



# Gender Equality Scheme Action Plan

**Trust Name:**

**London Ambulance Service NHS Trust**

**Lead:**

**Paul Carswell, Diversity Manager**

**Date:**

**30 April 2007**

# 1. Leadership and Corporate Commitment

## Stage 1

Expected Outcomes	Measures of progress	When/If achieved	Evidence
<p>The organisation is recognisably committed to promoting equality of opportunity between women and men, and eliminating unlawful discrimination and harassment.</p> <p>The Board individually and together ensure equality is part of the main business of the organisation at all levels and across all relevant activities</p> <p>The Board, individually and together, challenge discrimination when it is identified.</p>	<p>a) The Board makes a public commitment to promote equality of opportunity between women and men</p> <p>b) The organisation's Gender Equality Scheme:</p> <ul style="list-style-type: none"> <li>- Is agreed by the Board</li> <li>- Is disseminated and accessible to staff, partners, NGOs and the public</li> <li>- Includes actions with timescales</li> <li>- Names a senior (Board level) accountable person</li> </ul> <p>c) The Board</p> <ul style="list-style-type: none"> <li>- Is trained on their duties under the SDA1975</li> <li>- Receives progress reports and reviews plans on legally required aspects at least annually</li> <li>- Takes action on underperformance</li> <li>- Includes gender equality as part of its own development plans</li> </ul>	<p>Chief Executive 2007</p>	

# 1. Leadership and Corporate Commitment

## Stage 2

Expected Outcomes	Measures of progress	When/If achieved	Evidence
<p>The organisation is recognisably committed to promoting equality of opportunity between women and men, and eliminating unlawful discrimination and harassment.</p> <p>The Board individually and together ensure equality is part of the main business of the organisation at all levels and across all relevant activities</p> <p>The Board, individually and together, challenge discrimination when it is identified.</p>	<ul style="list-style-type: none"> <li>d) Targets for improvements in disability equality are part of the Local Delivery Plan</li> <li>e) There is a non-executive sponsor for gender equality</li> <li>f) An officer with expertise in equality and diversity supports the accountable senior lead</li> <li>g) Resources are identified to deliver requirements and promote good practice</li> <li>h) Other structures and systems to deliver the requirements are identifiable in the organisation (e.g. an equality and diversity group, gender equality is part of clinical governance plans, implementing NICE guidance and NSFs, etc.)</li> </ul>	<p>Director Ops 2008</p> <p>Chief Exec 2007</p> <p>Director HR 2007</p> <p>Director HR 2007</p> <p>Director HR 2007</p>	

# 1. Leadership and Corporate Commitment

## Stage 3

Expected Outcomes	Measures of progress	When/If achieved	Evidence
<p>The organisation is recognisably committed to promoting equality of opportunity between women and men, and eliminating unlawful discrimination and harassment.</p> <p>The Board individually and together ensure equality is part of the main business of the organisation at all levels and across all relevant activities</p> <p>The Board, individually and together, challenge discrimination when it is identified.</p>	<ul style="list-style-type: none"> <li>i) Gender equality is integral to the way the Board sets priorities, reviews progress and makes decisions</li> <li>j) The organisation provides evidence of progress on promoting gender equality and on eliminating discrimination across all aspects of its business and this is independently verified</li> <li>k) The organisation acts as a champion for gender equality within its LSP (Local Strategic Partnerships) and with partner organisations</li> <li>l) The organisation uses its leverage both locally and more widely to influence equality and social justice. It uses the SDA 1975 as a lever for change</li> </ul>	<p>Chief Executive 2009</p>	

