

Equality Delivery System for the NHS

EDS2 Summary Report



Implementation of the Equality Delivery System – EDS2 is a requirement on both NHS commissioners and NHS providers. Organisations are encouraged to follow the implementation of EDS2 in accordance with the '9 Steps for EDS2 Implementation' as outlined in the 2013 EDS2 guidance document. The document can be found at: <http://www.england.nhs.uk/wp-content/uploads/2013/11/eds-nov131.pdf>

This *EDS2 Summary Report* is designed to give an overview of the organisation's most recent EDS2 implementation. It is recommended that once completed, this Summary Report is published on the organisation's website.

NHS organisation name:

Northumberland, Tyne and Wear NHS Foundation Trust

Organisation's Board lead for EDS2:

Lisa Crichton-Jones

Organisation's EDS2 lead (name/email):

Christopher Rowlands chris.rowlands@ntw.nhs.uk

Level of stakeholder involvement in EDS2 grading and subsequent actions:

All evidence that has been used to arrive at a grading has had stakeholder involvement, be that from policy formulation to wider consultation work. As we adopt a regular yearly EDS2 cycle we will take the EDS2 through our consultation channels, including a slot on our Service User and Carer Group. This year's ratings have been through the Trust's Equality and Diversity Group which includes Staff Side Representation

Organisation's Equality Objectives (including duration period):

Over the coming year working towards addressing physical health needs of our service users. Impact assessment work to ensure that services can be readily accessed. Ensure that we have a robust information reporting system. Explore the establishment of staff networks. Maximise the opportunities provided to us as NHS Employers E&D Partners. Conduct Equal Pay Audit. Develop intranet-based equality and diversity reference resources for staff.

Headline good practice examples of EDS2 outcomes (for patients/community/workforce):

Outcomes will be reported from 2016 - this is the first year that we have adopted EDS2

