

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:

Lewisham CCG

Organisation's Board lead for EDS2:

Charles Gostling, Senior Clinical Lead

Organisation's EDS2 lead (name/email):

Charles Malcolm-Smith Charles.malcolm-smith@nhs.net / Valerie Richards valerieric

Level of stakeholder involvement in EDS2 grading and subsequent actions:

For Goals 1 and 2 the CCG held two EDS2 Stakeholder Panel events. The panels included representatives from:

- Healthwatch in Lewisham
- Lewisham Public Reference Group Members
- Lewisham residents with an interest in Lewisham health services
- Mental Health Service User Group member
- Care Director, St Christopher 's
- Core24 Mental Health Liaison Service Team
- Head of Operations, One Health Lewisham Ltd
- General Practice Nurse, One Health Lewisham
- Senior Joint Commissioning Manager – Adult Mental Health

Organisation's Equality Objectives (including duration period):

The Equality Objectives associated with Goals 1 and 2 for 2018/19 include: Ensure better data collection through the referral process to enable improved understanding regarding the people who use services, their outcomes and access and experience.

The Equality Objectives for Goals 3 and 4 include: To cultivate an organisation that is inclusive, free from discrimination with all able to fulfil their potential. Ensure Governing Body members and senior leaders maintain equality and diversity as a core element of the organisation's vision, values and strategies.

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

a) Community Specialist Palliative Care (St Christopher 's) The following good practice was identified for this service area:

- The service was developed during 2016-17 when there were previously three providers. Since July 2018 St Christopher 's has been the sole provider.
- Each person is unique and St Christopher 's tailors their care to meet social, emotional and spiritual needs, as well as manage physical symptoms. Every year they provide care and support to over 6,500 people across south east London, both at home and in the hospice.
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Date of EDS2 grading October 2019

Date of next EDS2 grading October 2020

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</p> <p><input type="radio"/> Developing</p> <p><input type="radio"/> Achieving</p> <p><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</p> <p><input checked="" type="checkbox"/> Disability <input checked="" type="checkbox"/> Race</p> <p><input type="checkbox"/> Gender reassignment <input checked="" type="checkbox"/> Religion or belief</p> <p><input type="checkbox"/> Marriage and civil partnership <input checked="" type="checkbox"/> Sex</p> <p><input checked="" type="checkbox"/> Sexual orientation</p> <p>↓ Evidence drawn upon for rating</p> <p>Community Specialist Palliative Care (St Christopher 's): The EDS2 Stakeholder Panel was informed that during development of the new service several engagement events were held where members of the public, carers, and delegates from organisations representing patients were invited to feedback on a proposed service specification. The feedback from the events was used directly in the development of the final version of the Service Specification. KPIs and the priorities included in the Service Specification.</p>	
	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</p> <p><input type="radio"/> Developing</p> <p><input type="radio"/> Achieving</p> <p><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</p> <p><input checked="" type="checkbox"/> Disability <input checked="" type="checkbox"/> Race</p> <p><input type="checkbox"/> Gender reassignment <input checked="" type="checkbox"/> Religion or belief</p> <p><input type="checkbox"/> Marriage and civil partnership <input checked="" type="checkbox"/> Sex</p> <p><input checked="" type="checkbox"/> Sexual orientation</p> <p>↓ Evidence drawn upon for rating</p> <p>Community Specialist Palliative Care (St Christopher 's): The EDS2 Stakeholder Panel noted the Community Specialist Level Palliative Care (SLPC) MDT (Multidisciplinary Team) works with the person to develop their individualised plan of care, including where they prefer it to be delivered.</p> <p>Core24 Mental Health Liaison Service: The EDS2 Stakeholder Panel noted that the service provides...</p>	
	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</p> <p><input type="radio"/> Developing</p> <p><input type="radio"/> Achieving</p> <p><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</p> <p><input checked="" type="checkbox"/> Disability <input checked="" type="checkbox"/> Race</p> <p><input type="checkbox"/> Gender reassignment <input checked="" type="checkbox"/> Religion or belief</p> <p><input type="checkbox"/> Marriage and civil partnership <input checked="" type="checkbox"/> Sex</p> <p><input checked="" type="checkbox"/> Sexual orientation</p> <p>↓ Evidence drawn upon for rating</p> <p>Community Specialist Palliative Care (St Christopher 's): The EDS2 Stakeholder Panel heard that the service made significant steps for staff to access local care records from GP and hospital. Coordinate My Care is a PAN London project.</p> <p>Core24 Mental Health Liaison Service: The EDS2 Stakeholder Panel noted that the aim of the service is to...</p>	