## 2. Strategy and Services

## Stage 1

Expected Outcomes	Measures of progress	When/If achieved	Evidence
<p>There is equitable access to services for all patients and users, regardless of gender.</p> <p>Appropriate health promotion and illness prevention activities are in place in response to the assessed health needs of women and men.</p> <p>Services are experienced by all sections of the community as</p> <ul style="list-style-type: none"> <li>- Fair</li> <li>- Meeting their needs</li> <li>- Respecting their cultural identity</li> <li>- Providing choice</li> </ul> <p>And local people feel empowered to exercise the choice available</p> <p>All sections of the community find the complaints system transparent and straightforward to use and find their concerns appropriately addressed</p> <p>Outcomes of treatment are similar across all patients and users regardless of gender</p>	<p>The organisation:</p> <p>a) Has identified policies and functions relevant to gender equality and lists them in order of priority in their GES (Gender Equality Scheme). There is internal and external consensus on priorities</p> <p>b) Monitors existing functions and policies and prospectively assesses new policies and services for differential effects on women and men including:</p> <ul style="list-style-type: none"> <li>- Action and targets to improve and use monitoring/patient profiling</li> <li>- Action and targets to improve patient and public involvement (see Section 3. PPI)</li> </ul> <p>c) Promotes and provides information on services by various methods, and in relevant languages and formats</p> <p>d) Deals promptly with complaints of discrimination</p> <p>e) Commissions language support services, including BSL and other formats, according to needs (regularly reviewed), sets and monitors standards and takes action on findings</p>	<p>Director HR 2007</p> <p>Director HR 2007</p> <p>Director Comms 2007</p> <p>Director HR 2007</p> <p>Director Comms 2007</p>	

## 2. Strategy and Services

## Stage 2

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<p>There is equitable access to services for all patients and users, regardless of gender.</p> <p>Appropriate health promotion and illness prevention activities are in place in response to the assessed health needs of women and men.</p> <p>Services are experienced by all sections of the community as</p> <ul style="list-style-type: none"> <li>- Fair</li> <li>- Meeting their needs</li> <li>- Respecting their cultural identity</li> <li>- Providing choice</li> </ul> <p>And local people feel empowered to exercise the choice available</p> <p>All sections of the community find the complaints system transparent and straightforward to use and find their concerns appropriately addressed</p> <p>Outcomes of treatment are similar across all patients and users regardless of gender</p>	<p>The organisation:</p> <p>f) Sets objectives for gender equality for managers and teams and reviews them regularly</p> <p>g) Sets targets for gender equality in access and quality of services, eg; as part of service redesign &amp; modernisation</p> <p>h) Measures achievement of NHS priority performance/ target areas by gender</p> <p>i) Reports to the Board on consultations and findings of monitoring and assessment of impact of policies and functions on gender equality</p> <p>j) Ensures reports are available to employees and the public in a "user friendly" way, and appropriate formats</p> <p>k) Demonstrates its complaints/ compliments system is accessible to all groups</p> <p>l) Takes action on findings from monitoring and assessment and tracks progress over time</p> <p>m) Has commenced planning for its next GES</p>	<p>Chief Executive 2008</p> <p>Director Service Development 2008</p> <p>Medical Director 2008</p> <p>Director HR 2008</p> <p>Director Comms 2008</p> <p>Chief Executive 2008</p> <p>Director Service Development 2008</p> <p>Director HR 2008</p>	

## 2. Strategy and Services

## Stage 3

Expected Outcomes	Measures of progress	When/If achieved	Evidence
<p>There is equitable access to services for all patients and users, regardless of gender.</p> <p>Appropriate health promotion and illness prevention activities are in place in response to the assessed health needs of women and men.</p> <p>Services are experienced by all sections of the community as</p> <ul style="list-style-type: none"> <li>- Fair</li> <li>- Meeting their needs</li> <li>- Respecting their cultural identity</li> <li>- Providing choice</li> </ul> <p>And local people feel empowered to exercise the choice available</p> <p>All sections of the community find the complaints system transparent and straightforward to use and find their concerns appropriately addressed</p> <p>Outcomes of treatment are similar across all patients and users regardless of gender</p>	<p>The organisation can demonstrate:</p> <p>n) All staff across all service areas are involved to some extent in reviewing activities and policies for effect on gender equality</p> <p>o) Inequalities in access are narrowing eg. GP registration, waiting times, referrals and elective/acute admissions per 100,000 population (age and sex standardised) reflect gender profile of local population and expected morbidity</p> <p>p) Inequalities in quality of care are narrowing eg; lengths of stay, complication rates</p> <p>q) Any disproportionality in formal and informal complaints is narrowing</p> <p>r) Gaps in "market penetration" of service information between women and men are narrowing</p>	<p>Director HR 2009</p> <p>Medical Director 2009</p> <p>Medical Director 2009</p> <p>Chief Executive 2009</p> <p>Director Comms 2009</p>	

