

NHS FRIMLEY INTEGRATED CARE BOARD (ICB)
(Hereafter referred to as 'NHS Frimley' or 'The ICB')

Media and Social Media policy

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Equality Statement

Frimley Integrated Care Board (ICB) aims to design and deliver services, policies and measures that meet the diverse needs of our workforce, the people we work with, and our population.

We assess the impacts of our work through Equality and Health Inequalities Assessments. These ensure that groups are not placed at more disadvantage than others. The policies and processes in this document have followed due regard. This means we have carefully considered how we:

- Eliminate discrimination, harassment and victimisation, advance equality of opportunity and foster good relations between people who have a protected characteristic (defined in the Equality Act 2010) and those who do not;
- Reduce inequalities for different protected characteristic groups. This includes how people we work with are able to access health and social care services. It also includes the outcomes they achieve. We do this by providing services in an integrated way.

Any person reading this document may request assistance if they have particular needs.

We embrace the four staff pledges in the NHS Constitution. This policy is consistent with these pledges.

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1. Introduction

It is recognised that an organisation's wider reputation, as well as its standing within its own local and professional communities, is heavily influenced by its coverage in the media. Similarly, the media has the power to either instil or damage public confidence in, and understanding of, an organisation, its aims and its services.

At a time when health services are under increased public scrutiny, and the NHS is being continually challenged on its decisions and actions, it is important for NHS Frimley to capitalise on the opportunities presented by a 24/7 media culture. This means being prepared to respond effectively to potentially damaging coverage and proactively seek opportunities to promote the work we do.

NHS Frimley is committed to developing and maintaining good relations with the local, regional and national media, including online and trade press. The ICB will take a proactive approach to publicising its own good news, as well as offering an efficient, timely and responsive service to all media enquiries received.

The purpose of this document is to provide guidance to all NHS Frimley staff when dealing with print, online or broadcast media.

This document also provides support and guidance on the professional use of social media and how to handle any media interest this may generate. Social media covers a wide range of interactive online channels and sites including X (formerly known as Twitter), Facebook, Instagram, Nextdoor, TikTok, Snapchat, YouTube, blogs, WhatsApp and more.

This document is designed to help ensure:

- the reputation of NHS Frimley board members, staff and any individuals affiliated with the ICB are not compromised in any way by media or social media interest or pressure;
- information issued by NHS Frimley is appropriate, informed, accurate, consistent and timely; and
- interviews given or statements issued accurately reflect NHS Frimley, its policies, practices and services and do not compromise or threaten its reputation.

In its engagement with the media, NHS Frimley needs to consider both what is in the public interest and what the public may be interested in.

The 'public interest' can be defined as that which concerns the welfare or well-being of the general public, or sections of the general public. This is different to something that is of interest to members of the public, which is more subjective.

2. Purpose

The purpose of this document is to provide guidance on:

- why we need to work with the media;
- the process for dealing with media queries, requests for filming, interview requests and VIP visits within the organisation;
- who is authorised to speak to the media;
- the importance of maintaining patient, public and staff confidence in our openness, honesty and accountability;
- the role of social media, such as X (formerly known as Twitter) and Facebook, etc;
- what to do if you have concerns about particular media coverage; and

- your responsibility as a staff member and how you can contribute to protecting and enhancing the ICB's reputation through the media.

All staff have a responsibility to meet the requirements within this policy and to follow underlying processes. Line managers are responsible for ensuring their teams are aware of this policy.

3. Scope

This policy applies to all contacts made with the media, either initiated proactively or dealt with on a reactive basis when in connection to work of NHS Frimley.

It is the responsibility of all staff to ensure that they inform the ICB's Communications and Engagement Team when approached by the media, by contacting frimleyicb.media@nhs.net.

This policy does not restrict the right of representatives of recognised Trade Unions or staff associations to express their views through or to the media directly.

This policy does not restrict independent contractors (for example GPs, pharmacists, dentists and ophthalmologists) from engaging with the media in their own professional capacity, where they are not speaking on behalf of NHS Frimley, and aligned to their own media policies.

4. Definitions

NHS Frimley, or The ICB, refer to NHS Frimley Integrated Care Board.

The Board, or NHS Frimley Board, refers to the governing committee of NHS Frimley. See the [ICB website](#) for membership details.

