareness Day, Manchester Pride and Health Mela invites.

4.3. Patient and Public Panel

Our Patient and Public Panel (PPP) was established in September 2019 to give patients and the public a voice and the chance to have their views acted upon. The panel is made up of representatives from local communities, interest groups, the voluntary sector and partner organisations, and offers meaningful opportunities to influence decisions and improvements in our emergency, patient transport and 111 services.

Despite the challenges from COVID-19, the PPP has continued to recruit new members and to actively engage throughout the past 12 months via virtual platforms and as a result we now have 213 PPP members fully inducted, with most already involved in the work of the Trust. We achieved our 2021/22 target of 190 for the PPP membership in the first half of the year, as well as doubling aged 16-24 youth representation from the end of March 2021, which shows a great success for the Trust.

The PPP has an infrastructure to enable patients and the public to become involved at a level that suits them however at present all levels are engaging virtually until further notice:

- 'Consult' is virtual, making the most of digital channels to interact with members who can get involved whenever or wherever they choose.
- 'Co-produce' panel members work together on short-term projects using co-production techniques.
- 'Influence' members take an ongoing, active role in high-level meetings to enhance decision making and discussions.

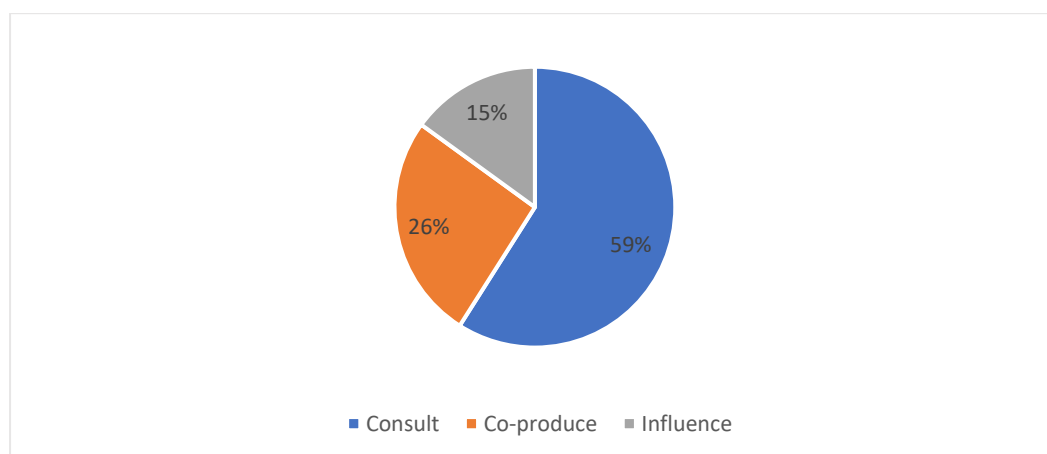


Figure 4 - Breakdown of panel members' involvement by level

The demographics of PPP members continues to show that membership from the Cheshire and Lancashire regions is currently slightly below the target representation compared to the other areas we cover across the North West.

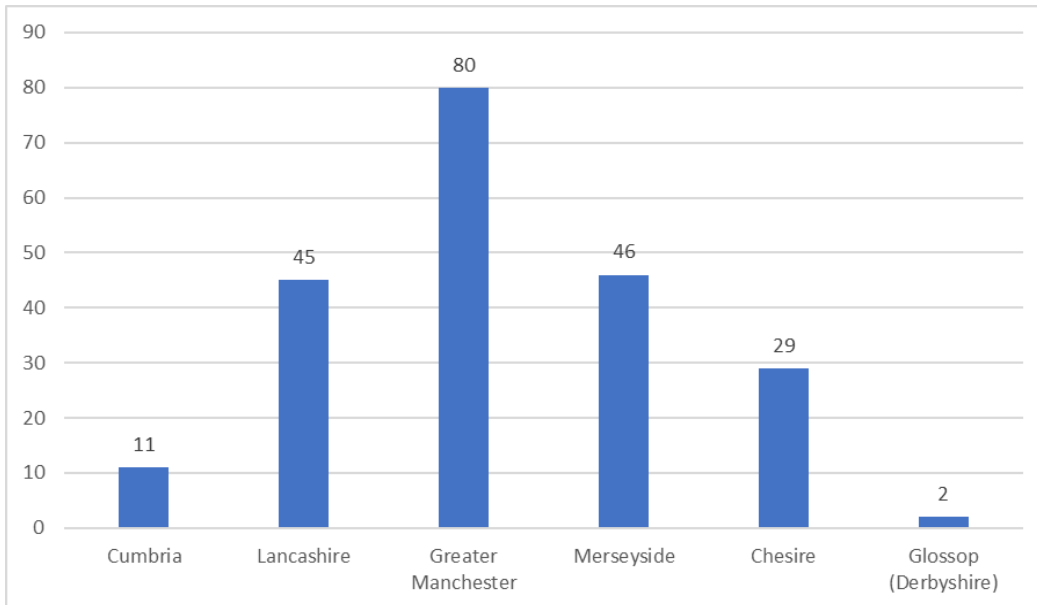


Figure 5 – Demographics of panel members by area

PPP membership for those declaring a disability has been over and above the initial target, which is positive.

We have successfully reached our 20% target which is currently 22% for members in the younger age bracket (16-24) compared to last year's update however we recognise more work needs to be done to engage with young people across the North West, linking into colleagues who lead on community engagement. The Trust has secured funding to further progress recruitment of young people to become PPP panel members and the ongoing development of a youth zone on the Trust's website during 2022/23.

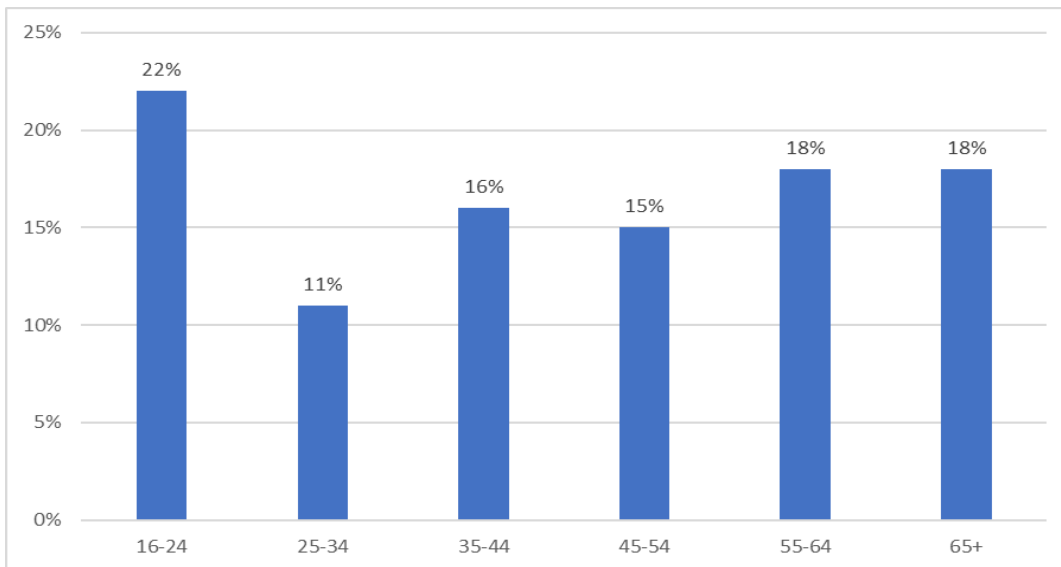


Figure 6– Breakdown of panel members by age

Representation of PPP members from our black, Asian and ethnic minorities and ethnic groups is shown at Figure 7 (13%) and further work to increase this percentage is being reflected in the PPP 2022/23 work plan for future recruitment.

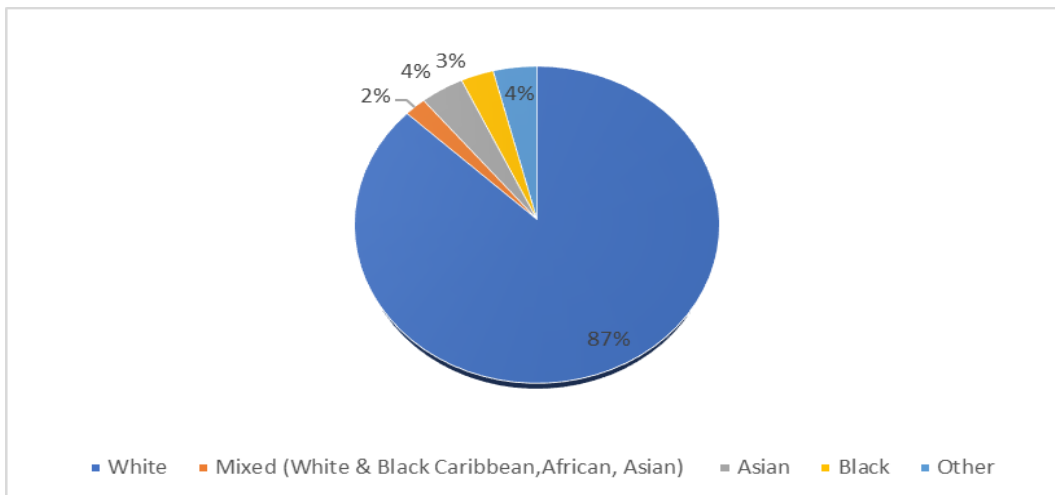


Figure 7 – Breakdown of panel members by ethnicity

From April 2021 to March 2022, PPP members have been invited to get involved in 113 opportunities with 70 requests for panel involvement from staff across the Trust.

The PPP has been able to get involved in regular high-level meetings (area learning forums, Q&A sessions with the Board, learning from deaths), development of the Trust strategy as part of a reference group, medical markers review meetings, providing comments and feedback on the content. The membership receives regular information via a monthly newsletter, opportunities to engage with each other within a dedicated Nwas PPP members area and virtual development sessions (CPR, safeguarding). They have also had the opportunity to provide feedback on Trust key documents and publications.

If staff would like PPP involvement, they are asked to complete a PPP pro-forma to help understand what is required from a PPP member. This can be found online via the Green Room, or a hard copy can be sent on request.

4.4. Recruitment

The Trust’s approach to recruitment is informed by our ED&I objectives. This includes the aspiration to receive 20% of applications for Trust roles from black, Asian and minority ethnic backgrounds, leading to an increase in the overall diversity of our workforce of 8% from black, Asian and minority ethnic communities by 2024.

As of March 2022, the Trust’s workforce was made up of 323 black, Asian and minority ethnic staff out of 6,809 substantive staff. This represents 4.74% of the workforce.

An analysis of leavers between April 2021 and March 2022 shows that 8.49% of leavers were from a black, Asian and minority ethnic background and this has risen slightly since 2020/21 where this equated to 7.41% of leavers. Overall, however, this indicates that we may need parallel focus on retention as well as the recruitment of black, Asian and minority ethnic colleagues.

