

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:

Papworth Hospital NHS Foundation Trust

Organisation’s Board lead for EDS2:

Director of Nursing and Director of Human Resources

Organisation’s EDS2 lead (name/email):

Elizabeth Taylor - HR Manager (elizabeth.taylor42@nhs.net)

Level of stakeholder involvement in EDS2 grading and subsequent actions:

Four public governors- assessment

Organisation’s Equality Objectives (including duration period):

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

The Leadership training programme and implementation was evidenced to be most impressive.

The attention to cultural and religious diversity in the care of patients/relatives and staff in CCA was particularly noteworthy.

Social care provision was most commendable but would, in the assessors view, improve patient care by an increase in staffing levels.

Date of EDS2 grading 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> <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"/> 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 type="checkbox"/> Marriage and civil partnership <input checked="" type="checkbox"/> Sex <input checked="" type="checkbox"/> Sexual orientation</p> <p>↓ Evidence drawn upon for rating</p> <div style="border: 1px solid #ccc; height: 100px;"></div>	<input checked="" type="checkbox"/>
	1.2	<p>Individual people's health needs are assessed and met in appropriate and effective ways</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"/> 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 type="checkbox"/> Marriage and civil partnership <input checked="" type="checkbox"/> Sex <input checked="" type="checkbox"/> Sexual orientation</p> <p>↓ Evidence drawn upon for rating</p> <div style="border: 1px solid #ccc; height: 100px;"></div>	<input checked="" type="checkbox"/>
	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> <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"/> 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 type="checkbox"/> Marriage and civil partnership <input checked="" type="checkbox"/> Sex <input checked="" type="checkbox"/> Sexual orientation</p> <p>↓ Evidence drawn upon for rating</p> <div style="border: 1px solid #ccc; height: 100px;"></div>	<input checked="" type="checkbox"/>

Goal	Outcome	Grade and reasons for rating	Outcome links to an Equality Objective
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> <p><input checked="" 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 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 type="checkbox"/> Marriage and civil partnership <input checked="" type="checkbox"/> Sex <input checked="" type="checkbox"/> Sexual orientation</p> <p>↓ Evidence drawn upon for rating</p> <p>Monthly PIPR report. Interviews with social work lead and clinical staff.</p>	<input checked="" type="checkbox"/>
	1.5	<p>Screening, vaccination and other health promotion services reach and benefit all local communities</p> <p>↓ Grade</p> <p><input type="radio"/> Undeveloped <input type="radio"/> Developing <input checked="" 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>Not assessed as the hospital is a tertiary referral centre and as such sees patients from throughout the country and worldwide.</p>	<input 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> <p><input type="radio"/> Undeveloped <input 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 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 type="checkbox"/> Marriage and civil partnership <input checked="" type="checkbox"/> Sex <input checked="" type="checkbox"/> Sexual orientation</p> <p>↓ Evidence drawn upon for rating</p> <p>Staff shortages leading to bed closures and reduced patient throughput are denying access to services for some patients. Staff shortages leading to reduced staffing/ patient ratios will increase the risk of staff stress levels rising and this may impact on patient safety. PIPR reports Interviews with clinical staff.</p>	<input checked="" type="checkbox"/>

