

Policy for the Development and Management of Policy Documents

(Policy on Policies)

March 2024 – March 2027

Control Record	
Title	Policy for the Development and Management of Policy Documents (Policy on Policies)
Reference Number	GOV-004
Version	3.1
Status	Final
Author	Assistant Director of Corporate Affairs; Corporate Assurance and Information Manager
Sponsor	Director of Corporate Affairs;
Team	Governance
Amendments	<p>Updates to EIA template. Updated Corporate Assurance email address. Updates to Job Titles as follows:</p> <ul style="list-style-type: none"> • Associate Director of Governance to Director of Corporate Affairs; • Head of Corporate Assurance to Assistant Director of Corporate Affairs; • Corporate Assurance Manager to Corporate Assurance and Information Manager.
Purpose	To ensure that there is a process in place for the development, approval, implementation and maintenance of all organisational corporate policy documents
Superseded Documents	Policy for the Development and Management of Policy Documents (Policy on Policies) v3.0
Audience	All employees of the NHS Nottingham and Nottinghamshire Integrated Care Board (ICB) (including those working within the organisation in a temporary capacity).
Consulted with	N/A
Equality Impact Assessment	See Section 12 - Completed May 2023
Approving Body	Audit and Risk Committee
Date approved	March 2024
Date of Issue	April 2024
Review Date	March 2027

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Contents

1	Introduction	Page 3
2	Purpose	Page 3
3	Scope	Page 3
4	Definitions	Page 4
5	Roles and Responsibilities	Page 4
6	Development, Approval and Review Process	Page 7
	• Development of Policy Documents	Page 7
	• Equality Impact Assessments (EIAs)	Page 8
	• Approval Process	Page 8
	• Review and Amendments Process (including Policy Extensions)	Page 10
	• Version Control	Page 10
	• Policy Storage and Dissemination	Page 11
	• Retention, Disposal and Archiving of Policies	Page 11
	• Accessibility Standards	Page 11
7	Equality and Diversity Statement	Page 12
8	Communication, Monitoring and Review	Page 13
9	Staff Training	Page 13
10	Interaction with other Policies	Page 13
11	References	Page 13
12	Equality Impact Assessment	Page 14
	Appendix A: Flowchart of the development and approval process for policy documents	Page 19
	Appendix B: Template policy document (including Template Equality Impact Assessment)	Page 20

1. Introduction

- 1.1 This policy applies to the NHS Nottingham and Nottinghamshire Integrated Care Board, hereafter referred to as 'the ICB'.
- 1.2 Policies provide guidance, accountability and clarity on how an organisation operates. They are also a vital element of the organisation's corporate assurance function, as adherence and application of policies supports a robust risk management framework. From a risk management perspective, corporate policies support an organisation's second line of defence.
- 1.3 This policy sets out the processes in place for the development, approval, implementation and monitoring of corporate policies for the ICB. It ensures that a co-ordinated and consistent approach is followed within the ICB regarding corporate style and format.
- 1.4 All policy documents will become part of the ICB's corporate information once formally approved in accordance with this policy.
- 1.5 The ICB will comply with the legal requirements and national guidance in the development of the management of policy documentation.

2. Purpose

- 2.1 The purpose of this policy is to:
 - Ensure that all policy documents are systematically managed and controlled across the ICB from the moment of creation until their ultimate disposal.
 - Explain the process for the development, approval, implementation, and maintenance of policy documents within the ICB.
 - Ensure that all policy documents in use by the ICB, including external policy documents, are centrally registered and monitored as part of the ICB's overarching policy work programme.
 - Ensure that all policy documents are routinely reviewed in an appropriate timeframe, updated immediately when a change in legislation occurs and are accessible and understood by all members of staff.

3. Scope

- 3.1 This policy applies to all employees and appointees of the ICB and others working within the organisation in a temporary capacity. These are collectively referred to as 'individuals' hereafter.
- 3.2 Policies have a clear target audience and will be developed in conjunction with the relevant stakeholders, including patient groups and third-party organisations if appropriate.

- 3.3 For joint policies with health and social care partners, which require a collaborative working approach, please contact the Corporate Assurance Team for guidance – nnicb-nn.corporateassurance2@nhs.net.
- 3.4 Partner approval will be required for all policies created collaboratively across health and social care where a joint working approach is adopted.

4. Definitions

Term	Definition
Policy	<p>A policy is a national or corporate document that directs the organisation's practice in fulfilling its statutory and organisational responsibilities.</p> <p>It is a statement of the standards, intentions and expectations of how a practice or course of action will be implemented.</p> <p>A policy is considered binding on all employees and a breach of policy may have contractual consequences for the employee.</p>
Procedure (Standing Operating Procedures)	<p>A procedure outlines an expected way of doing something (method of conducting business) which is operational in focus and mandatory for staff to follow. A policy is often supported by a procedure.</p> <p>Procedures may vary in length but must be operational in focus and aimed at those staff responsible for implementing it (e.g. internal standing operating procedures).</p> <p>Procedures will not be approved or monitored as part of this policy but should be developed, implemented and monitored in accordance with the principles in this policy. For example, ensuring appropriate version control, access and storage.</p>
Policy Framework	A policy framework is a document that supports the management and maintenance of all corporate policies.

