



Gender Equality Scheme

(April 2007)

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এই ডকুমেন্ট অন্য ভাষায়, বড় প্রিন্ট আকারে এবং অডিও টেপ আকারেও অনুরোধে পাওয়া যায়।

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Bu belge çeşitli dillere çevrilmiş olup, isterseniz iri harflerle basılmış şeklini ve kasetini de size gönderebiliriz.

درخواست پر یہ دستاویز دیگر زبانوں میں، بڑے حروف کی چھپائی اور سننے والے ذرائع پر بھی میسر ہے۔

Tài liệu này cũng có sẵn bằng các ngôn ngữ khác, bản in chữ to, và băng ghi âm khi được yêu cầu.



020 7921 5100

London Ambulance Service Gender Equality Scheme

Introduction

From April 2007 public authorities, including the London Ambulance Service NHS Trust (LAS), are required to produce and publish a Gender Equality Scheme setting out how we will promote gender equality and eliminate discrimination and harassment in the workplace as well as in the delivery of our services.

This Gender Equality Scheme sets out how the Trust will meet its duties set out in the Sex Discrimination Act 1975, as amended by the Equality Act 2006.

Background

It is acknowledged that women can experience disadvantage in the workplace. Across the economy as a whole, the pay gap between men and women stands at 18.3% for full time workers and 43.2% for part time workers. 11% of women work as senior managers or officials compared with 18% of men (Annual Survey of Hours and Earnings 2004 ONS).

The average life expectancy at birth of females born in 2004 in the UK was 81.07 years, compared with 76.82 years for males. Whilst women can expect to live longer than men they are also more likely to spend more years in poor health or experiencing a disability (Health Statistics Quarterly – Winter 2006 ONS).

About the London Ambulance Service

The London Ambulance Service is in the frontline of the NHS in the Capital and provides healthcare to around one and a half million emergency and non-emergency patients throughout Greater London area each year. Demand on our service is growing – during 2005/06, we handled just over 1.2 million emergency calls from across London and attended over 850,000 emergency incidents – up from 827,000 in 2004/05

The core functions of the Trust are to respond to 999 calls, providing the most appropriate response to patients - this may include: sending an emergency response vehicle; providing telephone advice or referring elsewhere; working with GPs and acute trusts in allocating hospital beds; and, providing patient transport services to acute, mental health and primary care trusts across London. The Trust also works closely with the fire and police services and local authorities in matters of emergency planning and major incidents.

The London Ambulance Service is managed by a Trust Board comprising a non-executive chairperson, five executive directors (including the chief executive) and six non-executive directors. A representative from the Patients' Forum has observer status on the Trust Board.

LAS Vision and Values

The London Ambulance Service has a vision statement and a set of values that set out the organisation's approach to its staff, to the communities it serves, and to all of its stakeholders.

The LAS Vision is:

“A world class ambulance service for London, staffed by well trained, enthusiastic and proud people who are all recognised for contributing to the provision of high quality patient care.”

The LAS Values are:

Clinical Excellence - We will demonstrate total commitment to the provision of the highest standard of patient care. Our services and activities will be ethical, kind, compassionate, considerate and appropriate to the patient's needs

Respect and Courtesy - We will value diversity and will treat everyone as they would wish to be treated, with respect and courtesy.

Integrity - We will observe high standards of behaviour and conduct, making sure we are honest, open and genuine at all times and ready to stand up for what is right.

Teamwork - We will promote teamwork by taking the views of others into account. We will take a genuine interest in those who we work with, offering support, guidance and encouragement when it is needed.

Innovation and Flexibility - We will continuously look for better ways of doing things, encourage initiative, learn from mistakes, monitor how things are going and be prepared to change when we need to.

Communication - We will make ourselves available to those who need to speak to us and communicate face to face whenever we can, listening carefully to what is said to us and making sure that those we work with are kept up to date and understand what is going on.

Accept Responsibility - We will be responsible for our own decisions and actions as we strive to constantly improve.

Leadership and Direction - We will demonstrate energy, drive and determination especially when things get difficult, and always lead by example.

