

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:

Bridgewater Community Healthcare NHS Foundation Trust

Organisation's Board lead for EDS2:

Christine Samosa

Organisation's EDS2 lead (name/email):

Ruth Besford (ruth.besford@bridgewater.nhs.uk)

Level of stakeholder involvement in EDS2 grading and subsequent actions:

Local HealthWatch were involved through the use of borough specific case studies. In addition the Trust submitted evidence to commissioners that will be assessed as part of their EDS2 grading event in 2017.

Notes:

As a Trust we have remained at developing for our patient goals for a number of years, this is due to the inability to consistently provide patient data from the varied patient record systems used. Whilst we are slowly moving over to a standard platform we feel the grades don't reflect the excellent work being carried out by our services (and acknowledged through awards, by CQC inspectors etc.) The EDS2 project (see Equality Objectives) gives us a plan to move to achieving through a different, partnership, approach to evidence.

Organisation's Equality Objectives (including duration period):

For 2017 (agreed by Board in December 2016):

1. EDS2 project in partnership with providers and CCGs in Merseyside/Cheshire, using local, regional and national engagement to develop specific PC action plans (31 December 2017).
2. Service changes and CIP EqIA (30 April 2017).
3. Equal Opportunities Policy to replace existing Equality Statement (31 March 2017).

In addition an Equality and Diversity Action Plan available on the webpage sets down our other project work for 2017/18.

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

We submitted case studies for the following outcomes to HealthWatches - 1.2, 1.3, 1.5, 2.2 and 2.3.

We submitted evidence to commissioners on the following outcomes - 1.1, 1.2, 1.3, 1.4 and 1.5.