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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"> ● Undeveloped ○ Developing ● Achieving ● 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 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>Community Specialist Palliative Care (St Christopher 's): The EDS2 Stakeholder Panel noted that a safeguarding structure was in place. All incidents and complaints reviewed and learning is disseminated.</p> <p>Core24 Mental Health Liaison Service: The EDS2 Stakeholder Panel noted the service used the Trust 's</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 type="checkbox"/> Marriage and civil partnership	<input checked="" type="checkbox"/> Sex		<input checked="" type="checkbox"/> Sexual orientation	<div style="border: 1px solid #ccc; padding: 5px; width: 30px; margin: auto;">✓</div>
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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"> ● Undeveloped ○ Developing ● Achieving ● 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 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>Community Specialist Palliative Care (St Christopher 's): The EDS2 Stakeholder Panel noted that the organisation used a range of media to promote the service including fundraising activities.</p> <p>Core24 Mental Health Liaison Service: The EDS2 Stakeholder Panel noted the service ensures the referral agencies are kept up to date with training on mental health,</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 type="checkbox"/> Marriage and civil partnership	<input checked="" type="checkbox"/> Sex		<input checked="" type="checkbox"/> Sexual orientation	<div style="border: 1px solid #ccc; padding: 5px; width: 30px; margin: auto;">✓</div>	
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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"> ● Undeveloped ○ Developing ● Achieving ● 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 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>Community Specialist Palliative Care (St Christopher 's): The EDS2 Stakeholder Panel noted that referrals were for adults 18 years+ registered with Lewisham GP. The service provided data on the following protected characteristics: Age, Disability (Sensory impairment), Gender, Ethnicity (Race), Religion.</p> <p>Core24 Mental Health Liaison Service: The EDS2 Stakeholder Panel noted the service ensures the referral agencies are kept up to date with training on mental health,</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 type="checkbox"/> Marriage and civil partnership	<input checked="" type="checkbox"/> Sex		<input checked="" type="checkbox"/> Sexual orientation	<div style="border: 1px solid #ccc; padding: 5px; width: 30px; margin: auto;">✓</div>
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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"> <input checked="" type="radio"/> Undeveloped <input 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 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> <p>Community Specialist Palliative Care (St Christopher 's): The EDS2 Stakeholder Panel noted the Goal based approach to care ensuring patients can vocalise goals aimed and support they need from organisation – detailed in Care Plan. In cases of lack of capacity decisions can be made in their ' Best Interest ' through policies in place. Supported by psychosocial team, expert in the assessment of mental capacity and support.</p>	<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	
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2.3	<p>People report positive experiences of the NHS</p> <p>↓ Grade</p> <ul style="list-style-type: none"> <input checked="" type="radio"/> Undeveloped <input 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 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> <p>Community Specialist Palliative Care (St Christopher 's): The EDS2 Stakeholder Panel noted in the annual patient survey for all service users - 87% of responders would ' likely/extremely likely ' recommend St Christopher ' s to friends and family. 7% would ' unlikely/extremely unlikely ' recommend it. Core24 Mental Health Liaison Service: The EDS2 Stakeholder Panel noted the service had a system in</p>	<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		
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2.4	<p>People's complaints about services are handled respectfully and efficiently</p> <p>↓ Grade</p> <ul style="list-style-type: none"> <input checked="" type="radio"/> Undeveloped <input 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 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> <p>Community Specialist Palliative Care (St Christopher 's): The EDS2 Stakeholder Panel noted the service uses the organisation ' s Complaints procedure. The organisation holds learning panels to review all complaints. Few complaints received. All families contacted, plus 6 months follow-up call. Core24 Mental Health Liaison Service: The EDS2 Stakeholder Panel heard that family members are</p>	<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		
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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> <ul style="list-style-type: none"> <input checked="" type="radio"/> Undeveloped <input type="radio"/> Developing <input 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> <div style="border: 1px solid #ccc; padding: 5px;"> <p>Standardised recruitment and selection processes, use of common application forms and interview questions. 2019 Staff survey results.</p> </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> <ul style="list-style-type: none"> <input checked="" type="radio"/> Undeveloped <input type="radio"/> Developing <input 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> <div style="border: 1px solid #ccc; padding: 5px;"> <p>NHS Agenda for Change pay structure and terms and conditions of employment for staff.</p> </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> <ul style="list-style-type: none"> <input checked="" type="radio"/> Undeveloped <input type="radio"/> Developing <input 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> <div style="border: 1px solid #ccc; padding: 5px;"> <p>2019 Staff survey results.</p> </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>

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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> <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 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; min-height: 40px;">2019 Staff survey results.</div>	<input checked="" type="checkbox"/> Age	<input checked="" type="checkbox"/> Pregnancy and maternity	<input checked="" 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 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>
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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> <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 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; min-height: 40px;">2019 Staff survey results. - Flexible working policy in place.</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	<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>	
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3.6	<p>Staff report positive experiences of their membership of the workforce</p> <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 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; min-height: 40px;">2019 Staff survey results.</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	<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>	
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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> <ul style="list-style-type: none"> ● Undeveloped ● Developing ● Achieving ● 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>Feedback received from CCG's Governing Body and leadership team. This was reviewed and assessed by an independent consultant.</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	<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>
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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> <ul style="list-style-type: none"> ● Undeveloped ● Developing ● Achieving ● 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>A selection of board papers between January 2019 and January 2020 was reviewed and assessed by an independent consultant.</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	<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>	
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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> <ul style="list-style-type: none"> ● Undeveloped ● Developing ● Achieving ● 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 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>2019 Staff survey results and Staff Engagement Forum discussion/review of Staff survey results.</p> </div>	<input checked="" type="checkbox"/> Age	<input checked="" type="checkbox"/> Pregnancy and maternity	<input checked="" 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 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>	
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