Equality and Diversity Policy Statement

The Trusts' vision and values are supported by the following Policy Statement:

'The London Ambulance Service is committed to equality and diversity. One of our values states:

'We will value diversity and will treat everyone as they would wish to be treated, with respect and courtesy.'

In practical terms this means:

- Everyone, including patients, colleagues and health and social care partners, will be treated as they would wish to be treated, with respect and courtesy.
- At recruitment and throughout their employment we will treat all individuals fairly. This will include ensuring staff receive equal treatment regardless of ethnic origin, gender, disability, sexual orientation, age, religion or belief.
- We recognise that the diversity of our staff benefits the organisation – we aim to have a workforce that is reflective of, and knowledgeable about the communities in which we work.
- We will seek to treat patients to the highest possible standards and according to their individual need.

It is the responsibility of all staff to support this commitment in all aspects of their work.'

Public Authority Duties

General Duty

From 6th April 2007 all public authorities are subject to the General Duty under the Sex Discrimination Act, when carrying out their functions, to have due regard to the need to:

- eliminate unlawful discrimination and harassment that is unlawful under the Sex Discrimination Act 1975(SDA) and in relation to employment and vocational training (including further and higher education), eliminate discrimination and harassment against transsexual individuals
- eliminate discrimination that is unlawful under the Equal Pay Act 1970, and
- to promote equality of opportunity between men and women.

Specific Duties

In addition, the Government set out a number of Specific Duties designed to enable organisations to comply with the General Duty:

- prepare and publish a Gender Equality Scheme by 30 April 2007 showing how a public authority intends to fulfill the general and specific duties and setting out its gender equality objectives;
- In preparing a scheme to:
 - consult employees, service users and others (including trade unions);
 - take into account any information it has gathered or considers relevant as to how its policies and practices affect gender equality in the workplace and in the delivery of its services;
 - in formulating its overall gender equality objectives, consider the need to have objectives to address the causes of any gender pay gap.
- ensure that the scheme sets out the actions the authority has taken or intends to take to:
 - gather information on the effect of its policies and practices on men and women, in employment, services and performance of its functions;
 - use the information to review the implementation of the scheme objectives;
 - assess the impact of its current and future policies and practices on gender equality;
 - consult relevant employees, service users and others (including trade unions);
 - ensure implementation of the scheme objectives.
- implement the scheme and their actions for gathering and using information within three years of publication of the scheme, unless it is unreasonable or impracticable to do so;
- review and revise the scheme at least every three years;
- report on progress annually.

Gender Equality Objectives

During the period covered by this Gender Equality Scheme (April 2007 – March 2010) the London Ambulance Service intends to achieve the following specific Gender Equality Objectives:

- Continue to make progress in gender representation of the workforce through recruitment of women to the range of roles available in the LAS;
- Make use of positive action initiatives, where appropriate, to increase the percentage of women in senior management posts, including operational

management, and in departments and roles where there is a significant degree of gender segregation;

- Carry out an audit of pay grades by gender and identify the average pay for women and for men;
- Develop appropriate actions to eliminate or reduce any inequalities in pay between women and men;
- Using Impact Assessments (including current data and research), to identify health issues that the LAS can reasonably be expected to make an impact on, and which affect men and women disproportionately, and where appropriate and possible, to adapt our policies and practices to help those most affected.

Accountability

The London Ambulance Service has a Race Equality and Diversity (READ) Implementation Team, made up of representatives from across the Trust, which is responsible for monitoring compliance with equality legislation. The READ Implementation Team includes Trade Union representation, as well as representatives from the LAS Patients' Forum.

The Race Equality and Diversity (READ) Strategy Group includes the Director of Human Resources and Organisation Development, and the Director of Operations. The Group is responsible for setting out the Trust's strategic direction in regards to equality and diversity legislation and good practice, and addresses both workforce and service delivery issues.

Quarterly reports from the READ Implementation Team, and the READ Strategy Group are presented to the Clinical Governance Committee. This is a Trust Board level committee. This group is chaired by a non-executive director who is the Board focus for equality and diversity issues.

The Director Human Resources and Organisation Development provides the executive lead for equality and diversity on the Trust Board and the Chief Executive, is responsible for its overall direction.