Goal	Outcome	Grade and reasons for rating	Outcome links to an Equality Objective
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 type="checkbox"/> Gender reassignment <input type="checkbox"/> Marriage and civil partnership <input 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> <div style="border: 1px solid #ccc; height: 100px;"></div>	<div style="border: 1px solid #ccc; width: 40px; height: 40px; margin: 0 auto; display: flex; align-items: center; justify-content: center;"> ✓ </div>
	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 type="checkbox"/> Age <input type="checkbox"/> Disability <input type="checkbox"/> Gender reassignment <input type="checkbox"/> Marriage and civil partnership <input type="checkbox"/> Pregnancy and maternity <input type="checkbox"/> Race <input type="checkbox"/> Religion or belief <input type="checkbox"/> Sex <input type="checkbox"/> Sexual orientation <p>↓ Evidence drawn upon for rating</p> <div style="border: 1px solid #ccc; height: 100px;"></div>	<div style="border: 1px solid #ccc; width: 40px; height: 40px; margin: 0 auto; display: flex; align-items: center; justify-content: center;"> ✓ </div>
	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 type="checkbox"/> Age <input type="checkbox"/> Disability <input type="checkbox"/> Gender reassignment <input type="checkbox"/> Marriage and civil partnership <input type="checkbox"/> Pregnancy and maternity <input type="checkbox"/> Race <input type="checkbox"/> Religion or belief <input type="checkbox"/> Sex <input type="checkbox"/> Sexual orientation <p>↓ Evidence drawn upon for rating</p> <div style="border: 1px solid #ccc; height: 100px;"></div>	<div style="border: 1px solid #ccc; width: 40px; height: 40px; margin: 0 auto; display: flex; align-items: center; justify-content: center;"> ✓ </div>

Goal	Outcome	Grade and reasons for rating	Outcome links to an Equality Objective
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 checked="" type="radio"/> Developing <input checked="" type="radio"/> Achieving <input checked="" 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 checked="" type="checkbox"/> Disability <input checked="" type="checkbox"/> Race <input checked="" type="checkbox"/> Gender reassignment <input checked="" type="checkbox"/> Religion or belief <input type="checkbox"/> Marriage and civil partnership <input checked="" type="checkbox"/> Sex <input checked="" type="checkbox"/> Sexual orientation</p> <p>↓ Evidence drawn upon for rating</p> <div style="border: 1px solid #ccc; height: 100px;"></div>	<div style="border: 1px solid #ccc; width: 30px; height: 30px; margin: 0 auto; display: flex; align-items: center; justify-content: center;"> <input checked="" type="checkbox"/> </div>
	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 checked="" type="radio"/> Undeveloped <input checked="" type="radio"/> Developing <input checked="" type="radio"/> Achieving <input checked="" 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 checked="" type="checkbox"/> Disability <input checked="" type="checkbox"/> Race <input checked="" type="checkbox"/> Gender reassignment <input checked="" type="checkbox"/> Religion or belief <input type="checkbox"/> Marriage and civil partnership <input checked="" type="checkbox"/> Sex <input checked="" type="checkbox"/> Sexual orientation</p> <p>↓ Evidence drawn upon for rating</p> <div style="border: 1px solid #ccc; height: 100px;"></div>	<div style="border: 1px solid #ccc; width: 30px; height: 30px; margin: 0 auto; display: flex; align-items: center; justify-content: center;"> <input checked="" type="checkbox"/> </div>
	3.3	<p>Training and development opportunities are taken up and positively evaluated by all staff</p> <p>↓ Grade</p> <p><input checked="" type="radio"/> Undeveloped <input checked="" type="radio"/> Developing <input checked="" type="radio"/> Achieving <input checked="" 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> <div style="border: 1px solid #ccc; height: 100px;"></div>	<div style="border: 1px solid #ccc; width: 30px; height: 30px; margin: 0 auto; display: flex; align-items: center; justify-content: center;"> <input checked="" type="checkbox"/> </div>