Date of EDS2 grading

Date of next EDS2 grading

Goal	Outcome	Grade and reasons for rating	Outcome links to an Equality Objective										
Better health outcomes	1.1	<p>Services are commissioned, procured, designed and delivered to meet the health needs of local communities</p> <p>↓ Grade</p> <ul style="list-style-type: none"> <input checked="" type="radio"/> Undeveloped <input checked="" type="radio"/> Developing <input type="radio"/> Achieving <input type="radio"/> Excelling <p>↓ Which protected characteristics fare well</p> <table border="0"> <tr> <td><input checked="" type="checkbox"/> Age</td> <td><input checked="" type="checkbox"/> Pregnancy and maternity</td> </tr> <tr> <td><input checked="" type="checkbox"/> Disability</td> <td><input checked="" type="checkbox"/> Race</td> </tr> <tr> <td><input type="checkbox"/> Gender reassignment</td> <td><input checked="" type="checkbox"/> Religion or belief</td> </tr> <tr> <td><input checked="" type="checkbox"/> Marriage and civil partnership</td> <td><input checked="" type="checkbox"/> Sex</td> </tr> <tr> <td></td> <td><input checked="" type="checkbox"/> Sexual orientation</td> </tr> </table> <p>↓ Evidence drawn upon for rating</p> <div style="border: 1px solid #ccc; padding: 5px;"> <p>Corporate Strategies; QIPP Business Cases; Contracts, Joint Strategic Needs Assessment, NHS Patient Surveys, GP Patient Surveys; Quality Accounts; Healthwatch and PALS; Friends and Family Test</p> </div>	<input checked="" type="checkbox"/> Age	<input checked="" type="checkbox"/> Pregnancy and maternity	<input checked="" type="checkbox"/> Disability	<input checked="" type="checkbox"/> Race	<input type="checkbox"/> Gender reassignment	<input checked="" type="checkbox"/> Religion or belief	<input checked="" type="checkbox"/> Marriage and civil partnership	<input checked="" type="checkbox"/> Sex		<input checked="" type="checkbox"/> Sexual orientation	<input type="checkbox"/>
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1.2	<p>Individual people's health needs are assessed and met in appropriate and effective ways</p> <p>↓ Grade</p> <ul style="list-style-type: none"> <input checked="" type="radio"/> Undeveloped <input checked="" type="radio"/> Developing <input type="radio"/> Achieving <input type="radio"/> Excelling <p>↓ Which protected characteristics fare well</p> <table border="0"> <tr> <td><input checked="" type="checkbox"/> Age</td> <td><input checked="" type="checkbox"/> Pregnancy and maternity</td> </tr> <tr> <td><input checked="" type="checkbox"/> Disability</td> <td><input checked="" type="checkbox"/> Race</td> </tr> <tr> <td><input type="checkbox"/> Gender reassignment</td> <td><input checked="" type="checkbox"/> Religion or belief</td> </tr> <tr> <td><input checked="" type="checkbox"/> Marriage and civil partnership</td> <td><input checked="" type="checkbox"/> Sex</td> </tr> <tr> <td></td> <td><input checked="" type="checkbox"/> Sexual orientation</td> </tr> </table> <p>↓ Evidence drawn upon for rating</p> <div style="border: 1px solid #ccc; padding: 5px;"> <p>Joint Strategic Needs Assessment; Quality Accounts; Healthwatch and PALS; Friends and Family Test</p> </div>	<input checked="" type="checkbox"/> Age	<input checked="" type="checkbox"/> Pregnancy and maternity	<input checked="" type="checkbox"/> Disability	<input checked="" type="checkbox"/> Race	<input type="checkbox"/> Gender reassignment	<input checked="" type="checkbox"/> Religion or belief	<input checked="" type="checkbox"/> Marriage and civil partnership	<input checked="" type="checkbox"/> Sex		<input checked="" type="checkbox"/> Sexual orientation	<input type="checkbox"/>	
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1.3	<p>Transitions from one service to another, for people on care pathways, are made smoothly with everyone well-informed</p> <p>↓ Grade</p> <ul style="list-style-type: none"> <input checked="" type="radio"/> Undeveloped <input checked="" type="radio"/> Developing <input type="radio"/> Achieving <input type="radio"/> Excelling <p>↓ Which protected characteristics fare well</p> <table border="0"> <tr> <td><input checked="" type="checkbox"/> Age</td> <td><input checked="" type="checkbox"/> Pregnancy and maternity</td> </tr> <tr> <td><input checked="" type="checkbox"/> Disability</td> <td><input checked="" type="checkbox"/> Race</td> </tr> <tr> <td><input type="checkbox"/> Gender reassignment</td> <td><input checked="" type="checkbox"/> Religion or belief</td> </tr> <tr> <td><input checked="" type="checkbox"/> Marriage and civil partnership</td> <td><input checked="" type="checkbox"/> Sex</td> </tr> <tr> <td></td> <td><input checked="" type="checkbox"/> Sexual orientation</td> </tr> </table> <p>↓ Evidence drawn upon for rating</p> <div style="border: 1px solid #ccc; padding: 5px;"> <p>We know that there are still problems for transgender people accessing physical health services.</p> </div>	<input checked="" type="checkbox"/> Age	<input checked="" type="checkbox"/> Pregnancy and maternity	<input checked="" type="checkbox"/> Disability	<input checked="" type="checkbox"/> Race	<input type="checkbox"/> Gender reassignment	<input checked="" type="checkbox"/> Religion or belief	<input checked="" type="checkbox"/> Marriage and civil partnership	<input checked="" type="checkbox"/> Sex		<input checked="" type="checkbox"/> Sexual orientation	<input type="checkbox"/>	
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Better health outcomes, continued	1.4	<p>When people use NHS services their safety is prioritised and they are free from mistakes, mistreatment and abuse</p> <p>↓ Grade</p> <ul style="list-style-type: none"> <input checked="" type="radio"/> Undeveloped <input type="radio"/> Developing <input checked="" type="radio"/> Achieving <input type="radio"/> Excelling <p>↓ Which protected characteristics fare well</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Age <input type="checkbox"/> Disability <input type="checkbox"/> Gender reassignment <input checked="" type="checkbox"/> Marriage and civil partnership <input checked="" type="checkbox"/> Pregnancy and maternity <input checked="" type="checkbox"/> Race <input checked="" type="checkbox"/> Religion or belief <input checked="" type="checkbox"/> Sex <input checked="" type="checkbox"/> Sexual orientation <p>↓ Evidence drawn upon for rating</p> <p>We know that more can be done to improve the physical health needs of people from the protected characteristics of gender reassignment and disability</p>	<input type="checkbox"/>
	1.5	<p>Screening, vaccination and other health promotion services reach and benefit all local communities</p> <p>↓ Grade</p> <ul style="list-style-type: none"> <input checked="" type="radio"/> Undeveloped <input type="radio"/> Developing <input checked="" type="radio"/> Achieving <input type="radio"/> Excelling <p>↓ Which protected characteristics fare well</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Age <input type="checkbox"/> Disability <input type="checkbox"/> Gender reassignment <input checked="" type="checkbox"/> Marriage and civil partnership <input checked="" type="checkbox"/> Pregnancy and maternity <input checked="" type="checkbox"/> Race <input checked="" type="checkbox"/> Religion or belief <input checked="" type="checkbox"/> Sex <input checked="" type="checkbox"/> Sexual orientation <p>↓ Evidence drawn upon for rating</p> <p>As a large provider of services for people with Mental Health and Learning Disability needs this is a key issues for us to ensure that these people gain the right access to their physical health needs to reduce the inequality in life expectancy</p>	<input checked="" type="checkbox"/>

