



LMC Member and LMC Observer Information Pack

This pack contains key documents about the LMC and also about your role as an
LMC Member or LMC Observer

LMC Member - Role and Responsibilities

Title: LMC Member

Accountable to: Represented GPs and practice teams, the LMC Chair, the LMC Committee and the Secretariat Senior Management Team of the Humberside Group of Local Medical Committees Ltd

Preparation for Meetings

1. To read all relevant papers before a meeting and come prepared to discuss all agenda items.
2. To declare any conflicts of interest at the beginning of the meeting.

Attendance at Meetings

1. To regularly attend LMC meetings (non-attendance at three successive LMC meetings without good reason may result in the member being asked to stand down).
2. To contribute to the debate at LMC meetings.
3. If appointed to any additional roles or groups on behalf of the LMC, to attend meetings as agreed and produce a written report for the LMC.

General Responsibilities

1. Members are elected by represented GPs¹ and are expected to:
 - Represent the views of GPs and practice teams from their constituency.
 - Be aware that, by their election, LMC members have a mandate to make decisions on behalf of their represented GPs.
 - Listen to and seek the views of represented GPs and bring any issues or concerns to the attention of the LMC.
 - Refer practices needing individual support to the Secretariat for confidential advice and respect their confidentiality.
 - Use emails as their main form of communication with the LMC and participate fully in email consultations or discussions.
 - Take an interest in local and national medical politics.
2. To respond promptly to all relevant communications from the LMC.
3. To follow established LMC policy and to fairly represent the LMC's views to outside organisations. Any members who express a personal view, rather than LMC policy, should make this clear in any discussion they are involved with in an LMC capacity.
4. To ensure punctual arrival at meetings and to stay for the duration of the meeting.
5. To ensure that all communication devices are set to silent mode and any urgent calls are taken outside the meeting.

¹ Represented GPs means all working GPs on the Performers List in the LMC area in question regardless of contractual or employment status.

6. To keep themselves up to date with issues affecting primary care and take an interest in the local impact of these issues.
7. To be actively involved with promoting LMC policy with the CCGs, NHS England and NHS Improvement and local authorities.
8. To provide a short report in order to receive remuneration for attending any external meetings agreed with the Secretariat.
9. To assist with escalating represented GPs' concerns that are considered to need a national solution by providing topics for motions to be debated at the annual UK LMC Conference.
10. To work and behave in an inclusive and collaborative manner and to be respectful of their fellow Committee members, the Committee Chair and LMC staff, both at meetings and in all their communications in their capacity as LMC members.
11. To adhere to the minuted outcome (party line) of the meeting once it has been agreed, when acting in their LMC capacity.
12. To adhere to confidentiality where appropriate.
13. To complete a Declaration of Interests form in line with the policy of the Humberside Group of Local Medical Committees Ltd and advise the Secretariat of any changes in their interests as soon as they happen.
14. To make their conflicts of interest clear by declaring any pecuniary or other interest in any matter under discussion.
15. If contacted by the media for an LMC perspective, LMC members should first contact the Secretariat for guidance and to discuss the request and their proposed response.
16. To abide by the Constitution of the LMC.
17. To advise the Secretariat immediately should they cease to be a registered medical practitioner (or registered ophthalmic practitioner) or be suspended from the GMC Medical Register or NHS England Performers List.
18. To participate in training and appraisal programmes as deemed necessary by the Secretariat Senior Management Team.
19. To abide by the LMC's policies and procedures.
20. When requested to do so, play an active role in LMC conferences and present motions on behalf of their Committee.
21. To sign the attendance register at each meeting in order that travel expenses can be correctly processed.

Please note that all of the above information is subject to periodic review.

LMC Observer - Role and Responsibilities

Title: LMC Observer

Accountable to: Represented GPs and practice teams, the LMC Chair, the LMC Committee and the Secretariat Senior Management Team of the Humberside Group of Local Medical Committees Ltd

Please note: Observers have speaking rights but not voting rights.

Preparation for Meetings

1. To read all relevant papers before a meeting and come prepared to discuss all agenda items.
2. To declare any conflicts of interest at the beginning of the meeting.