Goal	Outcome	Grade and reasons for rating	Outcome links to an Equality Objective										
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 checked="" type="radio"/> Achieving <input type="radio"/> Excelling</p> <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 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; height: 100px;"></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 type="checkbox"/> Marriage and civil partnership	<input checked="" type="checkbox"/> Sex		<input checked="" type="checkbox"/> Sexual orientation	<div style="border: 1px solid #ccc; width: 30px; height: 30px; margin: 0 auto; display: flex; align-items: center; justify-content: center;"> <input checked="" type="checkbox"/> </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 type="checkbox"/> Marriage and civil partnership	<input checked="" type="checkbox"/> Sex												
	<input checked="" type="checkbox"/> Sexual orientation												
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 checked="" 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> <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 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; height: 100px;"></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 type="checkbox"/> Marriage and civil partnership	<input checked="" type="checkbox"/> Sex		<input checked="" type="checkbox"/> Sexual orientation	<div style="border: 1px solid #ccc; width: 30px; height: 30px; margin: 0 auto; display: flex; align-items: center; justify-content: center;"> <input checked="" type="checkbox"/> </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 type="checkbox"/> Marriage and civil partnership	<input checked="" type="checkbox"/> Sex												
	<input checked="" type="checkbox"/> Sexual orientation												
3.6	<p>Staff report positive experiences of their membership of the workforce</p> <p>↓ Grade</p> <p><input checked="" 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> <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 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; height: 100px;"></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 type="checkbox"/> Marriage and civil partnership	<input checked="" type="checkbox"/> Sex		<input checked="" type="checkbox"/> Sexual orientation	<div style="border: 1px solid #ccc; width: 30px; height: 30px; margin: 0 auto; display: flex; align-items: center; justify-content: center;"> <input checked="" type="checkbox"/> </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 type="checkbox"/> Marriage and civil partnership	<input checked="" type="checkbox"/> Sex												
	<input checked="" type="checkbox"/> Sexual orientation												

