

# Information Governance and Information Risk Policy

IG03



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### **Version Control**

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## 1. Introduction

The CCG aspires to the highest standards of corporate behaviour and clinical competence, to ensure that safe, fair and equitable procedures are applied to all organisational transactions, including relationships with patients, their carers, public, staff, stakeholders and the use of public resources. In order to provide clear and consistent guidance, the CCG will develop documents to fulfil all statutory, organisational and best practice requirements and support the principles of equal opportunity for all.

Information is a vital asset, both in terms of the management of health and social care for individual patients/service users and the efficient management of services and resources. It plays a key part in governance, service planning and performance management.

Information risk management is an essential component of information governance and is an integral part of good management practice. The intent is to embed information risk management in a practical way into business processes and functions.

Information risk must be managed in a robust way within work areas and not be seen as something that is the sole responsibility of IT or IG staff. A structured approach is needed, building upon the existing information governance framework and this approach relies upon the identification of information assets and assigning 'ownership' of assets to senior accountable staff.

It is therefore of paramount importance to ensure that information is efficiently managed including information risk, and that appropriate policies, procedures and management accountability provide a robust governance framework for information management. Information Governance (IG) is the means of providing this governance framework, and currently includes the following legislation and guidance:

- Data Protection Act 2018
- General Data Protection Regulations 2016
- Freedom of Information Act 2000
- Environmental Information Regulations 2004
- Access to Health Records Act 1990
- Department of Health Records Management: NHS Code of Practice
- Computer Misuse Act 1990
- NHS Confidentiality Code of Practice
- Common Law Duty of Confidentiality
- Fraud Act 2006
- Further guidance on information governance legislation can be found in the Department of Health NHS Information Governance Guidance on Legal and Professional obligations.

The Framework sets out an overview of how the organisation is addressing the IG Agenda and the approach taken to ensure robust management of information. There are two key components underpinning the IG Framework;

- IG Policy which outlines the objective for information governance
- IG Strategy which details overall plan arising from a baseline assessment against the requirements set out in the NHS Digital Data Protection and Security Toolkit.

The Data Protection and Security (DPS) Toolkit consists of a series of evidence based requirements against which an organisation's current and planned attainment levels can be monitored. The organisation is required to complete an annual self-assessment against the Toolkit. The CCG Toolkit is broken down into ten National Data Guardian Standards:

- Personal Confidential Data
- Staff Responsibilities
- Training
- Managing Data Access
- Process Reviews
- Responding to Incidents
- Continuity Planning
- Unsupported Systems
- IT Protection
- Accountable Suppliers

### 1.1 Status

This policy is an information governance policy.

### 1.2 Purpose and scope

The purpose of this document is to present an Information Governance Policy & Information Risk Policy for the organisation. This sets out the organisation's commitment to the security, information risk management, confidentiality and quality of information. It also details how information governance and information risk will be managed within the organisation.

This policy is applicable to all employees, agents and contractors working for, or supplying services to the organisation. However, it is recognised that primary care practitioners are also part of the organisation and as such this policy is offered for use by them to adapt to their own practices and organisations as appropriate. The contact for the policy (see Useful Contacts Section) is available to offer help and support to primary care practitioners who wish to use and implement this policy.

## 2. **Definitions**

The following terms are used in this document:

- 2.1 Personal information is factual information or expressions of opinion which relate to an individual who can be identified from that information or in conjunction with any other information coming into possession of the data holder. This also includes information gleaned from a professional opinion, which may rely on other information obtained. Personal information includes name, address, date of birth or any other unique

identifiers such as NHS Number, Hospital Number, National Insurance Number, etc. It also includes information which, when presented in combination, may identify an individual e.g. postcode, date of birth etc.

2.2 Sensitive information also known as 'special category data' as set out in the DPA 2018 is any information about a person relating to their;

- Racial or ethnic origin
- Political opinions
- Religious beliefs or other beliefs of a similar nature
- Trade union membership
- Biometric Data
- Physical or mental health or condition
- Sexual life
- Commission or alleged commission of any offence, or
- Any proceedings for any offence committed or alleged to have been committed

This type of data is subject to more stringent conditions on their processing when compared to 'personal information'.

2.3 Information risk is the chance of something happening to the information which will have an impact upon the objectives, personal safety and security of the organisation. Risk is determined in terms of consequence and likelihood and should be managed alongside other organisational risks and should be considered a fundamental component of effective information governance.