Attendance at Meetings

1. To regularly attend LMC meetings (non-attendance at three successive LMC meetings without good reason may result in the observer being asked to stand down).
2. To contribute to the debate at LMC meetings.
3. If appointed to any additional roles or groups on behalf of the LMC, to attend meetings as agreed and produce a written report for the LMC.

General Responsibilities

1. Observers are invited by the LMC and are expected to:
 - Represent the views of the organisation or constituent group they represent e.g. Practice Managers, VTS colleagues etc.
 - Make themselves available to the constituents they represent (does not include individual practice issues).
 - Listen to and seek the views of their colleagues and bring these to the attention of the LMC.
 - Refer practices needing individual support to the Secretariat for confidential advice and respect their confidentiality.
 - Use emails as their main form of communication with the LMC and participate fully in email consultations or discussions.
 - Take an interest in local and national medical politics.
 - Understand that, as observers, they do not have voting rights at LMC meetings as their role is advisory.
2. To respond promptly to all relevant communications from the LMC.
3. To follow established LMC policy and to fairly represent the LMC's views to outside organisations. Any observers who express a personal view, rather than LMC policy, should make this clear in any discussion they are involved with in an LMC capacity.
4. To ensure punctual arrival at meetings and to stay for the duration of the meeting.

5. To ensure that all communication devices are set to silent mode and any urgent calls are taken outside the meeting.
6. To keep themselves up to date with issues affecting primary care and take an interest in the local impact of these issues.
7. To work and behave in an inclusive and collaborative manner and to be respectful of their fellow Committee members, the Committee Chair and LMC staff, both at meetings and in all their communications in their capacity as LMC observers.
8. To adhere to the minuted outcome (party line) of the meeting once it has been agreed, when acting in their LMC capacity.
9. To adhere to confidentiality where appropriate.
10. To complete a Declaration of Interests form in line with the policy of the Humberside Group of Local Medical Committees Ltd and advise the Secretariat of any changes in their interests as soon as they happen.
11. To make their conflicts of interest clear by declaring any pecuniary or other interest in any matter under discussion.
12. If contacted by the media for an LMC perspective, observers should first contact the Secretariat for guidance and to discuss the request and their proposed response.
13. To abide by the Constitution of the LMC.
14. To abide by the LMC's policies and procedures.
15. To sign the attendance register at each meeting in order that travel expenses can be correctly processed.

Please note that all of the above information is subject to periodic review.

GOVERNANCE OF THE LMC AND ITS BOARD OF MANAGEMENT

Code of Conduct and Accountability

Function of the Local Medical Committee (LMC)

LMCs are bodies recognised under the NHS Act 2006 with a duty to represent the NHS General Practitioner contractors in the LMC area (as recognised by NHS England). The LMC is funded by the contractors it represents and is accountable to those contractors for the work that it does on their behalf and for the effective and economical use of LMC funds. High standards of corporate and personal conduct are a requirement for the LMC and its elected members and all aspects of the LMC's operations must be open to critical scrutiny. The LMC has to be consulted by the NHS England and NHS Improvement Area Team and Clinical Commissioning Groups (and their successor organisations) on all matters relating to the contractual terms set out in the GMS or PMS (or any such successor) regulations.

The LMC Constitution sets out how the Committee shall be constituted but does not explicitly state that the LMC must conduct its affairs in accordance with principles of good governance arrangements. The function of the LMC is to represent the interests of all GPs whatever their contractual status and to help and advise them on all NHS matters. Its primary aim is to accurately reflect and put forward the professional views and aspirations of all GPs providing NHS primary medical services in the areas that the LMCs represent.

The LMC is involved in local negotiations for services over and above the basic contracted services. The Secretariat officers and the Committee members will actively pursue any issue that affects or is likely to impact on local primary medical services or the work of GPs. The work and agenda of the Committee will always be directed to protect and enhance the interests of GPs and their practices.

This document sets out the standards of conduct, accountability and openness expected of the members of the Committee. Its aim is to ensure that everyone understands the way they are expected to work. All elected Committee members, co-opted members and observers will be asked to sign a declaration confirming that they have read this code, understand it and agree to abide by it.