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> <table border="1"> <tr> <th data-bbox="465 411 712 459">Grade</th> <th colspan="2" data-bbox="712 411 1285 459">Which protected characteristics fare well</th> <th data-bbox="1285 411 1942 459">Evidence drawn upon for rating</th> </tr> <tr> <td data-bbox="465 459 712 523">Undeveloped</td> <td data-bbox="712 459 958 523">Age</td> <td data-bbox="958 459 1285 523">Pregnancy and maternity</td> <td data-bbox="1285 459 1942 523" rowspan="4"> Commissioner evidence Developing PC - age, disability, pregnancy/maternity, race, religion/belief, sex Links to equality objective and action plans </td> </tr> <tr> <td data-bbox="465 523 712 587">Developing</td> <td data-bbox="712 523 958 587">Disability</td> <td data-bbox="958 523 1285 587">Race</td> </tr> <tr> <td data-bbox="465 587 712 651">Achieving</td> <td data-bbox="712 587 958 651">Gender reassignment</td> <td data-bbox="958 587 1285 651">Religion or belief</td> </tr> <tr> <td data-bbox="465 651 712 710">Excelling</td> <td data-bbox="712 651 958 710">Marriage and civil partnership</td> <td data-bbox="958 651 1285 710">Sexual orientation</td> </tr> </table>	Grade	Which protected characteristics fare well		Evidence drawn upon for rating	Undeveloped	Age	Pregnancy and maternity	Commissioner evidence Developing PC - age, disability, pregnancy/maternity, race, religion/belief, sex Links to equality objective and action plans	Developing	Disability	Race	Achieving	Gender reassignment	Religion or belief	Excelling	Marriage and civil partnership	Sexual orientation	
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1.2	<p>Individual people's health needs are assessed and met in appropriate and effective ways</p> <table border="1"> <tr> <th data-bbox="465 780 712 828">Grade</th> <th colspan="2" data-bbox="712 780 1285 828">Which protected characteristics fare well</th> <th data-bbox="1285 780 1942 828">Evidence drawn upon for rating</th> </tr> <tr> <td data-bbox="465 828 712 892">Undeveloped</td> <td data-bbox="712 828 958 892">Age</td> <td data-bbox="958 828 1285 892">Pregnancy and maternity</td> <td data-bbox="1285 828 1942 892" rowspan="4"> Service case studies Commissioner evidence Developing PC - age, disability, pregnancy/maternity, race, religion/belief, sex Links to equality objective and action plans </td> </tr> <tr> <td data-bbox="465 892 712 956">Developing</td> <td data-bbox="712 892 958 956">Disability</td> <td data-bbox="958 892 1285 956">Race</td> </tr> <tr> <td data-bbox="465 956 712 1019">Achieving</td> <td data-bbox="712 956 958 1019">Gender reassignment</td> <td data-bbox="958 956 1285 1019">Religion or belief</td> </tr> <tr> <td data-bbox="465 1019 712 1074">Excelling</td> <td data-bbox="712 1019 958 1074">Marriage and civil partnership</td> <td data-bbox="958 1019 1285 1074">Sexual orientation</td> </tr> </table>	Grade	Which protected characteristics fare well		Evidence drawn upon for rating	Undeveloped	Age	Pregnancy and maternity	Service case studies Commissioner evidence Developing PC - age, disability, pregnancy/maternity, race, religion/belief, sex Links to equality objective and action plans	Developing	Disability	Race	Achieving	Gender reassignment	Religion or belief	Excelling	Marriage and civil partnership	Sexual orientation		
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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> <table border="1"> <tr> <th data-bbox="465 1185 712 1233">Grade</th> <th colspan="2" data-bbox="712 1185 1285 1233">Which protected characteristics fare well</th> <th data-bbox="1285 1185 1942 1233">Evidence drawn upon for rating</th> </tr> <tr> <td data-bbox="465 1233 712 1297">Undeveloped</td> <td data-bbox="712 1233 958 1297">Age</td> <td data-bbox="958 1233 1285 1297">Pregnancy and maternity</td> <td data-bbox="1285 1233 1942 1297" rowspan="4"> Service case studies Commissioner evidence Developing PC - age, disability, pregnancy/maternity, race, religion/belief, sex Links to action plans </td> </tr> <tr> <td data-bbox="465 1297 712 1361">Developing</td> <td data-bbox="712 1297 958 1361">Disability</td> <td data-bbox="958 1297 1285 1361">Race</td> </tr> <tr> <td data-bbox="465 1361 712 1425">Achieving</td> <td data-bbox="712 1361 958 1425">Gender reassignment</td> <td data-bbox="958 1361 1285 1425">Religion or belief</td> </tr> <tr> <td data-bbox="465 1425 712 1476">Excelling</td> <td data-bbox="712 1425 958 1476">Marriage and civil partnership</td> <td data-bbox="958 1425 1285 1476">Sexual orientation</td> </tr> </table>	Grade	Which protected characteristics fare well		Evidence drawn upon for rating	Undeveloped	Age	Pregnancy and maternity	Service case studies Commissioner evidence Developing PC - age, disability, pregnancy/maternity, race, religion/belief, sex Links to action plans	Developing	Disability	Race	Achieving	Gender reassignment	Religion or belief	Excelling	Marriage and civil partnership	Sexual orientation		
