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Replaces: Version 2.1, Media Management, Corp/Proc/018		Head of Department: Louise Jones, Head of Corporate Communications	
Validated By: Phil Woodford, Associate Director of Corporate Affairs		Date: 27/02/2018	
Ratified By: Procedural Documents and Information Leaflet Group		Date: 07/03/2018	
Review dates may alter if any significant changes are made		Review Date: 01/02/2021	
Which Principles of the NHS Constitution Apply? Please list from principles 1-7 which apply 3, 4 and 7		Which Staff Pledges of the NHS Constitution Apply? Please list from staff pledges 1-7 which apply 1 and 4	
Does this document meet the requirements of the Equality Act 2010 in relation to Race, Religion and Belief, Age, Disability, Gender, Sexual Orientation, Gender Identity, Pregnancy & Maternity, Marriage and Civil Partnership, Carers, Human Rights and Social Economic Deprivation discrimination? Yes			
Document for Public Display: Yes			
Reference Check Completed by...Tracey Roberts Cuffin.....Date 12/03/2018 To be completed by Library and Knowledge Services Staff			

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BEHAVIOURAL STANDARDS FRAMEWORK

To help create a great place to work and a great place to be cared for, it is essential that our Trust policies, procedures and processes support our values and behaviours. This document, when used effectively, can help promote a workplace culture that values the contribution of everyone, shows support for staff as well as patients, recognises and celebrates the diversity of our staff, shows respect for everyone and ensures all our actions contribute to safe care and a safe working environment - all of which are principles of our Behavioural Standards Framework.

Behavioural Standards Framework – Expectations ‘at a glance’

Introduce yourself with #hello my name is... 	Value the contribution of everyone	Share learning with others
Be friendly and welcoming	Team working across all areas	Recognise diversity and celebrate this
Respect shown to everyone	Seek out and act on feedback	Ensure all our actions contribute to safe care and a safe working environment
Put patients at the centre of all we do	Be open and honest	For those who supervise / manage teams: ensure consistency and fairness in your approach
Show support to both staff and patients	Communicate effectively: listen to others and seek clarity when needed	Be proud of the role you do and how this contributes to patient care

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1. SUMMARY

It is vitally important that, as a Trust, we have high standards of communication, engagement and involvement with patients, our staff, the public, governors, media, local GPs, commissioners, and partners. Therefore, our communications have to be clear, accessible, concise, honest, transparent and professional, whilst ensuring that confidentiality and consent are maintained at all times.

We attract and welcome a growing amount of media interest in our services, staff, and patients. A good relationship with the media is important in not only raising the profile of the positive work we do across our hospitals every day but also in times when we need to get urgent messages out to the public.

Although the media are largely independent and have their own pressures, priorities and agendas, the aim should be to ensure that we work with the media to ensure that they have a steady stream of positive news stories, and that negative news stories are countered with timely and accurate information, which looks at issues from the Trust's point of view.

Our aims when dealing with the media are:

- We will always be transparent, open and honest
- Wherever possible, we will co-operate with the media due the public interest in the NHS, and their ability to get news to a wider audience in a short space of time than any of the Trust's own communications methods
- We will respect the confidentiality of patients and staff at all times.
- We will deal with all media enquiries in a timely manner
- Only those with the appropriate knowledge and expertise will represent the Trust in the media

2. PURPOSE

This procedure aims to ensure that the Trust is proactive in managing its reputation, that it has a consistent approach to its relationship with the media, and that it has an overview of how the Trust is perceived.

This procedure also sets out the procedures and arrangements for handling the press, and what staff must do if they are approached by the media or if they are involved in a situation that will attract media attention.

3. SCOPE

The procedure applies to all Trust employees, non-executive directors and governors.

4. PROCEDURE

4.1 Corporate Communications Team and Enquiry Handling

The Corporate Communications team handles **all** media activity on behalf of the Trust, and

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must be the first point of contact for any enquiries from the media. Any staff receiving media enquiries must direct these to the Corporate Communications team on the contact details below. Staff **must not** attempt themselves to handle media enquiries related to the Trust, its patients or its staff, unless authorised to do so by the Trust.

It is our aim to provide a response to all media enquiries, which may include written statements, verbal briefings and updates.

Members of staff, non-executive directors and governors should only engage in media activity on behalf of the Trust after consulting the Corporate Communications team.

No-one should speak on behalf of the Trust without the prior approval of the Chief Executive via the Corporate Communications team.