2.4 Information Risk Management is the culture, processes and structures that are directed towards the effective management of opportunities and adverse effects to information assets.

2.5 Information assets come in many shapes and forms and include:

- *Personal information* e.g. content within databases, archive and back up data, audit data, paper records (health, social care and staff records)
- *Software* e.g. application and system software, data encryption utilities, development and maintenance tools
- *Hardware* e.g. PCs, laptops, USB sticks, PDA
- *System/process documentation* e.g. system information and documentation, manual and training materials, contracts, business continuity plans policies, etc.

2.6 Information Asset Register is a record of all information assets along with the associated Information Asset Owner of each asset. Having an up to date and accurate IAR is a requirement under GDPR.

### **3. The Principles of Information Governance**

#### **3.1 Overview**

3.1.1 There are a number of underlying principles governing information governance. An information governance strategy will detail how these principles will be embedded throughout the organisation.

3.1.2 These principles can be divided into the different areas of information governance.

#### **3.2 Information Governance Management**

- There is a commitment to establish and maintain robust operational and management accountability structures, assign appropriate resources and dedicated staff to ensure any information governance issues are dealt with appropriately and effectively at levels within the organisation.
- There should be proactive use of information within and between the organisation, other NHS, and partner organisations to support patient/service user care as determined by law, statute and best practice
- There is a need for an appropriate balance between openness and confidentiality in the management and use of information
- There is a commitment to improving staff understanding of their responsibilities around information governance at a level relevant to their role
- There is a legal requirement to consider privacy by design when implementing any new or changed system or service being implemented
- There is a dedicated Information Governance component in the appropriate budget within the organisation.

#### **3.3 Confidentiality and Data Protection Assurance**

- There is a need to share patient/service user information with other health organisations and other non-health agencies in a controlled manner consistent with the interests of the patient/service user and, in some circumstances, the public interest.
- There should be effective arrangements to ensure confidentiality and security of personal and other sensitive information.
- There is a legal requirement to undertake Data Protection Impact Assessments for new processes, systems, projects etc.

#### **3.4 Information Security Assurance**

- There is a commitment to ensuring the security of all personal information held by the organisation through the implementation of policies, procedures and processes to ensure the confidentiality, integrity and availability of information
- There is a commitment to the implementation of security monitoring and audit processes to ensure compliance with key policy and procedures.
- There is a legal requirement to consider privacy by default when implementing systems and technologies.

### 3.5 Corporate Information Assurance

- There is a commitment to making non-confidential information widely available in line with responsibilities under FOI Act 2000 to ensure openness.
- There is a need for effective management of corporate paper and electronic records

This area is currently not a requirement in the DPS toolkit.

### 3.6 Clinical Information Assurance

- There is a need for accurate, timely and relevant information in order to deliver the highest quality health and social care.
- There is a commitment to improving records management for care purposes in keeping with professional, legislative and statutory records management requirements

### 3.7 Secondary Use Assurance

- There is a commitment to developing quality data to support non-direct care related purposes (planning, commissioning, public health, finance)
- There is a commitment to improving data quality through the use of local and national benchmarking

This area is currently not a requirement in the DPS toolkit.

## **4. Managing Information Risk**

### 4.1 Introduction

4.1.1 The organisation places high importance on minimising information risk and safeguarding the interest of patients, staff and the organisation.

4.1.2 Information risk is inherent in all organisational activities and everyone working for, or on behalf of the organisation, has a responsibility to continuously manage information risk. The aim of information risk management is to provide the means to identify, prioritise and manage the risks involved in all of the organisation's activities.

### 4.2 Information Risk Management Assurance Framework

4.2.1 Information Risk Management Framework aims to:

- Protect patients, staff and the organisation from information risks where the likelihood of occurrence and the consequences are significant.
- Support the strategic approach to the risk management framework in which information risks will be identified, considered and addressed in the approval, review and control processes.
- Use the risk assessment methodology (risk matrix) to assess information risks e.g. threats to information.
- Encourage pro-active rather than re-active information risk management.

## Official

- Contribute to the quality of decision making throughout the organisation by supporting robust information.
- Meet legal or statutory requirements.
- Assist in safeguarding the organisation's information assets.