Improved patient access and experience	2.1	<p>People, carers and communities can readily access hospital, community health or primary care services and should not be denied access on unreasonable grounds</p> <p>↓ Grade</p> <ul style="list-style-type: none"> <input checked="" type="radio"/> Undeveloped <input type="radio"/> Developing <input checked="" type="radio"/> Achieving <input type="radio"/> Excelling <p>↓ Which protected characteristics fare well</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Age <input checked="" type="checkbox"/> Disability <input type="checkbox"/> Gender reassignment <input checked="" type="checkbox"/> Marriage and civil partnership <input checked="" type="checkbox"/> Pregnancy and maternity <input checked="" type="checkbox"/> Race <input checked="" type="checkbox"/> Religion or belief <input checked="" type="checkbox"/> Sex <input checked="" type="checkbox"/> Sexual orientation <p>↓ Evidence drawn upon for rating</p> <p>We know that some services for people with the protected characteristic of Gender Reassignment require significant travel.</p>	<input checked="" type="checkbox"/>
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Improved patient access and experience	2.2	<p>People are informed and supported to be as involved as they wish to be in decisions about their care</p> <p>↓ Grade</p> <ul style="list-style-type: none"> ● Undeveloped ● Developing ● Achieving ● Excelling <p>↓ Which protected characteristics fare well</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Age <input checked="" type="checkbox"/> Disability <input checked="" type="checkbox"/> Gender reassignment <input checked="" type="checkbox"/> Marriage and civil partnership <input checked="" type="checkbox"/> Pregnancy and maternity <input checked="" type="checkbox"/> Race <input checked="" type="checkbox"/> Religion or belief <input checked="" type="checkbox"/> Sex <input checked="" type="checkbox"/> Sexual orientation <p>↓ Evidence drawn upon for rating</p> <p>Joint Strategic Needs Assessment; NHS patient surveys; GP patient surveys; Quality Accounts; Healthwatch and PALS. We can always do more</p>	□
	2.3	<p>People report positive experiences of the NHS</p> <p>↓ Grade</p> <ul style="list-style-type: none"> ● Undeveloped ● Developing ● Achieving ● Excelling <p>↓ Which protected characteristics fare well</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Age <input checked="" type="checkbox"/> Disability <input checked="" type="checkbox"/> Gender reassignment <input checked="" type="checkbox"/> Marriage and civil partnership <input checked="" type="checkbox"/> Pregnancy and maternity <input checked="" type="checkbox"/> Race <input checked="" type="checkbox"/> Religion or belief <input checked="" type="checkbox"/> Sex <input checked="" type="checkbox"/> Sexual orientation <p>↓ Evidence drawn upon for rating</p> <p>Joint Strategic Needs Assessment; NHS patient surveys; GP patient surveys; A and E and other waiting times surveys; Quality Accounts; Healthwatch and PALS; Friends and Family Test</p>	□
	2.4	<p>People's complaints about services are handled respectfully and efficiently</p> <p>↓ Grade</p> <ul style="list-style-type: none"> ● Undeveloped ● Developing ● Achieving ● Excelling <p>↓ Which protected characteristics fare well</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Age <input checked="" type="checkbox"/> Disability <input checked="" type="checkbox"/> Gender reassignment <input checked="" type="checkbox"/> Marriage and civil partnership <input checked="" type="checkbox"/> Pregnancy and maternity <input checked="" type="checkbox"/> Race <input checked="" type="checkbox"/> Religion or belief <input checked="" type="checkbox"/> Sex <input checked="" type="checkbox"/> Sexual orientation <p>↓ Evidence drawn upon for rating</p> <p>Joint Strategic Needs Assessment; NHS patient surveys; GP patient surveys; Quality Accounts; Healthwatch and PALS</p>	□