System partner organisations refer to the partners who make up the Frimley Health and Care Integrated Care System (ICS). See the [ICS website](#) for membership details.

The definition of **media** includes **print media** (such as newspapers and magazines), **online media** (including web-based publishing) and **broadcast media** (including radio, television and their representatives, such as production companies) as well as **social media** (including Facebook, X (formerly known as Twitter) or other social media sites, online message boards and forums and blog sites).

Pre-election period– Formerly known as 'purdah', this is the period of time from when an election is announced until after the election results are declared. NHS organisations must remain politically impartial and the ICB must be especially careful about comments made or activities undertaken during the pre-election period. Further advice on this is available from the Communications and Engagement Team.

5. Roles and Responsibilities

- 5.1 **Chief Executive** – has ultimate accountability for the strategic and operational management of the organisation, including ensuring all policies are adhered to.
- 5.2 **Board** – is responsible for formally ratifying all policies in use in the organisation .
- 5.3 **Senior Head of Communications and Engagement** - is responsible for the creation and updating the contents of this policy.

In line with this policy, senior managers, directors and board members are responsible for ensuring they undertake regular media training (or refresher sessions as advised) and for ensuring key staff are identified to take part in training and subsequent media opportunities.

All managers are responsible for ensuring their staff are aware of, and adhere to, this policy.

All staff are responsible for following this policy.

6. Dealing with media calls and enquiries

6.1 Responding to the media

NHS Frimley should take every opportunity to promote itself in order to establish public confidence in its services. One effective way of communicating with the public is through the media, which provides rapid communication to a wide audience. It is essential that media enquiries are dealt with efficiently and effectively and that the ICB maintains a positive relationship with all local media.

The ICB needs to ensure any negative publicity is handled carefully in order to limit damage to its reputation.

As an organisation, we do not encourage staff to engage in “unofficial”, spontaneous exchanges in response to published media comment or queries. This includes commenting on behalf of the organisation to a news article or conversation thread on social media.

During normal working hours (Mon-Fri 9am-5pm), all general ICB-related media enquiries should be directed to a member of the ICB’s Communication and Engagement Team via frimleyicb.media@nhs.net in order for a coordinated response to be provided. A member of the team will liaise with the senior leadership team to approve the response to the media.

Media queries received outside normal working hours, which cannot wait until the next working day, should be directed to the out-of-hours on-call manager, who will work with the on-call communications lead, if appropriate. To contact the on-call manager, please call 07010 063245.

All Freedom of Information (FOI) requests that come in from the media should be emailed to the Freedom of Information team at frimleyicb.foi@nhs.net.

6.2 Media handling principles

It is essential the ICB deals with the media in a consistent way which reflects its values. Our principles in working with the media are to:

- share news in a timely manner;
- anticipate issues and be prepared for enquiries;
- provide consistent, positive and accurate messages;

- present information in a manner that is easy to understand and contains the correct amount of detail;
- deal with enquiries in an open and honest manner;
- respect the rights to privacy, dignity and confidentiality of staff, patients and carers;
- respect media deadlines whenever possible; and
- treat journalists impartially.

6.3 Media calls

All media calls/emails must be immediately referred to the Communications and Engagement Team. Staff should not speak to the media directly without clearing it with their line manager and the communications and engagement team first.

6.4 Media interviews/statements

Requests for interviews/statements can be triggered by many things, such as:

- a press release issued by the ICB's Communications and Engagement Team;
- local primary care news;
- local provider news;
- a national news item relating to a Department of Health announcement or a health-related issue in the news;
- charity campaign information being shared with the media;
- planning application submission to the local council;
- a producer wanting to make a documentary;
- patient complaint(s);
- a FOI (Freedom of Information) request;
- a comment on social media;
- issues discussed at the public board meetings;
- a lull in the general news environment (known as 'silly season'); and
- publication of research in a professional trade journal.

The NHS Frimley Communications and Engagement Team, working with the relevant executive lead, will decide on how best to respond to a media request. If necessary, they will discuss and agree who should give an interview.

Interviews relating to corporate issues, complaints and other sensitive issues must only be given following authorisation from the Communications and Engagement Team. Those taking part in interviews must be media trained and subsequently briefed and supported by a member of the Communications and Engagement Team.

If you are contacted by a journalist, whether you are media trained or not, you must refer the journalist directly to the NHS Frimley Communications and Engagement Team, via frimleyicb.media@nhs.net without providing any comment to the journalist.