### 4.3 Assessment of Information Risk

4.3.1 The organisation will assess information risk in a number of ways, which will include the following:

- Routine review of flows of personal information to ensure any risks identified with these flows are mitigated, including ensuring appropriate controls are in place for data transferred outside the EEA.
- The organisation's risk management procedures provide clear guidance as to the way in which information risks and incidents are identified, assessed and managed across the organisation, and how the information governance risk register supports this process. Investigating and learning from incidents will support the organisation in understanding the real level of risk being experienced and in adjusting the controls in place.
- Undertaking Data Protection Impact Assessments and System Security Level risk assessments as methods through which information assets can be risk assessed and assured they comply with the required standards.

## 5. **Duties and responsibilities**

Official

<b>Governing body</b>	The Governing Body (GB) has responsibility for setting the strategic context in which organisational process documents are developed, and for establishing a scheme of governance for the formal review and approval of such documents.
<b>Chief Officer</b>	The Chief Officer has delegated authority from the GB for information governance and information risk to ensure compliance with statutory and good practice guidance requirements. The Chief Officer has responsibility for ensuring that information risks are assessed and mitigated to an acceptable level and handled in a similar manner to other major risks such as financial.
<b>Head of Corporate Affairs</b>	The Head of Corporate Affairs has delegated authority from the Chief Officer for the strategic direction and operational management, including ensuring that CCG process documents comply with all legal, statutory and good practice guidance requirements. The Head of Corporate Affairs has responsibility for ensuring that information risks are assessed and mitigated to an acceptable level wherever possible.
<b>Senior Information Risk Owner (SIRO)</b>	The Senior Information Risk Owner (SIRO) has a responsibility to: <ul style="list-style-type: none"> <li>• Oversee the development of an information governance and information risk policy and strategy in conjunction with the Head of Corporate Affairs.</li> <li>• Take ownership of risk assessment process for information risk.</li> <li>• Review and agree action in respect of identified information risks.</li> <li>• Ensure that the CCG's approach to information risk is effective in terms of resource, commitment and execution and that this is communicated to all staff.</li> <li>• Provide a focal point for the resolution and/or discussion of information risk issues.</li> <li>• Ensure the GB is adequately briefed on information risk issues.</li> <li>• Complete information risk management training at least annually.</li> </ul>
<b>Information Governance Team (NECS)</b>	The Information Governance Team has a responsibility to support the CCG by: <ul style="list-style-type: none"> <li>• Providing information governance support to staff in the organisation.</li> <li>• Co-ordinating different areas of information governance and ensure progress against key standards and requirements.</li> <li>• Collaborating with IT to develop, implement and monitor information security across the organisation</li> <li>• To support the CCG in completion of the DSP Toolkit.</li> </ul>
<b>Freedom of Information (FOI) Lead (NECS)</b>	The FOI Lead, NECS (on behalf of the CCG) has a responsibility to: <ul style="list-style-type: none"> <li>• Develop appropriate policies and procedures relating to FOI and make these available to staff.</li> <li>• Ensure the "Guide to Information" (formerly Publication Scheme) is kept up to date and available on the public website.</li> <li>• Ensure all FOI requests and exemptions are processed in an appropriately, timely manner.</li> <li>• Investigations are dealt with appropriately.</li> </ul>
<b>NECS staff</b>	Whilst working on behalf of the CCG, NECS staff will be expected to comply with all policies, procedures and expected standards of behaviour within the CCG
<b>Caldicott Guardian</b>	The Caldicott Guardian has a responsibility to: <ul style="list-style-type: none"> <li>• Ensure the organisation satisfies the highest confidentiality standards.</li> <li>• Advise on lawful and ethical processing of information.</li> <li>• Ensure appropriate processes and procedures are established to enable the organisation to act in accordance with the Caldicott principles.</li> <li>• Represent and champion information governance and report issues at Governing Body/Senior Management Team level.</li> <li>• Take a key role in ensuring standards of confidentiality in relation to the National Programme for IT.</li> </ul> <p>Act as signatory for high level information sharing agreements.</p>