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A representative and supported workforce	3.1	<p>Fair NHS recruitment and selection processes lead to a more representative workforce at all levels</p> <p>↓ Grade</p> <p><input checked="" type="radio"/> Undeveloped <input type="radio"/> Developing <input type="radio"/> Achieving <input type="radio"/> Excelling</p> <p>↓ Which protected characteristics fare well</p> <p><input checked="" type="checkbox"/> Age <input checked="" type="checkbox"/> Pregnancy and maternity <input type="checkbox"/> Disability <input type="checkbox"/> Race <input type="checkbox"/> Gender reassignment <input checked="" type="checkbox"/> Religion or belief <input checked="" type="checkbox"/> Marriage and civil partnership <input type="checkbox"/> Sex <input checked="" type="checkbox"/> Sexual orientation</p> <p>↓ Evidence drawn upon for rating</p> <p>We need to get better at recording protected characteristic data and then action plan from that baseline of evidence.</p>	<input checked="" type="checkbox"/>
	3.2	<p>The NHS is committed to equal pay for work of equal value and expects employers to use equal pay audits to help fulfil their legal obligations</p> <p>↓ Grade</p> <p><input type="radio"/> Undeveloped <input type="radio"/> Developing <input type="radio"/> Achieving <input type="radio"/> Excelling</p> <p>↓ Which protected characteristics fare well</p> <p><input type="checkbox"/> Age <input type="checkbox"/> Pregnancy and maternity <input type="checkbox"/> Disability <input type="checkbox"/> Race <input type="checkbox"/> Gender reassignment <input type="checkbox"/> Religion or belief <input type="checkbox"/> Marriage and civil partnership <input type="checkbox"/> Sex <input type="checkbox"/> Sexual orientation</p> <p>↓ Evidence drawn upon for rating</p> <p>We need to conduct an equal pay audit</p>	<input checked="" type="checkbox"/>
	3.3	<p>Training and development opportunities are taken up and positively evaluated by all staff</p> <p>↓ Grade</p> <p><input type="radio"/> Undeveloped <input type="radio"/> Developing <input type="radio"/> Achieving <input type="radio"/> Excelling</p> <p>↓ Which protected characteristics fare well</p> <p><input type="checkbox"/> Age <input type="checkbox"/> Pregnancy and maternity <input checked="" type="checkbox"/> Disability <input checked="" type="checkbox"/> Race <input type="checkbox"/> Gender reassignment <input type="checkbox"/> Religion or belief <input type="checkbox"/> Marriage and civil partnership <input checked="" type="checkbox"/> Sex <input type="checkbox"/> Sexual orientation</p> <p>↓ Evidence drawn upon for rating</p> <p>We know that evidence from completing the Workforce Race Equality Standard that information outside of statutory and mandatory training is not as complete as it might be. The work around the collection of key data to ensure a robust reporting system will address this issue</p>	<input checked="" type="checkbox"/>