The Trust has in place a Diversity Team, consisting of a Diversity Manager and two Diversity Officers, who provide the specialist advice and guidance on equality and diversity matters across the organisation. The Diversity Manager is a member of the Trust's Strategic Steering Group. This is the body that develops the annual Service Plan and the longer-term Strategic Plan for delivering ambulance services across London.

The Government sets standards for all healthcare providers through its "[Standards for Better Health](#)" policy. These standards, which include various equality and diversity components, are monitored and inspected by the [Healthcare Commission](#), through an [Annual Health Check](#) and additional 'themed' inspections.

The Trust is also open to scrutiny from the statutory commissions, including the [Commission for Equality and Human Rights](#).

Gathering Information

We will use various sources of information to assess our success in achieving our gender equality duties:

Government Data. The Government carries out a national census every ten years. The most recent data is taken from the 2001 Census. This shows that around 51% of Londoners are female, and 49% are male.

Workforce Data. The Trust's workforce data shows that 38% of our staff are female and 62% are male (2006), recruitment figures for 2005-06 showed that 50% of recruits were female. We will be able to publish the numbers of staff, by gender, for recruitment and promotion, the distribution of women and men in the workforce by seniority and by types of work, harassment, access to training, grievance and disciplinary procedures and leavers. We can also provide data regarding harassment of staff and service users, and of complaints by and against our staff, by gender. The Trust can also show return rates for women on maternity leave and whether they are returning to jobs at the same level of responsibility and pay.

Service Data. Using information processed by our Management Information Unit from Patient Report Forms, call data and other service data, we will be able to produce a profile of our patients and service users broken down by gender. We will then be able to see how these data compare against expectations arising from population data and other research data to determine if we are achieving gender equality in our service delivery.

Research. The Trust's Clinical Audit and Research Team uses patient data recorded by our own staff, as well as data from other healthcare organisations, questionnaires, focus groups and other published research data to gauge the effectiveness of clinical and organisational procedures, equipment and other inputs. Their work results in recommendations for changes and improvements to clinical practice. We also carry out patient and staff satisfaction surveys, which provide primarily qualitative data.

Consultation and Involvement

The Trust consults key stakeholders on an ongoing basis. Views, comments and recommendations, and in particular those concerning matters related to gender, have been considered in the development of the scheme.

The following outlines some of the involvement initiatives to date:

Service Improvement Programme. The Trust carried out a stakeholder consultation process prior to launching our Service Improvement Programme. In 2005 we identified eight key stakeholder groups: Patient and Public; Greater London

Authority/London Boroughs; Staff; Primary Care Trusts; Strategic Suppliers; NHS Partners; Blue Light Emergency Services; and Department of Health/Strategic Health Authority. In September of that year the Patient and Public stakeholder event took place, which brought together a range of people from across London. Participants were asked to define what the Trust's vision meant to them:

LAS Vision: A world-class ambulance service for London staffed by well-trained, enthusiastic and proud people who are all recognised for contributing to the provision of high-quality patient care.

The final product was a stakeholder goal statement as follows:

An organisation which provides the right response, in the right place, at the right time to satisfy patients' needs, balancing response time targets with what patients really want and need. This requires:

- The LAS to work collaboratively in partnership with other providers across the health and social care system, thereby creating a shared responsibility for the health and wellbeing of our citizens;
- Easy and patient centred access routes, responses (be that treatment, conveyance, referral, etc.) in and outside of the home based on their diverse needs, conditions and cultural characteristics;
- Continuous engagement, two way communication and feedback from the many communities of London to ensure that patients and their carers drive continuous service improvement;
- Staff treating all patients and public according to the LAS Values, sensitively and with awareness of diversity in cultural norms.

Once all the stakeholders had been consulted, a final set of stakeholder goals was established:

- An accessible service...
Accessible to Patients and Partners: Easy to contact; recognising diversity; responding to partners with right level of authority
- that responds appropriately...
Responding Appropriately: Right response, right place, right time; timely, reliable (for patients and professionals); measured in terms that mean something to patients; appropriate priority to blue light colleagues; responding to major emergencies.
- engages the public, its patients and partners...
Engaging Patients, Partners and the Public: Collaborative – use of pathways; health & social care (shared information, responsibility, & facilities; joint planning

[identifying gaps in provision]; demand management); listens & responds; informed, forward thinking customers.