5. Roles and Responsibilities

Roles	Responsibilities
Integrated Care Board	The Integrated Care Board is responsible for the approval of all ICB policy documents but may delegate authority of the approval of specific documents to its committees.
Executive Management Team (and	Individually and collectively, members of the Executive Management Team are responsible for ensuring that the organisation is complying with statutory requirements

Roles	Responsibilities
Senior Leadership Team)	<p>and for identifying any requirement for policy documents relevant to their respective areas of responsibility.</p> <p>The Executive Management Team is also responsible for ensuring that resources are in place to achieve the implementation of agreed policies.</p> <p>Draft policy documents are to be reviewed and endorsed by the responsible Associate Director (the policy sponsor) before commencing to the approval stage.</p>
Chief Executive	<p>Overall accountability for ensuring that there are systems and processes in place to effectively manage procedural documents is the responsibility of the Chief Executive. The Chief Executive also leads the development, approval and implementation of risk and corporate procedural documents.</p> <p>The Chief Executive leads the development, approval and implementation of risk and corporate procedural documents, however, may delegate this to members of the Executive Team as appropriate (i.e. Director of Nursing, Medical Director, Director of Finance and Director of Integration).</p>
All committees and sub-committees	Committees and sub-committees of the ICB Board are responsible for the approval of policy documents within the remit of their Terms of Reference, as delegated by the ICB Board.
Audit and Risk Committee	The Audit and Risk Committee is responsible for monitoring progress against the ICB's overarching policy work programme.
Director of Corporate Affairs (supported by the Corporate Assurance Team)	<p>The Director of Corporate Affairs is responsible for the overall policy work programme and for:</p> <ul style="list-style-type: none"> • Maintaining a central record of all policy documents in development and in existence. • Ensuring that current policy documents are accessible to staff and that their existence is highlighted to staff through in-house communication procedures. • Quality assuring final policy documents (before issue) to ensure they are compliant with the requirements of this policy. • Ensuring that any training requirements necessitated by policy documents are incorporated

Roles	Responsibilities
	into the organisation's statutory and mandatory training arrangements.
Document Author(s) and Responsible Person	<p>The Document Author (this could be a group or single person) is responsible for drafting policy documents as detailed within this policy. The Document Author is also responsible for the ongoing review of the document and for making any necessary amendments. Any change in legislation will require an immediate update of the policy document, even if this is before the agreed review date.</p> <p>The Responsible Person is the Senior Manager who is corporately responsible for the document and should, therefore, be satisfied that this policy has been followed during the development phase and be fully aware of the document's contents.</p> <p>The Document Author is responsible for completing an Equality Impact Assessment (EIA) when drafting, and subsequently reviewing, the policy document.</p>
Line Managers	<p>All line managers are responsible for ensuring that staff have access to and are made aware of policy documents that apply to them (at induction and as part of their ongoing role requirements).</p> <p>Line managers are responsible for ensuring compliance with policy documents, including the undertaking of any training (e.g. mandatory and statutory training) required to enable policy requirements to be adhered to.</p>
Individuals	<p>All individuals are responsible for reading and complying with policy documents and for ensuring they have undertaken any training necessary to enable them to comply with requirements.</p> <p>Individuals are also responsible for ensuring they are using the correct version of any policy document (by accessing this from the shared document management system and not printing or saving copies to local drives).</p>
Staff Engagement Group	<p>The Staff Engagement Group can act in an advisory capacity during the development of policy documents, with a particular focus on whether the policy documents will be comprehensible to the organisation's workforce.</p> <p>The level of input required by the Staff Engagement Group will be dependent on the nature of the policy document (e.g. more consultation may be required for workforce related policies).</p>

6. Development, Approval and Review Process

Development of Policy Documents

- 6.1 The requirement for policy documents is identified taking into account statutory and national requirements, quality standards, organisational needs and best practice recommendations. The intent to develop a policy document should be raised with the Corporate Assurance Team to minimise any risks of duplication (via email nnicb-nn.corporateassurance2@nhs.net).
- 6.2 Policy documents can be developed by a team or an individual as long as the processes described in this policy are followed.
- 6.3 **All policy documents will be:**
- Fully justified as to their existence. It is not always necessary to develop new policy documents when it may be possible to update a current document to reflect any new requirements.
 - When necessary, developed with the involvement of key stakeholders and with adequate and appropriate consultation. The organisation's solicitors should be consulted where appropriate.
 - Developed in line with current best practice and national guidance.
 - Kept as brief as possible and clearly written, using unambiguous terms and language.
 - Consistent with and cross referenced to other policy documents where applicable.
 - Considered in line with current organisational statutory and mandatory training requirements. Any additional requirements for training should be discussed with the Corporate Assurance Team to ensure that these are implemented, if necessary (nnicb-nn.corporateassurance2@nhs.net).
- 6.4 The corporate policy document template is shown at Appendix B. All policy documents will be written in accordance with the ICB's corporate style and include:
- A standard front cover.
 - A document control page.
 - An introduction.
 - Header and footer.
 - Main and sub-headings.
 - Page numbering.
 - References to any associated corporate documents or external documents.
 - References to any applicable legislation.