<b>Information Asset Owners (IAOs)</b>	Information Asset Owners (IAO) are senior individuals involved in the provision of service. Their role is to understand and address risks to the information assets they 'own' and to provide assurance to the SIRO on the security and use of those assets. A list of staff aligned to these roles will have to be maintained.
<b>Information Asset Administrators (IAAs)</b>	Information Asset Administrators (IAA) support the IAO to ensure that policies and procedures are followed, recognise actual and potential security incidents, consult the appropriate IAO on incident management, and ensure that information asset registers are accurate and up to date.
<b>Line Managers</b>	<p>Line managers have a responsibility to:</p> <ul style="list-style-type: none"> <li>• Ensure all current, new and temporary staff are instructed in their responsibilities in relation to the Information Governance and Information Risk Policy &amp; Strategy and related policies and procedures, and work in a manner consistent with this policy.</li> <li>• Ensure staff are appropriately trained in information governance in line with the requirements of their post.</li> <li>• In certain circumstances, to support equality &amp; diversity, line managers will need to consider individual requirements of staff to support good practice in complying with this policy.</li> </ul> <p>Investigate and take relevant action on any potential breaches of this policy supported by risk management leads and IG Team in line with existing procedures.</p>
<b>All Staff</b>	<p>All staff, including temporary and agency staff, are responsible for:</p> <ul style="list-style-type: none"> <li>• Compliance with relevant process documents. Failure to comply may result in disciplinary action being taken.</li> <li>• Co-operating with the development and implementation of policies and procedures and as part of their normal duties and responsibilities.</li> <li>• Identifying the need for a change in policy or procedure as a result of becoming aware of changes in practice, changes to statutory requirements, revised professional or clinical standards and local/national directives, and advising their line manager accordingly.</li> <li>• Identifying training needs in respect of policies and procedures and bringing them to the attention of their line manager.</li> <li>• Attending training / awareness sessions when provided.</li> <li>• Adhere to the IG and Information Risk Policy and Strategy and all related policies and procedures and relevant legislation.</li> <li>• Conduct themselves in accordance with the IG section in the staff employment contract and within the Confidentiality Code of Conduct (appendix to Confidentiality and Data Protection Policy).</li> <li>• Be aware that failure to comply with this Policy may result in disciplinary action being taken.</li> <li>• Undertake mandatory IG training as part of induction and annual training.</li> <li>• Undertake IG training in line with the requirements of their role.</li> <li>• Bring to their line manager areas of concern regarding information governance and information risk.</li> <li>• Report incidents through the organisation's incident reporting process.</li> </ul>

## 6. Implementation

- 6.1 This policy will be available to all staff for use in relation to the specific function of the policy.
- 6.2 All directors and managers are responsible for ensuring that relevant staff within their own directorates and departments have read and understood this document and are competent to carry out their duties in accordance with the procedures described.

6.3 This policy will be implemented in the following ways:

- Mandatory information governance training
- Regular communications to staff on new information governance policies and procedures guidance and access to policies and procedures
- The Information Governance Team will be the key contact point for staff support within the organisation
- Regular audit of information governance processes undertaken in line with information governance policy and procedures in key areas i.e. records management, confidentiality, information security, freedom of information and data quality
- Monitoring of information governance processes through the Data Protection and Security Toolkit.

## 7. Training Implications

The Executive Committee has responsibility for ensuring that the necessary training or education needs and methods required to implement this policy or procedure(s) are identified and resourced or built into the delivery planning process. This may include identification of external training providers or development of an internal training process.

It has been determined that there are no specific training requirements associated with this policy/procedure.

## 8. Related Documents

### 8.1 Legislation and statutory requirements

- Cabinet Office (1990) *Computer Misuse Act 1990*. London. HMSO
- Cabinet Office (2018) *Data Protection Act 2018* London. HMSO.
- Cabinet Office (1990) *Access to Health Records Act 1990*. London. HMSO.
- Cabinet Office (2000) *Freedom of Information Act 2000*. London. HMSO.
- Cabinet Office (2004) *Environmental Information Regulations 2004*. London. HMSO.
- Cabinet Office (2006) *Fraud Act 2006*. London. HMSO
- EU General Data Protection Regulations 2016

### 8.2 Best practice recommendations

- Department of Health's Records Management Code of Practice for Health & Social Care 2016
- NHS Confidentiality Code of Practice
- Common Law Duty of Confidentiality