6.5 GP practices

If a GP practice is approached by the media or would like to promote a service via social media, the practice should contact the relevant PCN or the ICB's Communications and Engagement Team for support and advice.

The ICB has identified official spokespeople, where needed, for each programme of work. The ICB Communications and Engagement team may also need to alert NHS England's communications team of the media interest, depending on the circumstances. All enquiries from the national and regional media should be reported to NHS England.

Before any media interview is agreed the Communications and Engagement Team will work with the member practice and ensure the spokesperson is properly briefed, with hints and tips, including how to handle any difficult or unexpected questions.

6.6 Correcting inaccuracies

It can be difficult to persuade a media outlet to correct inaccurate information once it has been reported, so all efforts should be made to ensure any information being shared with the media is correct. Equally, responses to media enquiries should be handled promptly.

If inaccurate or misleading news stories appear, the ICB's Communications and Engagement Team is responsible for contacting the journalist or news editor and endeavouring to rectify the situation as soon as possible. The team will provide a statement drafted together with the relevant team/staff member concerned. This will be signed off by the appropriate Director or Clinical Director.

7. Generating news

NHS Frimley staff are encouraged to alert the Communications and Engagement Team to any potential news stories or photo opportunities in their areas of work that may be of interest to the public and/or in the public interest. These may include opportunities to raise awareness about the programmes, support and services provided by the ICB and those collaboratively with its partners.

This may be about new procedures or techniques, pathways, fundraising, the achievement of standards or targets, or opening of a new facility. If other partner organisations are involved, such as local authorities, charities or voluntary organisations, for example, staff should inform the ICB's Communications and Engagement Team to enable liaison with relevant organisations.

8. Filming, recording and photography

Filming, recording and photography may be used to support:

- enquiries from the media;
- good news stories from the ICB;
- departments and primary care/PCNs producing their own video material, for example, for recruitment or training purposes; and
- departments and primary care/PCNs producing their own promotional material such as leaflets, reports and displays.

Filming, recording or photography must not be carried out in or around ICB-managed sites without the permission from the Communications and Engagement Team and relevant teams. Film crews, journalists and photographers will need to always be accompanied.

When arranging filming at third party-managed sites, the NHS Frimley lead should liaise with and obtain permission for the filming to take place.

8.1 Consent

Written consent must be gained from patients (or their next of kin/guardian/parents/carers) and/or staff prior to interviews, filming or photography for media purposes. No children will be involved unless their parents or legal guardians agree*. No patient, or staff member, should be photographed or filmed without this written consent. Any patients or members of staff who do not wish to be photographed/filmed should be given the opportunity to remain out of shot.

All photographs taken, or films recorded, for external and internal purposes, will be stored on an internal drive for the time stated in the consent form signed. Where required, they will be uploaded to websites and social media channels owned and managed by the ICB. This must be made clear to patients and staff when they give their consent.

Consent for the use of imagery remains for five years, as stated on consent forms, unless a written request is received by the subject for removal. The team will ensure all images older than five years and those subject to a written withdrawal of consent, are removed from the internal image library and websites.

Consent forms are available upon request from the Communications and Engagement Team. No patient or member of staff will be involved without their explicit consent or the consent of patients' families, carers or guardians.

*In the case of children, the Information Commissioner's Office applies the definition of children used by the UN Convention of the Rights of the Child, which is everyone under 18 (depending on the laws of the relevant county).

The UK Independent Press Standards Organisation (IPSO), which regulates most of the UK's newspaper and magazines, advises journalists that children under 16 should not be interviewed or photographed without the agreement of a parent or guardian. It says that for children aged 16–18, particular attention should be paid to children who may be vulnerable because they are a witness or a victim of crime. Editors should also avoid naming 16-18 year olds who have been arrested, unless their names is already in the public domain.

9. Commenting to the press

9.1 As an individual

There are occasions when individual NHS Frimley staff, Governing Board members and Clinical/PCN leads may wish to comment or write a letter to the press, or comment on an article online or in print. Anyone who does this in a way that links them to the NHS Frimley, must inform the Communications and Engagement Team in advance, to ensure they are supported and prepared for any potential media coverage.