Conduct

In 1995 the Committee on Standards in Public Life formulated the Seven Principles of Public Life which it recommended should be incorporated in the Codes of Conduct of all public bodies. The seven principles (known as the Nolan Principles – see Appendix A) comprise Representativeness (Selflessness), Integrity, Objectivity, Accountability, Openness, Honesty and Leadership. The success of the Committee depends, to some extent, on the adoption of these values so that they influence the behaviour of those who are involved in the organisation. The Committee works closely with the NHS; as a consequence of this, its own values must reflect those of the public service values that are at the heart of the NHS. Acceptance of these values should inform and govern the decisions and conduct of all Committee members and staff.

Accountability

The LMC is accountable to the local GP community. The LMC elected members have a responsibility to set the strategic direction of the LMC, define its annual and longer-term objectives and agree plans to achieve them. The work of the Committee and individual members must be able to stand the test of public scrutiny, judgements on propriety and professional codes of conduct. If any contractor has concerns about governance, especially confidentiality and conflicts of interest, these can be raised with the Chair of their Committee.

The Board of Management is integral to the Humberside Group of Local Medical Committees Ltd and is

appointed by the two constituent LMCs who are the members of the Company. The Secretariat Senior Management Team is directly accountable to the Board of Management for ensuring that the decisions of the Board of Management and constituent LMCs are implemented, that the organisation works effectively and for the maintenance of proper financial stewardship. The members of the Secretariat Senior Management Team have executive powers conferred by the Committees from time to time to ensure that matters are dealt with in a timely manner. The Board of Management is required to meet on a regular basis and is responsible for monitoring the executive management of the organisation.

Whilst it is accepted that the Secretariat Senior Management Team (SMT) will from time to time make decisions before consulting the Committee or Board (where time is of the essence), the relevant member of the SMT will consult with the relevant Chair if necessary and where appropriate all such decisions will be referred to the Committee or Board at its next meeting for ratification. The Senior Management Team has been authorised by the Board of Management to make payments in line with the approved Financial Standing Orders and Financial Procedures. The Chair of the Board of Management has executive powers to authorise additional expenditure in line with the approved Financial Standing Orders and Financial Procedures.

Delegation of Powers

From time to time, the LMC may delegate certain tasks to sub-groups or teams. Under these circumstances, the nature and limits of such delegation will be minuted at a full LMC meeting.

The Role of the LMC Chair

- To provide leadership to the Committee and to represent the Committee in meetings with NHS England and NHS Improvement, Clinical Commissioning Groups, Commissioning Support Units, Local Authorities, ICS stakeholders and other organisations as appropriate.
- To enable all Committee members to make a full contribution to the Committee's affairs and ensure that the Committee acts as a team.
- To ensure that key and appropriate issues are discussed by the Committee in a timely manner.
- To ensure that all Committee members declare relevant interests and, if requested, withdraw from any relevant discussions.
- To work with the Secretariat to ensure that the Committee has adequate support and is provided with all the necessary data on which to base informed decisions.
- To lead or chair sub-groups.
- To ensure that the Committee conducts its affairs in accordance with accepted principles of good governance and that high standards of personal behaviour are maintained in the conduct of the business of the LMC.
- In consultation with the Secretariat, to appoint/nominate representatives to any committee or sub-committee on which representation is required. A complementary relationship between the Chair and the Secretariat is paramount. The Senior Management Team should be allowed full scope, within clearly defined delegated powers, for action in fulfilling the decisions of the Committee and to ensure that there is effective dialogue between the LMC and the local health and social care community.

The Role of LMC Members and LMC Observers

- To comply with the responsibilities set out in the documents contained on pages 1 – 4 above i.e. "LMC Committee Member - Role and Responsibilities" or "LMC Observer - Role and Responsibilities".