## 9. Monitoring, review and archiving

### 9.1 Monitoring

- 9.1.1 The Executive Committee will agree a method for monitoring the dissemination and implementation of this policy. Monitoring information will be recorded in the policy database.
- 9.1.2 All staff must adhere to this policy and comply with applicable UK legislation and any regulatory requirements for information governance.
- 9.1.3 Failure to follow this policy and related information governance policy and procedures may lead to disciplinary, criminal or civil action being taken against the staff member.
- 9.1.4 Different methods will be used for monitoring different aspects of information governance including:
- Monitoring of information governance processes through the IG Toolkit.
  - Audit of information flows to ensure confidential information is being transferred securely and in order to minimise information risk.
  - Regular audit of information governance processes undertaken in line with information governance policy and procedures in key areas i.e. records management, confidentiality, information security, freedom of information, data quality.
  - Action plans resulting from privacy impact assessments and system level security assessments are appropriately implemented to minimise information risk.
  - The organisation will, in conjunction with the internal and external audit, identify any areas for improvement of IG and information risk and development and agree appropriate

### 9.2 Review

- 9.2.1 The Head of Corporate Affairs will ensure that this policy document is reviewed in accordance with the timescale specified at the time of approval. No policy or procedure will remain operational for a period exceeding three years without a review taking place.
- 9.2.2 Staff who become aware of any change which may affect a policy should advise their line manager as soon as possible. The governing body will then consider the need to review the policy or procedure outside of the agreed timescale for revision.
- 9.2.3 For ease of reference for reviewers or approval bodies, changes should be noted in the 'document history' table on the front page of this document.

**NB:** If the review consists of a change to an appendix or procedure document, approval may be given by the sponsor director and a revised document may be issued. Review to the main body of the policy must always follow the original approval process.

### 9.3 Archiving

The Head of Corporate Affairs will ensure that archived copies of superseded policy documents are retained in accordance with the DH's Records Management Code of Practice for Health and Social Care 2016

## 10. Equality analysis



North of England  
Commissioning Support

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An Equality Impact Assessment (EIA) is a process of analysing a new or existing service, policy or process. The aim is to identify what is the (likely) effect of implementation for different groups within the community (including patients, public and staff).

We need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010
- Advance equality of opportunity between people who share a protected characteristic and those who do not
- Foster good relations between people who share a protected characteristic and those who do not

## Official

This is the law. In simple terms it means thinking about how some people might be excluded from what we are offering.

The way in which we organise things, or the assumptions we make, may mean that they cannot join in or if they do, it will not really work for them.

It's good practice to think of all reasons why people may be excluded, not just the ones covered by the law. Think about people who may be suffering from socio-economic deprivation or the challenges facing carers for example.

This will not only ensure legal compliance, but also help to ensure that services best support the healthcare needs of the local population.

Think of it as simply providing great customer service to everyone.

As a manager or someone who is involved in a service, policy, or process development, you are required to complete an Equality Impact Assessment using this toolkit.

<b>Policy</b>	A written statement of intent describing the broad approach or course of action the Trust is taking with a particular service or issue.
<b>Service</b>	A system or organisation that provides for a public need.
<b>Process</b>	Any of a group of related actions contributing to a larger action.



### STEP 1 - EVIDENCE GATHERING

<b>Name of person completing EIA:</b>	<b>Senior Governance Officer, NECS</b>
<b>Title of service/policy/process:</b>	<b>Information Governance &amp; Information Risk Policy</b>
<b>Existing:</b> <input checked="" type="checkbox"/> <b>New/proposed:</b> <input type="checkbox"/> <b>Changed:</b> <input type="checkbox"/>	
<b>What are the intended outcomes of this policy/service/process? Include outline of objectives and aims</b> This policy sets out the organisation's commitment to the security, information risk management, confidentiality and quality of information. It also details how information governance and information risk will be managed within the organisation. The policy compliments other Information Governance policies.	
<b>Who will be affected by this policy/service /process? (please tick)</b>	
<input checked="" type="checkbox"/> <b>Staff members</b> <input type="checkbox"/> <b>Other</b>	
<b>If other please state:</b> _____	
<b>What is your source of feedback/existing evidence? (please tick)</b>	
<input type="checkbox"/> <b>National Reports</b> <input type="checkbox"/> <b>Staff Profiles</b> <input type="checkbox"/> <b>Staff Surveys</b> <input type="checkbox"/> <b>Complaints/Incidents</b> <input type="checkbox"/> <b>Focus Groups</b> <input checked="" type="checkbox"/> <b>Previous EIAs</b> <input type="checkbox"/> <b>Other</b>	
<b>If other please state:</b> _____	