During 2021/22 the Trust had 1,228 black, Asian and minority ethnic applicants which represented 17.6% of all applicants. An analysis of applicants during 2021/22 compared to 2020/21 is detailed below:

	White	BAME	Not stated
Applicants 20/21	82.29%	12.93%	4.79%
Applicants 21/22	81%	17.60%	1.40%

During 2021/22 there were 48 new starters from a black, Asian and minority ethnic background, and this equates to 6.65% of all new starters. In 2020/21, the number of new starters from a black, Asian and minority ethnic background equated to 10.49%. Whilst this is a reduction, the ability to undertake targeted recruited has been impeded this year due to the challenges posed by the pandemic. Furthermore, the positive action work that has been undertaken to encourage the increased diversity in our applicants shown above will be seen through new starters in 2022/23

We have continued work to ensure recruitment and selection methods for Trust roles are inclusive. This is an ongoing process and aims to remove unnecessary barriers for candidates to navigate through the application and interview stages. This work has included revamping the recruitment and selection masterclass training for our recruiting managers, following the contribution and feedback from staff side representatives, Race Equality and Disability Networks and colleagues from across the organisation who are part of the Workforce Equalities Group.

This year we also enriched our assessment centre processes by ensuring that a diverse panel of assessors was constituted for each recruitment campaign where an assessment centre was used. This included recruitment at all levels in the Trust, including senior leadership roles.

We have also continued to improve the diversity of interview panels across the organisation. Additionally, an action group of diverse staff across all directorates was established to draft and agree new interview questions for bulk recruitment campaigns. The HR Hub has over the year continued consistently to provide guidance on queries relating to equality, diversity and inclusion in relation to recruitment.

This year, the Trust appointed a new Head of Inclusion and Engagement to lead the ED&I agendas and is supported by an Equality, Diversity and Inclusion Advisor who also came into post earlier in the year.

We have continued to monitor statistics relating to the diversity of our workforce and these have been presented on a regular basis to the Workforce Equalities Group. We aim to be able to compare numbers to previous quarters in order to keep a focus on representation and diversity in recruitment, as well as identify actions for improvement.

Finally, over the year, we have attended a range of events to showcase the diverse nature of frontline and support roles available to those looking for a career with the ambulance service. In the midst of the pandemic, the majority of these events were virtual, however since restrictions have been eased, we have started to attend more face to face events. The events we attend are selected to ensure diverse and under-represented groups are made aware of opportunities available, some of which are detailed in the sections below.

4.5. Promoting NWS as an 'employer of choice'

Due to the pandemic, initially the usual face to face engagement, careers and military events moved to virtual delivery. However, we have now started to re-engage via in-person events.

Through our strategy to increase the diversity of our workforce, we attended a number of events to promote NWAS as an employer of choice. Despite the barriers the pandemic has brought, we have still maintained a presence within the communities we serve attending over 94 events this year and reaching in excess of 19,900 individuals. At each event, we provided information, advice and guidance on the range of NWAS roles including our apprenticeship positions and how to apply. Details of the events can be seen in Appendix 2.

We prioritised events where there is potentially a diverse group of attendees or attendance from a group that is underrepresented in the workforce currently. As part of our engagement ahead of events, we informed schools and other organisations about a high footfall event in the local areas and shared information with them electronically to promote further.

Careers Information and Guidance (IAG)	Quarters	Total Number of participants
Careers Information and Guidance (IAG)	Q1	280
Careers Information and Guidance (IAG)	Q2	400
Careers Information and Guidance (IAG)	Q3	2491
Careers Information and Guidance (IAG)	Q4	16807
Careers Information and Guidance (IAG)	Totals	19978

4.5.1. Positive Action

As part of the Workforce Strategy, Positive Action focuses on taking specific steps to improve equality within our workplace. Positive Action enables us to deliver a range of measures and initiatives that we can lawfully take to break down barriers and actively encourage people from our communities that are under-represented to bring their talent, experiences and expertise to apply for roles with NWAS.

The Trust's Positive Action Officer is an integral part of the ED&I Team and leads on outreach with under-represented communities and facilitates bespoke one-to-one support for prospective applicants.

During 2021/2022, we have undertaken a range of Positive Action engagement in order to help meet the organisational pledge.

To enable Positive Action delivery, partnership working and collaboration across the Trust has been essential. The ED&I Team has worked with the Widening Access Team and has been supported by the HR Hub, Communications Team, Education Team, recruiting managers of clinical and support teams, and with the Race Equality Network who have provided Ambassadors for engagement events.

Over the course of the year, despite face to face restrictions presented by the pandemic, we have attended 34 virtual and face to face Positive Action careers events promoting NWAS careers. These include bespoke careers events working with the Jewel Foundation to engage members of the Jewish Community in Greater Manchester and hosting a stand during prayers at Bury Islamic Centre and Manchester Central Gurdwara.

We have also continued to further develop relationships with organisations from the voluntary, community and faith sector (VCFS) as well as statutory organisations. Collaborative working and sharing good practice also takes place with external organisations including Ambulance and NHS Foundation Trusts, Merseyside Fire and Rescue, Merseyside Police, Lancashire Police, Greater Manchester Police, Departments of Work and Pensions, statutory organisations, and sharing good practice at the ED&I NW Leads Forum, the GM ED&I Professionals Network, and the National Ambulance BME Forum.

Through partnership working with Merseyside Police and Merseyside Fire and Rescue Service, a collaborative Positive Action tri-service careers event was held in February 2022 at the Kuumba Imani Millennium Centre in Liverpool. The event was also supported by Liverpool John Moores University to promote the Paramedic Degree Programme.



Ahead of the event, the Positive Action and Widening Access Teams undertook two days of outreach work engaging with local VCFS organisations across the region to promote the event. The ED&I Team worked with our communications colleagues to raise awareness of the event through the Trust's social media platform and disseminated information via 54 VCFS and statutory organisations. Around 50 people attended the event to learn about careers within the blue light services.



In November 2021, we led a targeted Positive Action recruitment campaign as part of the Emergency Medical Technician (EMT) Apprenticeship recruitment programme working with the Trust's HR Hub and the Communications Team. We designed and produced promotional materials raising awareness of the role and worked with the Trust's social media team to develop targeted posts for Facebook and Twitter. Leaflets were disseminated to statutory organisations and 136 VCFS organisations. Working with a regional publication, targeted advertising was delivered via a virtual media platform which is more likely to be accessed by under-represented communities.

This was the first time we partnered with an external media agency in an effort to promote the recruitment campaign. While we did receive a number of applications from diverse backgrounds, it is difficult to quantify the number which came directly as a result of media advertising. However, this is something we are keen to understand in the rollout of future campaigns.

To further promote the role to under-represented communities, seven virtual Careers Connect sessions were set up and delivered - presenting information about the EMT

Apprenticeship role, providing information, advice and guidance on how to apply and offered a Q&A session for participants. This was also supported by members of the Race Equality Network.

Online Live Chat sessions have been coordinated throughout 2021/22 to enable wider engagement with under-represented groups to promote career pathways, supported by teams across the Trust. These events were promoted via Trust social media channels and information was shared with VCFS and statutory organisations across the Trust footprint.

Alongside Positive Action careers events, one to one application and interview support has been offered to potential candidates throughout the recruitment process, as well as the offer of feedback to applicants who were not successful. With the EMT recruitment campaign, we put in place candidate tracking to identify where candidates from diverse backgrounds were unsuccessful progressing through the selection processes. Those applicants were then later contacted with the offer of additional support to help with future applications.

A Recruitment Workshop has been developed to equip Trust Ambassadors with information, knowledge and skills needed to effectively support careers events and two workshops have been successfully delivered to members of the Race Equality Network. Ambassadors from the Network supported eight Positive Action events during 2021/22. Our Positive Action Officer has provided Ambassador support to the Manchester University NHS Foundation Trust at four virtual careers sessions aimed at encouraging people from black, Asian and minority ethnic backgrounds to consider a career within the NHS. These sessions provided information about careers within the NHS and application and interview guidance.

A Positive Action Toolkit for managers has been drafted to raise awareness of Positive Action work across the Trust. It seeks to empower managers across the organisation and get involved with supporting outreach work underpinning the Positive Action Programme.

Over the course of the year, we have worked closely with the Communications Team to ensure that recruitment pages on the external website are inclusive, including ensuring Positive Action images, producing Positive Action videos to be included on recruitment pages, and also raising awareness of Positive Action initiatives, for example, quiet rooms across our hubs.

Additionally, we have been involved in reviewing wording of job advertisements to ensure they are inclusive; promoting opportunities for diverse representation on interview panels; sharing information about the Positive Action work being carried out; and working with recruitment managers to promote roles within their teams to under-represented communities. Positive Action messages remain on Trust adverts and are regularly reviewed to ensure applicants are fully clear and aware of the improvements being made to promote inclusivity.

4.5.2. Widening Participation

Internal Development Pathway

When the Pandemic hit there was a call for help from PTS staff to undertake an upskill programme to support PES. From this, the skills and qualities that these fantastic individuals had brought to the PES environment were recognised, and an opportunity was given for these individuals to work towards an EMT apprenticeship if they chose to.

The development pathway saw 86 of these individuals progress onto the EMT apprenticeship and six individuals continue to be supported to move towards this.

Literacy and Numeracy

We have supported 109 individuals on their journey to achieve either Maths, English or both level 2 qualifications, to increase their access to opportunities of progression.

1:1 Support

The Widening Access Team have supported 18 internal staff who have been seeking career progression with information, advice and guidance around application support, interview technique and improving confidence.

The Team has supported 49 external individuals who have been seeking careers with the Trust with next steps information advice and guidance, application support, interview technique and tools for confidence boosting.

Pre-employment Programme

Due to the pandemic, we had to change our usual face to face delivery of our pre-employment programmes to a virtual delivery model to continue to support the recruitment needs within PTS and to widen the access for individuals within our community. Six successful programmes with candidates gaining employment have been delivered.

Youth Engagement

The Trust usually provides placements for Healthcare Cadets across Greater Manchester, Cheshire and Mersey, and Cumbria and Lancashire, receiving placement opportunities from January to May to assist them in gaining vital experience of the ambulance service environment to make informed career choices for future career aspirations. Unfortunately, this has not been possible this year, but face to face placement opportunities will resume when possible, within current Trust procedures. These individuals often progress on to university in healthcare degrees.

Due to the challenges set out above, we have launched the first pilot of Cadets delivery on their college site in the Macclesfield area. Following evaluation of the pilot we will look to deliver this across the North West.

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

experience programmes. The Work Experience Quality Standard is still under review with a view of a national quality standard being created by Health Education England, work which NWAS is currently involved with.



With the difficulties seen during the pandemic, we unfortunately struggled to engage with young people face to face until the latter end of the year and to provide the usual opportunities. We have however been able to support individuals in a virtual realm -providing many online careers events, online virtual mentorship and collaborating with Health Education England and career hubs to undertake targeted youth development work .



The Widening Access Team has also been working collaboratively with organisations such as:

Everton in the Community on the SCORE project and Pathways programme. The objective of the SCORE working group is to bring together representatives of the Health and Social Care Sector to collaborate in achieving this objective. The group will explore and identify opportunities for young people within the sector, share knowledge of recruitment activity and/or processes, and provide input or guidance into the engagement and delivery plan of the project.

The SCORE steering committee will provide direction to ensure the project maximises the opportunities available for young people to successfully enter a career within Health and Social Care.

St John's Ambulance NHS Cadets Programme - the objectives of the Programme are to:

- Deliver life skills (including basic lifesaving, mental health, clinical skills, as well as skills in confidence building, presentation etc).
- Provide social action and volunteering opportunities in local communities.
- Reduce inequalities by reaching young people from seldom heard communities who often may not have the opportunity to volunteer.
- Develop the future health and care workforce.
- Educate young people about the NHS.