Individual ICB staff, board members and Clinical/PCN leads commenting to the media in a independent professional capacity (ie not associated to the work of NHS Frimley) should not be interviewed on ICB premises nor mention their role with the ICB. Individual NHS Frimley staff, board members and Clinical/PCN leads communicating in their independent professional capacity (for example sharing a clinical opinion on a new treatment) or sending emails to the press, should not use their NHS email address, work address for letters or any organisation social media accounts for personal commentary on printed or online news articles.

If a staff member is concerned about potential media interest impacting on their professional reputation or that of the ICB, they should contact the Communications and Engagement Team immediately via frimleyicb.media@nhs.net, or speak to their line manager, providing as much

detail as possible on the nature of the interest, the media outlet, reporter and any material already published.

9.2 As an expert

In some instances, the media is interested in obtaining an expert opinion about a story of national or local significance. The ICB's Communications and Engagement Team should be informed if the media make direct contact with a member of staff.

That person should make it clear their statement is a personal or professional opinion rather than on behalf of the ICB, unless they are authorised to speak on behalf of the ICB. If the statement is a personal opinion, the ICB should not be named. However, the Communications and Engagement Team can still support and offer guidance on how to handle the media to ensure that the person can give the best interview possible.

9.3 On behalf of another organisation

If people agree to be interviewed in a different capacity, for example, on behalf of a professional organisation or a trade union, the Communications and Engagement Team should be informed if the interview is taking place on ICB premises. It is the responsibility of the member of staff to make it clear to the interviewer that they are speaking as a representative of another organisation, not on behalf of the ICB.

9.4 Pursuing grievances in the media

NHS Frimley has procedures in place, should any staff member wish to raise a complaint about something that has happened at work. You can find these in the [Grievance and Procedure Policy](#). The exception to this is whistleblowing, in which case the [Freedom to Speak Up Policy](#) and its procedures apply. The media is not the appropriate arena in which to air workplace grievances.

10. High profile and VIP visits

On occasion, the ICB and/or the wider health and care system may be associated with high-profile patients. These patients are entitled to the same privacy and patient confidentiality afforded to all patients.

If staff are concerned a high-profile patient may attract media attention, please obtain patient consent to alert the ICB's Communications and Engagement Team. The support of the Communications and Engagement Team will ensure appropriate media handling arrangements are in place and that the ICB liaises with the appropriate authorities or individuals.

The Communications and Engagement Team should be informed of any VIP or celebrity visits as soon as these are being considered. They will liaise with colleagues and partners to make the necessary media handling arrangements to suit the VIP and the team or department hosting the visit.

11. Publication of research work

Staff may wish to publish their research work in professional journals, which can sometimes prompt wider media interest. The ICB's Communications and Engagement Team should be informed if media interest is expected, in order to make arrangements for dealing with press enquiries.

12. Briefing colleagues and spokespeople

The Communications and Engagement Team will alert senior leaders and others (for onward cascade as appropriate) to any key news stories or breaking news in the health sector, including latest press releases and statements.

The Communications and Engagement Team is responsible for monitoring media coverage and social media. As of 2024, the NHS Frimley no longer operates under newspaper licensing authority regulations, therefore no copies or clippings of news articles can be circulated across the organisation. However the circulation of URLs from public news websites is permissible. If you need access to a news article please contact the Communications and Engagement Team.

The team will also brief relevant authorities as appropriate, such as NHS England, the UK Health Security Agency or the Office for Health Improvement and Disparities, of any serious issues, especially negative or controversial, which are likely to be covered by regional or national press.

13. Social media channels and commenting

Social media covers platforms such as Facebook, X (formerly known as Twitter), LinkedIn, Instagram, Google+, all blogs, all forums and comments to online articles either on a publication's website or other sites as they develop.

Whilst we encourage staff to use social media to reflect positively on the work of the ICB and their work within it, it is important that the organisation maintains a coherent online presence through the strategic use of official communication channels. Therefore, without having developed a business case and gained approval from the ICB's Communications and Engagement Team to do so, you must not engage in:

- setting up X (formerly known as Twitter) accounts, Facebook pages, YouTube channels or a presence on any other social media site to represent the official views of NHS Frimley or Frimley Health and Care ICS;
- creating unauthorised 'official' blogs on behalf of the ICB's programmes of work or on behalf of individuals; or
- posting video content or setting up surveys using any unapproved online channels.