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Better health outcomes, continued	1.4	When people use NHS services their safety is prioritised and they are free from mistakes, mistreatment and abuse			
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Improved patient access and experience	2.1	People, carers and communities can readily access hospital, community health or primary care services and should not be denied access on unreasonable grounds			
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2.3	<p>People report positive experiences of the NHS</p> <table border="1"> <thead> <tr> <th data-bbox="465 667 712 703">Grade</th> <th colspan="2" data-bbox="712 667 1285 703">Which protected characteristics fare well</th> <th data-bbox="1285 667 1942 703">Evidence drawn upon for rating</th> </tr> </thead> <tbody> <tr> <td data-bbox="465 703 712 762">Undeveloped</td> <td data-bbox="712 703 958 762">Age</td> <td data-bbox="958 703 1285 762">Pregnancy and maternity</td> <td data-bbox="1285 703 1942 762">Service case studies</td> </tr> <tr> <td data-bbox="465 762 712 821">Developing</td> <td data-bbox="712 762 958 821">Disability</td> <td data-bbox="958 762 1285 821">Race</td> <td data-bbox="1285 762 1942 821">Developing</td> </tr> <tr> <td data-bbox="465 821 712 880">Achieving</td> <td data-bbox="712 821 958 880">Gender reassignment</td> <td data-bbox="958 821 1285 880">Religion or belief</td> <td data-bbox="1285 821 1942 880">PC - age, disability, pregnancy/maternity, race, religion/belief, sex</td> </tr> <tr> <td data-bbox="465 880 712 940">Excelling</td> <td data-bbox="712 880 958 940">Marriage and civil partnership</td> <td data-bbox="958 880 1285 940">Sex</td> <td data-bbox="1285 880 1942 940">Links to equality objective</td> </tr> </tbody> </table>	Grade	Which protected characteristics fare well		Evidence drawn upon for rating	Undeveloped	Age	Pregnancy and maternity	Service case studies	Developing	Disability	Race	Developing	Achieving	Gender reassignment	Religion or belief	PC - age, disability, pregnancy/maternity, race, religion/belief, sex	Excelling	Marriage and civil partnership	Sex	Links to equality objective		
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2.4	<p>People's complaints about services are handled respectfully and efficiently</p> <table border="1"> <thead> <tr> <th data-bbox="465 1034 712 1070">Grade</th> <th colspan="2" data-bbox="712 1034 1285 1070">Which protected characteristics fare well</th> <th data-bbox="1285 1034 1942 1070">Evidence drawn upon for rating</th> </tr> </thead> <tbody> <tr> <td data-bbox="465 1070 712 1129">Undeveloped</td> <td data-bbox="712 1070 958 1129">Age</td> <td data-bbox="958 1070 1285 1129">Pregnancy and maternity</td> <td data-bbox="1285 1070 1942 1129">Developing</td> </tr> <tr> <td data-bbox="465 1129 712 1189">Developing</td> <td data-bbox="712 1129 958 1189">Disability</td> <td data-bbox="958 1129 1285 1189">Race</td> <td data-bbox="1285 1129 1942 1189">PC - age, disability, pregnancy/maternity, race, religion/belief, sex</td> </tr> <tr> <td data-bbox="465 1189 712 1248">Achieving</td> <td data-bbox="712 1189 958 1248">Gender reassignment</td> <td data-bbox="958 1189 1285 1248">Religion or belief</td> <td data-bbox="1285 1189 1942 1248"></td> </tr> <tr> <td data-bbox="465 1248 712 1307">Excelling</td> <td data-bbox="712 1248 958 1307">Marriage and civil partnership</td> <td data-bbox="958 1248 1285 1307">Sex</td> <td data-bbox="1285 1248 1942 1307"></td> </tr> </tbody> </table>	Grade	Which protected characteristics fare well		Evidence drawn upon for rating	Undeveloped	Age	Pregnancy and maternity	Developing	Developing	Disability	Race	PC - age, disability, pregnancy/maternity, race, religion/belief, sex	Achieving	Gender reassignment	Religion or belief		Excelling	Marriage and civil partnership	Sex			