Departments of Work and Pensions (DWP) across the region – supporting DWP job fairs and accepting referrals for support from their clients who aspire to work in the ambulance service. In addition, promoting careers Live Chats and specific Careers Connect sessions to provide support towards NHS applications.

Liverpool City Region Combined Authority - supporting their events and utilising their recruitment website to share NWS vacancies in the Liverpool area.

Speakers for Schools and Learn Live – providing virtual work experience activity and answering questions regarding career progression to our future talent pipeline.

Pendle YES Hub - sharing best practices and development of a skills club for young individuals that are NEET (not in education, employment or training) in a bid to inspire towards a better future.

Collaborative NHS Trust/HEE events – the Widening Access Team have established links with NHS Trusts and organisations across the North West and this year has worked collaboratively with a number of them, sharing best practice and delivering collaborative events. The relevant organisations are listed in Appendix 2 together with an outline of the community engagement activity for 2021/22.



4.6. Armed Forces engagement



ambulance trusts – who have agreed to be exemplars of the best care for, and support to, the Armed Forces community (be they Regular, Reserves, Veterans, spouses or dependants).

In March 2022, the Trust was re-accredited for Veteran Aware status until February 2024 by the Veterans Covenant Healthcare Alliance (VCHA). The VCHA is a group of NHS providers – including acute, mental health, community, and

We currently hold the Defence Employer Recognition Scheme Gold Award and are applying for revalidation of the same. The Defence Employer Recognition Scheme recognises employers who support defence and inspire others to do the same; and who pledge, demonstrate, and advocate support to defence and the armed forces community.

We have an Armed Forces, Reserve and Cadet Forces Policy which aims to provide a supportive environment for all Armed Forces staff. Reservists and Cadet Force Adult Volunteers are provided with ten days' paid leave to undertake training. In February 2022 the policy was reviewed by a steering group including representatives from the Trust's Armed Forces Network to ensure it met the needs of our Armed Forces Community. Amendments were agreed by Policy Group in March 2022.

Recruitment

We support the employment of veterans, recognising military skills and qualifications in our recruitment and selection process; working with the Career Transition Partnership (CTP) and NHS Employers Step Into Health to support the employment of service leavers, and provide ongoing support to staff who are members of the Armed Forces Community, both through our Armed Forces Network and providing support for career progression.

Between April 2021 and March 2022, 49 service leavers or veterans were provided with information, advice and guidance regarding roles within NWAS. Eleven were offered one to one support; with six known to be shortlisted.

We attended six Armed Forces careers events (both face to face and virtual) promoting career pathways at NWAS. We have also organised online live chats in partnership with the CTP targeting approximately 1500 service leavers transitioning from the Armed Forces. The live chats have been promoted through partnership working with Step Into Health, the North West Reserve Forces and Cadets Association (NW RFCA), NHS Employers, College of Military Veterans (CMVES). The live chats have been delivered via an online platform with a panel of specialists from NWAS offering information, advice, and guidance with regards NWAS' career pathways; provision of one-to-one support throughout the recruitment process; and signposting to other NHS Trusts/support organisations.

Through collaborative working with Step into Health, between 1 April 2021 and 31 March 2022, NWAS has received 76 referrals via their pathway referral system. A multiple offer is provided, for example, referrals are added to the NWAS recruitment mailing list which disseminates information with regards current job opportunities and upcoming events (NWAS and external events) and offers are promoted for one-to-one support and next steps careers advice and guidance.

We have developed partnership working initiatives with the Armed Forces NW HQ including recruitment events and training opportunities focusing on recruiting from the Armed Forces. A careers event was attended at Fulwood Barracks in November 2021.

Working collaboratively with the College of Military Veterans and Health Education England, we have set up "Creative Forces" events targeting cadets within the services. We are also working in partnership with Sale Sharks Community Trust to deliver breakfast clubs and employability sessions for veterans.

In the past 12 months NWAS has developed partnership working with Veterans UK in Merseyside and has plans in place to deliver career support drop-ins at Veterans UK HQ. Working with Veterans UK HQ we aim to organise an insight day in collaboration with other NHS Trusts with regards careers within the health service for veterans in Merseyside.

In June 2021, NWAS joined Forces Friendly Jobs to promote information about career pathways and careers events to family members of currently serving UK military personnel.

Events

We have supported national events including Armed Forces Day, Reserves Day, the Poppy Appeal Day, and Remembrance activities. Throughout Armed Forces Week in June 2021, working with the Armed Forces Network and our Communications Team, NWAS promoted the transferable skills of veterans through videos, quote cards and case studies and on Reserves Day raised the Support our Armed Forces flag at seven hubs across the Trust footprint. We also produced a video to celebrate Reserves Day in partnership with the NW RFCA and promoted case studies across our Trust media. On Remembrance Day, services were held across the Trust footprint attended by Trust staff.

Collaborative working

An Armed Forces Action Group meets on a quarterly basis to discuss all work that is carried out across the Trust with regards supporting the Armed Forces Community – the Action Group is attended by the Positive Action Officer, Widening Access Team, HR Hub, Education & Learning Team, and Honorary Contract support team.

During the past year, the Trust was represented at regional and national Armed Forces networks, sharing good practice and promoting collaborative working, including the Cheshire Armed Forces Covenant Partnership, the Lancashire NHS Armed Forces Forum, NW Armed Forces Network, Step Into Health employer surgeries and NHS Employers Connect Sessions.

In March 2022, we were invited by NHS Employers to present two breakout sessions at the NHS and the Armed Forces Conference with regards “Supporting Reservists as part of staff experience and retention” and “How to recruit from the Armed Forces Community”. We have also presented at Step Into Health employer surgeries with regards the guaranteed interview scheme in September 2021 and February 2022; and shared good practice with regards the scheme with East of England Ambulance Service, Yorkshire Ambulance Service, The Queen Elizabeth Hospital King’s Lynn NHS Foundation Trust.

Between 1 April 2021 and 31 March 2022, we established good working relationships with other NHS Trust Armed Forces leads, sharing good practice, and supporting events and initiatives, as well as assisting those who are working towards Employer Recognition Scheme awards – support in the last year has been provided to Countess of Chester NHS Trust, Yorkshire Ambulance Service, Leicestershire Partnership NHS Trust. Support has also been provided with regards applying for Veteran Aware status to London Ambulance Service.

The Trust received military response during the pandemic and was commended for our training and implementation of military personnel into our service in this unprecedented time.

4.7. ED&I staff training

Staff training for EDI has taken a three-pronged approach for 2021/22 to include:

- Developing bespoke courses to develop cultural competence in the workforce i.e. *Beyond Bias* that aims to address unconscious bias and discriminatory practice in the workplace and *Leadership for Inclusion* that aims to plan for reducing the disparity in workforce and health inequalities at point of access, experience at outcome for staff and patients.
- Building cultural competence across and into the existing suite of mandatory training and thereby, our training regulatory framework.
- Building the cultural competence of educators across NWS who lead and deliver training to our workforce for longevity of sustainable mainstreaming of EDI.

Creating equality of opportunity to continued professional development for our staff from under-represented groups is a focal priority for our Learning & Organisational Development (L&OD) Team, and as such, we have focused our energies on creating inclusive learning content, learning environments and learning pathways. To date, we recognise that there is a journey to be travelled with regard to improving access to, experience of, and outcomes from learning for our staff as our data demonstrates and this will be a key priority for 2022/23, specifically for black, Asian and minority ethnic staff:

Staff L&OD statistics	Total workforce		Female staff	BAME staff	Staff with disabilities
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NWAS 2021 – 22	6808		3512 (51.59%)	323 (4.74%)	342 (5.02%)
Total number who accessed L&D opportunities (headcount)	1175		624	45	71
Total number who accessed L&D opportunities (Percentage)	17.3%		17.8%	13.9%	20.8%

4.8. Developing a ‘culturally competent’ organisation

EDI cultural competence is a critical enabler of organisational effectiveness and efficiency. Our agenda for 2021/22 has been to educate and develop our leaders and staff to improve understanding of racism, discrimination and cultural competence to deliver a step change in the experience of our staff and patients. Cultural competence maturity will allow us to:

Workforce

- Attract, recruit and retain talent from potentially untapped supply lines to address critical workforce gaps faced by the sector
- Build talent currency made up of diverse skillsets, responsive to organisational capacity and capability challenges in a competitive marketplace
- Build lived experience into organisational leadership decision making to enable the design, development and delivery of fit for purpose services from the onset

Performance

- Reduce the unnecessary burden on already limited resources to retrospectively ‘fix’ services that do not meet the needs of priority population groups identified in the CORE20Plus5 and wider public health agendas
- Facilitate social value to break the cycle of social deprivation, poorer educational attainment, inequities and inequalities faced by disadvantaged groups that contribute to poorer health outcomes and longer-term reliance on health and care provision and
- Facilitate our moral, ethical and legal obligations as an employer and provider of public service.

Developing ED&I cultural competence in our workforce has and will continue to contribute to a series of outcomes:

- Dismantling institutionally racist systems, processes and practice in recruitment to deliver inclusive employment practice
- Closing the gap on disparity in experience of staff from under-represented groups surfaced by internal cultural metrics¹
- Closing the gap on the disparity in experience of patients from under-represented groups through internal audit mechanisms²

¹ Staff Survey, WRES, WDES, EDS2

² Serious incidents, complaints, patient public panel feedback

- Contributing to closing the gap on wider systemic health inequalities surfaced by the Department of Health within urgent, emergency and elective care contexts³

Roundtable discussions

To support the conversation around ED&I, the Trust commenced a series of roundtable discussions, led by our Director of Strategy, Partnerships and Transformation. In 2021/22 the Trust held a discussion on race and racism and then as part of the events to celebrate International Women's Day in March 2022, a discussion was held on sexism, misogyny and violence towards women. Both discussions were informative and powerful and further roundtable events will be held in 2022/23.

EDI Board Development

Over the course of the year, a comprehensive Board development programme was developed to progress the Trust's commitment to the anti-racism agenda. The programme sought to facilitate a safe space for the Trust's most senior decision makers to explore their call to action in leading for inclusion with a specific lens on closing the gap on workforce and health inequalities from a race perspective. Two sessions 'Introducing Anti Racism' and 'Mobilising for Anti Racism' were delivered to cultivate organisational readiness for anti-racism work. The next phase of the programme will seek to integrate reverse mentoring and the NHS North West Anti Racism Framework 2020 into Board development to drive leadership for equality, diversity and inclusion.

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

An overview of the activity undertaken during 2021/22 to develop organisational cultural competence can be seen in Appendix 3.

4.9. Staff Networks and Forums

Despite the challenges of recovering from the pandemic, the Staff Networks have continued to develop and grow over the last year. While face to face engagement for the Networks has been limited, they have nonetheless adapted well to using technology to promote themselves, reach out to colleagues and hold events.

The NHS People Plan set out an intention that by December 2021 all NHS organisations should have reviewed their governance arrangements to ensure that Staff Networks are able to contribute to and inform decision-making processes. To this end, over the last year, the Trust reviewed its support infrastructure for networks - providing guaranteed release for core members, an allocated budget and identifying champions from the Executive Team who can support networks to achieve their goals.