If members of staff are asked to speak to the media in a personal or professional capacity about matters which do not relate to the Trust, they are free to do so but are encouraged to make the Corporate Communications team aware at the earliest opportunity so that they offer you any appropriate advice and guidance.

Staff side / trade union representatives

Staff side / trade unions representatives are free to comment to the press in their roles. However, in the spirit of partnership, we would expect that those staff side / trade union representatives who are also employees of the Trust would inform the Corporate Communications team.

Members of the Corporate Communications team are based at each of the Trust's three main hospitals, and can be contacted between 9am and 5pm, Monday to Friday, on

Tel: 01539 716675 (Ext 46675)

Email: communications.team@mbht.nhs.uk

All media enquiries received are logged with the name of the journalist, the publication or media outlet that they work for, the nature of the enquiry, the deadline they are working to, and their contact details. The Corporate Communications team then discusses with the Chief Executive, and/or the relevant executive directors or senior managers on how to respond.

This process enables consistent messages to be given to the media, prevents different people responding to queries on the same issues, and if a specific person is unavailable, an alternative source of information can be found to meet deadlines where possible.

4.2 Approval / Distribution Process

All press releases and statements are approved by the most appropriate executive director or the Chief Executive or Chair. Before distribution, a copy of the final response is shared with the full Trust Board for information.

If we send out any proactive press releases, they are distributed to the local media, local and regional NHS colleagues, and local MPs, once approved. All stories are also posted

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on the Trust's website, Fresh Thinking blog site, Facebook page, and Twitter feed.

Both the Trust Board and the Council of Governors receive a weekly round-up of all media and social media activity in relation to the Trust.

4.3 Out of Hours Media Enquiries

The Corporate Communications team operate an on-call rota out of hours. For any urgent communications and press matters received out of hours, please call the main hospital switchboard on 01539 732288 who have access to the team's on-call rota.

4.4 Proactive Communications

We all know that there is amazing work going on in our hospitals every single day, and we want to share as much of this as possible with the public and the media. The Corporate Communications team is always happy to help support any staff member or team who would like to achieve internal and media coverage for their good news story. The team can offer advice, help write and distribute press releases, set up interviews, organise filming and photography, and advise on the production of publicity material.

For any proactive work, the Corporate Communications team will make the Chief Executive and executive directors aware of the situation, and ensure appropriate approval is granted.

4.4.1 Press Releases

Staff are best placed to identify stories and news from their areas that are improving their service and making things better for patients. The Corporate Communications team actively encourages all staff to be proactive in identifying these stories of interest and can advise on the best way of getting your story into the public, including drafting press releases and arranging interviews with the media. If you decide you want to write your own press release, the Corporate Communications team can offer advice on how to write for the media.

Please use the standard press release template that is available from the corporate communications team or in Appendix 1 to help you.

The main things to remember are:

- Always use Arial 12 point
- Set it out with single spacing
- Have a snappy title to grab the attention of the reader
- Make sure the opening paragraph has all the key points in and makes the reader want to read on. It should almost tell the main story in one paragraph
- Keep it short and to the point
- Always include a quote from a relevant staff member (and patient if appropriate and has consented)
- Give a point of contact for more information (this person should be able to answer queries from the media). Wherever possible, have a photo to send with the release – remember, a picture says a thousand words!

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Once drafted, please email draft press releases to a member of the corporate communications team for advice, approval, and distribution.

4.4.2 Tone of Voice

Our tone of voice is very important. The words and images we use, and how we represent them sends signals about our values and what we represent. When we all use the same approach, the results can be very powerful. The Corporate Communications team can offer more help on choosing the right words and tone for your communications.

4.5 Support with Media Interviews

As you will know, a personal story provides you with insider knowledge - a real insight into what the subject is all about. This can be especially valuable when you read about someone in a similar situation to yourself.

An interview with you in the local or national media will reach a wider audience and, in doing so, will make a hugely valuable contribution towards placing important issues in the hearts and heads of the public. Speaking to the media on behalf of the Trust means giving you not only the chance to talk about what you do and the part it plays in helping our patients, but is also much more likely to help others in the process.

The Corporate Communications team can provide support and guidance to help you feel comfortable about taking part in a media interview, including media training and mock interview question and answer sessions. If you were to take part in a media interview, a member of the Corporate Communications team would be present to support you throughout.

4.6 Social Media

Across the world, social media is now having a huge impact on the way healthcare is planned, delivered and discussed. In the UK, the whole healthcare sector is represented on multiple social media platforms such as Twitter, Facebook, YouTube and LinkedIn. Every day, NHS staff, patients, and the public are discussing the NHS, from feedback on services to wider discussions on national policies and the detail of commissioning.