The Role of the Secretariat Senior Management Team (this broadly reflects the contractual job descriptions)

- Ensure systems are in place for effective management and organisation of the Secretariat arrangements.
- Responsible for the prudent and economical administration; for the avoidance of waste and extravagance and for the efficient and effective use of all the LMC resources.
- Ensure with the Board of Management that the LMC has in place effective management systems that safeguard contractors' funds.
- Ensure that the LMC achieves value for money from the resources available and appropriate advice is tendered to the LMC Committee members.
- Ensure that the Committee members have access to the information and expert advice they need to exercise their responsibilities effectively.
- Be clear what decisions and information are appropriate to the Committee.
- Ensure that financial and other information is organised and presented succinctly and efficiently to ensure the Board and Committee can fully undertake their responsibilities.
- Ensure that new Committee members are fully briefed on the terms of their membership and their rights and responsibilities including this code.
- Ensure an effective communications strategy is in place for both communication with members and the GPs.
- Work with the Chair to ensure that meetings are managed in an appropriate way.
- Check the minutes of LMC meetings and associated meetings and ensure that all GPs are provided with relevant and timely information.
- Ensure that the LMC has a risk management process to ensure all significant risks and potential liabilities are addressed.
- Establish effective liaison and relationships with other organisations concerned with health and social care.
- Collaborate with the GPC on all matters for the provision of medical services in terms of local and/or national issues.
- Develop the role of the Secretariat in acting as a clearing house for information, as a collating point and as a network for members to minimise their individual isolation.
- Line manage the staff of the Secretariat and carry out annual relevant appraisals of the roles.
- Work with the Board of Management in managing the financial affairs of the organisation.
- Ensure transparency and equality of information and opportunity for all contractors in matters relating to the local purchasing of medical services.
- Respond to any request for an enquiry by a contractor who believes that the LMC or an officer of the LMC has acted unconstitutionally by holding a meeting of the LMC to deal with the matter and to report to all contractors represented by the LMC.
- Work with the Board of Management to ensure effective financial stewardship.
- Act on the Board of Management's instructions to ensure there is a budgetary control system in place.
- Draw up a schedule of financial standing orders.
- Work with the Board of Management's accountants in preparing the accounts and setting a budget.

Declaration of Interests

It is a requirement that all Committee members, officers and staff declare any conflict of interest that arises in the course of conducting Committee business. Members and Observers will be asked to declare their interests on election, co-option or appointment and to inform the Committee of any changes to their interests as and when they occur.

Conflict of Interest

LMC members, officers and staff are required to act in the best interests of the GP community they serve and not for personal gain.

Openness

There should be sufficient transparency about the Committee activities to promote confidence between the LMC, the GP community they represent, its staff, patients, the public and the health and social care organisations it deals with.

Confidentiality

At times, LMC members may be privy to information that should be treated in the strictest confidence and not discussed outside of meetings. Members will be asked to sign confidentiality agreements on election.

The staff of the Secretariat will also sign confidentiality agreements on appointment.

Employee Relations

The Board of Management must comply with employment legislation and guidance, respect agreements entered into by themselves or on their behalf and establish terms and conditions of service that are fair to the staff and represent good value for money.

Appendix A – The Nolan Principles

In December 2011, the Board of Management of the Humberside Group of LMCs Ltd accepted the following guiding principles (Nolan Principles) for members of the Committee and this was accepted by the constituent LMCs at their meetings in February 2012:

Representativeness (Selflessness): Members must reflect the interests of the contractors who elected or appointed them to the LMC and must make decisions in the interests of the general body of contractors; they must not make decisions in order to gain financial or other material benefits for themselves, family or friends.

Integrity: Members must not put themselves under any obligation that might influence their performance on the LMC or their ability to reflect the interests of the contractors who elected or appointed them or make decisions in the interests of the general body of contractors.

Objectivity: In making decisions and in carrying out the business of the LMC, members should act within the Constitution and make decisions only on merit.