At NWAS we now have formalised networks and Executive Champions for Armed Forces, Disability, LGBT+ and Race Equality. Work has commenced to establish a Women's Network (name to be confirmed). The following updates have been provided by the Networks:

³ CORE20plus5; [Local action on health inequalities \(publishing.service.gov.uk\)](https://publishing.service.gov.uk) et al

Armed Forces Network

The **Armed Forces Network** continued to meet on a quarterly basis virtually during the pandemic. In 2021/22 the Network collaborated with our communications and corporate teams on social media campaigns raising visibility of our Armed Forces Community during Armed Forces Week. The campaign focused on “Transitioning from the Armed Forces” using case studies, video clips and quote cards. For Reserves Day 2021, the Network raised the Armed Forces



flag at seven Trust hubs and was approached by NW RFCA to produce a video showcasing employing reservists for NW RFCA/NWAS social media. The Network also supported Remembrance Day services across the Trust footprint.

In early 2022 steps were taken by the Network to become member-led and nominated two co-chairs, supported by a vice-chair and management committee. The Network was formally launched in March 2022 by Daren Mochrie, Chief Executive Officer, Angela Wetton, Director of Corporate Affairs, as Executive Sponsor for the Armed Forces, and the Network committee.

Disability Network



The **Disability Network** officially launched in December 2021 following election of an additional co-chair and vice chair to support the current chair. At the virtual event, Daren Mochrie, Chief Executive Officer, as well as a number of Executives including the Disability Network’s Executive Champion, Carolyn Wood, joined to share their thoughts on its important role working with the Trust. Since the launch in December 2021, membership has grown with staff feeling confident coming forward to ask for support.

The first meeting as a formal network has taken place with open discussions around the annual workplan and members raising important issues affecting staff with disabilities and long-term health conditions in the workplace to focus on throughout this period. The co-chairs have regularly met with the Executive Champion to discuss how they can support the workplan and raise issues at Board level. To increase the presence of the Network across the Trust, in the first year the chairs have also attended various meetings including Service Delivery and Finance SMT and Cumbria & Lancashire Health and Wellbeing Forum to provide updates on the Disability Network, share the Network’s priorities and to start discussions on how managers can support them. The Network is now represented at Workforce Equalities Group meetings and other key subcommittee meetings to provide assurance. Members of the Network have been invited to participate in EMT1 interview panels, Trust Strategy ED&I Reference Group and attend careers events with the Positive Action Officer.

Representatives of the Disability Network also attend the National Ambulance Disability Forum, alongside representative from Corporate HR.

LGBT+ Network

The NWAS **LGBT+ Network** has come on leaps and bounds in recent years. Like everyone, the Network's activities were severely affected by the pandemic, and they had to significantly adapt operations. Network meetings continued virtually, with the main focus becoming staff welfare. The chair of the Network said *"I'm extremely proud of the way the network and its members have risen to the challenges we have faced. We now must look forward to building on what we have achieved thus far, and I would encourage all network members and allies to get involved and tell us as a network what you would like us to do for you."*

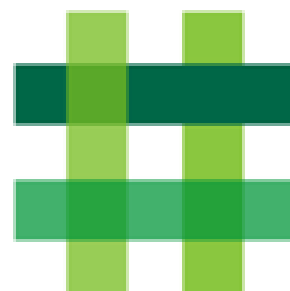


Lisa Ward, Director of People, continues in the role of Executive Champion for the Network.

Key achievements include celebrating Pride with social media campaign with Network members' stories and involvement in North West Pride events (including virtual events due to COVID-19), development of staff in LGBT+ issues and work on combatting violence and aggression. Communication has also been improved with focus on the impact of COVID-19 and raising awareness of tackling health inequalities. Increased awareness of the wider trans communities has taken place and Network members have been heavily involved in the review of the Policy for Supporting Trans and Non-Binary Staff, which was agreed in May 2021.

Race Equality Network

Regular meetings of the **Race Equality Network (REN)** continued to take place monthly with membership growing and a keen interest from allies seeking support and guidance around areas such as Public Health consultations, and Equality Impact Assessments. The Network has been building relationships with other local and national BAME networks which has been invaluable for learning and development. Common themes and areas of concern have been identified and this is helping the Network to form better strategies to improve the experiences of our staff and patients.



The REN continued to support staff and NWAS during the peak of the Omicron variant of COVID-19, working to alleviate concerns around the vaccine rollout by supporting promotional videos and sharing evidence-based information around the vaccines amongst our colleagues. The Brexit referendum brought an end of free movement for European neighbours, as the deadline approached in June 2021 the Network supported the dissemination of useful information to our colleagues to ensure they had completed the relevant documentation to allow them to obtain the right to remain in the UK and have access to the services they work to maintain.

The Network has been involved in many activities around the Trust during 2021/22. It has focused on the key aims set out at the Network's launch; supporting staff, improving education and awareness of racial disparities and improving representation of black, Asian and minority ethnic staff in NWAS. Key areas to mention include supporting the Widening Access and Positive Action Teams at multiple events, supporting the NWAS Strategy Refresh with a lens from the perspective of our members and providing a presence at various stages of the recruitment and internal progression process. The Network is

beginning to understand where it can provide the most effective support and guidance to our stakeholders and is taking strides to build resilience within the Network including supporting stakeholders with the Network's views with Equality Impact Assessments.

The recent launch of our internal Facebook page (NWAS Race Equality Network) along with our Twitter handle (@NWAmb_Equality) is helping the Network to reach a wider audience and share information more effectively.

Religion and Belief Forum

The **Religion and Belief Forum** provides a safe space to talk about religion and belief and is open to staff of all religions and beliefs and none. It raises awareness and understanding of different faiths, beliefs, and cultures, and works towards connecting and supporting staff. It aims to share good practice and to provide interfaith advice, guidance, and information.

During 2021/22, two **Religion and Belief Forums** were held. The first was held on 4 March 2021 via Zoom with a focus on the Jewish faith. Alex Klein, a member of the Trust's Patient and Public Panel, joined the forum to talk about the Jewish faith and how members of staff can understand more fully and appreciate the religious and cultural needs of Jewish patients, for example, respecting gender boundaries. This was followed by a Q&A session. Following the meeting in response to attendee questions, Alex disseminated information with regards dealing with mourners' needs, care for the deceased and burial arrangements; the Hatzola emergency ambulance service; and the Jewish Representative Council of Greater Manchester.

The second forum was held on 9 July 2021 on MS Teams with a focus on the Sikh faith. Jagmail Singh and Neelam Chohan joined the forum to talk about Sikhism, the religious and cultural needs of Sikh patients, and to answer any questions. Jagmail Singh is a Specials Inspector with Greater Manchester Police and a member of Bury Faith Council; and Neelam Chohan is a frontline responder and works with the Merseyside Police Community Engagement Unit where she links in with under-represented communities. NWAS also works in partnership with Jagmail with regards Positive Action events at Gurdwaras in Greater Manchester.

The Forum is in the process of being reviewed and will be known as the Religion, Belief and Culture Forum going forwards.

With the support and input of the Staff Network, the ED&I and Communications Teams collaboratively produced the Community Calendar 2022 for the Trust which showcased the diversity of NWAS. The calendar which was welcomed by all included key religious, cultural and health days as well as images of staff from across the organisation.



4.10. Policy Development

All new and existing policies, procedures and guidance documents are developed and reviewed in partnership with Staff Side and management colleagues through the Policy Group and where appropriate, through specialised consultation with affected groups. All policies are equality impact assessed in consultation with our various Staff Networks. The Trust continuously supports the development of best practice. Due to the pandemic, the Policy Group meetings were paused for several months. However, upon resumption, additional fortnightly meetings have been added to ensure we are on track to continue to develop and review policies, procedures and guidance to meet the needs of our staff and the Trust.

Since resuming Policy Group in March 2022, 23 new or reviewed policies and procedures were agreed. Each one is considered from an equality and inclusion perspective. In addition, an Equality Impact Assessment is completed for each new and reviewed policy or procedure.

4.11. Health & Wellbeing

We continue to make good progress with supporting and developing the health and wellbeing offer for staff as we progress through the recovery phase of the pandemic. Operational pressures and high demands on staff have contributed to burnout and increased sickness absence, this has meant that we have had to adapt and react quickly to staff needs.

We have maintained a significant focus around the provision of mental health support for all staff and support for those who may have long-term conditions or a disability, to improve resilience and improve mental health. We are aware that not all staff who have a long-term condition or disability declare it in their staff record, and this is perhaps more so the case when it relates to mental health. As a result, mental health continues to be a 'hidden' illness for some, therefore our focus over the last 12 months has been around encouraging proactive, positive conversations around mental health. This has been done through the introduction of a Wellbeing Conversations Guide – prompting early conversations between staff and their respective line managers with the aim to identify and discuss any challenges, illness or mental health needs and put appropriate actions into place quickly.

Positive health and wellbeing is also about feeling safe at work. Staff Survey data showed that colleagues who declared they were from a black, Asian and minority ethnic background, had a disability or were lesbian/gay/bisexual/transgender+ were more likely to be victims of bullying and harassment compared to the rest of the organisation. Therefore, over the last year we continued to further embed the 'Treat Me Right' campaign across the Trust with the development of a toolkit to help support a key improvement goal of the People Plan - *reduce staff experience of bullying and harassment, through development of a culture which consistently reflects our values and through effective management and support*. The toolkit reinforces the Dignity at Work Policy and highlights the importance of informal resolution and civility and respect at work.

Highlights of some of the other key health and wellbeing work delivered over the past year include:

- **Improving access points and wellbeing information** on the staff intranet and staff app. Following staff feedback, development and relaunch of the Invest in Yourself site has taken place with a greater focus on ease of access and content. The site has

been developed to make it easier for navigation and there is now a clear focus within four key areas of support for staff and managers:

- Mental and Emotional Wellbeing
 - Addiction and Support
 - Financial Wellbeing
 - Health, Fitness and Wellbeing
-
- **Keyrings and refreshers** were distributed as part of the launch which features the QR code to scan and access the site more easily whether in or out of work. We will also be creating a desktop icon so staff can simply click to access support whilst in work. The tagline, 'it's okay not to be okay' is used throughout our communications to tackle the stigma around mental health.
 - **Burnout and Resilience Programmes** for all staff and managers. We have worked with an external provider to develop two bespoke NWS programmes. The first is a six week staff programme; and the second is a four week 1-1 Managers Programme which covers a range of interventions to improve management of stress and resilience, raise awareness of nutrition, sleep, and fitness, and empowering staff to support themselves long term.

The feedback received from staff who have participated in the programmes has been extremely positive. Colleagues have reported that their sleep, resilience, and nutrition have significantly improved during the course of the programme. Following the success of the rollout of these programmes, we are evaluating incorporating this as a continuing targeted support offer for staff.

- **Pro-active, confidential and emotional wellbeing support telephone calls** - at the beginning of the pandemic, the Duke and Duchess of Cambridge pledged commitment to supporting the mental health and wellbeing of the frontline community through The Royal Foundation's COVID-19 Response Fund. As a result, we had the opportunity to make available to our colleagues a pro-active, confidential, emotional wellbeing support service provided by the Hospice UK 'Just B' trauma and counselling helpline funded by The Royal Foundation and NHS England.

We launched a pilot of the service with EOC colleagues in late 2021 and followed up with staff in 111 contact centres, with plans to extend this to all frontline staff in 2022.