Equality Impact Assessments (EIAs)

- 6.5 The ICB's policy documents should reflect the organisation's commitment to embed equality and diversity considerations into everything that we do for our diverse population and our staff. They should also demonstrate how the ICB has given due regard to relevant requirements of the Equality Act 2010, including the Public Sector Equality Duty (PSED) (Specific and General).
- 6.6 Equality Impact Assessments (EIAs) provide a structured means to examine the effects (or impact) of a proposed or existing policy on protected characteristic and inclusion health groups. The EIA template (see Section 12) is designed to help the document author to consider and assess the impact of each policy document. Consideration of the impact of policies and procedures on those who identify with a Protected Characteristic, and other inclusion health groups, is set out in the PSED. Further information can be found at http://www.acas.org.uk/media/pdf/s/n/Acas_managers_guide_to_equality_assessments.pdf
- 6.7 The EIA should be reviewed as part of the policy document review process. EIAs should also be reviewed in light of any necessary changes to policies, where this might be performed sooner than the required review date. For more information, please refer to the Equality, Quality and Inequality Impact Assessment Procedure, or contact the EQIA Team - nnicb-nn.eqia@nhs.net.

Approval Process

- 6.8 All ICB policy documents requiring approval (and external policy documents requiring adoption) will follow the process as described in the diagram as shown in Appendix A.
- 6.9 The ICB has approved delegation of 'families' of policies to the following Committees (as described in the below table). The Document Author should consult with the Corporate Assurance Team to agree the relevant committees to approve or adopt the document (nnicb-nn.corporateassurance2@nhs.net).
- 6.10 Partner approval will be required for all policies created collaboratively across health and social care where a joint working approach is adopted.

Policy Ref Prefix	Policies (Categories)	Approved by
COM-xxx	Commissioning and Service Delivery Policies (including Procurement) Strategic/Ethical Decision-Making Frameworks Policies	Strategic Planning and Integration Committee
EDI-xxx	Equality, Diversity and Inclusion Policy	Quality and People Committee

Policy Ref Prefix	Policies (Categories)	Approved by
ENG-xxx	Public Involvement and Engagement Polices (including Co-production)	Strategic Planning and Integration Committee
EPRR-xxx	Emergency Preparedness, Resilience and Response Policy	Audit and Risk Committee
FIN-xxx	Fraud, Bribery and Corruption Policy	Audit and Risk Committee
GOV-xxx	Risk Management Policy	Integrated Care Board
GOV-xxx	Standards of Business Conduct Policy	Integrated Care Board
GOV-xxx	Governance Policies	Audit and Risk Committee
H&S-xxx	Health and Safety Policies	Audit and Risk Committee
HR-xxx	Human Resources Policies	Human Resources Executive Steering Group
IG-xxx	Information Governance Policies	Audit and Risk Committee
IG-xxx	Data Quality Policy	Audit and Risk Committee
NUR-xxx	Nursing and Quality Policies (including Safeguarding and Complaints)	Quality and People Committee

- 6.11 All of the development stages of the policy document should be complete before the document is presented for approval. There should be no requirement for any major changes when final committee approval is sought. Any requirement for amendments, as suggested at the approval stage, should be made before the policy document is issued.
- 6.12 The approval of policy documents will be clearly stated within the minutes of the meeting.
- 6.13 No policy document will become a valid corporate document or should be in use by the ICB until the document has been formally approved.
- 6.14 Where the ICB needs to implement a policy that has been developed and approved by an external body (e.g. certain information governance policies that have been created by Nottinghamshire Health Informatics Service), these will still require adopting internally by the appropriate committee and maintaining in accordance with this policy.

Review and Amendments Process (including Policy Extensions)

- 6.15 The standard timeframe for re-approval of policy documents is every three years. Approving committees can specify a shorter timeframe for the review and re-approval process if it is felt necessary. Likewise, authors can request a shorter timeframe, if considered necessary.
- 6.16 Any new legislation/national guidance or change to operational procedures that may warrant significant changes to the policy document should also initiate an earlier re-approval date.
- 6.17 Minor amendments made during the policy document lifecycle do not require re-approval but these should be clearly stated within the control record and highlighted to staff, if necessary.
- 6.18 No policy document will lapse until the revised policy has been approved (even if the review date has expired), however, it must be apparent that the policy has been regularly reviewed by the responsible person to ensure it is still fit for purpose.
- 6.19 Policies requiring extensions to existing review dates will be presented to the relevant authorising committee for approval of the extension with a rationale as to why the extension is required. This will be documented on the ICB's Policy Management Framework.

Version Control

- 6.20 All policy documents must clearly state that they are draft until formally approved by the appropriate committee. The version number of policy documents should be shown in the control record as follows:

Version Number	Policy 'Status'
0.	This shows that the policy is still in development and is yet to be formally approved (e.g. draft).
0.1	This reflects that amendments have been made to the draft during the consultation and development period. Any further amendments made during this process should be shown in the version number (e.g. 0.2, 0.3).
1.0	The policy document has been formally approved (e.g. final version).
1.1	Minor amendments have been made to the final version but there is no requirement for formal re-approval. The actual amendments should be documented in the amendments section of the control record.

Version Number	Policy 'Status'
	Any further minor amendments made should also result in a change of version number (e.g. 1.2, 1.3).
2.0	This shows that the policy document has been formally re-approved in accordance with its timescale or in light of any major changes. Any further re-approvals will result in a change of version number (e.g. 2.0, 3.0).