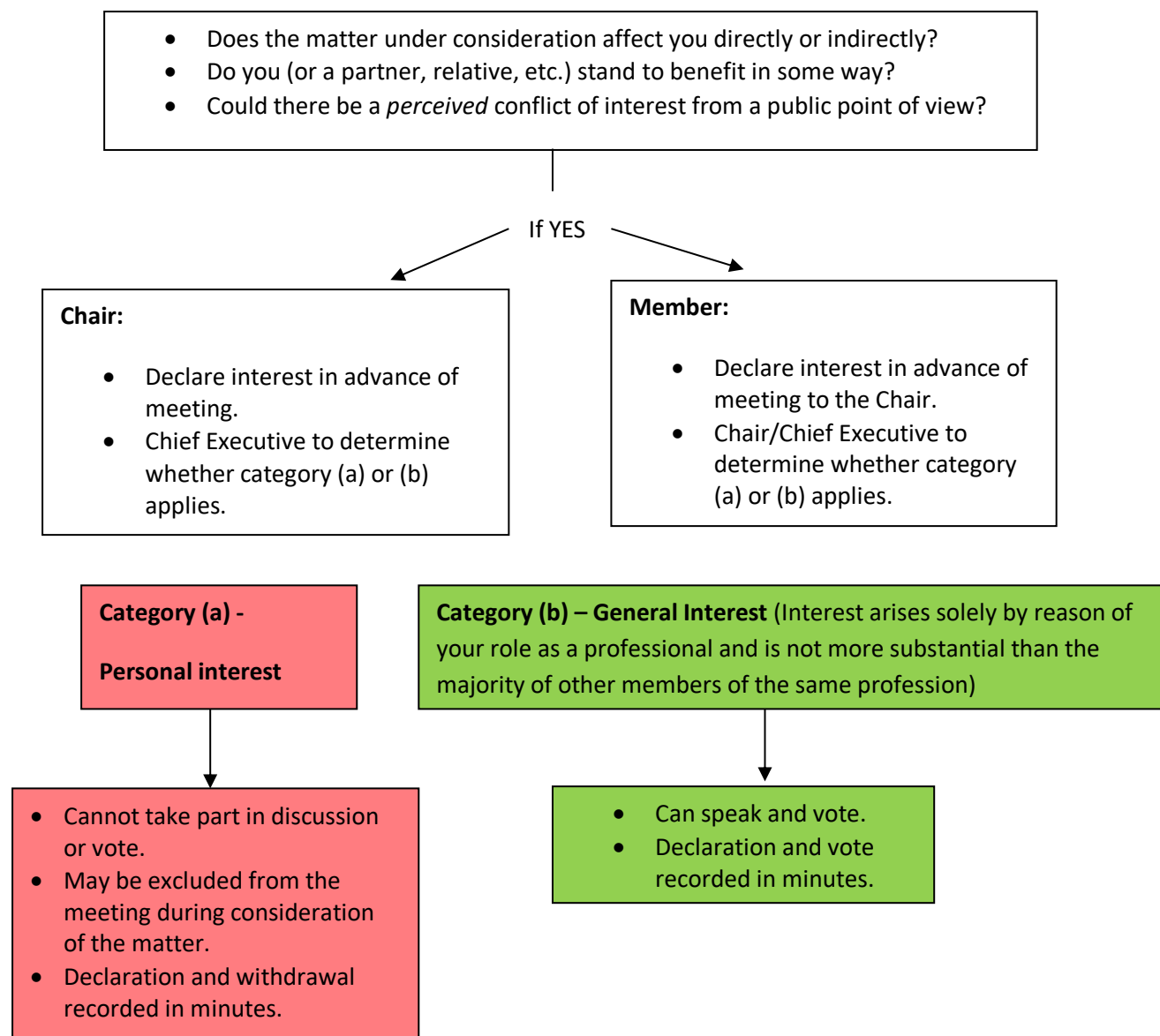
Accountability: Members of the LMC are accountable for their decisions and actions to contractors and the public and therefore submit to scrutiny.

Openness: Members should be as open as possible about all decisions and actions they take. They should give reasons for their decisions and restrict information only for short-term tactical reasons or when the wider public interest clearly demands.

Honesty: Members have a duty to declare any private interest relating to their LMC duties and take steps to resolve any conflicts arising.

Leadership: Members should promote and support the above principles by leadership and example.

Appendix B - Declarations of Interest Flowchart



EXAMPLES

- The matter refers to an interest declared on your annual return.
- You (or a partner, relative etc) stand to benefit in some way.
- You (or a partner, relative etc) have tendered for/expressed an interest in a related contract for work with the CCG.
- The matter relates solely to you/your practice.
- The matter relates to a limited number of practices of which yours is one.