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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> <table border="1"> <thead> <tr> <th data-bbox="465 300 712 336">Grade</th> <th colspan="2" data-bbox="712 300 1285 336">Which protected characteristics fare well</th> <th data-bbox="1285 300 1942 336">Evidence drawn upon for rating</th> </tr> </thead> <tbody> <tr> <td data-bbox="465 363 712 400">Undeveloped</td> <td data-bbox="712 363 958 400">Age</td> <td data-bbox="958 363 1285 400">Pregnancy and maternity</td> <td data-bbox="1285 363 1942 576" rowspan="4"> Achieving PC - age, disability, marriage/civil partnership, pregnancy/maternity, race, religion/belief, sex Links to equality objective and action plans </td> </tr> <tr> <td data-bbox="465 416 712 453">Developing</td> <td data-bbox="712 416 958 453">Disability</td> <td data-bbox="958 416 1285 453">Race</td> </tr> <tr> <td data-bbox="465 469 712 505">Achieving</td> <td data-bbox="712 469 958 505">Gender reassignment</td> <td data-bbox="958 469 1285 505">Religion or belief</td> </tr> <tr> <td data-bbox="465 521 712 558">Excelling</td> <td data-bbox="712 521 958 558">Marriage and civil partnership</td> <td data-bbox="958 521 1285 558">Sexual orientation</td> </tr> </tbody> </table>	Grade	Which protected characteristics fare well		Evidence drawn upon for rating	Undeveloped	Age	Pregnancy and maternity	Achieving PC - age, disability, marriage/civil partnership, pregnancy/maternity, race, religion/belief, sex Links to equality objective and action plans	Developing	Disability	Race	Achieving	Gender reassignment	Religion or belief	Excelling	Marriage and civil partnership	Sexual orientation	
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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> <table border="1"> <thead> <tr> <th data-bbox="465 699 712 735">Grade</th> <th colspan="2" data-bbox="712 699 1285 735">Which protected characteristics fare well</th> <th data-bbox="1285 699 1942 735">Evidence drawn upon for rating</th> </tr> </thead> <tbody> <tr> <td data-bbox="465 762 712 799">Undeveloped</td> <td data-bbox="712 762 958 799">Age</td> <td data-bbox="958 762 1285 799">Pregnancy and maternity</td> <td data-bbox="1285 762 1942 975" rowspan="4"> Achieving PC - age, disability, marriage/civil partnership, pregnancy/maternity, race, religion/belief, sex Links to action plans </td> </tr> <tr> <td data-bbox="465 815 712 852">Developing</td> <td data-bbox="712 815 958 852">Disability</td> <td data-bbox="958 815 1285 852">Race</td> </tr> <tr> <td data-bbox="465 868 712 904">Achieving</td> <td data-bbox="712 868 958 904">Gender reassignment</td> <td data-bbox="958 868 1285 904">Religion or belief</td> </tr> <tr> <td data-bbox="465 920 712 957">Excelling</td> <td data-bbox="712 920 958 957">Marriage and civil partnership</td> <td data-bbox="958 920 1285 957">Sexual orientation</td> </tr> </tbody> </table>	Grade	Which protected characteristics fare well		Evidence drawn upon for rating	Undeveloped	Age	Pregnancy and maternity	Achieving PC - age, disability, marriage/civil partnership, pregnancy/maternity, race, religion/belief, sex Links to action plans	Developing	Disability	Race	Achieving	Gender reassignment	Religion or belief	Excelling	Marriage and civil partnership	Sexual orientation		
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3.3	<p>Training and development opportunities are taken up and positively evaluated by all staff</p> <table border="1"> <thead> <tr> <th data-bbox="465 1050 712 1086">Grade</th> <th colspan="2" data-bbox="712 1050 1285 1086">Which protected characteristics fare well</th> <th data-bbox="1285 1050 1942 1086">Evidence drawn upon for rating</th> </tr> </thead> <tbody> <tr> <td data-bbox="465 1114 712 1150">Undeveloped</td> <td data-bbox="712 1114 958 1150">Age</td> <td data-bbox="958 1114 1285 1150">Pregnancy and maternity</td> <td data-bbox="1285 1114 1942 1326" rowspan="4"> Achieving PC - age, disability, marriage/civil partnership, pregnancy/maternity, race, religion/belief, sex Links to equality objective and action plans </td> </tr> <tr> <td data-bbox="465 1166 712 1203">Developing</td> <td data-bbox="712 1166 958 1203">Disability</td> <td data-bbox="958 1166 1285 1203">Race</td> </tr> <tr> <td data-bbox="465 1219 712 1256">Achieving</td> <td data-bbox="712 1219 958 1256">Gender reassignment</td> <td data-bbox="958 1219 1285 1256">Religion or belief</td> </tr> <tr> <td data-bbox="465 1272 712 1308">Excelling</td> <td data-bbox="712 1272 958 1308">Marriage and civil partnership</td> <td data-bbox="958 1272 1285 1308">Sexual orientation</td> </tr> </tbody> </table>	Grade	Which protected characteristics fare well		Evidence drawn upon for rating	Undeveloped	Age	Pregnancy and maternity	Achieving PC - age, disability, marriage/civil partnership, pregnancy/maternity, race, religion/belief, sex Links to equality objective and action plans	Developing	Disability	Race	Achieving	Gender reassignment	Religion or belief	Excelling	Marriage and civil partnership	Sexual orientation		