The service aims to support colleagues who may benefit from emotional and mental health support, but who may not readily seek out that support. It is recognised that some colleagues still feel there are negative connotations and a stigma associated with seeking out emotional wellbeing and mental health support, which may prevent them from seeking help when they need it. Therefore, this approach pro-actively reaches out to staff through a telephone discussion to ascertain if there is a need for any support that they are not currently aware of or receiving.

- **Financial wellbeing via salary finance** - this was initially launched in December 2020 and during 2021/22 it has been promoted widely and proven to be an important part of our wellbeing offer. Staff can apply for a loan or access the financial education hub for debt advice and useful guides and tools around personal financial planning.

- **Launch of the suicide prevention toolkit** - the toolkit was launched in September 2021 on World Suicide Prevention Day. The toolkit is designed to help, support and educate staff around the risks of suicide within the workplace, promoting good practice and encouraging healthy conversations to remove the stigma associated with mental health problems and suicide. It was developed in response to the known higher risk of suicide among emergency responder communities.
- **Chaplaincy support** for all staff via our Chaplain who provides a listening ear and sessions can be face to face or virtual dependent on staff needs.
- **Long COVID Support Group** - established in partnership with the Welsh Ambulance Service. NWAS staff have access to the support group and can access a network for support. Occupational Health has also provided ongoing support to staff and advice to managers including access to counselling and physiotherapy services.

4.12. Compliments, Memberships and Awards

We have maintained our membership of the Employers' Network for Equality and Inclusion (ENEI). This has ensured we are able to access resources and external benchmarking on embedding a culture of equality and inclusion. Progress has been made on equality with NWAS moving from a bronze award in 2019 to obtaining a silver award in July 2020 and sustaining the silver award level in September 2021.

In December 2021, we were awarded the highest possible Disability Confident status - **Level 3 Disability Confident Leader** – by the Department of Works and Pensions.

Our journey to become a Disability Confident Leader shows our commitment to recruit, retain, and develop our staff who are disabled and have long-term health conditions. As a Disability Confident Employer, we have demonstrated that we are benefiting from being able to draw from the widest possible pool of talent and are getting the right people for our business. By stepping up to become a Disability Confident Leader we have also demonstrated that we act as a champion for Disability Confident within our local and business communities and encourage and support businesses in our supply chains and networks to become Disability Confident.

We continue to use a work plan to ensure progress continues to be made to improve the experience of candidates and staff with disabilities and monthly meetings with the Disability Network chairs to review progress and to support the Trust have commenced.

In March 2022, the Trust retained Veteran Aware accreditation until February 2024 by the Veterans Covenant Healthcare Alliance (VCHA).

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

4.13. Regional, national and trade union engagement

We continue to remain a member of the National Ambulance Diversity and Inclusion Forum (NADIF) and the newly created National Ambulance Disability Network (NADN) via the Association of Ambulance Chief Executives (AACE). Each meets quarterly to share best practice of diversity with colleagues from across the ambulance sector and use expertise to inform AACE on 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. The Corporate HR Team has additionally built a relationship and will link in

directly with the National Ambulance LGBT+ Network as and when necessary. The resources created by this national group are an asset to NWAS in promoting awareness of LGBT+ issues. There remains a shared LBGT+ action plan between the team and the local LGBT+ network about sexual orientation, trans and non-binary issues in the workplace.

The National Ambulance BME Forum continues to develop, and we are engaged with the Forum. With the development of the Race Equality Network in NWAS, Trust representation at the national group is now undertaken by designated representatives from the local network. Again, the Corporate HR Team link in directly with the national group as required. Events such as webinars about race hosted by the National Ambulance BME Forum and AACE have been promoted to staff. Statements from the group have also been circulated across the Trust. Local network members have also been supported to link in with regional BAME NHS Network leads to share advice and support.

The Trust has continued to link in with North West NHS Equality and Diversity Leads meetings and other regional meetings (i.e. Merseyside blue light collaboration, GM ED&I professionals group, etc) when possible. During the pandemic, NWAS has also engaged with national NHS webinars on race, disability and LGBT+ – to hear about the impact of the pandemic on different staff groups or how their particular issues have been covered in the NHS People Plan. Staff from the local NWAS networks have also been invited to these as NWAS representatives.

5. Reporting and measuring impact

5.1. Employment Monitoring Information

The Trust publishes data on an annual basis showing a breakdown of demography of our workforce. Similar data gathered from 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 the 12 months prior to 31st December 2021.

A summary of the data is available at Appendix 4.

5.2. 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.

As part of the EDS2 framework, the Trust is obliged to share our progress on equality with both internal and external stakeholders. Progress is monitored over an agreed period of time to demonstrate progress.

The Trust completed its last cycle of work in early 2020. The progress made during that time and the stakeholder events were covered in the report from 2020.

Originally, there were plans for the Trust to reassess its position after a further period of three years, but this will now be extended to the end of 2023/24. This aligns the framework cycle to end at the same time as the newly agreed equality priorities and account for the disruption to the Trust during 2020/21 while responding to the pandemic.

There had been national discussions within the NHS about further revisions to the EDS2 framework prior to March 2020, with a potential revised framework being called EDS 2022/23. National progress and updates about this review have also been delayed. By agreeing to monitor EDS2 progress over the same timeframe as our objectives will also give time for any new frameworks to develop before moving on to an updated version.

What is EDS2 in practice?

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**

5.3. Workforce Race Equality Standard (WRES)

Our most recent data for the Workforce Race Equality Standard was published in summer 2021. An action plan was produced to support the work to reduce the inequalities in the experiences of staff working at the Trust which exist between white and black, Asian and minority ethnic staff. The strategy adopted focuses on workforce representation, looking specifically at frontline operational roles, and the staff experience aspects of the WRES.

Meetings continue to be held regularly to review progress via the Workforce Equality Action Group against objectives to ensure that there is momentum across the Trust relating to this work. Data has been shared with the Race Equality Network over the last 12 months. There have been discussions with managers by the Corporate HR Team and as a formal staff network, Committee members have also raised the profile of WRES through the meeting managers and the launch event in January 2021.

Overall, the WRES data showed a mixed picture of results with some positive improvements in numbers of staff experiencing discrimination at work from managers or other colleagues, which has dropped from 23.2% in 2017/18 to 9% in 2020/21. There are some areas for continued focus in recruitment, disciplinary processes, career progression and board representation.

Activity in support of the WRES

- Support for staff voice to discuss workforce race equality at NWS – increase in number of network meetings, senior visible support for the group through executive board sponsor attendance and involvement, launch of the formal network in 2020, marked a shift from staff voice sessions to being staff led, rather than facilitated by the Trust.
- Previous reduction in 'ethnicity unknown' in Trust data from 1.8% to 1.3% through local work plan action has remained the same for 2021 at 1.3%.
- Data collation has improved with increase in number of staff recorded as having had CPD/non-mandatory training.
- Activity relating to tackling bullying and harassment from internal and external sources has been varied. The Freedom to Speak Up (FTSU) Guardian has worked with the Corporate HR Team in promoting FTSU including via the newly formed ED&I Networks Council as an option for staff, including sharing joint statements from national WRES and FTSU leads. A Race Equality Network member attends the Violence and Aggression Groups. The Trust has developed a 'Treat Me Right' campaign, this seeks to reinforce and further embed our Dignity at Work Policy and highlight the importance of informal resolution and civility and respect at work.

The detail of the WRES data summer 2021 is available on the Trust's website:

<https://www.nwas.nhs.uk/publications/workforce-race-equality-standard-wres-2021-data/>

5.4. Gender Pay Reporting

The data for the statutory gender pay gap reporting is detailed below and is based on the figures that were submitted in line with the previous gender pay gap report – reporting for the year up to 31st March 2021.

Overall representation of female staff has increased within the workplace from 48.1% to 50.41%, the first ambulance service in England to achieve the overall Gender split. Female representation within each quartile of staff has also increased. Representation in the highest quartile of pay has increased from 36.74% to 37.23%.

Gender Pay Gap reporting up to end March 2021 shows that the gap in the hourly rate of pay between male and female staff increased from of 8.79% in March 2020 to 10.89% in March 2021. The average median rate of pay also increased from a difference of 7.2% to 9.26%. Representation within each of the quartiles showed an increase, with the top-earning quartile still remaining a key area of focus. Progression into the highest paid roles is dependent on vacancies created through the year which require recruitment and it is this progression and movement within the Trust which will impact positively on the gender pay gap.

As cited in previous years, the action plan focuses on three main areas of work: recruitment, career progression and flexible working to enable progression of women within the organisation into the higher pay quartiles/reducing the barriers to female career progression. It was expected that these themes would require long-term pieces of work and therefore why these themes remain relevant and form part of the work in the Trust's Workforce Equality Action Group.

The progress shown in the quartile representation data this year is likely to be the result of the Women in Leadership Programme which started in 2019/20 along with opportunities to recruit to roles in the highest paid quartile and the embedding of the assessment centre process, brought in to support selection of leadership positions. The centres are designed to reduce any potential bias in the selection process. The centres themselves remain under review to take account of feedback from candidates and invigilators involved in the process.

The detail of the gender pay gap is available and can be found on the Trust's website: <https://www.nwas.nhs.uk/about/valuing-staff/gender-pay-gap/>

5.5. Workforce Disability Equality Standard (WDES)

The WDES metrics were published for only the third time in September 2021. The data showed the differences in staff and candidate experience when comparing those who have disclosed a disability and those who have not. The data was drawn from ESR and the staff survey. The data relating to representation showed a mixed picture across the Trust, but we know that there are currently high levels of staff not disclosing disability. ESR shows 4.46% whereas nearly 25% of staff survey respondents indicated that they had a disability or long-term condition.

While the 2021 Staff Survey results have shown an overall poorer employee experience for staff with disabilities, we have seen the gaps narrowing between the experience of staff with disabilities and those without in the WDES related questions. Also positively, we found that compared to previous years, fewer staff with disabilities indicated that they had experienced harassment, bullying or abuse from service users/relatives and managers.

In an effort to improve the experience of staff with disabilities, over the last year an action plan was produced and focused on the following areas:

- Launch of a Work & Wellbeing Passport. It was piloted during 2020/21 with one of the co-chairs of the Disability Network successfully trialling in their respective area.

The document is now live for all colleagues across the Trust to utilise in conjunction/conversation with their managers.

- Promote self-declaration through guidance on ESR self-service.
- Improving staff voice through development of the newly formed Disability Network (December 2021 launch from forum to Network).
- Reviewing the outcomes of the WDES in relation to the review of the sickness procedure (currently being reviewed with the Policy Group).

Working with the Disability Network in 2022/23, we will be engaging colleagues to explore positive steps which can be taken to improve the work experience of staff with disabilities.