### 3. Patient and Public Involvement and Consultation

### Stage 1

Expected Outcomes	Measures of progress	When/If achieved	Evidence
<p>Women and men, and support groups know what is available from local health services</p> <p>Women and men, and support group have similar levels of satisfaction with services and consider that services work with their needs in mind</p> <p>Women and men, and support group know about and actively use opportunities available to influence the development, delivery and monitoring of health services</p>	<p>PPI arrangements:</p> <p>a) Set out how diverse and changing local communities are involved in</p> <ul style="list-style-type: none"><li>- Baseline assessment</li><li>- Policy development</li><li>- Action planning</li><li>- Reviews of progress</li></ul> <p>b) Include local Compact arrangements with gender specific voluntary organisations ('Compacts' are arrangements between local authority and voluntary services involved in social care)</p> <p>c) Identify potential exclusion of either women or men, as well as increased involvement and the effect of that involvement taking account of eg; ethnicity, disability, age &amp; sexual orientation, religion and other dimensions</p> <p>d) Reports include updates on progress in engagement and involvement of people by gender</p>	<p>Director Comms 2007</p>     <p>Director Comms 2007</p>     <p>Director Comms 2007</p>     <p>Director Comms 2007</p>	



### 3. Patient and Public Involvement and Consultation

### Stage 2

Expected Outcomes	Measures of progress	When/If achieved	Evidence
<p>Women and men, and support groups know what is available from local health services</p> <p>Women and men, and support group have similar levels of satisfaction with services and consider that services work with their needs in mind</p> <p>Women and men, and support group know about and actively use opportunities available to influence the development, delivery and monitoring of health services</p>	<p>The organisation:</p> <p>e) Sets criteria, standards and targets for gender equality in partnership with local people</p> <p>f) Provides training and support to staff to undertake PPI with women and men, and gender specific support groups</p> <p>g) Sets objectives and takes action to widen involvement of women and men, and actively uses all mechanisms available (e.g; PALS, Patients' Forums, user groups, complaints) on gender equality</p> <p>h) Can give examples of the public's views on the organisation's commitment to gender equality</p> <p>i) Uses information from PPI work to improve services</p> <p>j) Ensures progress reports are available in a "user friendly" way in different formats etc.</p>	<p>Director Service Development 2008</p> <p>Director HR 2008</p> <p>Director Comms 2008</p> <p>Director Comms 2008</p> <p>Director Comms 2008</p> <p>Director Comms 2008</p>	<p>.</p>

### 3. Patient and Public Involvement and Consultation

### Stage 3

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<p>Women and men, and support groups know what is available from local health services</p> <p>Women and men, and support group have similar levels of satisfaction with services and consider that services work with their needs in mind</p> <p>Women and men, and support group know about and actively use opportunities available to influence the development, delivery and monitoring of health services</p>	<p>The organisation demonstrates:</p> <p>k) Increasing public confidence in the organisation including both women and men, and gender specific support groups</p> <p>l) Increasing involvement of both women and men, and gender specific support groups, in planning, priority setting and service provision</p> <p>And</p> <p>m) Actively builds capacity of local organisations to themselves engage and encourage participation of both women and men</p> <p>n) Is seen to welcome and respond to participation of both women and men, and gender specific support groups in service planning, delivery and monitoring</p>	<p>Director Comms 2009</p> <p>Director Comms 2009</p> <p>Director Comms 2009</p> <p>Director Service Development 2009</p>	

## 4. Health

## Stage 1

Expected Outcomes	Measures of progress	When/If achieved	Evidence
<p>Both women and men, and gender specific support groups know what is available from local health services</p> <p>Both women and men, and gender specific support groups have similar levels of satisfaction with services and consider that services work with their needs in mind</p> <p>Both women and men, and gender specific support groups know about and actively use opportunities available to influence the development, delivery and monitoring of health services</p>	<p>The organisation:</p> <p>a) Has published up to date demographic information on its resident / catchment population including by gender and the differing health needs of both women and men</p> <p>b) Complements quantitative data sources with qualitative data obtained from its PPI activities, local consultation and research</p> <p>c) Has arrangements in place to monitor and analyse</p> <ul style="list-style-type: none"> <li>- Changes in the population</li> <li>- and health experience of both women and men</li> </ul>	<p>Director Hr 2007</p> <p>Director Comms 2007</p> <p>Director Service Development 2007</p>	