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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> <table border="1"> <tr> <th data-bbox="465 256 712 304">Grade</th> <th colspan="2" data-bbox="712 256 1285 304">Which protected characteristics fare well</th> <th data-bbox="1285 256 1942 304">Evidence drawn upon for rating</th> </tr> <tr> <td data-bbox="465 320 712 352">Undeveloped</td> <td data-bbox="712 320 981 352">Age</td> <td data-bbox="981 320 1285 352">Pregnancy and maternity</td> <td data-bbox="1285 320 1942 539" rowspan="4"> Achieving PC - age, disability, marriage/civil partnership, pregnancy/maternity, race, religion/belief, sex Links to equality objective and action plans </td> </tr> <tr> <td data-bbox="465 368 712 400">Developing</td> <td data-bbox="712 368 981 400">Disability</td> <td data-bbox="981 368 1285 400">Race</td> </tr> <tr> <td data-bbox="465 416 712 448">Achieving</td> <td data-bbox="712 416 981 448">Gender reassignment</td> <td data-bbox="981 416 1285 448">Religion or belief</td> </tr> <tr> <td data-bbox="465 464 712 496">Excelling</td> <td data-bbox="712 464 981 496">Marriage and civil partnership</td> <td data-bbox="981 464 1285 496">Sex</td> </tr> <tr> <td data-bbox="465 496 712 528"></td> <td data-bbox="712 496 981 528"></td> <td data-bbox="981 496 1285 528">Sexual orientation</td> <td data-bbox="1285 496 1942 528"></td> </tr> </table>	Grade	Which protected characteristics fare well		Evidence drawn upon for rating	Undeveloped	Age	Pregnancy and maternity	Achieving PC - age, disability, marriage/civil partnership, pregnancy/maternity, race, religion/belief, sex Links to equality objective and action plans	Developing	Disability	Race	Achieving	Gender reassignment	Religion or belief	Excelling	Marriage and civil partnership	Sex			Sexual orientation		
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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> <table border="1"> <tr> <th data-bbox="465 655 712 703">Grade</th> <th colspan="2" data-bbox="712 655 1285 703">Which protected characteristics fare well</th> <th data-bbox="1285 655 1942 703">Evidence drawn upon for rating</th> </tr> <tr> <td data-bbox="465 719 712 751">Undeveloped</td> <td data-bbox="712 719 981 751">Age</td> <td data-bbox="981 719 1285 751">Pregnancy and maternity</td> <td data-bbox="1285 719 1942 938" rowspan="4"> Achieving PC - age, disability, marriage/civil partnership, pregnancy/maternity, race, religion/belief, sex Links to equality objective and action plans </td> </tr> <tr> <td data-bbox="465 767 712 799">Developing</td> <td data-bbox="712 767 981 799">Disability</td> <td data-bbox="981 767 1285 799">Race</td> </tr> <tr> <td data-bbox="465 815 712 847">Achieving</td> <td data-bbox="712 815 981 847">Gender reassignment</td> <td data-bbox="981 815 1285 847">Religion or belief</td> </tr> <tr> <td data-bbox="465 863 712 895">Excelling</td> <td data-bbox="712 863 981 895">Marriage and civil partnership</td> <td data-bbox="981 863 1285 895">Sex</td> </tr> <tr> <td data-bbox="465 895 712 927"></td> <td data-bbox="712 895 981 927"></td> <td data-bbox="981 895 1285 927">Sexual orientation</td> <td data-bbox="1285 895 1942 927"></td> </tr> </table>	Grade	Which protected characteristics fare well		Evidence drawn upon for rating	Undeveloped	Age	Pregnancy and maternity	Achieving PC - age, disability, marriage/civil partnership, pregnancy/maternity, race, religion/belief, sex Links to equality objective and action plans	Developing	Disability	Race	Achieving	Gender reassignment	Religion or belief	Excelling	Marriage and civil partnership	Sex			Sexual orientation			