- provides greater options for patients...
New Outcomes for Patients: Fewer go to hospital Accident and Emergency departments; staff skilled & confident to use alternative care pathways; career pathways in place
- continues to focus on delivery...
Delivery Focused: National targets; Government frameworks; Standards & guidance; cost effectiveness.
- and has a culture built around our CRITICAL values
Culture & Behaviour: Consistent with the values; respecting diversity; taking accountability, challenging each other; empowering; good management; skilled people (technical & inter-personal); consistent.

The Trust's Diversity Manager is the specialist lead for all equality and diversity related matters, including gender issues. Each of the four programme boards includes the Diversity Manager.

Patients' Forum. The London Ambulance Service Patients' Forum provides regular valuable feedback on the Trust's performance from a patients' perspective. They take a keen interest in equality and diversity issues in particular, and receive regular briefings on developments in this area. Patient's Forum members attend various Trust Board committee meetings, and other planning meetings.

Obstetrics Audit. The Trust's Clinical Audit and Research team are conducting a major audit into the experiences of women who use our services as they go into labour.

Patient and Public Perceptions. During 2006 the Trust commissioned a major piece of research into the perceptions of the London Ambulance Service. The research forms part of the evidence base for evaluating our current service, and for developing our service for the future. We were also able to discern the views of women and men where they significantly differ.

Local Events. As well as centrally organised events, local managers and staff organise community involvement and engagement events at borough level. We keep records of these events on the Patient and Public Involvement (PPI) database, which is maintained by the PPI Manager.

The future. This record of involvement, engagement and consultation will continue into the future. The Access and Connecting for Health programme includes plans for a number of projects addressing access issues. Stakeholder involvement is a central part of the programme and project methodology in use within the Trust.

These initiatives, and others that will develop later, will enable people to have a real influence on the development of the Trust's policies, procedures, and more importantly our practice, as we work through our Gender Equality Scheme. We see this scheme as a live document that will evolve and improve.

Impact Assessment

The Trust's functions have been listed and prioritised according to their relevance to Gender Equality. This list enables us to identify which functions should be targeted for carrying out an impact assessment. This process is designed to identify if any policy, procedure or function might have an unjustifiable and disproportionate negative impact on women, men or transsexual people, and to put in place an action plan to eliminate or reduce that negative impact.

We will publish the results of our impact assessments as they are completed, to demonstrate progress towards our Gender Equality objectives.

Procurement

We will ensure that we use Gender Equality as a factor when selecting external contractors, as well as in our decision making when purchasing goods and services from outside the Trust.

Equal Pay Review

The Trust will carry out a review of staff pay. This will include identifying the average pay for men and for women, and if necessary, developing actions to reduce any pay gaps which might be uncovered.

Recruitment and Selection

It is already an aim of the Trust to become more reflective of the London population we serve. This currently means we need to recruit more women, especially into our front-line roles, and senior management. In 2006 we set ourselves a target to recruit at least 50% women for each intake, in order to move towards greater representation of women overall. This target was achieved.

Training, Education and Development

The Trust has developed an equality and diversity training programme for staff, called Promoting Best Practice in the Workplace. The programme covers all aspects of equality, including gender and transgender issues. So far over 750 front-line staff have attended the one-day course, all in-house trainers have undertaken a one-week course, plus we have a team of 19 in-house trainers who have undertaken a further one-week Diversity Trainers' Facilitation course to enable them to deliver the one-day course to the rest of our staff.

The NHS Knowledge and Skills Framework consists of various competencies which staff must demonstrate for their particular roles. One of the six core competencies, which all staff regardless of role must possess, is Equality and Diversity. Each member of staff takes part in a Performance Development Review at least once a year where their competencies are reviewed and a Personal Development Plan is put in place.

All new staff take part in a Corporate Induction programme which includes a session on Managing Diversity. The session includes information on health inequalities, including those that affect women and men differently.

All front-line staff have a Diversity module during their foundation training courses, including courses for newly selected operational managers.