Social media is easily accessible globally from laptops, PC's and mobile devices so it is an effective way of getting a message out to millions of people in a second. We aim to use social media to create conversations and build relationships while keeping the public up to date with news from across the Trust.

You can get involved in our conversations:

Follow us on twitter – www.twitter.com/UHMBT

'Like' us on Facebook – www.facebook.com/UHMBT

It is really important to remember that working in the NHS can mean your social media profiles are of more interest to the media than if you were working in other sectors, so it is important that you take the appropriate steps to protect yourself online. The best tips from NHS Employers are to check the privacy settings you have on your social media profiles, and always remember the rule: "if you wouldn't say it aloud in the canteen, don't post it

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online.”

More information on how to use social media and the ‘dos and don’ts’, read the Trust’s Social Media Guidelines, available on the Trust Procedural Document Library.

Another useful tool is the ‘Using social media during your NHS career’ - available from the NHS Employers website at <http://www.nhsemployers.org>.

4.7 Media Monitoring

Local and national newspapers and various online media and social media outlets are monitored by the Corporate Communications team on a daily basis, to allow us to identify where our stories are being picked up by the media, and also, what is being said about the Trust.

If you are interested in reading news about the Trust, there is a really easy way for you to do that. All you have to do is sign up for Google Alerts which are email updates of the latest relevant Google results (web, news, etc) based on your search term. If you sign up and enter University Hospitals of Morecambe Bay NHS Foundation Trust or any of our hospital’s names as your search term, the most up to date news will be emailed straight to you as it appears online.

Each week, the Corporate Communications team compiles an in-depth look at the Trust’s coverage in the media. This enables us to understand what is being said about us as a Trust on all media platforms. It also allows us to see how well we are doing in terms of engaging and interacting with the public. We analyse the information from the following sources:

- Newspaper and print media
- Television
- Radio
- Online and social media

From this information, we create easy to understand Media Monitoring Dashboards. Every Monday, these are shared with our Executive team, divisional leaders and key stakeholders, and posted on the Corporate Communications intranet page for all staff to view (<http://uhmb/cd/commsmarketing/Pages/Media-Monitoring.aspx>).

4.8 Filming Requests

We receive many requests for TV interviews, and documentary and location filming. All proposals will be considered and accommodated where possible or appropriate. If you receive a request for filming or would like to film in our hospitals for a project you are doing, contact the Corporate Communications team for advice and approval.

Details you must include are:

- Name and organisation
- What it is for – film, documentary, TV show, conference, etc
- Target audience
- Duration

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- When it will be shown
- Purpose – why you want to do it
- Proposed subject/s covered by filming (including staff and patients)

All requests have to be approved by the relevant executive director.

The Corporate Communications team is here to advise on the various steps that need to be taken when dealing with a TV request, such as arranging parking, liaising with film crews, obtaining relevant consent, etc.

Any film crews or photographers on site at our hospitals without prior consent from the Corporate Communications team will be asked to leave.

If you see a film crew or photographer on site and they are not accompanied by Trust staff, please inform the corporate communications team immediately.

4.9 Independent Press Standards Organisation

The vast majority of the press we deal with follow the correct channels and put all their enquiries through the corporate communications team but there is always the small chance that there may be some who use less official ways.

The main rule to remember if you are approached by the press - in person or by telephone - is to ask them to contact the corporate communications team on **01539 716675** or via **switchboard**. This number is also the one to call out of hours.

All media outlets must adhere to the the standards set out in the Editors' Code of Practice. The vast majority of the press we deal with are respectful of the rules, and will not cause any issues. However, if they do, we will take action as we will not tolerate the press harassing our staff or getting in the way of our day to day business.

The Independent Press Standards Organisation (IPSO)¹ became the new independent regulator of the newspaper and magazine industry in September 2014, replacing the Press Complaints Commission. The purpose of the IPSO is to promote and uphold the highest professional standards of journalism in the UK, and to support members of the public in seeking redress where they believe that the Editors' Code of Practice has been breached. As an organisation, they are able to consider concerns about editorial content in newspapers and magazines, and about the conduct of journalists.

If you would like further information about the rules press must adhere to and the role of the IPSO¹, please visit <https://www.ipso.co.uk/IPSO/index.html>.

If you have any specific questions about any media coverage you have seen about the Trust, contact the corporate communications team.

4.10 Consent and Confidentiality

As NHS employees, we all have a duty to protect patient and staff confidentiality. We cannot give out any information that will lead to the identification of a patient or staff

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member, or their presence in the hospital without their informed consent.