## 4. Health

## Stage 2

Expected Outcomes	Measures of progress	When/If achieved	Evidence
<p>Both women and men, and gender specific support groups know what is available from local health services</p> <p>Both women and men, and gender specific support groups have similar levels of satisfaction with services and consider that services work with their needs in mind</p> <p>Both women and men, and gender specific support groups know about and actively use opportunities available to influence the development, delivery and monitoring of health services</p>	<p>The organisation:</p> <p>d) Sets objectives and targets for gender equality in its public health and regeneration programmes</p> <p>e) Sets objectives and targets on gender equality within its NSF and other implementation plans eg. smoking cessation, teenage pregnancy</p> <p>f) Analyses and interprets information gathered and reports regularly on progress</p> <p>g) Works with other public health colleagues and the relevant public health observatory to identify and use effective interventions and improve the quality of and access to information on the health of both women and men</p> <p>h) Has a community engagement programme that provides insight into the health experience of both women and men and their self-assessed health needs.</p>	<p>Medical Director 2008</p> <p>Medical Director 2008</p> <p>Director Service Development 2008</p> <p>Medical Director 2008</p> <p>Director Comms 2008</p>	

## 4. Health

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<p>Both women and men, and gender specific support groups know what is available from local health services</p> <p>Both women and men, and gender specific support groups have similar levels of satisfaction with services and consider that services work with their needs in mind</p> <p>Both women and men, and gender specific support groups know about and actively use opportunities available to influence the development, delivery and monitoring of health services</p>	<p>The organisation:</p> <ul style="list-style-type: none"> <li>i) Ensures staff throughout the organisation are aware of the diversity of the local population and their health needs</li> <li>j) Promotes gender equality and tackles discrimination and harassment as an integral part of its public health and regeneration programmes</li> <li>k) Demonstrates the effect of its activities on population's including the health of both women and men</li> <li>l) Works effectively with others on the root causes of health inequality experienced by both women and men across the local health partnership</li> </ul>	<p>Director HR 2009</p> <p>Director Comms 2009</p> <p>Director Service Development 2009</p> <p>Medical Director 2009</p>	

## 5. Workforce

## Stage 1

Expected Outcomes	Measures of progress	When/If achieved	Evidence
<p>All staff, including both women and men, experience the organisation as a fair and rewarding place to work and want to stay</p> <p>Staff in all services, directorates and partnerships actively promote gender equality in their work and are confident in their ability to challenge discrimination and harassment</p> <p>Staff reflect the community they serve at all levels in the organisation</p> <p>Recruitment rounds lead to both women and men candidates gaining jobs at all levels and in all areas of the trust's activities</p>	<p>The organisation has</p> <p>a) Made arrangements to meet its duties under the SDA (Sex Discrimination Act 1975);</p> <p>b) Set targets to improve accuracy and completeness of monitoring of;</p> <ul style="list-style-type: none"> <li>- Staff in post</li> <li>- Applicants for employment, training and promotion</li> <li>- Staff receiving training; benefiting or experiencing detriment as a result of performance assessment procedures; involved in grievance or the subject of disciplinary procedures, and who cease employment</li> </ul> <p>c) Made arrangements to</p> <ul style="list-style-type: none"> <li>- Review findings of monitoring and take necessary action</li> <li>- Publish an annual monitoring report.</li> </ul> <p>d) Arranged for all staff to be trained on their rights and responsibilities under the SDA</p> <p>e) Carry out an equal pay audit and take appropriate action where inequality comes to light</p>	<p>Director HR 2007</p> <p>Director HR 2007</p> <p>Director HR 2007</p> <p>Director HR 2009</p> <p>Director HR 2009</p>	