The ICB currently uses Facebook, X (formerly known as Twitter), Instagram, YouTube and LinkedIn predominately to provide opportunities for genuine, open, honest and transparent engagement with stakeholders, providing the chance to participate and influence decision making. It is vital that messages posted are carefully considered, appropriate and do not damage the reputation of the ICB. The Communications and Engagement Team will also maintain the security of access passwords and usernames, to ensure that non-compliant posts are not made in the name of NHS Frimley.

These platforms are managed centrally by the NHS Frimley Communications and Engagement Team who are also exploring additional platforms at this time.

To have information included on these social media channels, please contact the Communications and Engagement Team. This is to ensure that all posts from NHS Frimley's media accounts represent the ICB, its aims, objectives and organisational standards.

Social media is a public platform which is monitored by the media. There are occasions when individual ICB staff, board members and Clinical/PCN leads may wish to comment on a post or thread that they see on a social media platform. Staff should consider carefully which

conversations to get involved in and when it is appropriate to stop commenting on contentious subjects. Staff commenting on social media in a private capacity should not mention their role with NHS Frimley or use an account linked to their professional profile.

Posts made through personal accounts that are public can be seen by a large audience and may breach this media policy if they bring the organisation into disrepute. This includes situations when you could be identifiable as an ICB employee whilst using social networking tools, or occasions when you may be commenting on NHS-related matters in a public forum.

Anyone who does choose to comment in a way that links them to NHS Frimley must inform the Communications and Engagement Team in advance, to ensure they are supported and prepared for any potential media coverage.

Staff should never comment on social media posts on behalf of the ICB, unless first approved by their line manager and the Communications and Engagement Team.

If a staff member is concerned about potential social media posts and comments impacting on their professional reputation, that of another member of staff or that of the organisation, please contact the Communications and Engagement Team immediately via frimleyicb.media@nhs.net or speak with your line manager.

14. Staff and the media

All staff wishing to speak to the media about ICB business must seek permission from their line manager and the Communications and Engagement Team at the earliest opportunity.

NHS Frimley reserves the right to take disciplinary action, as per the [ICB Disciplinary Policy](#), when public statements are made in circumstances which include but are not limited to the following:

- when the individual does not inform their line manager or the Communications and Engagement Team;
- when their action causes, or has the potential to cause, reputational damage to the organisation;
- when the individual acts maliciously; or
- when the individual acts with no regard to formal procedures.

15. Major incident

In the event of a major incident, the Communications and Engagement Team will coordinate all media activity, working with the lead agency. Communications activity will be in line with the [ICB's Emergency Preparedness and Resilience and Response \(EPRR\) Policy](#).

16. Statutory Requirements

16.1 Equality and Quality analysis

See appendix A.

16.2 Other requirements

Bribery Act 2010 – the ICB has a responsibility to ensure that all staff are made aware of their duties and responsibilities arising from The Bribery Act 2010. The Bribery Act 2010 makes it a criminal offence to bribe or be bribed by another person

by offering or requesting a financial or other advantage as a reward or incentive to perform a relevant function or activity improperly performed.

The penalties for any breaches of the Act are potentially severe. There is no upper limit on the level of fines that can be imposed and an individual convicted of an offence can face a prison sentence of up to 10 years. For further information see <http://www.justice.gov.uk/guidance/docs/bribery-act2010-quick-start-guide.pdf>.

Due consideration has been given to the Bribery Act 2010 in the review of this policy and no specific risks were identified.

17. Data protection legislation – (as defined in the Data Protection Act 2018)

The implications of the above act have been considered and this policy fully adheres to current data protection regulations. NHS Frimley will acquire explicit consent from individuals for the electronic or physical publication of personal images of individuals. This consent will be retained by the ICB and will apply for a period of five years. However, consent may be withdrawn by individuals at any time in writing.

18. NHS Constitution

NHS Frimley is committed to:

Designing and implementing services, policies and measures that meet the diverse needs of its population and workforce, ensuring that no individual or group is disadvantaged.

This Policy supports the NHS Constitution as follows:

“The NHS aspires to the highest standards of excellence and professionalism in the provision of high-quality care that is safe, effective and focused on patient experience; in the planning and delivery of the clinical and other services it provides; in the people it employs and the education, training and development they receive; in the leadership and management of its organisations; and through its commitment to innovation and to the promotion and conduct of research to improve the current and future health and care of the population”.