The Corporate Communications team can be asked about a specific patient or staff member. If a request is received about a particular patient, the team liaises with the clinical teams involved to obtain the appropriate consent from the patient before releasing any information. If the patient is unconscious or incapacitated, relatives may be asked to give consent for information to be released, if they are willing to. If a request is received about a staff member and it is appropriate to disclose information, the team liaises with the individual and relevant management colleagues to obtain appropriate consent before releasing any information.

4.11 Condition Checks

Sometimes, the media request information about a particular patient's progress, especially if the case has attracted high media coverage.

These requests are dealt with by the Corporate Communications team unless the patient, their family or the police has requested otherwise. The reason for this is to ensure that confidentiality is upheld and reporting is as accurate as possible, as it can be very distressing for patients or their families to see incorrect reporting.

Even though the level of detail required in response to a condition check is very basic, consent needs to be sought from the patient or relatives before any information is released. Without consent, no patient information can be disclosed.

If a ward or department is contacted directly by the media regarding a patient's condition, they must direct the call to the Corporate Communications team. If the request is made out of hours, it must be directed to switchboard who have access to the corporate communications team's on-call rota.

4.12 High Profile Patients and VIP Visits

Occasionally, we can treat high profile patients, who can attract intense media coverage, such as celebrities, VIPs or even patients under police guard. It is important to remember that these patients are entitled to the same level of confidentiality and consent is still paramount.

If there is a high profile patient in your ward, please inform the Chief Executive's office and the Corporate Communications team as soon as possible.

Sometimes, we can host VIP visits such as high profile MPs, etc. These must be organised through the Chief Executive's office, the Governance Team, and the Corporate Communications team to ensure the strict protocols surrounding such visits are met.

4.13 Major Incidents and Severe Adverse Incidents

There are separate arrangements for handling the media in a crisis situation or major incident. Staff should follow the guidance in the relevant hospital's Major Incident Plan.

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4.14 Useful Links for Further Information

All press releases are on the Trust's website at www.uhmb.nhs.uk and Fresh Thinking - our news blog site - at www.freshthinking.uhmb.nhs.uk/. Electronic copies of press releases can be obtained from the Corporate Communications team.

You will find other organisations' press releases on the following websites:

- Department of Health and Social Care - www.dh.gov.uk
- Morecambe Bay Clinical Commissioning Group - <https://www.morecambabayccg.nhs.uk/>
- North Cumbria University Hospitals NHS Trust – www.ncuh.nhs.uk
- Cumbria Partnership NHS Foundation Trust - www.cumbriapartnership.nhs.uk
- Lancashire Teaching Hospitals NHS Foundation Trust - www.lancsteachinghospitals.nhs.uk
- Blackpool Teaching Hospitals NHS Foundation Trust - www.bfwhospitals.nhs.uk
- Care Quality Commission – www.cqc.org.uk
- NHS Improvement - <https://improvement.nhs.uk/>

5. ATTACHMENTS	
Number	Title
1	Press Release Template
2	Equality and Diversity Impact Assessment Tool

6. OTHER RELEVANT / ASSOCIATED DOCUMENTS	
Unique Identifier	Title and web links from the document library
Corp/Guid/065	Social Media Guidelines http://uhmb/cs/tpdl/Documents/CORP-GUID-065.docx
Corp/Plan/001	Major Incident Plan [FGH] http://uhmb/cs/tpdl/Documents/CORP-PLAN-001.docx
Corp/Plan/002	Major Incident Plan [RLI] http://uhmb/cs/tpdl/Documents/CORP-PLAN-002.docx
Corp/Plan/003	Major Incident Plan [WGH] http://uhmb/cs/tpdl/Documents/CORP-PLAN-003.docx
Z221	Brand Guidelines (UHMB) http://uhmb/cs/tpdl/Documents/Z221.docx
	Communications Strategy

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7. SUPPORTING REFERENCES / EVIDENCE BASED DOCUMENTS	
References in full	
Number	References
1	Independent Press Standards Organisation (IPSO) Press Standards available at https://www.ipso.co.uk/IPSO/index.html . (accessed 09/03/2018)

8. DEFINITIONS / GLOSSARY OF TERMS	
Abbreviation or Term	Definition

9. CONSULTATION WITH STAFF AND PATIENTS		
Enter the names and job titles of staff and stakeholders that have contributed to the document		
Name	Job Title	Date Consulted
Phil Woodford	Associate Director of Corporate Affairs	
Kayleigh McKnight	Communications and Marketing Manager	
Kirk Panter	Staff Side Chair	