## 5. Workforce

## Stage 2

Expected Outcomes	Measures of progress	When/If achieved	Evidence
<p>All staff, including both women and men, experience the organisation as a fair and rewarding place to work and want to stay</p> <p>Staff in all services, directorates and partnerships actively promote gender equality in their work and are confident in their ability to challenge discrimination and harassment</p> <p>Staff reflect the community they serve at all levels in the organisation</p> <p>Recruitment rounds lead to both women and men candidates gaining jobs at all levels and in all areas of the trust's activities</p>	<p>The organisation</p> <p>e) Works closely with its Strategic Health Authority on creative approaches to promote gender equality and eliminate discrimination and harassment</p> <p>f) Links its disability equality duties In particular:</p> <ul style="list-style-type: none"> <li>- Improving Working Lives (especially Objective 1 of the HR Performance Framework)</li> <li>- Working Together (Objective 2 of the HR PF)</li> <li>- The Vital Connection</li> <li>- Investors in People</li> </ul> <p>g) Its gender equality strategy sets out gender equality targets and action;</p> <ul style="list-style-type: none"> <li>- For recruitment, retention; training and progression through the organisation especially where there is any under representation in the workforce</li> <li>- To reduce bullying, racial harassment, violence</li> </ul> <p>h) Staff are involved at all levels to promote gender equality at work e.g.; through supported women's staff networks, confidential reporting arrangements, etc.</p>	<p>Director HR 2008</p> <p>Director HR 2008</p> <p>Director HR 2008</p> <p>Director HR 2008</p>	

## 5. Workforce

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Expected Outcomes	Measures of progress	When/If achieved	Evidence
<p>All staff, including both women and men, experience the organisation as a fair and rewarding place to work and want to stay</p> <p>Staff in all services, directorates and partnerships actively promote gender equality in their work and are confident in their ability to challenge discrimination and harassment</p> <p>Staff reflect the community they serve at all levels in the organisation</p> <p>Recruitment rounds lead to both women and men candidates gaining jobs at all levels and in all areas of the trust's activities</p>	<ul style="list-style-type: none"> <li>i) Local community and voluntary groups increasingly participate in recruitment, induction and professional development of staff</li> <li>k) Staff turnover, sickness levels, early retirement, grievances, etc. are low or reducing, as are any discrepancies between both women and men</li> <li>l) The organisation links with local economic regeneration activities to ensure its recruitment strategies support local employment needs</li> </ul>	<p>Director HR 2009</p> <p>Director HR 2009</p> <p>Director HR 2009</p>	



## 6. Partnership

## Stage 1

Expected Outcomes	Measures of progress	When/If achieved	Evidence
<p>Local and other partners recognise the organisation as a champion for gender equality in all its activities</p> <p>The organisation successfully exercises its influence outside its direct partnership activities e.g; with local private sector employers and the local media, to challenge discrimination and promote equality between women and men</p>	<p>The organisation</p> <p>a) Receives positive feedback on its gender equality performance from external monitoring agencies e.g; Patient Forums and Overview and Scrutiny Committees</p> <p>b) Actively promotes gender equality within its Local Strategic Partnership and initiates joint activities and shared targets</p>	<p>Director Comms 2007</p> <p>Director Operations 2007</p>	

## 6. Partnership

## Stage 2

Expected Outcomes	Measures of progress	When/If achieved	Evidence
<p>Local and other partners recognise the organisation as a champion for gender equality in all its activities</p> <p>The organisation successfully exercises its influence outside its direct partnership activities e.g; with local private sector employers and the local media, to challenge discrimination and promote equality between women and men</p>	<p>Local partnerships</p> <p>c) Develop their own Gender Equality Schemes or equivalent arrangements</p> <p>d) Incorporate action on gender equality in action plans with measurable objectives and milestones e.g; Drug Action Teams, Community Safety Partnerships, etc.</p> <p>e) Gender equality has been a topic for health scrutiny - with positive feedback on the progress of the organisation</p>	<p>Director Operations 2008</p> <p>Director Operations 2008</p> <p>Chief Executive 2008</p>	

## 6. Partnership

## Stage 3

Expected Outcomes	Measures of progress	When/If achieved	Evidence
<p>Local and other partners recognise the organisation as a champion for gender equality in all its activities</p> <p>The organisation successfully exercises its influence outside its direct partnership activities e.g; with local private sector employers and the local media, to challenge discrimination and promote equality between women and men</p>	<p>Local partnerships</p> <p>f) Demonstrate progress on gender equality and successfully monitor and communicate their progress on promoting equality</p> <p>g) Are experienced by service users and the public from all communities, including both women and men, as inclusive and responsive</p>	<p>Director Operations 2009</p> <p>Director Operations 2009</p>	