Policy Storage and Dissemination

- 6.21 Once approved by the appropriate committee, the final version of the policy must be sent to the Corporate Assurance Team (via email at nnicb-nn.corporateassurance2@nhs.net) for a formal reference to be assigned and to be converted to a portable data file (PDF). The Corporate Assurance Team co-ordinates the communication and dissemination of all corporate policy documents. This copy will be the only true copy and will be held centrally by the Corporate Assurance Team.
- 6.22 All new (or updated) policy documents will be published using routine staff communication methods and be accessible to all staff via the ICB's website.
- 6.23 All policy documents will be available to the public (under the Freedom of Information Act) via the ICB's Publication Scheme.

Retention, Disposal and Archiving of Policies

- 6.24 The disposal of withdrawn or archived policy documents is the responsibility of the Corporate Assurance Team on the instruction of the Document Author or Responsible Person.
- 6.25 At least one copy of the previous electronic document will be kept for reference (archived) and any paper copies of the document should be destroyed. Archived documents will be made available on request to the Corporate Assurance Team (nnicb-nn.corporateassurance2@nhs.net).
- 6.26 The ICB has adopted the timescales set out within the NHS Records Management Code of Practice for document retention and disposal. Specific information can be found in the ICB's Records Management Policy.

Accessibility Standards

- 6.27 Accessibility regulations came into force for public sector bodies in September 2018. All public sector bodies have to meet the 2018 requirements, unless they are exempt.

Tips to note:

- Use style 'Heading 3' for all main headings.
- Use style 'Heading 4' for all sub headings which should be in bold and in the same font as the main text (Arial 12).
- Use style 'Normal' for all main text, this should be Arial 12 font, with text aligned to the left margin and lines should be spaced at 1.15 cm.
- Add Alt text to all images (Right click on image > View Alt text > add an image description).
- Make sure all hyperlinks are underlined and describe what the purpose of the link is.
- Use the built in accessibility checker in word to check your documents (choose Review > Check Accessibility > Check Accessibility).
- Make sure all tables have header rows and do not split or merge cells as this can be difficult for screen readers to navigate.
- Think about colour contrast for text.
- [Useful hints and tips for accessibility in word](#)

7. Equality and Diversity Statement

- 7.1 NHS Nottingham and Nottinghamshire ICB pays due regard to the requirements of the Public Sector Equality Duty (PSED) of the Equality Act 2010 in policy development and implementation, as a commissioner and provider of services, as well as an employer.
- 7.2 The ICB is committed to ensuring that the way services are provided to the public and the experiences of its staff does not discriminate against any individuals or groups on the basis of their age, disability, gender identity (trans, non-binary) marriage or civil partnership status, pregnancy or maternity, race, religion or belief, gender or sexual orientation.
- 7.3 The ICB is committed to ensuring that its activities also consider the disadvantages that some people in the ICB's diverse population experience when accessing health services. Such disadvantaged groups include people experiencing economic and social deprivation, carers, refugees and asylum seekers, people who are homeless, workers in stigmatised occupations, people who are geographically isolated, gypsies, Roma and travellers.
- 7.4 As an employer, the ICB is committed to promoting equality of opportunity in recruitment, training and career progression and to valuing and increasing diversity within the ICB workforce.
- 7.5 To help ensure that these commitments are embedded in the ICB's day-to-day working practices, an Equality Impact Assessment has been completed and is included within this policy.

8. Communication, Monitoring and Review

- 8.1 The ICB will establish effective arrangements for communicating the requirements of this policy and will provide guidance and support to line management in relation to their responsibilities.
- 8.2 The Audit and Risk Committee will review the effectiveness and implementation of this policy on an annual basis through the review of the policy work programme.
- 8.3 This policy will be reviewed by the Audit and Risk Committee every three years or in light of any legislative changes.
- 8.4 Any individual who has queries regarding the content of this policy, or has difficulty understanding how this policy relates to their role, should contact the ICB's Corporate Assurance Team (nnicb-nn.corporateassurance2@nhs.net).

9. Staff Training

- 9.1. The Corporate Assurance Team will proactively raise awareness of the policy across the ICB and provide ongoing support to committees and individuals to enable them to discharge their responsibilities. Members of the Corporate Assurance Team can be contacted for formal training at team meetings (or other forums) by email nnicb-nn.corporateassurance2@nhs.net.
- 9.2. Any individual who has queries regarding the content of the Policy, or has difficulty understanding how this relates to their role, should contact the ICB's Corporate Assurance Team (email: nnicb-nn.corporateassurance2@nhs.net).

10. Interaction with other Policies

- 10.1 This policy should be read in conjunction the following ICB policies:
 - Records Management Policy; and
 - Freedom of Information (FOI) and Environmental Information Regulations (EIR) Policy.

11. References

- 11.1 The records management elements (version control, access and retention and disposal) of this policy has been developed using the following guidance:
 - National Archives, [Managing digital records without an electronic record management system](#), 2012.
 - NHS Digital: [Records Management Code of Practice](#)

12. Equality Impact Assessment

Name of Policy	Policy for the Development and Management of Policy Documents (Policy on Policies)
Date of Completion	August 2023, Reviewed May 2025
EIA Responsible Person Include name, job role and contact details.	Sian Gascoigne, Assistant Director of Corporate Affairs (Risk) Email: sian.gascoigne@nhs.net

For the policy, please answer the following questions against each of the protected characteristics, human rights and health groups:	What are the actual, expected or potential positive impacts of the policy, process, strategy or service change?	What are the actual, expected or potential negative impacts of the policy, process, strategy or service change?	What actions have been taken to address the actual or potential positive and negative impacts of the policy, process, strategy or service change?
Age	There are no actual or expected positive impacts on the characteristic of Age.	There are no actual or expected negative impacts on the characteristic of Age.	None.
Disability¹ (Including: mental, physical, learning, intellectual and neurodivergent)	There are no actual or expected positive impacts on the characteristic of Disability.	There are no actual or expected negative impacts on the characteristic of Disability.	Mechanisms are in place via the Communications and Engagement Team to receive the policy in a range of large print, Braille, audio, electronic and other accessible formats.