- QOF and some other incentive schemes.
- The CCG's Primary Care Strategy etc.

The onus to declare is on the individual member. If in doubt, please seek advice at the earliest opportunity.

Equality & Diversity Policy

1. Introduction

- 1.1 All references in this policy to the 'Company' mean the Humberside Group of Local Medical Committees Ltd.
- 1.2 The Company is committed to equality for all staff and is committed to employment practices, policies and procedures which ensure that no employee, potential employee, LMC member, course participant or contractor receives less favourable treatment on the grounds of gender, race, colour, ethnic or national origin, sexual orientation, marital status, religion or belief, age, trade union membership, disability, offending background, domestic circumstances, social and employment status, HIV status, gender reassignment, political affiliation or any other protected characteristic as described in the 2010 Equality Act.
- 1.3 Diversity will be viewed positively and, in recognising that everyone is different, the unique contribution that each individual's experience, knowledge and skills can make is valued equally. We aim to enable our staff to make a full contribution to meeting the organisation's objectives and to fulfil their own potential.
- 1.4 We will not tolerate any form of exclusion, harassment, victimisation, bullying or other unfair discrimination on any grounds including protected characteristics as described in the 2010 Equality Act. Every employee (including wider groups of individuals connected to the organisation) is expected to value and respect each other.

2. Scope of the policy

- 2.1 Equality is everyone's business and everyone who comes into contact with the Company's activities has rights and obligations under this policy.
- 2.2 The scope of this policy extends to both Local Medical Committees within the Humberside Group of LMCs and should be used in conjunction with each LMC's Constitution. It includes events run within the Company, contractors providing services to the Company and delegates and tutors on seminars/training offered by the Company.
- 2.3 The policy covers actions, intent, written and verbal communication including online and IT/electronic activity.
- 2.4 This policy sets out an overarching position as a reference point for all Company policies and activities. The promotion of equality will be actively pursued through policies and actions to ensure that all employees and others in contact with Company activity receive fair, equitable and consistent treatment. Also to ensure that employees and potential employees are not subject to direct or indirect discrimination.
- 2.5 Employees who breach the policy will be subject to the Company's Disciplinary Procedures. Employees who believe that they have suffered detriment are entitled to use the Company grievance procedures unless their concerns can be resolved more directly through informal action.

2.6 The behaviour of non-employed associates of the Company will be addressed where they are in breach of this policy and may be subject to the following actions:

- LMC Committee members will be reminded of their “Good Medical Practice” responsibilities or they may be subject to a complaint to the GMC.
- Contractors may have their contract terminated.
- Course delegates may be removed from their programme.

3. Equality impact assessment

3.1 The language and intent of the policy have been reviewed carefully to ensure that in supporting the policy’s principles there is no detriment to any group or individuals for any reason including anyone with a protected characteristic as described in the 2010 Equality Act. The Company welcomes feedback on its policies as it seeks to continuously improve. Please notify the Chief Executive if you have any suggestions on how to improve the inclusivity of this policy or if you believe there are any areas of detriment that can be redressed.

3.2 All Company policies and procedures will be checked before implementation for language, intent and procedure to ensure that the policy’s aims are met within a framework of equality.

4. Single equality duty and types of discrimination

4.1 The 2010 Equality Act replaces and updates a wide range of earlier legislation drawing all responsibilities for employers into a single duty to ensure equality and address discrimination. The act highlights the following “protected characteristics”:

- Age
- Disability
- Gender re-assignment
- Marriage or civil partnership
- Pregnancy or maternity
- Race
- Religion or belief
- Sex
- Sexual orientation

4.2 Although the list above is fairly comprehensive, each individual should be viewed as unique and treated with equality whatever their circumstances.

4.3 Direct discrimination occurs when an individual is treated less favourably because of a personal characteristic e.g. their gender, race, colour, ethnic or national origin, sexual orientation, marital status, religion or belief, age, trade union membership, disability, offending background or any other personal characteristic. An example of direct discrimination would be dismissing a female employee because she is pregnant.