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3.6	<p>Staff report positive experiences of their membership of the workforce</p> <table border="1"> <tr> <th data-bbox="465 1007 712 1054">Grade</th> <th colspan="2" data-bbox="712 1007 1285 1054">Which protected characteristics fare well</th> <th data-bbox="1285 1007 1942 1054">Evidence drawn upon for rating</th> </tr> <tr> <td data-bbox="465 1070 712 1102">Undeveloped</td> <td data-bbox="712 1070 981 1102">Age</td> <td data-bbox="981 1070 1285 1102">Pregnancy and maternity</td> <td data-bbox="1285 1070 1942 1289" rowspan="4"> Achieving PC - age, disability, marriage/civil partnership, pregnancy/maternity, race, religion/belief, sex Links to equality objective and action plans </td> </tr> <tr> <td data-bbox="465 1118 712 1150">Developing</td> <td data-bbox="712 1118 981 1150">Disability</td> <td data-bbox="981 1118 1285 1150">Race</td> </tr> <tr> <td data-bbox="465 1166 712 1198">Achieving</td> <td data-bbox="712 1166 981 1198">Gender reassignment</td> <td data-bbox="981 1166 1285 1198">Religion or belief</td> </tr> <tr> <td data-bbox="465 1214 712 1246">Excelling</td> <td data-bbox="712 1214 981 1246">Marriage and civil partnership</td> <td data-bbox="981 1214 1285 1246">Sex</td> </tr> <tr> <td data-bbox="465 1246 712 1278"></td> <td data-bbox="712 1246 981 1278"></td> <td data-bbox="981 1246 1285 1278">Sexual orientation</td> <td data-bbox="1285 1246 1942 1278"></td> </tr> </table>	Grade	Which protected characteristics fare well		Evidence drawn upon for rating	Undeveloped	Age	Pregnancy and maternity	Achieving PC - age, disability, marriage/civil partnership, pregnancy/maternity, race, religion/belief, sex Links to equality objective and action plans	Developing	Disability	Race	Achieving	Gender reassignment	Religion or belief	Excelling	Marriage and civil partnership	Sex			Sexual orientation			
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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> <p>↓ Grade</p> <p>Undeveloped Developing Achieving Excelling</p> <p>↓ Which protected characteristics fare well</p> <table border="0"> <tr> <td>Age</td> <td>Pregnancy and maternity</td> </tr> <tr> <td>Disability</td> <td>Race</td> </tr> <tr> <td>Gender reassignment</td> <td>Religion or belief</td> </tr> <tr> <td>Marriage and civil partnership</td> <td>Sex</td> </tr> <tr> <td></td> <td>Sexual orientation</td> </tr> </table> <p>↓ Evidence drawn upon for rating</p> <div style="border: 1px solid black; padding: 5px;"> <p>Achieving PC - age, disability, marriage/civil partnership, pregnancy/maternity, race, religion/belief, sex Links to action plans</p> </div>	Age	Pregnancy and maternity	Disability	Race	Gender reassignment	Religion or belief	Marriage and civil partnership	Sex		Sexual orientation	
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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> <p>↓ Grade</p> <p>Undeveloped Developing Achieving Excelling</p> <p>↓ Which protected characteristics fare well</p> <table border="0"> <tr> <td>Age</td> <td>Pregnancy and maternity</td> </tr> <tr> <td>Disability</td> <td>Race</td> </tr> <tr> <td>Gender reassignment</td> <td>Religion or belief</td> </tr> <tr> <td>Marriage and civil partnership</td> <td>Sex</td> </tr> <tr> <td></td> <td>Sexual orientation</td> </tr> </table> <p>↓ Evidence drawn upon for rating</p> <div style="border: 1px solid black; padding: 5px;"> <p>Achieving PC - age, disability, marriage/civil partnership, pregnancy/maternity, race, religion/belief, sex Links to equality objective</p> </div>	Age	Pregnancy and maternity	Disability	Race	Gender reassignment	Religion or belief	Marriage and civil partnership	Sex		Sexual orientation		
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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> <p>↓ Grade</p> <p>Undeveloped Developing Achieving Excelling</p> <p>↓ Which protected characteristics fare well</p> <table border="0"> <tr> <td>Age</td> <td>Pregnancy and maternity</td> </tr> <tr> <td>Disability</td> <td>Race</td> </tr> <tr> <td>Gender reassignment</td> <td>Religion or belief</td> </tr> <tr> <td>Marriage and civil partnership</td> <td>Sex</td> </tr> <tr> <td></td> <td>Sexual orientation</td> </tr> </table> <p>↓ Evidence drawn upon for rating</p> <div style="border: 1px solid black; padding: 5px;"> <p>Achieving PC - age, disability, marriage/civil partnership, pregnancy/maternity, race, religion/belief, sex Links to action plans</p> </div>	Age	Pregnancy and maternity	Disability	Race	Gender reassignment	Religion or belief	Marriage and civil partnership	Sex		Sexual orientation		
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