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A representative and supported workforce	3.4	<p>When at work, staff are free from abuse, harassment, bullying and violence from any source</p> <p>↓ Grade</p> <p><input checked="" type="radio"/> Undeveloped <input checked="" type="radio"/> Developing <input type="radio"/> Achieving <input type="radio"/> Excelling</p> <p>↓ Which protected characteristics fare well</p> <p><input checked="" type="checkbox"/> Age <input type="checkbox"/> Disability <input type="checkbox"/> Gender reassignment <input checked="" type="checkbox"/> Marriage and civil partnership</p> <p><input checked="" type="checkbox"/> Pregnancy and maternity <input type="checkbox"/> Race <input type="checkbox"/> Religion or belief <input checked="" type="checkbox"/> Sex <input type="checkbox"/> Sexual orientation</p> <p>↓ Evidence drawn upon for rating</p> <p>We are rated as developing. We know looking at the results of the 2014 Staff Survey that it is indicated that gay members of staff report a higher level of harassment from patients/service users, their relatives or members of the public as is the case for those who indicate that their faith is Buddhist or Hindu, this is also the case for disabled members of staff. For 2015-16 it is recommended that work be progressed on setting up Staff Network Groups.</p>	<input checked="" type="checkbox"/>
	3.5	<p>Flexible working options are available to all staff consistent with the needs of the service and the way people lead their lives</p> <p>↓ Grade</p> <p><input type="radio"/> Undeveloped <input checked="" type="radio"/> Developing <input checked="" type="radio"/> Achieving <input type="radio"/> Excelling</p> <p>↓ Which protected characteristics fare well</p> <p><input checked="" type="checkbox"/> Age <input checked="" type="checkbox"/> Disability <input checked="" type="checkbox"/> Gender reassignment <input checked="" type="checkbox"/> Marriage and civil partnership</p> <p><input checked="" type="checkbox"/> Pregnancy and maternity <input checked="" type="checkbox"/> Race <input checked="" type="checkbox"/> Religion or belief <input checked="" type="checkbox"/> Sex <input checked="" type="checkbox"/> Sexual orientation</p> <p>↓ Evidence drawn upon for rating</p> <p>Some staff survey evidence suggests that changes to shift patterns can be disruptive, but this evidence is balanced out by some that says that the change has allowed flexibility. Staff survey evidence will be monitored.</p>	<input type="checkbox"/>
	3.6	<p>Staff report positive experiences of their membership of the workforce</p> <p>↓ Grade</p> <p><input type="radio"/> Undeveloped <input checked="" type="radio"/> Developing <input type="radio"/> Achieving <input type="radio"/> Excelling</p> <p>↓ Which protected characteristics fare well</p> <p><input checked="" type="checkbox"/> Age <input type="checkbox"/> Disability <input type="checkbox"/> Gender reassignment <input checked="" type="checkbox"/> Marriage and civil partnership</p> <p><input checked="" type="checkbox"/> Pregnancy and maternity <input type="checkbox"/> Race <input type="checkbox"/> Religion or belief <input checked="" type="checkbox"/> Sex <input type="checkbox"/> Sexual orientation</p> <p>↓ Evidence drawn upon for rating</p> <p>We know looking at the results of the 2014 Staff Survey that it is indicated that gay members of staff report a higher level of harassment from patients/service users, their relatives or members of the public as is the case for those who indicate that their faith is Buddhist or Hindu, this is also the case for disabled members of staff. For 2015-16 it is recommended that work be progressed on setting up Staff Network Groups.</p>	<input checked="" type="checkbox"/>