Goal	Outcome	Grade and reasons for rating	Outcome links to an Equality Objective													
Inclusive leadership	4.1	<p>Boards and senior leaders routinely demonstrate their commitment to promoting equality within and beyond their organisations</p> <table border="1"> <tr> <td data-bbox="454 272 712 564"> <p>Grade</p> <p>↓</p> <ul style="list-style-type: none"> ● Undeveloped ● Developing ● Achieving ● Excelling </td> <td data-bbox="712 272 1285 564"> <p>Which protected characteristics fare well</p> <p>↓</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 type="checkbox"/> Sexual orientation</td> </tr> </table> </td> <td data-bbox="1285 272 1951 564"> <p>Evidence drawn upon for rating</p> <p>↓</p> <div style="border: 1px solid #ccc; height: 100px;"></div> </td> </tr> </table>	<p>Grade</p> <p>↓</p> <ul style="list-style-type: none"> ● Undeveloped ● Developing ● Achieving ● Excelling 	<p>Which protected characteristics fare well</p> <p>↓</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 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 type="checkbox"/> Sexual orientation	<p>Evidence drawn upon for rating</p> <p>↓</p> <div style="border: 1px solid #ccc; height: 100px;"></div>	<div style="border: 1px solid #ccc; width: 30px; height: 30px; margin: 0 auto; display: flex; align-items: center; justify-content: center;"> ✓ </div>
	<p>Grade</p> <p>↓</p> <ul style="list-style-type: none"> ● Undeveloped ● Developing ● Achieving ● Excelling 	<p>Which protected characteristics fare well</p> <p>↓</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 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 type="checkbox"/> Sexual orientation	<p>Evidence drawn upon for rating</p> <p>↓</p> <div style="border: 1px solid #ccc; height: 100px;"></div>			
	<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 type="checkbox"/> Sexual orientation															
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="1"> <tr> <td data-bbox="454 660 712 952"> <p>Grade</p> <p>↓</p> <ul style="list-style-type: none"> ● Undeveloped ● Developing ● Achieving ● Excelling </td> <td data-bbox="712 660 1285 952"> <p>Which protected characteristics fare well</p> <p>↓</p> <table border="0"> <tr> <td><input type="checkbox"/> Age</td> <td><input 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 type="checkbox"/> Marriage and civil partnership</td> <td><input type="checkbox"/> Sex</td> </tr> <tr> <td></td> <td><input type="checkbox"/> Sexual orientation</td> </tr> </table> </td> <td data-bbox="1285 660 1951 952"> <p>Evidence drawn upon for rating</p> <p>↓</p> <div style="border: 1px solid #ccc; height: 100px;"></div> </td> </tr> </table>	<p>Grade</p> <p>↓</p> <ul style="list-style-type: none"> ● Undeveloped ● Developing ● Achieving ● Excelling 	<p>Which protected characteristics fare well</p> <p>↓</p> <table border="0"> <tr> <td><input type="checkbox"/> Age</td> <td><input 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 type="checkbox"/> Marriage and civil partnership</td> <td><input type="checkbox"/> Sex</td> </tr> <tr> <td></td> <td><input type="checkbox"/> Sexual orientation</td> </tr> </table>	<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>Evidence drawn upon for rating</p> <p>↓</p> <div style="border: 1px solid #ccc; height: 100px;"></div>	<div style="border: 1px solid #ccc; width: 30px; height: 30px; margin: 0 auto; display: flex; align-items: center; justify-content: center;"> ✓ </div>	
<p>Grade</p> <p>↓</p> <ul style="list-style-type: none"> ● Undeveloped ● Developing ● Achieving ● Excelling 	<p>Which protected characteristics fare well</p> <p>↓</p> <table border="0"> <tr> <td><input type="checkbox"/> Age</td> <td><input 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 type="checkbox"/> Marriage and civil partnership</td> <td><input type="checkbox"/> Sex</td> </tr> <tr> <td></td> <td><input type="checkbox"/> Sexual orientation</td> </tr> </table>	<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>Evidence drawn upon for rating</p> <p>↓</p> <div style="border: 1px solid #ccc; height: 100px;"></div>				
<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															
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="1"> <tr> <td data-bbox="454 1048 712 1375"> <p>Grade</p> <p>↓</p> <ul style="list-style-type: none"> ● Undeveloped ● Developing ● Achieving ● Excelling </td> <td data-bbox="712 1048 1285 1375"> <p>Which protected characteristics fare well</p> <p>↓</p> <table border="0"> <tr> <td><input type="checkbox"/> Age</td> <td><input 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 type="checkbox"/> Marriage and civil partnership</td> <td><input type="checkbox"/> Sex</td> </tr> <tr> <td></td> <td><input type="checkbox"/> Sexual orientation</td> </tr> </table> </td> <td data-bbox="1285 1048 1951 1375"> <p>Evidence drawn upon for rating</p> <p>↓</p> <p>Staff interviews in particular ICH</p> <div style="border: 1px solid #ccc; height: 100px;"></div> </td> </tr> </table>	<p>Grade</p> <p>↓</p> <ul style="list-style-type: none"> ● Undeveloped ● Developing ● Achieving ● Excelling 	<p>Which protected characteristics fare well</p> <p>↓</p> <table border="0"> <tr> <td><input type="checkbox"/> Age</td> <td><input 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 type="checkbox"/> Marriage and civil partnership</td> <td><input type="checkbox"/> Sex</td> </tr> <tr> <td></td> <td><input type="checkbox"/> Sexual orientation</td> </tr> </table>	<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>Evidence drawn upon for rating</p> <p>↓</p> <p>Staff interviews in particular ICH</p> <div style="border: 1px solid #ccc; height: 100px;"></div>	<div style="border: 1px solid #ccc; width: 30px; height: 30px; margin: 0 auto; display: flex; align-items: center; justify-content: center;"> ✓ </div>	
<p>Grade</p> <p>↓</p> <ul style="list-style-type: none"> ● Undeveloped ● Developing ● Achieving ● Excelling 	<p>Which protected characteristics fare well</p> <p>↓</p> <table border="0"> <tr> <td><input type="checkbox"/> Age</td> <td><input 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 type="checkbox"/> Marriage and civil partnership</td> <td><input type="checkbox"/> Sex</td> </tr> <tr> <td></td> <td><input type="checkbox"/> Sexual orientation</td> </tr> </table>	<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>Evidence drawn upon for rating</p> <p>↓</p> <p>Staff interviews in particular ICH</p> <div style="border: 1px solid #ccc; height: 100px;"></div>				
<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															