4.4 Indirect discrimination is when there’s a practice, policy or rule which applies to everyone in the same way but it has a worse effect on some people than others. The Equality Act says it puts you at a particular disadvantage. Examples of indirect discrimination might include physical or age restrictions or constraints around the working day.

4.5 Institutional discrimination occurs where an organisation's systems or culture create inequitable constraints for certain individuals or groups. The Company is committed to creating an inclusive culture supported by fair procedures to ensure that the business can operate effectively without detriment to employees, members, contractors and others who interact with us.

5. Areas for action

5.1 This policy will apply to all aspects of the Company's work, however it is important to make specific reference to some specific areas for action:

5.1.1 Employees

For employees we will:

- Make sure that every employee receives fair and equal treatment.
- Ensure that the workplace is free from discrimination, sexual harassment and any other form of harassment, bullying and victimisation and act promptly and appropriately on any complaints.
- Value and respect the identities, cultures and diversity of our employees.
- Ensure that all our employees have fair and equal access to appraisals, training and development, jobs, transfer and promotion.
- Provide, wherever is reasonably possible, a workplace which is accessible to people with disabilities.
- Encourage and help our employees to reach their full potential.
- Treat employees fairly and consistently when agreeing objectives and assessing performance.
- Retain in suitable employment, wherever is reasonably possible, employees who become disabled.
- Treat our employees fairly in the operation of our redundancy, grievance and disciplinary procedures.
- Monitor and review our Equality & Diversity Policy regularly.

5.1.2 Job applicants

For job applicants we will:

- Advertise jobs internally where practical to do so and create opportunities for internal development.
- Ensure that everyone involved in applicant selection is trained in non-discriminatory assessment practice.
- Use objective assessment measures based on skills, experience and potential.
- Monitor job applicant data to check for recruitment trends that could improve our processes.
- When seeking candidates, we will use networks and search agencies appropriately to avoid detriment to potential candidates. When advertising roles, we will use accessible media and give candidates opportunities to apply and appropriate timescales to respond.
- Ensure that applicants are supported to attend interviews and adjustments are made to improve access.
- Provide developmental feedback on interview performance when requested.

5.1.3 Electronic and online media including e-mail

The Company will monitor the use of electronic and online media and will:

- Remove inappropriate content/postings where it is able to do so.
- Address the behaviour of employees and other associates of the organisation where postings can be attributed to them.
- Take action to separate the Company equality stance from the personal actions of individuals.
- Support employees or those associated with the Company where they have been subjected to online media abuse where that is associated with their role with the Company.

5.1.4 Delegates/seminar participants

The Company will ensure that participants of Company learning and development activities can learn in a safe and inclusive environment. Behaviour that is contrary to the aims of this policy will be challenged and where appropriate offenders removed from our events.

5.1.5 LMC members

Humberside LMC Ltd will address the inappropriate behaviour of members in meetings, reminding them of standards of Good Medical Practice, the role and responsibilities of Committee members and the Code of Conduct and Accountability for Committee members. Persistent behaviour or extreme cases may lead to a complaint being made to the GMC. LMC Chairs have additional responsibilities, see 6.6 below.

6. Responsibilities

6.1 Senior Management Team

The Senior Management Team, on behalf of the Board of Directors, has ultimate responsibility for equality within the Company. Implementation and monitoring the operation of the Equality and Diversity Policy is delegated to the Senior Management Team. The organisation's senior staff will model behaviour that sets the foundations for a culture of equality within the Company. The Senior Management Team will ensure that the policy is clearly communicated to employees along with sources of available support.

6.2 Board Directors

Board Directors will adopt appropriate strategies to support and value equality and diversity within the organisation. Equality will be discussed at Board Meetings as required.

6.3 Managers

All managers are required to demonstrate leadership in this field by discouraging prejudice and by modelling appropriate behaviour. They will take speedy and appropriate action to deal with any breaches of the policy or behaviour that could lead to a breach of the policy.

Any identified breaches of the Equality & Diversity Policy should be dealt with using the Disciplinary or Grievance policies as appropriate.