The Trust is developing a comprehensive Management and Leadership Development programme for all levels of management. This will include an equality and diversity module and will cover the duties under the Sex Discrimination Act.

Transgender Equality

The London Ambulance Service has in place a Transgender Policy that provides information to managers and staff about the legal framework under the Gender Reassignment Regulations. It also provides practical advice in how to support staff who are currently undertaking, intend to undertake or who have already undertaken gender reassignment treatment. The Policy makes clear that transgender staff, in common with all other staff, are entitled to work in an environment free from discrimination, bullying or harassment.

Action Plan

This Scheme will have an accompanying Action Plan setting out specific actions needed to meet our duties under the relevant legislation and achieve our Gender Equality objectives. The Action Plan will highlight the responsibilities of named individuals and will include time frames for completion.

Monitoring, Reporting and Reviewing

Progress against the objectives of this Gender Equality Scheme will be monitored through the lines of accountability outlined earlier in this document, in particular through the Trust's Clinical Governance Committee.

An Annual Report will be published alongside this Gender Equality Scheme outlining the progress to date, and the work still to be completed, plus updates to workforce and service data.

The Gender Equality Scheme will be reviewed after three years, and if required, a revised scheme will be published.

Comments, complaints or enquiries regarding our services

Wherever possible, we encourage patients, their carers and families, and members of the public to raise any concerns or issues they may have with the relevant staff at local level. We aim to be responsive to concerns expressed by patients, their carers and families or members of the general public. Our Patient Advice and Liaison Service (PALS) can act as a facilitator in relation to any concerns or issues by negotiating solutions or resolution as speedily as possible. PALS is responsible for acting as first point of contact for formal complaints, records of appreciation, and enquiries about the services we provide. We take steps to ensure that compliments and records of appreciation are fed back to the relevant staff. Complaints will be investigated with the aim of providing a response within 20 days.

You can write to them at:

Patient Advice and Liaison Service (PALS)
London Ambulance NHS Trust
St Andrews House
St Andrews Way
London E3 3PA

Telephone: 020 7887 6678
Fax: 020 7887 6655, Email: pals@lond-amb.nhs.uk

Gender Equality Scheme. Specific queries in relation to the Gender Equality Scheme should be addressed to:

Caron Hitchen, Director of Human Resources
London Ambulance Service
Headquarters
220 Waterloo Road
London, SE1 8SD

Telephone: 020 7921 5223

List of Relevant Functions

	Gender Equality General Duty Requirements Does the policy/function assist in these duties?		Priority
	Eliminate Unlawful Discrimination and Harassment	Promote Equality of Opportunity between Men and Women	High / Low H / L
1. Accident and Emergency (A&E) Sectors			
1.1 Assessing, treating and transporting patients	✓	✓	H
1.2 Liaison with other services, e.g. NHS Trusts, local authorities, emergency services	✓	✓	H
1.3 Educational role – schools, GPs, public events	✓	✓	H
1.4 Attendance at public events – carnivals, football matches etc	✓	✓	H
1.5 Patient Public Involvement	✓	✓	H
2. Emergency Operations Control			
2.1 Receive emergency/999 calls	✓		L
2.2 Prioritise calls			L
2.3 Give pre-arrival advice	✓		L
2.4 Dispatch resources	✓		L
3. Urgent Operations Control			
3.1 Receive urgent and non-urgent calls	✓		L
3.2 Provide clinical telephone advice	✓		L
3.3 Dispatch resources	✓		L
4. Patient Transport Service			
4.1 Plan journeys for patients	✓	✓	H
4.2 Transport patients to and from hospitals / clinics	✓	✓	H