The detail of the WDES submission is available on the Trust's website:

<https://www.nwas.nhs.uk/publications/workforce-disability-equality-standard-wdes-2021-data/>

Appendices

Appendix 1 - Community Engagement Activity Plan 2021/22

Organisation	Protective Characteristic (Group)	Numbers attending	Date	Time	Virtual platform
Yaran North West CIC	Ethnic Groups		07/04/2021	11am	MS Teams
Healthwatch 'What matters to you' Over 55s group	Older People		07/04/2021	11am	MS Teams
Healthwatch Wirral - meeting with Micha Woodworth	Healthwatch		07/04/2021	3pm	MS Teams
Brothers of Charity	Learning Disabilities		09/04/2021	1-2pm	Zoom
PPI Lancashire Network Steering Group	Network		21/04/2021	10-12pm	TBC
Healthwatch Wirral BRIDGE meeting	Healthwatch		21/04/2021	11-12.30pm	MS Teams
NHSE Engagement Practitioner's Network meeting.	Network		21/04/2021	15.30-17.00pm	Zoom
Lancashire Visual Impairment Forum	Visual Impairment		23/04/2021	11.30am-1.30pm	Zoom
CAHN – 2021 Windrush Celebrations Planning Meeting	Ethnic Groups	14	26/04/2021	6 - 7pm	Zoom
Salford Mental Health Forum	Mental Health		28/04/2021	12-2pm	Zoom
Healthwatch 'What matters to you' Over 55s group	Older People		05/05/2021	11am	MS Teams
Lancashire Teaching Hospitals	Network		06/05/2021	2pm	MS Teams
Best Practice Webinar: Unlocking engagement with marginalised and vulnerable communities during COVID-19	Webinar		06/05/2021	11am	MS teams
Wigan Borough Equality Reference Group	Health Inequalities		11/05/2021	11-1pm	MS Teams
Patient, Public and Carers Voice Forum	ICS		11/05/2021	3-5pm	MS Teams
Sandbach Dementia Café	Dementia		12/05/2021	11-12pm	Zoom
Engage spring 2021: The secrets of effective community engagement	Webinar		18/05/2021	10-2pm	MS Teams/Zoom
Engage spring 2021: Engagement Open Space - Co-consulting	Webinar		19/05/2021	11-12.30pm	MS Teams
Engage spring 2021: It's a kind of magic using creative approaches to connect with people	Webinar		20/05/2021	11-12.30pm	MS Teams
Engage 2021: In conversation with Dr Hilary Cottam OBE engagement practitioners as change makers	Webinar		20/05/2021	2-3pm	MS Teams
Engage 2021: Digitising Leeds: Working Together as Engagement Professionals for Digital Inclusion	Webinar		20/05/2021	3-4pm	MS Teams

The Power of Partnership: Dementia Care in Wirral	Dementia		20/05/2021	9.30-12.30pm	MS Teams
Greater Manchester Older Peoples network	Older People		24/05/2021	2-3.30pm	Zoom
Salford Mental Health Forum	Mental Health		26/05/2021	12-2pm	Zoom
Healthwatch 'What matters to you' Over 55's group	Older People		02/06/2021	11am	MS Teams
•NHS England Health Information Champions Event	Webinar		02/06/2021	2-3.30pm	MS Teams
Cheshire East Carers Forum	Carers		09/06/2021	11am	MS Teams
Lancashire Teaching Hospitals	Network		10/06/2021	11-12pm	MS Teams
Healthwatch Wirral BRIDGE meeting	Healthwatch		16/06/2021	11-12.30pm	MS Teams
Equality Reference Group	Health Inequalities		16/06/2021	12-1.30pm	MS Teams
Lancashire Visual Impairment forum	Visual Impairment		18/06/2021	11.30am	Zoom
Healthwatch Trafford Volunteers Session	Healthwatch	12	24/06/2021	11am	MS Teams
Salford Mental Health Forum	Mental Health		30/06/2021	12-2pm	Zoom
National Ambulance Public Engagement Network	Network	7	01/07/2021	10-11am	MS Teams
Lancashire Teaching Hospitals	Network		06/07/2021	10-11am	MS Teams
Healthwatch 'What matters to you' Over 55's group	Older People		07/07/2021	11am	MS Teams
Healthwatch Halton Tuesday chat session	Healthwatch	15	13/07/2021	11am	Zoom
Healthwatch Wirral BRIDGE meeting	Healthwatch	15	21/07/2021	11am	MS Teams
Patients, Public and Carers Voice Forum	ICS	12	27/07/2021	3-5pm	MS teams
NHS England - 10 steps to working with people and communities	Webinar	12	29/07/2021	9.30am-4pm	MS Teams
Live Well for Longer Project Group Meeting	Older People		02/08/2021	2pm	MS Teams
Salford Community Forum - Urgent and Emergency Care	Healthwatch		03/08/2021	10am - 12.30pm	Zoom
Macclesfield VI Forum	Visual Impairment		04/08/2021	1.30pm	Telephone
Healthwatch Wirral BRIDGE meeting	Healthwatch		21/09/2021	11:00	MS Teams
Lancs/S Cumbria PPI Leads meeting	Network		23/09/2021	10-11.30am	MS Teams
Initial meeting with patient engagement officer at Healthwatch Bolton	Healthwatch		27/09/2021	10.30am-11.30am	TBS
Patient and Public Carer's Voice Forum	ICS		28/09/2021	3-5pm	MS Teams
Stockport Youth Council	Young People	12	29/09/2021	5-6.30pm	TBC
Lancashire Youth Forum	Young People	12	30/09/2021	6pm - 7.30pm	TBC
Health Inequalities Strategy Engagement Event Tuesday	Health Inequalities	N/A	12/10/2021	9.30am-11.30am	TBC
Sefton Dementia Hub	Dementia	12	14/10/2021	2pm	Zoom
Everything you ever wanted to know about Health Inclusion groups	Health inequalities	N/A	18/10/2021	11am	Zoom

Race Ahead - NHS Big Conversation on Race	Ethnic Groups	N/A	19/10/2021	9.30am-12.30pm	MS Teams
Live Well for Longer Project Group Meeting	Older People		20/10/2021	9.00am- 12.30pm	MS Teams
Lancashire Learning Disability Partnership Board	Learning Disabilities	15	20/10/2021	10.30am	Zoom
Salford Mental Health Forum	Mental Health	10	27/10/2021	12-2pm	Zoom
Patient and Public Carer's Voice Forum	ICS	12	28/10/2021`	15.30pm	MS Teams
National Ambulance Public Engagement Network	Network	8	01/11/2021	9:00am	MS Teams
Sefton Older Person's Forum	Older People	15	04/11/2021	14:00pm	MS Teams
Catch up with Kate/Yunus	Network	2	04/11/2021	14.30pm	MS Teams
Patient and Public Carer's Voice Forum	ICS	15	23/11/2021	15:00	MS Teams
Salford Mental Health Forum	Mental Health	15	24/11/2021	12-2pm	Zoom
Cumbria Deaf Association	Deaf	3	02/12/2021	10.30am	MS Teams
Lancashire Visual Impairment Forum	Visual Impairment	15	03/12/2021	11.30am	Zoom
N-Compass - Sue Gardam	Deaf	2	06/12/2021	14:00pm	MS Teams
Cheshire East Carers Forum	Carers	12	15/12/2021	14:00pm	MS Teams
Public Health Delivery Group	Network	20	11/01/2022	o	MS Teams
NHS England - Patient Involvement - Cardiac Pathway Improvement Programme	General	2	14/01/2022	10:00am	MS Teams
Healthwatch Wirral BRIDGE meeting	Healthwatch	20	19/01/2022	11:00am	MS Teams
Carers Forum	Carers	15	26/01/2022	14:00pm	MS Teams
Patient and Public Carer's Voice Forum	Network	15	27/01/2022	15:00pm	MS Teams
Learning Disability Partnership Board	Learning Disabilities	10	11/02/2022	9:30am	MS Teams
Patient and Public Carer's Voice Forum	Network	15	22/02/2022	15:00pm	MS Teams
Healthwatch Wirral BRIDGE meeting	Healthwatch	20	23/02/2022	11:00am	MS Teams
Carers Forum	Carers	15	23/02/2022	14:00	MS Teams
PPI Leads Network Meeting	Network	10	24/02/2022	14:00pm	MS Teams
Cheshire East Carers Forum	Carers	15	16/03/2022	13:30pm	MS Teams
Volunteer Managers Forum	Age	12	17/03/2022	09:30:am	MS Teams
NHSE Chaplaincy Support	Faith	2	17/03/2022	10.30 am	MS Teams
Patient and Public Carer's Voice Forum	Network	15	22/03/2022	15:00pm	MS Teams
Carers Forum	Older People	12	23/03/2022	14:00pm	
Barrow Cumbria Deaf Association	Deaf	6	TBC	TBC	

Appendix 2 – Outreach organisations and events

2A: Organisations engaged by Positive Action and Widening Access Team

Bolton NHS Foundation Trust
University Hospital of South Manchester
Salford Royal NHS Foundation Trust
Wrightington, Wigan and Leigh NHS Foundation Trust
The Greater Manchester Health & Social Care Careers Hub
Manchester University NHS Foundation Trust
Health Education England
East Cheshire NHS Trust
Northern Care Alliance NHS Foundation Trust
Cheshire and Warrington Growth Hub PLEDGE
University Hospitals of Morecambe Bay
Stepping Hill Hospital
Employability Solutions
Lancashire and South Cumbria Health and Care Partnership
Liverpool Hospitals NHS Trust
Pennine Care NHS Foundation Trust
Warrington and Halton Teaching Hospitals NHS Foundation Trust
Greater Manchester Training Hub
The Christie NHS Foundation Trust
NHS England and NHS Improvement | Commercial Directorate
ST John's Ambulance
Norfolk Community Health & Care NHS Trust
Greater Manchester Mental Health Trust
Alder Hey NHS Trust
Bridgewater
East Lancashire NHS Trust
Lancashire Care
Lancashire Teaching Hospital NHS Trust
Merseycare NHS Trust
The Walton Centre
Morecombe Bay Hospitals Trust
Stockport NHS Trust
Countess of Chester Hospital NHS Foundation Trust
Tameside General NHS Trust
Aintree NHS Trust
Wigan Wrightington and Leigh NHS Trust
North Cumbria Integrated Care NHS FT
Cumbria, Northumberland, Tyne and Wear NHS Foundation Trust
NHS North Cumbria CCG

2B: Widening Access and Positive Action attendance at careers focused events

1 April 2021 to 31 March 2022

Date	Event	Sector	Type of event
06/04/2021	DWP North West Works 4 U	NW	Virtual event – careers – all
07/04/2021	DWP North West Works 4 U	NW	Virtual event – careers – all
08/04/2021	DWP North West Works 4 U	NW	Virtual event – careers all
20/04/2021	Jewel Foundation – NWSA Careers	GM	Virtual event - Jewish Community
21/04/2021	Skills North West (Schools)	NW	Virtual event – careers – schools
27/04/2021	PLEDGE NHS Industry Insight Event	C&M	Virtual event – careers – all
10/05/2021	Growth Company Jobs Fair	GM	Virtual event – careers – adults
02/06/2021	Careers in the ambulance service 350 taster day	NW	Virtual event – careers
06/06-26/06/2021	Pre-employment Programme delivery for PTS role	NW	Virtual pre-employment Programme
09/06/2021	Facebook live (Nursing in NWSA)	NW	Facebook event
16/06/2021	C&M Growing the Futures	C&M	Virtual event – careers – all
16/06/2021	Stanley High	C&M	Virtual event – careers – schools
22/06/2021	GM Careers in Healthcare	GM	GM AHP careers event
25/06/2021	The Heights Burnley	CAL	F2F Careers - KS1-KS4 Alternative Provision School
28/06/2021	NHS and Armed Forces Careers Day	NW	Virtual event – careers - Armed Forces
05/07/2021	The Westleigh School	CAL	F2F Careers – school
07/07/2021	James Rennie School	CAL	F2F Careers - Learning Disabilities
08/07/2021	Live Expo - Learn Live	NW	Virtual event – careers – all
20/07/2021	Speaker for schools	NW	Virtual event – careers – all
30-31/07/21	MCFC Market Place Careers Event	GM	F2F event – careers – adults
09-10/08/21	Pre-employment open days	GM	Virtual open days
15/09/2021	Careers fair (Institute of Deaf People)	GM	F2F event - Careers fair
16-17/09/21	Pre-employment East Lancs Open Days (DWP/GC)	CAL	Virtual open days
23/09/2021	Learn Live - Winsford & Cheshire	C&M	Virtual event – careers – schools
23/09/2021	Pre-employment open day Stretford (DWP)	GM	Open day
24/09/2021	Pre-employment open day Stretford (Growth Company)	GM	Open day
28/09/2021	St Joseph's RC High School Careers Fair	GM	F2F Event – careers – school