## 7. Finance and Procurement

## Stage 1

Expected Outcomes	Measures of progress	When/If achieved	Evidence
<p>The organisation invests to promote gender equality</p> <p>The organisation ensures contractors comply with their responsibilities under the SDA</p>	<p>a) Financial plans take account of investment needed to implement initial requirements of gender legislation, including the SDA (Sex Discrimination Act 1995) (e.g; management time, training, equal pay)</p> <p>b) Contracts with other bodies include the requirement to comply with the SDA</p> <p>c) Monitoring arrangements are in place</p>	<p>Director Finance 2007</p> <p>Director Finance 2007</p> <p>Director Finance 2007</p>	

# 7. Finance and Procurement

# Stage 2

Expected Outcomes	Measures of progress	When/If achieved	Evidence
<p>The organisation invests to promote gender equality</p> <p>The organisation ensures contractors comply with their responsibilities under the SDA</p>	<p>d) Mainstream budgets take account of the implications of identifying and meeting the health and care needs of both women and men eg; to ensure</p> <ul style="list-style-type: none"> <li>- PPI engages with all communities and with both women and men</li> <li>- Health needs of both women and men are addressed</li> <li>- Workforce meets the health care needs of their diverse patients.</li> </ul>	<p>Director Finance 2008</p>	

## 7. Finance and Procurement

## Stage 3

Expected Outcomes	Measures of progress	When/If achieved	Evidence
<p>The organisation invests to promote gender equality</p> <p>The organisation ensures contractors comply with their responsibilities under the SDA</p>	<p>e) The LDP (Local Delivery Plan) quantifies funds to promote equality and reduce inequality</p>	<p>Director Finance 2009</p>	

## 8. ICT Information Communication Technology

## Stage 1

Expected Outcomes	Measures of progress	When/If achieved	Evidence
<p>The organisation:</p> <ul style="list-style-type: none"> <li>- Compares the demographic profile of its users with that of the local population</li> <li>- Documents progress on narrowing the disparity between women and men in all relevant aspects of its business</li> <li>- Maximises opportunities for staff to access information to support their work e.g; internet, library, research findings, national policy, etc</li> </ul>	<p>The organisation:</p> <ul style="list-style-type: none"> <li>a) Arranges to ensure access to timely, accurate and complete monitoring data of both staff and patients as an integral aspect of its data quality work</li> <li>b) Arranges to ensure staff have the skills to collect and analyse the data</li> <li>c) Has milestones for rolling out patient profiling</li> <li>d) Has identified resources to support this (PCTs)</li> </ul>	<p>Director IMT 2007</p> <p>Director IMT 2007</p> <p>Director IMT 2007</p>	

## 8. ICT Information Communication Technology

## Stage 2

Expected Outcomes	Measures of progress	When/If achieved	Evidence
<p>The organisation:</p> <ul style="list-style-type: none"> <li>- Compares the demographic profile of its users with that of the local population</li> <li>- Documents progress on narrowing the disparity between women and men in all relevant aspects of its business</li> <li>- Maximises opportunities for staff to access information to support their work e.g; internet, library, research findings, national policy, etc</li> </ul>	<ul style="list-style-type: none"> <li>e) High quality monitoring and demographic data are available in accessible formats to health professionals and service managers</li> <li>f) Teams demonstrate how data are used to identify areas of concern and monitor progress on action taken</li> <li>g) Teams and individuals have ready access to information on good practice and evidence on gender equality</li> </ul>	<p>Director IMT 2008</p> <p>Director IMT 2008</p> <p>Director IMT 2008</p>	



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## Stage 3

Expected Outcomes	Measures of progress	When/If achieved	Evidence
<p>The organisation:</p> <ul style="list-style-type: none"> <li>- Compares the demographic profile of its users with that of the local population</li> <li>- Documents progress on narrowing the disparity between women and men in all relevant aspects of its business</li> <li>- Maximises opportunities for staff to access information to support their work e.g; internet, library, research findings, national policy, etc</li> </ul>	<p>h) The organisation can demonstrate "joined up working" between PPI and ICT on meeting the information needs of all people regardless of gender</p>	<p>Director IMT 2009</p>	