19. Dissemination//Publication

This document will be made available for all staff through publication on the ICB staff intranet. All new or amended policies are highlighted to staff through the weekly staff communications update. There are no general training requirements for this policy but those identified as media spokespersons will receive regular training and those requiring support for speaking with the media, using any channel should seek the support of the Communications and Engagement Team.

This policy, once approved, will be highlighted to staff and be part of the new staff induction programme

20. Monitoring

Standards to be monitored are:

- no contact with the media about ICB issues without the approval of the line manager and the Communications and Engagement Team;

- no filming on ICB property without the prior consent of the Communications and Engagement Team;
- all VIP visits to be supported by the Communications and Engagement Team;
- no unauthorised social media accounts/channels to be created without line manager and Communication and Engagement team approval;
- no unauthorised commenting on social media stating views on behalf of the ICB or which may put the organisation's reputation at risk; and
- all media to be accompanied by a Communications and Engagement Team member when onsite.

21. Review and revision

This policy will be reviewed every three years by the Document Author to ensure continued validity and relevance, with a schedule of proposed amendments presented to the Executive Team for approval.

22. Training considerations

The Communications and Engagement Team will organise media training for identified spokespeople.

Attendance at any training session carried out as a consequence of the policy implementation must be formally recorded and documented in the individual's personal development plan. The Communications and Engagement Team will also record those who have received media training and the date it has taken place.

23. Stakeholder /Consultation information

This policy has sought feedback from HR representatives to ensure it is in line with other organisational policies such as those listed in the following section.

24. References and links relating to this policy

Policies referred to within this document are linked below

NHS Frimley [Grievance and Procedure Policy](#)

NHS Frimley [Freedom to Speak Up Policy](#)

NHS Frimley [Emergency Preparedness and Resilience and Response \(EPRR\) Policy.](#)

[Bribery Act 2010](#)

Appendix A – Equality and Health Inequalities Impact Assessment

Please click the below Word icon to view the Equality and Health Inequalities Assessment for this policy.



EHIA Media and
Social Media Policy.d

Appendix B - Procedural documents – checklist

Procedural document checklist for approval			
To be completed and attached to any document which guides practice when submitted to the appropriate committee for consideration and approval.			
	Title of document being reviewed: Policy framework for the development and management of procedural documents	Yes/No/ Unsure	Comments/Details
A	Is there a sponsoring director?	Yes	Sarah Bellars
1.	Title		
	Is the title clear and unambiguous?	Yes	
	Is it clear whether the document is a guideline, policy, protocol or standard?	Yes	Policy
2.	Rationale		
	Are reasons for development of the document stated?	Yes	See sections 1, 2 and 3
3.	Development Process		
	Do you feel a reasonable attempt has been made to ensure relevant expertise has been used?	Yes	
	Is there evidence of consultation with stakeholders, unions (where appropriate) and users?	Yes	
4.	Content		
	Is the objective of the document clear?	Yes	See section 2
	Is the target group clear and unambiguous?	Yes	This policy applies to all members of staff directly employed by the NHS Frimley, including board members and clinical leads
	Are the intended outcomes described?	Yes	See section 2
5.	Evidence Base		
	Is the type of evidence to support the document identified explicitly?	Yes	See section 16
	Are key references cited?	Yes	See section 16
6.	Approval		
	Does the document identify which committee/group will approve it?	Yes	Executive Team
7.	Dissemination and Implementation		

Procedural document checklist for approval

To be completed and attached to any document which guides practice when submitted to the appropriate committee for consideration and approval.

	Title of document being reviewed:	Yes/No/Unsure	Comments/Details
	Policy framework for the development and management of procedural documents		
	Is there an outline/plan to identify how the document will be disseminated and implemented amongst the target group? Please provide details.	Yes	See section 19
8.	Process for Monitoring Compliance		
	Have specific, measurable, achievable, realistic and time-specific standards been detailed to monitor compliance with the document?	Yes	
9.	Review Date		
	Is the review date identified?	Yes	Review date will be three years following approval of the policy
10.	Overall Responsibility for the Document		
	Is it clear who will be responsible for implementing and reviewing the documentation i.e. role of author/originator?	Yes	Strategic Communications and Engagement Lead

Director Approval

On approval, please sign and date it and forward to the chair of the committee/group where it will receive final approval.

Name		Date	
Signature			

Committee Approval

On approval, Chair to sign and date.

Name		Date	
Signature			