

Speaking Out - Raising Concerns Policy and Procedure

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Name and Title of originator/author(s):	Policy Working Group
Name of responsible Director:	Lee Whitehead, Director of People & Communications
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Supporting guidance and documentation issued in support of the application of this policy	NHS: Freedom to Speak Up Grievance Policy Counter-fraud and Anti-bribery Policy Being Open Public Concern at Work Public Interest Disclosure Act Whistleblowing Helpline (08000 724 725) NHS Constitution ACAS code of practice Data Protection Act (1998) Equality Act (2010)

Document Status

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This harmonised version is the only Raising Concerns policy recognised by HEE. This supersedes any current or previous localised policies which will no longer be applicable and cannot be relied upon.

Executive Summary

Health Education England is committed to ensuring the highest possible standards of safety and improving on those already in place. HEE aims to promote an environment where members of staff are able to raise concerns and feel supported in doing so.

This policy was developed following a recommendation made during the review by Sir Robert Francis into whistleblowing in the NHS. It has been adapted from the standard integrated policy produced by Monitor, the Trust Development Authority and NHS England for hospitals. This policy has been developed in consultation with recognised Trade Union representative and is being adopted by HEE to help ensure a consistent approach to raising concerns.

HEE will ensure that the application of any part of this policy does not discriminate, directly or indirectly, against any member of staff on the grounds set out in the Equality Act 2010.

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1. Introduction

- 1.1 HEE aims to promote an environment where members of staff are able to raise concerns and feel supported in doing so.
- 1.2 HEE is committed to good staff/management relations and encourages members of staff, Trade Union representatives and management to raise any concerns quickly and as near to the point of origin as possible.
- 1.3 This policy follows the report on the review by Sir Robert Francis into whistleblowing in the [NHS: Freedom to Speak Up](#) which identified experiences by NHS staff who had spoken up and made a number of recommendations on the need for culture change and improved handling of concerns.
- 1.4 HEE is committed to ensuring the highest possible standards of safety and improving on those already in place. Much of this reflects on the work to implement [Being Open](#), which provided a framework to strengthen the culture of openness and honesty. Freedom to Speak Up is a natural extension to this framework, providing examples of best practice which HEE supports to ensure the effective management and handling of staff concerns.
- 1.5 Managing concerns early means there is little opportunity for them to escalate to bigger problems which risk directly impacting patients and the public. Problems raised can include, but are not limited to:
 - Failure to safeguard patients;
 - Untrained or poorly trained staff;
 - Lack of policies creating a risk of harm;
 - Malpractice, fraud or corruption;
 - Illegal or criminal offences
 - Environmental damage;
 - Health and safety risks;
 - The treatment of witnesses to bullying and harassment
 - A miscarriage of justice
 - Unethical behaviour; and/ or
 - Concealment of information relating to any of the above.
- 1.6 Freedom to Speak Up recognised many such concerns are raised and managed appropriately every day, but there are too many that are not and action is needed to improve matters.
- 1.7 HEE is committed to implementing any changes to policies, procedures or practices which might be deemed necessary following a legitimately raised concern.

2. Purpose

2.1 This policy was developed following a recommendation made during the review by Sir Robert Francis into whistleblowing in the NHS. It has been adapted from the standard integrated policy produced by Monitor, the Trust Development Authority and NHS England for hospitals. This policy is being adopted by HEE to help ensure a consistent approach to raising concerns.

2.2 The organisation must ensure staff working in HEE know:

- it is right to speak up;
- the organisation is supportive;
- they will be regularly asked for their views and given feedback where they have raised a concern;
- how to raise concerns and have access to training to explain what to do; and
- they will not suffer in any way for speaking up.

2.3 The following table provides some best practice actions and prompts for HEE to encourage staff to raise a concern. HEE will also work to develop and offer training support to educate members of staff on how to raise a concern.

Staff know:	HEE will:
It is right to speak up	<ul style="list-style-type: none"> • Devote time to reinforce the message that it is safe to speak up. • Be inclusive ensuring all staff, including temporary staff are briefed.
Their organisation is supportive	<ul style="list-style-type: none"> • Ensure visible senior management commitment to implementation of whistleblowing policies and procedures and creating safe learning environments • Engage with staff (staff surveys, meetings etc.) to monitor their effectiveness in this regard – again be inclusive of all staff. • Welcome all concerns and accept concerns being raised anonymously.
They are regularly asked for their views	<ul style="list-style-type: none"> • Explicitly ask staff to let the organisation know about problems and raise concerns as a standing item for review in all leadership meetings.
How to raise concerns and have access to training which explains what to do	<ul style="list-style-type: none"> • Review and agree local procedures with staff • Include case studies or scenarios in team meetings to bring local policies to life and help explain what to do to raise concerns and

	<p>how</p> <ul style="list-style-type: none"> • Periodically check with staff they have read and understood the local whistleblowing policy • Ensure all staff know how to raise concerns – include in routine induction information. • Access national learning materials (when available)
They will not be bullied, victimised or harassed as a result of speaking up	<ul style="list-style-type: none"> • If a staff member suffers adverse treatment for raising a concern, this will be taken seriously and sanctions will apply

3. Scope

3.1 The following principles underpin best practice for how HEE will encourage staff to raise a concern and manage the process when they do. The organisation will work to ensure:

- Staff have the confidence to speak up
- It is safe to speak up
- Concerns are investigated
- Speaking up makes a difference
- Concerns are well received.