10. DISTRIBUTION PLAN	
Dissemination lead:	Louise Jones
Previous document already being used?	Yes
If yes, in what format and where?	Electronic - intranet
Proposed action to retrieve out-of-date copies of the document:	Remove outdated version and an article in the Weekly News to ask people to use new version
To be disseminated to:	<ul style="list-style-type: none"> • Trust Board • Trust Management Board (for circulation to all departments) • Trust Headquarters (file copy) • Corporate communications team
Document Library	
Proposed actions to communicate the document contents to staff:	Include in the Weekly News – New documents uploaded to the Document Library

11. TRAINING		
Is training required to be given due to the introduction of this procedural document? No		
Action by	Action required	Implementation Date

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12. AMENDMENT HISTORY				
Version No.	Date of Issue	Page/Selection Changed	Description of Change	Review Date
2.1	17/10/2017	Page 3	BSF page added	01/02/2018
3	02/03/2018	Various	'Communications team' changed to 'corporate communications team' throughout	
		Page 5	Individual contact details for team members replaced with generic team contact details	
		Page 11	Monitor changed to NHS Improvement and web address updated	
		Page 14	Trust logo updated on template	

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Appendix 1: Press Release Template



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NHS Foundation Trust

PRESS RELEASE

Date of release: DAY/MONTH/YEAR
Approved by: NAME OF RELEVANT EXECUTIVE DIRECTOR, JOB TITLE
Issued by: NAME, firstname.surname@mbht.nhs.uk
Reference: [YY/MM/000] - *This is added by the corporate communications team*

TITLE

Paragraph text....

Name, job title, University Hospitals of Morecambe Bay NHS Foundation Trust, said: "Insert quote..."

ENDS

Notes to editors:

1. For further information, please contact the communications team on 01539 716675 or by email as indicated above.

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Equality Impact Assessment Form

Department/Function	Corporate Communications			
Lead Assessor	Louise Jones, Head of Corporate Communications			
What is being assessed?	Media Management Guidelines			
Date of assessment	2 March 2018			
What groups have you consulted with? Include details of involvement in the Equality Impact Assessment process.	Equality of Access to Health Group	<input type="checkbox"/>	Staff Side Colleagues	<input checked="" type="checkbox"/>
	Service Users	<input type="checkbox"/>	Staff Inclusion Network/s	<input type="checkbox"/>
	Personal Fair Diverse Champions	<input type="checkbox"/>	Other (Inc. external orgs)	<input type="checkbox"/>
	Please give details: Shared with the Staff Side Chair for his comments on the overall content and basic amends to a previously approved guideline.			

1) What is the impact on the following equality groups?		
Positive:	Negative:	Neutral:
<ul style="list-style-type: none"> ➤ Advance Equality of opportunity ➤ Foster good relations between different groups ➤ Address explicit needs of Equality target groups 	<ul style="list-style-type: none"> ➤ Unlawful discrimination, harassment and victimisation ➤ Failure to address explicit needs of Equality target groups 	<ul style="list-style-type: none"> ➤ It is quite acceptable for the assessment to come out as Neutral Impact. ➤ Be sure you can justify this decision with clear reasons and evidence if you are challenged
Equality Groups	Impact (Positive / Negative / Neutral)	Comments
Race (All ethnic groups)	Positive	<ul style="list-style-type: none"> ➤ Provide brief description of the positive / negative impact identified benefits to the equality group. ➤ Is any impact identified intended or legal?
Disability (Including physical and mental impairments)	Positive	
Sex	Positive	
Gender reassignment	Positive	
Religion or Belief	Positive	
Sexual orientation	Positive	
Age	Positive	
Marriage and Civil Partnership	Positive	
Pregnancy and maternity	Positive	
Other (e.g. caring, human rights)	Positive	

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2) In what ways does any impact identified contribute to or hinder promoting equality and diversity across the organisation?	
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<p>3) If your assessment identifies a negative impact on Equality Groups you must develop an action plan to avoid discrimination and ensure opportunities for promoting equality diversity and inclusion are maximised.</p> <ul style="list-style-type: none"> ➤ This should include where it has been identified that further work will be undertaken to further explore the impact on equality groups ➤ This should be reviewed annually.
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Action Plan Summary

Action	Lead	Timescale

This form will be automatically submitted for review for Policies and Procedures once approved by Policy Group. For all other assessments, please return an electronic copy to EIA.forms@mbht.nhs.uk once completed.

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