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Inclusive leadership	4.1	<p>Boards and senior leaders routinely demonstrate their commitment to promoting equality within and beyond their organisations</p> <table border="0"> <tr> <td data-bbox="465 293 712 580"> <p>↓ Grade</p> <ul style="list-style-type: none"> <input type="radio"/> Undeveloped <input type="radio"/> Developing <input checked="" type="radio"/> Achieving <input type="radio"/> Excelling </td> <td data-bbox="712 293 1285 580"> <p>↓ Which protected characteristics fare well</p> <table border="0"> <tr> <td><input checked="" type="checkbox"/> Age</td> <td><input checked="" type="checkbox"/> Pregnancy and maternity</td> </tr> <tr> <td><input checked="" type="checkbox"/> Disability</td> <td><input checked="" type="checkbox"/> Race</td> </tr> <tr> <td><input checked="" type="checkbox"/> Gender reassignment</td> <td><input checked="" type="checkbox"/> Religion or belief</td> </tr> <tr> <td><input checked="" type="checkbox"/> Marriage and civil partnership</td> <td><input checked="" type="checkbox"/> Sex</td> </tr> <tr> <td></td> <td><input checked="" type="checkbox"/> Sexual orientation</td> </tr> </table> </td> <td data-bbox="1285 293 1942 580"> <p>↓ Evidence drawn upon for rating</p> <div style="border: 1px solid #ccc; padding: 5px; min-height: 100px;"> <p>We show commitment to this, we need to demonstrate on the wider level.</p> </div> </td> </tr> </table>	<p>↓ Grade</p> <ul style="list-style-type: none"> <input type="radio"/> Undeveloped <input type="radio"/> Developing <input checked="" type="radio"/> Achieving <input type="radio"/> Excelling 	<p>↓ Which protected characteristics fare well</p> <table border="0"> <tr> <td><input checked="" type="checkbox"/> Age</td> <td><input checked="" type="checkbox"/> Pregnancy and maternity</td> </tr> <tr> <td><input checked="" type="checkbox"/> Disability</td> <td><input checked="" type="checkbox"/> Race</td> </tr> <tr> <td><input checked="" type="checkbox"/> Gender reassignment</td> <td><input checked="" type="checkbox"/> Religion or belief</td> </tr> <tr> <td><input checked="" type="checkbox"/> Marriage and civil partnership</td> <td><input checked="" type="checkbox"/> Sex</td> </tr> <tr> <td></td> <td><input checked="" type="checkbox"/> Sexual orientation</td> </tr> </table>	<input checked="" type="checkbox"/> Age	<input checked="" type="checkbox"/> Pregnancy and maternity	<input checked="" type="checkbox"/> Disability	<input checked="" type="checkbox"/> Race	<input checked="" type="checkbox"/> Gender reassignment	<input checked="" type="checkbox"/> Religion or belief	<input checked="" type="checkbox"/> Marriage and civil partnership	<input checked="" type="checkbox"/> Sex		<input checked="" type="checkbox"/> Sexual orientation	<p>↓ Evidence drawn upon for rating</p> <div style="border: 1px solid #ccc; padding: 5px; min-height: 100px;"> <p>We show commitment to this, we need to demonstrate on the wider level.</p> </div>	<input type="checkbox"/>
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4.2	<p>Papers that come before the Board and other major Committees identify equality-related impacts including risks, and say how these risks are to be managed</p> <table border="0"> <tr> <td data-bbox="465 687 712 975"> <p>↓ Grade</p> <ul style="list-style-type: none"> <input type="radio"/> Undeveloped <input type="radio"/> Developing <input checked="" type="radio"/> Achieving <input type="radio"/> Excelling </td> <td data-bbox="712 687 1285 975"> <p>↓ Which protected characteristics fare well</p> <table border="0"> <tr> <td><input checked="" type="checkbox"/> Age</td> <td><input checked="" type="checkbox"/> Pregnancy and maternity</td> </tr> <tr> <td><input checked="" type="checkbox"/> Disability</td> <td><input checked="" type="checkbox"/> Race</td> </tr> <tr> <td><input checked="" type="checkbox"/> Gender reassignment</td> <td><input checked="" type="checkbox"/> Religion or belief</td> </tr> <tr> <td><input checked="" type="checkbox"/> Marriage and civil partnership</td> <td><input checked="" type="checkbox"/> Sex</td> </tr> <tr> <td></td> <td><input checked="" type="checkbox"/> Sexual orientation</td> </tr> </table> </td> <td data-bbox="1285 687 1942 975"> <p>↓ Evidence drawn upon for rating</p> <div style="border: 1px solid #ccc; padding: 5px; min-height: 100px;"> <p>All papers are monitored for equality impact.