### STEP 2 - IMPACT ASSESSMENT

<b>What impact will the new policy/system/process have on the following staff characteristics: (Please refer to the 'EIA Impact Questions to Ask' document for reference)</b>
<b>Age</b> A person belonging to a particular age No impact identified
<b>Disability</b> A person who has a physical or mental impairment, which has a substantial and long-term adverse effect on that person's ability to carry out normal day-to-day activities No impact identified
<b>Gender reassignment (including transgender)</b> Medical term for what transgender people often call gender-confirmation surgery; surgery to bring the primary and secondary sex characteristics of a transgender person's body into alignment with his or her internal self perception. No impact identified

<b>Marriage and civil partnership</b> Marriage is defined as a union of a man and a woman (or, in some jurisdictions, two people of the same sex) as partners in a relationship. Same-sex couples can also have their relationships legally recognised as 'civil partnerships'. Civil partners must be treated the same as married couples on a wide range of legal matters No impact identified
<b>Pregnancy and maternity</b> Pregnancy is the condition of being pregnant or expecting a baby. Maternity refers to the period after the birth, and is linked to maternity leave in the employment context. No impact identified
<b>Race</b> It refers to a group of people defined by their race, colour, and nationality, ethnic or national origins, including travelling communities. No impact identified
<b>Religion or belief</b> is defined as a particular system of faith and worship but belief includes religious and philosophical beliefs including lack of belief (e.g. Atheism). Generally, a belief should affect your life choices or the way you live for it to be included in the definition. No impact identified
<b>Sex/Gender</b> A man or a woman. No impact identified
<b>Sexual orientation</b> Whether a person's sexual attraction is towards their own sex, the opposite sex or to both sexes No impact identified
<b>Carers</b> A family member or paid <a href="#">helper</a> who regularly looks after a child or a <a href="#">sick</a> , <a href="#">elderly</a> , or <a href="#">disabled</a> person No impact identified



**STEP 3 - ENGAGEMENT AND INVOLVEMENT**

<b>How have you engaged with staff in testing the policy or process proposals including the impact on protected characteristics?</b> No engagement undertaken as this policy has received minor amendments only
<b>Please state how staff engagement will take place:</b>



**STEP 4 - METHODS OF COMMUNICATION**

<b>What methods of communication do you plan to use to inform staff of the policy?</b> <input checked="" type="checkbox"/> Verbal – through focus groups and/or meetings <input type="checkbox"/> Verbal - Telephone <input type="checkbox"/> Written – Letter <input type="checkbox"/> Written – Leaflets/guidance booklets <input type="checkbox"/> Email <input checked="" type="checkbox"/> Internet <input type="checkbox"/> Other
<b>If other please state:</b>

**ACCESSIBLE INFORMATION STANDARD**

The Accessible Information Standard directs and defines a specific, consistent approach to identifying, recording, flagging, sharing and meeting the information and communication support needs of service users.

**Tick to confirm you have you considered an agreed process for:**

- √ **Sending out correspondence in alternative formats.**
- √ **Sending out correspondence in alternative languages.**
- √ **Producing / obtaining information in alternative formats.**
- √ **Arranging / booking professional communication support.**
- √ **Booking / arranging longer appointments for patients / service users with communication needs.**

**If any of the above have not been considered, please state the reason:**



**STEP 5 - SUMMARY OF POTENTIAL CHALLENGES**

Having considered the potential impact on the people accessing the service, policy or process please summarise the areas have been identified as needing action to avoid discrimination.

Potential Challenge	What problems/issues may this cause?
None identified.	



**STEP 6- ACTION PLAN**

Ref no.	Potential Challenge/ Negative Impact	Protected Group Impacted (Age, Race etc)	Action(s) required	Expected Outcome	Owner	Timescale/ Completion date
	None identified					

Ref no.	Who have you consulted with for a solution? (users, other services, etc)	Person/ People to inform	How will you monitor and review whether the action is effective?



**SIGN OFF**

<b>Completed by:</b>	<b>Senior Governance Officer, NECS</b>
<b>Date:</b>	<b>June 2018</b>
<b>Presented to: (appropriate committee)</b>	<b>Executive Committee</b>
<b>Publication date:</b>	