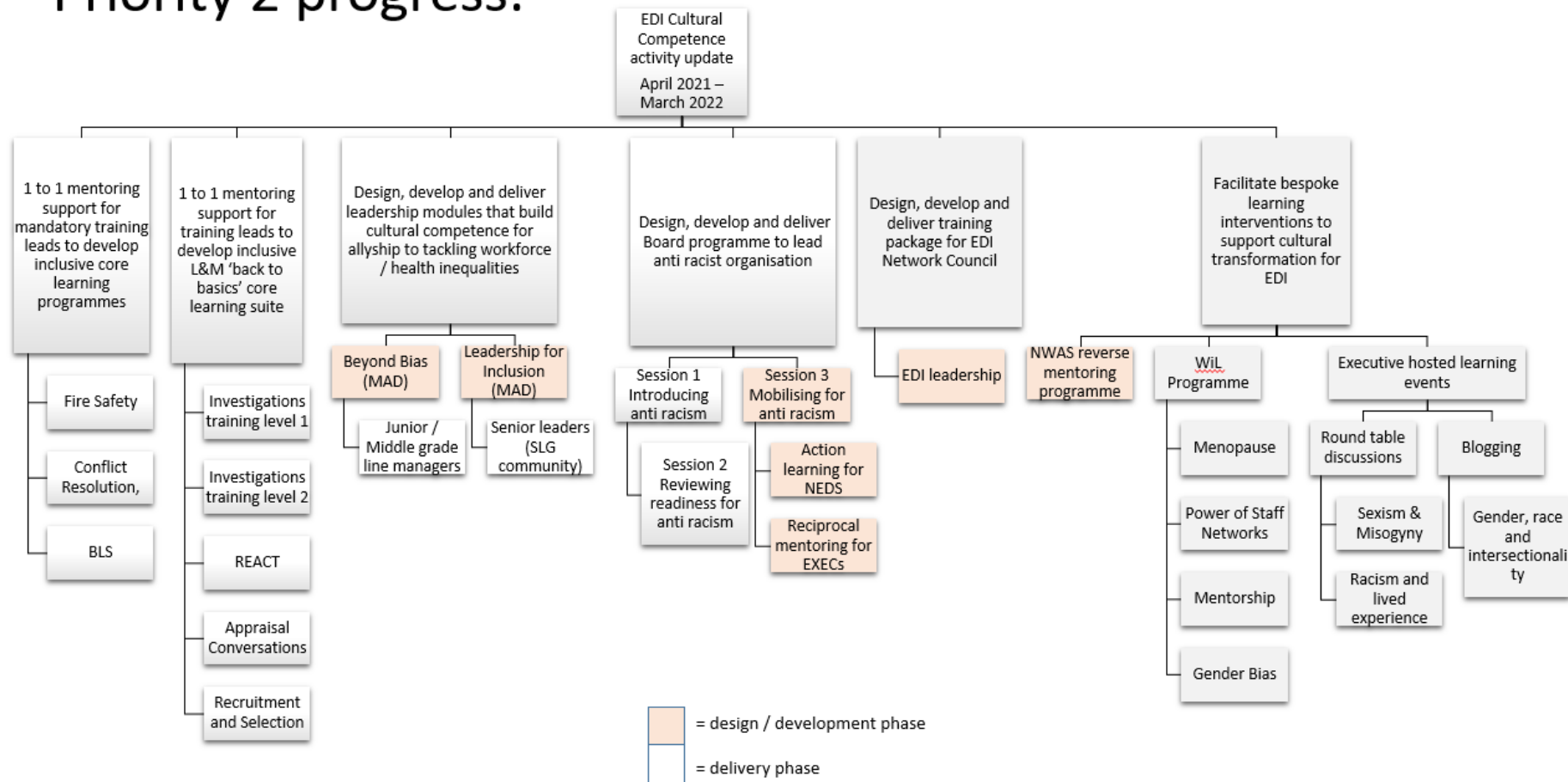
04/10/2021	Armed Forces Open Day	NW	Virtual event – careers - Armed Forces
13/10/2021	Blackburn is Hiring - Ewood Park	CAL	F2F event - careers - schools & adults
15/10/2021	Ready Steady Work	CAL	F2F event - careers – adults
21/10/2021	Deans Trust Careers Online	GM	Virtual event – careers – schools
23-24/10/2021	Dublin Jobs Fair	Dublin	F2F Jobs Fair
02/11/2021	CTP Careers Live Chat	NW	Virtual event – Careers - Armed Forces
11/11/2021	Birkenhead 6th Form College	C&M	F2F event – careers – school
12/11/2021	Bury Islamic Centre – Careers	GM	F2F event – careers – adults
16/11/2021	AF4V Careers Fair – Fulwood	CAL	F2F event – careers – Armed Forces
17/11/2021	Everton in the Community	C&M	F2F event – careers – school
17/11/2021	Oldham College	GM	F2F event – careers – college
18/11/2021	University of Bolton Virtual Careers Fair	GM	Virtual event – careers – University
18/11/2021	Careers Connect Session – EMT1	GM	Virtual event – adults (NWAS – DWPs)
18/11/2021	Careers Connect Session – EMT1	CAL	Virtual event – adults (NWAS – DWPs)
18/11/2021	Careers Connect Session – EMT1	CAL	Virtual event – adults (NWAS - DWPs)
18/11/2021	Careers Connect Session – EMT1	Cheshire	Virtual event – adults (NWAS - DWPs)
18/11/2021	Careers Connect Session – EMT1	Mside	Virtual event – adults (NWAS - DWPs)
24/11/2021	Careers Connect Session – EMT1 (Day)	NW	Virtual event – adults (NWAS – VCFOs)
24/11/2021	Careers Connect Session – EMT1 (Eve)	NW	Virtual event – adults (NWAS – VCFOs)
27/11/2021	Manchester Central Gurdwara	NW	F2F event – careers stand - all
06/12/2021	LRGS/LGGS and Bay Leadership in Morecambe	CAL	F2F event – careers - school Total attendees - 561 -Y7-11
07/12/2021	St Michaels CE Chorley	CAL	F2F event – careers – school Total attendees – 200 Y10-11
13/12/2021	Kirkby High School	C&M	F2F event -careers – school Total attendees – 200
18/12/2021	Bolton Fair - Recruitment Stand	GM	Recruitment and careers
12/01/2022	S4S – Discovery - Clinical Roles	GM	Young people
14/01/2022	Careers Insight: Health and Social Care	GM	Young people
24/01/2022	Next Steps Day 1: The NHS as an Employer /Values and Behaviours	GM	Virtual session – careers – adults
25/01/2022	Next steps Day 2: Application and interview/Job searching	GM	Virtual session – careers – adults
26/01/2022	Careers Insight: Health and Social Care	GM	Careers event – adults

27/01/2022	Carlisle Skills Fair	CAL	F2F event – careers - adults/college students/public
27/01/2022	Broughton Hall's Careers Fair	CAL	F2F event – careers - Y9-13
27/01/2022	North West Works For U	NW	Virtual event – careers – adults
28/01/2022	North West Works For U	NW	Virtual event – careers – adults
03/02/2022	Bellerive FCJ Catholic School - Women In Business Event	CAM	F2F event – careers - Y9
08/02/2022	Southway Housing Apprenticeships	GM	F2F event – careers – adults
09/02/2022	Apprenticeships in NWAS – virtual	NW	10 candidates
09/02/2022	Apprenticeships in NWAS – virtual	NW	21 candidates
09/02/2022	The Alsop High School	CAM	F2F event – careers - Y7-13
11/02/2022	NHS Apprenticeships: AHP Assistant Roles	GM	Virtual event – careers - young people
11/02/2022	NHS Apprenticeships: AHP Assistant Roles	GM	Virtual event – careers – adults
10/02/2022	The Princes Trust Health and Social Care Career Sessions – National Apprenticeship Week 2022	Virtual	Virtual event – careers – young people – Attendees: 150
15/02/2022	BCT Careers	CAL	19 attendees to virtual W/Experience 12 female/7 male
15/02/2022	Gateacre High School	C&M	F2F event – careers – schools
16/02/2022	Next Steps Day 1: The NHS as an Employer /Values and Behaviours	GM	Virtual session – adults
17/02/2022	Next steps Day 2: Application and interview/Job searching	GM	Virtual session – adults
17/02/2022	Meet your Future: Role Models: Public Sector (AHPs)	GM	570 young people in the session
21/02/2022	Heights Burnley	CAL	F2F event – careers – school
23/02/2022	Kuumba Imani Centre Collaborative Tri-service Careers event	C&M	F2F event – careers – adults (Positive Action event)
24/02/2022	Liverpool Football Club NAAFI	C&M	F2F event – careers – Armed Forces (Veterans)
01/03/2022	Liverpool City Region Skills Show 2022	C&M	F2F event – careers - schools and adults
02/03/2022	Liverpool City Region Skills Show 2022	C&M	F2F event – careers - schools and adults
04/03/2022	Careers live chat (NWAS) (Day)	NW	Virtual - 17 candidates attended
04/03/2022	Careers live chat (NWAS) (Eve)	NW	Virtual - 15 candidates attended
08/03/2022	S4S Discovery: Female Leaders	GM	Virtual session - young people
09/03/2022	UK University & Apprenticeship event Old Trafford Manchester	GM	F2F event - careers - 2000 attended
09/03/2022	Bluecoat School Careers Fair	C&M	F2F event – careers – school Attendees: 400 approx

09/03/2022	S4S NHS Careers: Allied Health Professionals	GM	Virtual event – careers - young people
11/03/2022	Wirral Metropolitan College	CAM	F2F event – careers - young people
11/03/2022	Parklands School Career event	CAL	F2F event – careers - school Attendees: 4000 students
16/03/2022	CTP Armed Forces Careers Transitioning Event	NW	Virtual event – careers – Armed Forces
16/03/2022	St Helens and Knowsley College Healthcare Science Skills Show	C&M	F2F event – careers - college
18/03/2022	Next steps Day 2: Application and interview/Job searching	GM	Adults
22/03/2022	Birkenhead Park 6th Form	C&M	F2F event – careers – school
24/03/2022	Wellifield Academy	CAL	F2F event – careers – school
24/03/2022	Harmonize Academy	C&M	F2F event - alternative school Attendees: 30 - Y10-11
24/03/2022	Careers live chat (NWAS) (Day)	NW	Virtual – 10 candidates attended
24/03/2022	Careers live chat (NWAS) (Eve)	NW	Virtual – 12 candidates attended
25/03/2022	Heights Burnley	CAL	F2F event – careers - young people and alternative – attendees: 40
30/03/2022	Bolton - the Jobs Fairs	GM	F2F event – careers - adults