Gender² (Including: trans, non-binary and gender reassignment)	There are no actual or expected positive impacts on the characteristic of Gender.	There are no actual or expected negative impacts on the characteristic of Gender.	None.
Marriage and Civil Partnership	There are no actual or expected positive impacts on the characteristic of Marriage and Civil Partnership.	There are no actual or expected negative impacts on the characteristic of Marriage and Civil Partnership.	None.
Pregnancy and Maternity	There are no actual or expected positive impacts on the characteristic of Pregnancy and Maternity Status.	There are no actual or expected negative impacts on the characteristic of Pregnancy and Maternity Status.	None.
Race³	There are no actual or expected positive impacts on the characteristic of Race.	There are no actual or expected negative impacts on the characteristic of Race.	Mechanisms are in place via the Communications and Engagement Team to receive the policy in a range of languages.
Religion and Belief⁴	There are no actual or expected positive impacts on the characteristic of Religion or Belief.	There are no actual or expected negative impacts on the characteristic of Religion or Belief.	None.
Sex⁵	There are no actual or expected positive impacts on the characteristic of Sex.	There are no actual or expected negative impacts on the characteristic of Sex.	None.
Sexual Orientation⁶	There are no actual or expected positive impacts on the	There are no actual or expected negative impacts on the	None.

	characteristic of Sexual Orientation.	characteristic of Sexual Orientation.	
Human Rights⁷	There are no actual or expected positive impacts on the characteristic of Human Rights.	There are no actual or expected negative impacts on the characteristic of Human Rights.	None.
Community Cohesion and Social Inclusion⁸	There are no actual or expected positive impacts on the characteristic of Community Cohesion and Social Inclusion.	There are no actual or expected negative impacts on the characteristic of Community Cohesion and Social Inclusion.	None.
Safeguarding⁹	There are no actual or expected positive impacts on the characteristic of Safeguarding.	There are no actual or expected negative impacts on the characteristic of Safeguarding.	None.
Socioeconomic and other ‘at risk’ groups¹⁰ (Including carers, homeless, Looked After Children, living in poverty, asylum seekers, rural communities, victims of abuse, ex-offenders)	There are no actual or expected positive impacts on the characteristic of Other Groups at Risk.	There are no actual or expected negative impacts on the characteristic of Other Groups at Risk.	None.

¹**Disability** refers to anyone who has: “...a physical or mental impairment that has a ‘substantial’ and ‘long-term’ negative effect on your ability to do normal daily activities...” (Equality Act 2010 definition). This includes, but is not limited to: mental health conditions, learning disabilities, intellectual disabilities, neurodivergent conditions (such as dyslexia, dyspraxia and dyscalculia), autism, many physical conditions (including HIV, AIDS and cancer), and communication difficulties (including d/Deaf and blind people).

²**Gender**, in terms of a Protected Characteristic within the Equality Act 2010, refers to: “A person has the protected characteristic of gender reassignment if the person is proposing to undergo, is undergoing or has undergone a process (or part of a process) for the purpose of reassigning the person's sex by changing physiological or other attributes of sex.”

³**Race**, in terms of a Protected Characteristic within the Equality Act 2010, refers to: A person's colour, nationality, or ethnic or national origins. This also includes people whose first spoken language is not English, and/or those who have a limited understanding of written and spoken English due to English not being their first language.

⁴**Religion and Belief**, in terms of a Protected Characteristic within the Equality Act 2010, refers to: Religion means any religion and a reference to religion includes a reference to a lack of religion. Belief means any religious or philosophical belief and a reference to belief includes a reference to a lack of belief.

⁵**Sex**, in terms of a Protected Characteristic within the Equality Act 2010, refers to: A reference to a person who has a particular protected characteristic and is a reference to a man or to a woman.

⁶**Sexual Orientation**, in terms of a Protected Characteristic within the Equality Act 2010, refers to: Sexual orientation means a person's sexual orientation towards persons of the same sex, persons of the opposite sex or persons of either sex.

⁷The **Human Rights Act 1998** sets out the fundamental areas that everyone and every organisation must adhere to. In relation to health and care, the most commonly applicable of the Articles within the Human Rights Act 1998 include: Article 2 Right to Life, Article 5 Right to Liberty and Security, Article 8 Right to Respect of Private and Family Life, and Article 9 Freedom of Thought, Conscience and Religion.

⁸**Community Cohesion** is having a shared sense of belonging for all groups in society. It relies on criteria such as: the presence of a shared vision, inclusion of those with diverse backgrounds, equal opportunity, and supportive relationships between individuals.