Managers are responsible for applying employment practices, policies and procedures fairly and consistently and for highlighting and addressing any practices which could lead to discrimination.

6.4 Employees

All employees are responsible for familiarising themselves with the Equality & Diversity Policy and for complying with it. Employees have a responsibility to either:

- Inform their line manager or the Chief Executive if they know or suspect that discrimination/harassment is occurring.
- Highlight at the time, where they feel safe to do so, where the behaviour or comments of others make them feel uncomfortable.

Employees must participate in any equality training provided or identified for them.

Employees (at all levels) must make sure they do not:

- Discriminate against anyone.
- Incite, encourage or persuade another employee to discriminate.
- Harass, abuse, victimise or bully another employee.
- Treat any individual less favourably than others on any grounds including protected characteristics as described within the 2010 Equality Act.
- Do anything which has the effect of disadvantaging one employee or job applicant against another.

6.5 LMC members

Members have a responsibility to ensure that the conduct of meetings and other LMC dealings uphold the principles outlined in this policy. Discriminatory behaviour or language will not be tolerated. All members have responsibility to uphold good practice and challenge inappropriate behaviour.

6.6 LMC Chairs

The elected LMC Chair has additional responsibility to act as a custodian of equality within the Committee and all LMC activity. The responsibility for equality should be read in conjunction with the roles and responsibilities for Chairs.

6.7 Contractors

Contractors working for the Company are expected to uphold the principles of equality highlighted in this policy. Breaches are not acceptable and may lead to the termination of the contract. Contractors can also expect to be treated according to the Company's equality principles.

6.8 Delegates/seminar participants

Event delegates are expected to behave in accordance with the principles set out in this policy. Unacceptable behaviour will be challenged and excessive or cumulative incidents may lead to their removal from the programme. No refund of fees will be paid in such circumstances. Delegates who experience or witness discriminatory behaviour should highlight this to the LMC event host or course leader in the first instance. If this does not lead to rectifying action or if the issues relate to the course leader/host, the issues should be reported to the Chief Executive.

7. Implementation

7.1 The Company will promote, through the provision of training and guidance, the impartial application of all employment policies and procedures and will take action to deal with all inappropriate behaviour.

7.2 Specific training needs in relation to equality and diversity will be identified through line management and appraisal and appropriate training events will be sourced and provided as necessary.

- 7.3 The responsibilities of the employer and employee for equality will be actively addressed through the induction of all staff members, regardless of role or seniority.
- 7.4 LMC members will be provided with the Company's Equality & Diversity Policy on their election.
- 7.5 The Company's Directors will be provided with the Company's Equality and Diversity Policy on their appointment as part of their induction.

8. Procedure for dealing with complaints of discrimination

- 8.1 Any individual who feels that they have been discriminated against or has witnessed discrimination on any grounds set out in this policy should initially raise their concerns with their line manager. Where an employee's concerns relate to their line manager, the employee should raise their concerns with the Chief Executive or if he/she is their line manager another member of the Senior Management Team.
- 8.2 Where resolution cannot be achieved through informal discussion, any employee may put forward a grievance in line with the guidelines set down in the Grievance Procedure.
- 8.3 Where an individual is suspected of a breach of the principles of this policy, they will be investigated under the disciplinary policy. If proven, breaches may be viewed as gross misconduct which could result in dismissal.
- 8.4 Any LMC member who feels that they have been discriminated against or has witnessed discrimination on any grounds set out in this policy should raise their concerns with their LMC Chair or the Chief Executive. Where their concerns relate to their LMC Chair or the Chief Executive, the member should raise their concerns with another member of the Senior Management Team.
- 8.5 Line managers or individuals who need advice or support about how to address an equality issue can approach the Chief Executive for an initial discussion.
- 8.6 Any job applicant wishing to bring a complaint under the Equality Policy should contact the Chief Executive and, if unresolved, state their complaint in writing to the Chair of the Board.

9. Monitoring

- 9.1 Implementation of the policy and any breaches will be monitored and reported to the Board.

10. Updating and review

Date written: January 2015
Approved by the Board: January 2015
Implementation Date: January 2015
Last Review Date: June 2019
Next Review Date: June 2021