Appendix 3 – ED&I cultural competence activity update

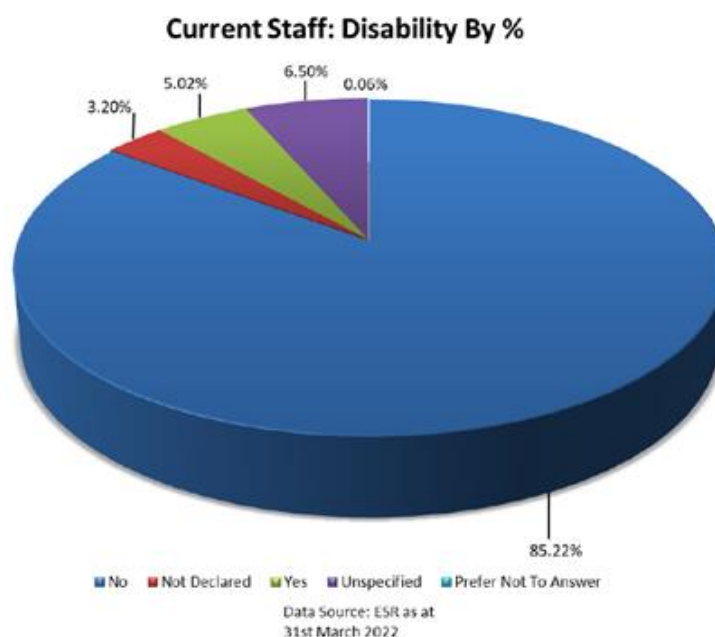
Priority 2 progress:



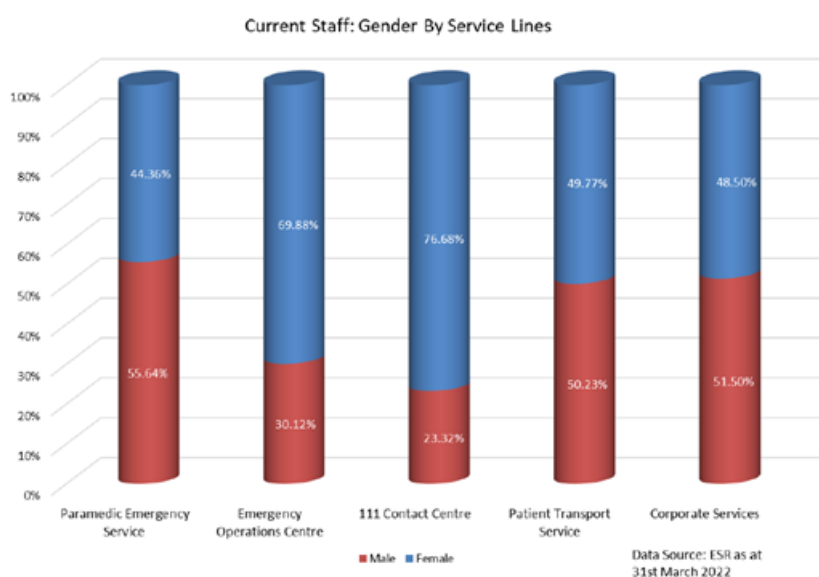
Appendix 4 - Annual Employment Monitoring Information

Disability

Staff disclosure of a disability had been consistently rising year by year and rose from 4.20% in 2020 calendar year to 5.02% in 21/22 financial year. Those not disclosing their status as disabled or otherwise has decreased from 10.81% in 2020 calendar year to 9.7% at 2021/22 financial year.



Gender



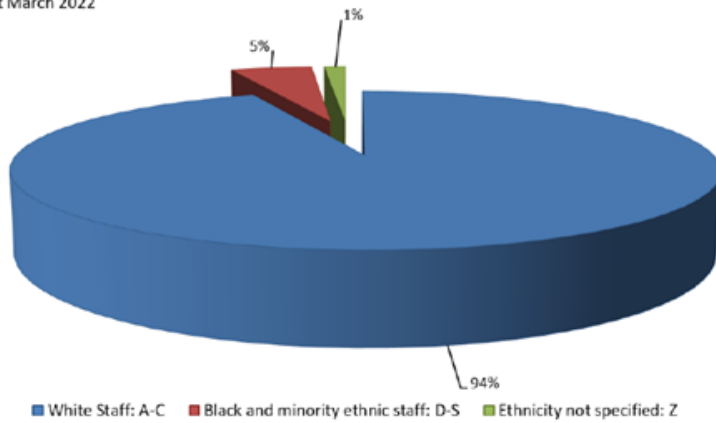
Female staff now account for 51.53% of the workforce within NWAS. The female proportion has slightly increased in all the three operational services - PES, EOC, and PTS. Corporate Services and PTS appear to have a good level of gender balance.

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.

Ethnicity

Data Source: ESR as at 31st March 2022

Ethnicity of current staff in NWAS



The percentage and overall number of staff from non-white groups has dropped slightly from 5.05% in March 2021 to 4.97% in March 2022.

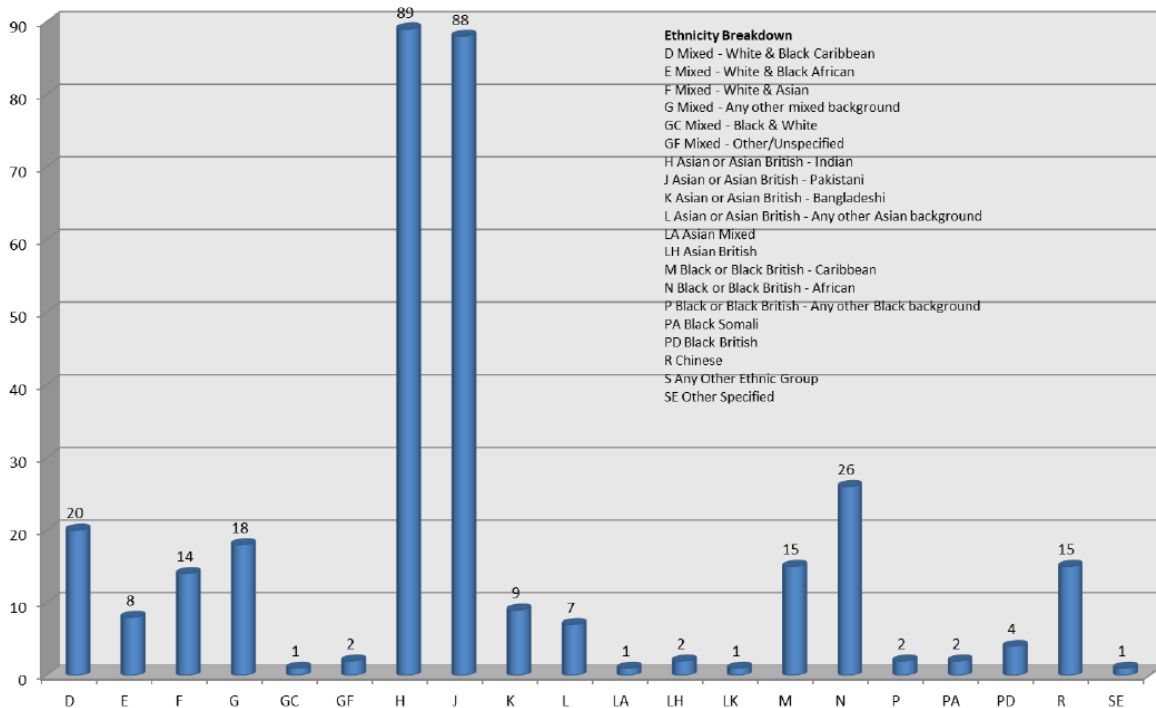
NWAS retains good disclosure rates for ethnicity, down from 1.25% in March 2021 Not stated or unspecified to 1% in March 2022. This is better than the NHS average for non-disclosure rates.

Breakdown of current staff from non-white groups

Breakdown of current staff from non-white groups

Data Source: ESR as at 31st March 2022

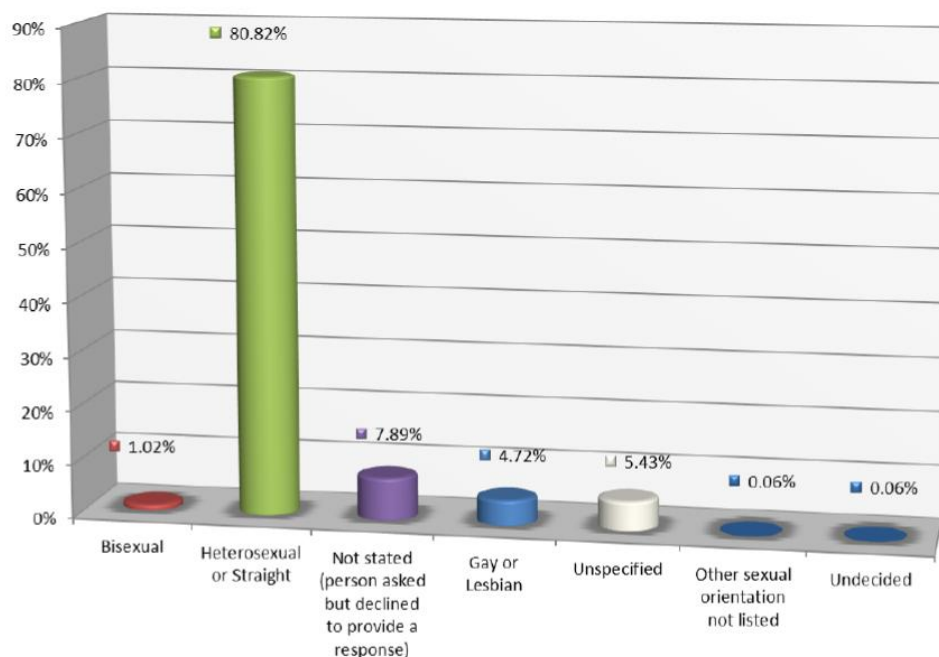
Ethnicity of current staff: Black and minority ethnic group



Sexual Orientation:

Data Source: ESR as at
31st March 2022

Current Staff: Sexual Orientation By %



The gay and lesbian categories have increased again from 4.44% to 4.72% staff this year. The rate remains lower than what would be expected of the general population. The figures for bisexual staff have also increased from 0.97% to 1.02%. There has been a continued reduction in non-disclosure from over 20% at the end of 2017 to 18.63% and then 16.57% in 2019 and 14.7% in 2020 calendar year to 13.32% at the end of 2021/22 financial year.

Other monitoring data

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

<https://www.nwas.nhs.uk/publications/equality-diversity-employment-monitoring-data-2/>

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

Religion – Following the previous pattern, non-disclosure rates for religion have again reduced, this time from 20.48% to 19.38%

Marital Status – The number of staff for whom the Trust does not know their marital status has reduced again from 325 to 287 over this last year. While this does not appear to cause the Trust any problems, it is important that the Pensions Team are kept up to date with details by employees.

Age – The age of the workforce in various parts of the Trust has again shown a similar pattern to the previous year. The 45-54 age range again has the highest proportion of staff equating to just over 27% of staff.

Data source - All workforce data has been taken from the national NHS Employee Staff Record system as at 31st March 2022.