Social Inclusion is defined as the process of improving the terms of participation in society, particularly for people who are disadvantaged, through enhancing opportunities, access to resources, voice and respect for rights (United Nations definition). For the EQIA process, we should note any positive or negative impacts on certain groups being excluded or not included within a community or societal area. For example, people who are homeless, those from different socioeconomic groups, people of colour or those from certain age groups.

⁹**Safeguarding** means: “...protecting a citizen's health, wellbeing and human rights; enabling them to live free from harm, abuse and neglect. It is an integral part of providing high-quality health care. Safeguarding children, young people and adults is a collective

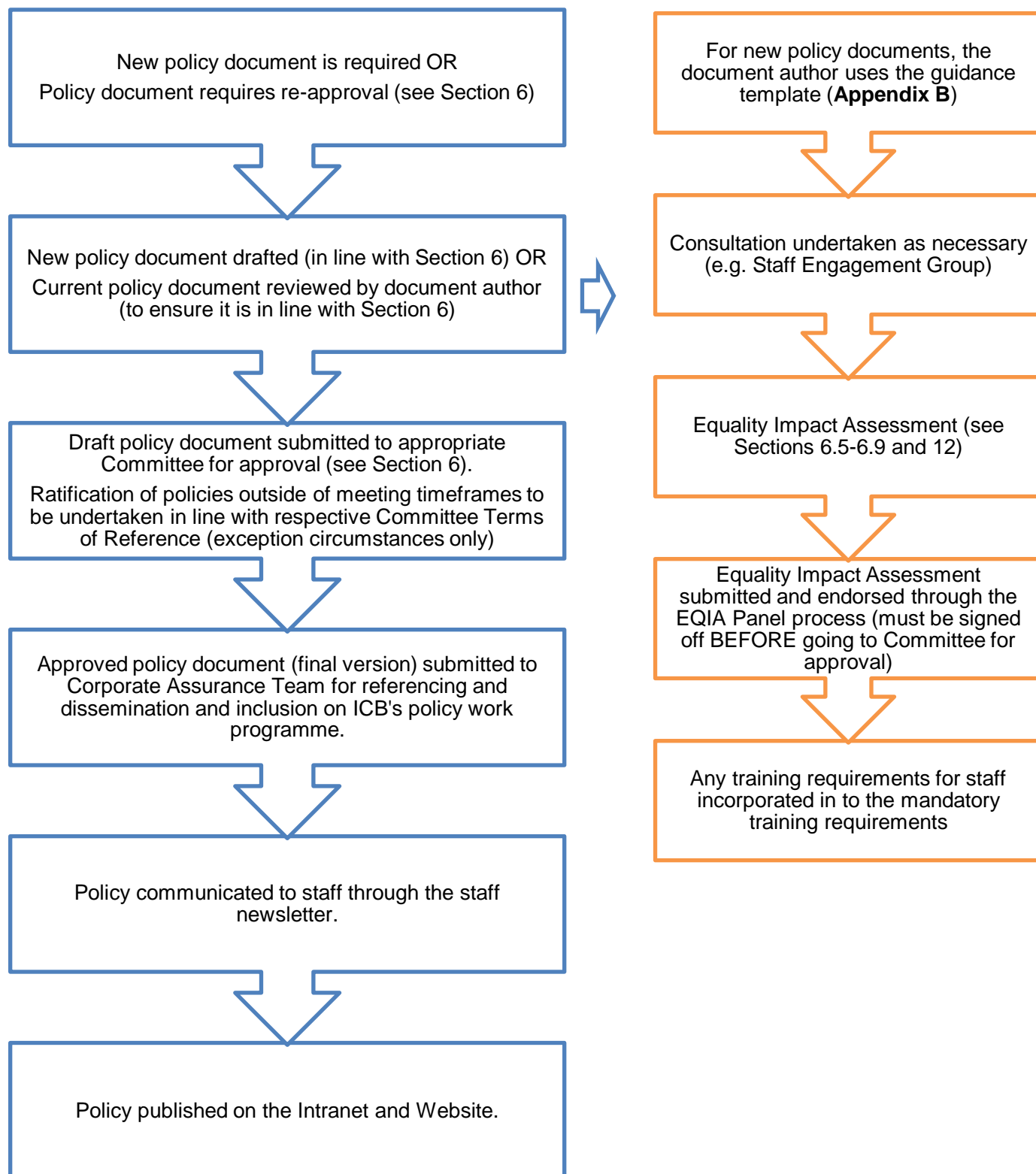
responsibility” (NHS England definition). Those most in need of protection are children, looked after children, and adults at risk (such as those receiving care, those under a DoLS or LPS Order, and those with a mental, intellectual or physical disability). In addition to the ten types of abuse set out in the Health and Care Act 2022, this section of the EQIA should also consider PREVENT, radicalisation and counterterrorism.

¹⁰**Other Groups** refers to anyone else that could be positively or negatively impacted by the policy, process, strategy or service change. This could include, but is not limited to: carers, refugees and asylum seekers, people who are homeless, gypsy, Roma and traveller communities, people living with an addiction (e.g., alcohol, drugs or gambling), people experiencing social or economic deprivation, and people in stigmatised occupations (e.g., sex workers).