	Gender Equality General Duty Requirements Does the policy/function assist in these duties?		Priority
	Eliminate Unlawful Discrimination and Harassment	Promote Equality of Opportunity between Men and Women	High / Low H / L
4.3 Provide care to patients en route and in the waiting areas	✓	✓	H
4.4 Liaise with hospital staff	✓		H
5. Emergency Bed Service			
5.1 Allocate beds to patients, liaising with GPs, hospitals and patients as required			L
5.2 Take out of hours calls for district nursing services and Red Cross			L
5.3 Liaise with other services, e.g. NHS Trusts, local authorities, Control			L
5.4 Demonstrate work of the service to users and other parties	✓	✓	H
6. Service Development			
6.1 Service development – development of clinical care, policy development	✓	✓	H
6.2 Commissioning arrangements	✓	✓	H
6.3 Clinical audit	✓	✓	H
6.4 Clinical research	✓	✓	H
6.5 Service planning	✓	✓	H
6.6 Prepare business cases	✓	✓	H
6.7 Programme and project support			L
7. Communications Directorate			
7.1 Internal communications, e.g. LAS News, bulletins	✓	✓	H
7.2 External communications, e.g. media,	✓	✓	H

	Gender Equality General Duty Requirements Does the policy/function assist in these duties?		Priority
	Eliminate Unlawful Discrimination and Harassment	Promote Equality of Opportunity between Men and Women	High / Low H / L
annual report, LAS website			
7.3 Public events, e.g. LAS museum, visits to schools and colleges, exhibitions and other public events	✓	✓	H
7.4 Media resources, e.g. photography, videos	✓	✓	H
7.5 Miscellaneous – organising award ceremonies, managing international visits, staff funerals, staff recognition initiatives	✓	✓	H
7.6 Managing Patient Public Involvement	✓	✓	H
7.7 Liaison with Patient's Forum and patient representatives	✓	✓	H
8. Human Resources Directorate			
8.1 Equality and Diversity	✓	✓	H
8.2 Recruitment and selection	✓		H
8.3 Education and development	✓	✓	H
8.4 Organisation development	✓	✓	H
8.5 HR Policies and procedures and projects	✓	✓	H
8.6 Terms and conditions of service	✓	✓	H
8.7 Staff support	✓	✓	H
8.8 Workforce monitoring and information	✓	✓	H
8.9 Safety and risk	✓	✓	H
8.10 Payroll	✓		H
8.11 Grievances, discipline and dismissals	✓	✓	H

	Gender Equality General Duty Requirements Does the policy/function assist in these duties?		Priority
	Eliminate Unlawful Discrimination and Harassment	Promote Equality of Opportunity between Men and Women	High / Low H / L
8.12 Providing emergency life support training both internally and externally	✓	✓	H
9. Finance Directorate			
9.1 Procurement and contracting	✓	✓	H
9.2 Management of the Crown Agents contract for services	✓	✓	H
9.3 Investigate and manage legal claims against the Trust	✓	✓	H
9.4 Collect, collate, analyse and store information on patients	✓	✓	H
9.5 Provide information as requested to internal and external parties	✓	✓	H
9.6 Maintain High Risk Register	✓	✓	H
10. Patient Advice and Liaison Service			
10.1 Give advice to the public about the services the LAS provides	✓	✓	H
10.2 Act as first point of contact for complaints and for thanks	✓	✓	H
10.3 Investigate complaints about the services provided	✓	✓	H
10.4 Collate and publish data on complaints	✓	✓	H
10.5 Responding to Freedom of Information requests	✓	✓	H
11. Governance Development Unit			
11.1 Coordinate Trust's governance arrangements	✓	✓	H
11.2 Facilitate the	✓	✓	H

	Gender Equality General Duty Requirements Does the policy/function assist in these duties?		Priority
	Eliminate Unlawful Discrimination and Harassment	Promote Equality of Opportunity between Men and Women	High / Low H / L
development of LAS policies and procedures			
11.3 Manage the Trust Risk Register and prepare the Trust for external risk management audits	✓	✓	H
11.4 Prepare the Trust for external operational and clinical inspections, e.g. by the Healthcare Commission, Strategic Health Authority etc.	✓	✓	H
11.5 Maintains responsibility for document control			L
12. Information Management and Technology			
12.1 Provide support to users of internal IT systems, including training	✓		L
12.2 Specify requirements for new premises and acquire new premises	✓		L
13. Miscellaneous / Common Functions			
13.1 Complaints handling	✓	✓	H
13.2 Management of staff	✓	✓	H
13.3 Communications internally and externally	✓	✓	H
13.4 Policy and procedure development and review	✓	✓	H
13.5 Public education / information and liaison	✓	✓	H