</p> </div> </td> </tr> </table>	<p>↓ Grade</p> <ul style="list-style-type: none"> <input type="radio"/> Undeveloped <input type="radio"/> Developing <input checked="" type="radio"/> Achieving <input type="radio"/> Excelling 	<p>↓ Which protected characteristics fare well</p> <table border="0"> <tr> <td><input checked="" type="checkbox"/> Age</td> <td><input checked="" type="checkbox"/> Pregnancy and maternity</td> </tr> <tr> <td><input checked="" type="checkbox"/> Disability</td> <td><input checked="" type="checkbox"/> Race</td> </tr> <tr> <td><input checked="" type="checkbox"/> Gender reassignment</td> <td><input checked="" type="checkbox"/> Religion or belief</td> </tr> <tr> <td><input checked="" type="checkbox"/> Marriage and civil partnership</td> <td><input checked="" type="checkbox"/> Sex</td> </tr> <tr> <td></td> <td><input checked="" type="checkbox"/> Sexual orientation</td> </tr> </table>	<input checked="" type="checkbox"/> Age	<input checked="" type="checkbox"/> Pregnancy and maternity	<input checked="" type="checkbox"/> Disability	<input checked="" type="checkbox"/> Race	<input checked="" type="checkbox"/> Gender reassignment	<input checked="" type="checkbox"/> Religion or belief	<input checked="" type="checkbox"/> Marriage and civil partnership	<input checked="" type="checkbox"/> Sex		<input checked="" type="checkbox"/> Sexual orientation	<p>↓ Evidence drawn upon for rating</p> <div style="border: 1px solid #ccc; padding: 5px; min-height: 100px;"> <p>All papers are monitored for equality impact.</p> </div>	<input type="checkbox"/>	
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4.3	<p>Middle managers and other line managers support their staff to work in culturally competent ways within a work environment free from discrimination</p> <table border="0"> <tr> <td data-bbox="465 1082 712 1369"> <p>↓ Grade</p> <ul style="list-style-type: none"> <input type="radio"/> Undeveloped <input type="radio"/> Developing <input checked="" type="radio"/> Achieving <input type="radio"/> Excelling </td> <td data-bbox="712 1082 1285 1369"> <p>↓ Which protected characteristics fare well</p> <table border="0"> <tr> <td><input checked="" type="checkbox"/> Age</td> <td><input checked="" type="checkbox"/> Pregnancy and maternity</td> </tr> <tr> <td><input type="checkbox"/> Disability</td> <td><input type="checkbox"/> Race</td> </tr> <tr> <td><input type="checkbox"/> Gender reassignment</td> <td><input type="checkbox"/> Religion or belief</td> </tr> <tr> <td><input checked="" type="checkbox"/> Marriage and civil partnership</td> <td><input checked="" type="checkbox"/> Sex</td> </tr> <tr> <td></td> <td><input type="checkbox"/> Sexual orientation</td> </tr> </table> </td> <td data-bbox="1285 1082 1942 1369"> <p>↓ Evidence drawn upon for rating</p> <div style="border: 1px solid #ccc; padding: 5px; min-height: 100px;"> <p>Analysis of Staff Survey results across protected characteristics and regular equality and diversity enquiries suggest that equality and diversity training only provides basic support. Managers need more information to support their staff to work in culturally competent ways. An intranet based equality and diversity resource guide to cover all protected characteristics and both employment and service provision will be developed.</p> </div> </td> </tr> </table>	<p>↓ Grade</p> <ul style="list-style-type: none"> <input type="radio"/> Undeveloped <input type="radio"/> Developing <input checked="" type="radio"/> Achieving <input type="radio"/> Excelling 	<p>↓ Which protected characteristics fare well</p> <table border="0"> <tr> <td><input checked="" type="checkbox"/> Age</td> <td><input checked="" type="checkbox"/> Pregnancy and maternity</td> </tr> <tr> <td><input type="checkbox"/> Disability</td> <td><input type="checkbox"/> Race</td> </tr> <tr> <td><input type="checkbox"/> Gender reassignment</td> <td><input type="checkbox"/> Religion or belief</td> </tr> <tr> <td><input checked="" type="checkbox"/> Marriage and civil partnership</td> <td><input checked="" type="checkbox"/> Sex</td> </tr> <tr> <td></td> <td><input type="checkbox"/> Sexual orientation</td> </tr> </table>	<input checked="" type="checkbox"/> Age	<input checked="" type="checkbox"/> Pregnancy and maternity	<input type="checkbox"/> Disability	<input type="checkbox"/> Race	<input type="checkbox"/> Gender reassignment	<input type="checkbox"/> Religion or belief	<input checked="" type="checkbox"/> Marriage and civil partnership	<input checked="" type="checkbox"/> Sex		<input type="checkbox"/> Sexual orientation	<p>↓ Evidence drawn upon for rating</p> <div style="border: 1px solid #ccc; padding: 5px; min-height: 100px;"> <p>Analysis of Staff Survey results across protected characteristics and regular equality and diversity enquiries suggest that equality and diversity training only provides basic support. Managers need more information to support their staff to work in culturally competent ways. An intranet based equality and diversity resource guide to cover all protected characteristics and both employment and service provision will be developed.</p> </div>	<input checked="" type="checkbox"/>	
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