Appendix A:

Flowchart of the development and approval process for policy documents

(For a different format, please contact nnicb-nn.corporateassurance2@nhs.net)



Appendix B: Template policy document

Policy Title

Dates

CONTROL RECORD	
Title	Full title of document
Reference Number	To be issued by the Corporate Assurance Team
Version	Version of document (see section 6.12)
Status	Draft or final (when approved)
Author	Document Author
Sponsor	Document Sponsor
Team	Document Department
Amendments	Clearly state any amendments that have been made to the previous approved document
Purpose	Clearly explain the requirement for and purpose of the document
Superseded Documents	List all related documents
Audience	State who the document is aimed at, i.e. all staff within the NHS Nottingham and Nottinghamshire Integrated Care Board
Consulted with	Describe any other parties involved in the consultation process
Equality Impact Assessment	Date last completed and the outcome (Section xx)
Approving Body	The delegated authority who approved the document
Date approved	Date of approval (meeting where approval occurred)
Date of Issue	Date the document is effective from
Review Date	Review date
<p>This is a controlled document and whilst this policy may be printed, the electronic version available on the ICB's document management system is the only true copy. As a controlled document, this document should not be saved onto local or network drives.</p>	

NHS Nottingham and Nottinghamshire Integrated Care Board (ICB's) policies can be made available on request in a range of languages, large print, Braille, audio, electronic and other accessible formats from the Engagement and Communications Team at nnicb-nn.comms@nhs.net.

Contents [These can be flexible but should be similar in theme as possible]

1	Introduction	Page X
2	Purpose	Page X
3	Scope	Page X
4	Definitions	Page X
5	Roles and Responsibilities	Page X
6	'Main Body of Policy'	Page X
7	Equality and Diversity Statement	Page X
8	Communication, Monitoring and Review	Page X
9	Staff Training	Page X
10	Interaction with other Policies	Page X
11	References	Page X
12	Equality Impact Assessment	Page X
	Appendix A: [If required]	Page X

Document Layout

The accessibility regulations came into force for public sector bodies in September 2018. Nottingham and Nottinghamshire ICB have a legal duty to make sure our website and its content is accessible.

To ensure that our corporate documents are accessible, it is important that the following best practice guidelines are followed.

- Use style 'Heading 3' for all main headings.
- Use style 'Heading 4' for all sub headings should be in bold and in the same font as the main text (Arial 12).
- Use style 'Normal' for all main text, this should be Arial 12 font, with text aligned to the left margin and lines should be spaced at 1.15 cm.
- All paragraphs should be numbered starting with the main header number (i.e. 1.1, 1.2 etc.) and lists should be bullet pointed.
- Spacing should be at 0pt before and 6pt after.
- Add Alt text to all images (Right click on image > View Alt text > add an image description).
- Make sure all hyperlinks are underlined.
- Use the built in accessibility checker in word to check your documents (choose Review > Check Accessibility > Check Accessibility).
- Make sure all tables have header rows and do not split or merge cells as this can be difficult for screen readers to navigate.
- Think about colour contrast for text.
- [Useful hints and tips for accessibility in word](#)

1. Introduction

- 1.1 This section highlights the rationale, standards, legislation etc. and explains why the policy document has been developed.

2. Purpose

- 2.1 This section explains the purpose and objectives of the policy document.

3. Scope

- 3.1 Provide a clear statement of who the policy document is aimed at, for example:
- All employees

4 Definitions

- 4.1 Provide all clear definition of terms used in policy. If table is to be used, use the below format:

Term	Definition
XXX	XXX
XXX	XXX

5 Roles and Responsibilities

- 5.1 This section should state the key responsibilities for specific roles and staff groups in relation to delivering the documents objectives. If table is to be used, use the below format:

Role	Responsibilities
XXX	XXX
XXX	XXX

6 Body of Policy

- 6.1 This section should include how the policy will be achieved.

7 Equality and Diversity Statement

[This is the organisation's agreed statement and the following paragraphs should be inserted into all policies and frameworks].

- 7.1 NHS Nottingham and Nottinghamshire ICB pays due regard to the requirements of the Public Sector Equality Duty (PSED) of the Equality Act 2010 in policy development and implementation, as a commissioner and provider of services, as well as an employer.
- 7.2 The ICB is committed to ensuring that the way it provides services to the public and the experiences of its staff does not discriminate against any individuals or groups on the basis of their age, disability, gender identity (trans, non-binary) marriage or civil partnership status, pregnancy or maternity, race, religion or belief, gender or sexual orientation.
- 7.3 The ICB is committed to ensuring that its activities also consider the disadvantages that some people in the ICB's diverse population experience when accessing health services. Such disadvantaged groups include people experiencing economic and social deprivation, carers, refugees and asylum seekers, people who are homeless, workers in stigmatised occupations, people who are geographically isolated, gypsies, Roma and travellers.

8 Communication, Monitoring and Review

- 8.1 This section should highlight when and how the policy document will be highlighted to staff. For example, if it is a key policy, Managers may be required to show staff during their induction period. It should also state where the policy document is stored.
- 8.2 This section should highlight the monitoring process, how this will be achieved and by whom (name of committee). Measurable standards should be set for monitoring compliance and effectiveness.
- 8.3 The following sentence should be included:

Any individual who has queries regarding the content of this policy, or has difficulty understanding how this policy relates to their role, should contact the [Document owner].

9 Staff Training

- 9.1 Any training that staff will be needed in order to fulfil the policy objectives should be described here and incorporated to the organisations mandatory and statutory training requirements if necessary.

- 9.2 As an employer, we are committed to promoting equality of opportunity in recruitment, training and career progression and to valuing and increasing diversity within our workforce.
- 9.3 To help ensure that these commitments are embedded in our day-to-day working practices, an Equality Impact Assessment has been completed for, and is attached to, this policy.

10 Interaction with other Policies

- 10.1 This section should outline which other documents the policy document should be read in conjunction with (if applicable). This could be other local policy documents or regional/ national documents.

11 References

- 11.1 An appropriate literature review should have been undertaken in the development of the document and references should be stated.

12 Equality Impact Assessment for this Policy

Name of Policy	
Date of Completion	
EIA Responsible Person Include name, job role and contact details.	

For the policy, please answer the following questions against each of the protected characteristics, human rights and health groups:	What are the actual, expected or potential positive impacts of the policy, process, strategy or service change?	What are the actual, expected or potential negative impacts of the policy, process, strategy or service change?	What actions have been taken to address the actual or potential positive and negative impacts of the policy, process, strategy or service change?
Age			
Disability¹ (Including: mental, physical, learning, intellectual and neurodivergent)			Mechanisms are in place via the Communications and Engagement Team to receive the policy in a range of large print, Braille, audio, electronic and other accessible formats.

Gender² (Including: trans, non-binary and gender reassignment)			
Marriage and Civil Partnership			
Pregnancy and Maternity			
Race³			Mechanisms are in place via the Communications and Engagement Team to receive the policy in a range of languages.
Religion and Belief⁴			
Sex⁵			
Sexual Orientation⁶			
Human Rights⁷			
Community Cohesion and Social Inclusion⁸			

Safeguarding⁹			
Socioeconomic and other ‘at risk’ groups¹⁰ (Including carers, homeless, Looked After Children, living in poverty, asylum seekers, rural communities, victims of abuse, ex-offenders)			

¹**Disability** refers to anyone who has: “...a physical or mental impairment that has a ‘substantial’ and ‘long-term’ negative effect on your ability to do normal daily activities...” (Equality Act 2010 definition). This includes, but is not limited to: mental health conditions, learning disabilities, intellectual disabilities, neurodivergent conditions (such as dyslexia, dyspraxia and dyscalculia), autism, many physical conditions (including HIV, AIDS and cancer), and communication difficulties (including d/Deaf and blind people).

²**Gender**, in terms of a Protected Characteristic within the Equality Act 2010, refers to: “A person has the protected characteristic of gender reassignment if the person is proposing to undergo, is undergoing or has undergone a process (or part of a process) for the purpose of reassigning the person's sex by changing physiological or other attributes of sex.”

³**Race**, in terms of a Protected Characteristic within the Equality Act 2010, refers to: A person’s colour, nationality, or ethnic or national origins. This also includes people whose first spoken language is not English, and/or those who have a limited understanding of written and spoken English due to English not being their first language.

⁴**Religion and Belief**, in terms of a Protected Characteristic within the Equality Act 2010, refers to: Religion means any religion and a reference to religion includes a reference to a lack of religion. Belief means any religious or philosophical belief and a reference to belief includes a reference to a lack of belief.

⁵**Sex**, in terms of a Protected Characteristic within the Equality Act 2010, refers to: A reference to a person who has a particular protected characteristic and is a reference to a man or to a woman.

⁶**Sexual Orientation**, in terms of a Protected Characteristic within the Equality Act 2010, refers to: Sexual orientation means a person's sexual orientation towards persons of the same sex, persons of the opposite sex or persons of either sex.

⁷The **Human Rights Act 1998** sets out the fundamental areas that everyone and every organisation must adhere to. In relation to health and care, the most commonly applicable of the Articles within the Human Rights Act 1998 include: Article 2 Right to Life, Article 5 Right to Liberty and Security, Article 8 Right to Respect of Private and Family Life, and Article 9 Freedom of Thought, Conscience and Religion.

⁸**Community Cohesion** is having a shared sense of belonging for all groups in society. It relies on criteria such as: the presence of a shared vision, inclusion of those with diverse backgrounds, equal opportunity, and supportive relationships between individuals. **Social Inclusion** is defined as the process of improving the terms of participation in society, particularly for people who are disadvantaged, through enhancing opportunities, access to resources, voice and respect for rights (United Nations definition). For the EQIA process, we should note any positive or negative impacts on certain groups being excluded or not included within a community or societal area. For example, people who are homeless, those from different socioeconomic groups, people of colour or those from certain age groups.

⁹**Safeguarding** means: "...protecting a citizen's health, wellbeing and human rights; enabling them to live free from harm, abuse and neglect. It is an integral part of providing high-quality health care. Safeguarding children, young people and adults is a collective responsibility" (NHS England definition). Those most in need of protection are children, looked after children, and adults at risk (such as those receiving care, those under a DoLS or LPS Order, and those with a mental, intellectual or physical disability). In addition to the ten types of abuse set out in the Health and Care Act 2022, this section of the EQIA should also consider PREVENT, radicalisation and counterterrorism.

¹⁰**Other Groups** refers to anyone else that could be positively or negatively impacted by the policy, process, strategy or service change. This could include, but is not limited to: carers, refugees and asylum seekers, people who are homeless, gypsy, Roma and traveller communities, people living with an addiction (e.g., alcohol, drugs or gambling), people experiencing social or economic deprivation, and people in stigmatised occupations (e.g., sex workers).