3.2 Freedom to Speak Up and raise a concern means:

- All HEE staff will be encouraged to raise any concern, at the earliest opportunity;
- HEE will be proactive in preventing any inappropriate behaviour, such as bullying or harassment, towards staff who raise a concern;
- Each HEE geography will name an individual who is independent of the line management chain and is not the direct employer as the Freedom to Speak Up Guardian, who can offer support to staff raising a concern and can themselves hear any concern.
- HEE will build on the work of Being Open by adopting the good practice published in Freedom to Speak Up. HEE will provide easy access to learning resources and will support a network of Freedom to Speak Up Guardians.

3.3 A member of staff can raise a concern about anything they think is harming the service HEE delivers. Some examples of this might include (but are by no means restricted to):

- unsafe working conditions
- inadequate induction or training for staff
- a bullying culture

- 3.4 If the concern is a personal complaint about an employment situation, rather than a concern about malpractice or wrongdoing that affects others, then members of staff may wish to raise a grievance using HEE's [Grievance Policy](#).
- 3.5 This policy and its appendices apply to all those who work for HEE. The policy and guidance that applies to doctors in training is available [here](#). Third parties and members of the public can access guidance on reporting concerns [here](#).
- 3.6 If a member of staff has a concern about bribery or fraud they should read HEE's [Counter-Fraud and Anti-Bribery Policy](#) in conjunction with this policy.
- 3.7 With regards to raising a concern externally, it is hoped that this policy will give all members of staff the reassurance needed to raise matters internally. However, a member of staff can raise their concerns externally in good faith, showing a factual basis, provided they are not made for personal gain.
- *Disclosure to the Department of Health*
 - An HEE member of staff can blow the whistle in good faith direct to the Department of Health or other official body. A list of external bodies is provided at the end of this document. A disclosure such as this is protected in the same way as a disclosure to HEE.
 - *Regulatory Disclosures*
 - A disclosure can be made directly to a prescribed regulator such as the Health and Safety Executive or HMRC, where the whistleblower reasonably believes, in good faith, that the information is substantially true.
- 3.8 Wider whistleblowing disclosures made to the police, media, or MPs are protected if, in addition to tests for regulatory disclosures, they are reasonable in all circumstances and they meet **one of three preconditions**:
- The whistleblower:
 - Has already raised the matter internally, or with the prescribed regulator and believe in good faith that evidence has been concealed/destroyed or that they are experiencing victimisation as a result of the disclosure.
 - Reasonably believes that they would be victimised if they raised the matter internally or with a prescribed regulator;
 - Reasonably believes the evidence was likely to be concealed or destroyed and there was not a prescribed regulator.

4. Definitions

- 4.1 Where referenced within this policy, the following definitions apply:

Companion: A companion may be a Trade Union representative, an official employed by a recognised Trade Union, or a fellow member of staff. A Trade Union representative who is not an employed official of that Union must have been certified by their Union as being competent to accompany a member of staff.

Member of Staff: An employee or worker (as defined below) of Health Education England. This definition extends to employees who have left employment of the organisation provided the concern is raised within 3 months of the date of leaving.

Worker: Individuals who have been contracted to work for Health Education England either through engagement via a recruitment agency or through direct procurement through a contract for service. This definition does not extend to those who are engaged through secondment or service level agreements. Individuals engaged in this manner would be subject to policies held by their substantive employer.

Raising a concern: Raising a concern is sometimes also referred to as 'speaking up' or 'whistleblowing.' Those terms are used interchangeably throughout this policy to describe when staff speak up or provide information about wrongdoing, risk or malpractice which *they believe* could be putting others at risk and which could involve patients, colleagues or the organisation they work in.

5. Responsibilities

5.1 All individuals involved with raising concerns have a responsibility to maintain complete confidentiality at all times.

5.2 Members of Staff responsibility

Provided a member of staff is acting in good faith (effectively this means honestly believe what is being said), it does not matter if they are mistaken or if there is an innocent explanation for the concerns. The organisation view those raising concerns as a witness rather than a complainant and simply ask for a report of the facts known to them so they can be subjected to appropriate investigation and action. It should however be recognised that if a member of staff is already the subject of disciplinary procedures these will not be halted as a result of raising concerns under this policy.

5.3 Management responsibility

The Board, Chief Executive and our trade union representatives are fully committed to this policy. If a member of staff raises a genuine concern under this policy,

they will not be at risk of losing their job or suffering any detriment (such as a reprisal or victimisation). HEE exercise a zero-tolerance approach to retaliation of any kind against those raising concerns in the public interest and any retaliation is a disciplinary matter for the perpetrator.

5.4 Trade Union representative/Companion responsibility

The Trade Union representative/companion is responsible for engaging with members of staff and the organisation in a timely and effective manner.

The Trade Union representative/companion is responsible for ensuring that the support offered to members of staff is appropriate to their needs and facilitates resolution at the earliest possible point.

5.5 HR responsibility

Further to HEE's commitment to members of staff as a good employer, the Public Interest Disclosure Act 1998 (PIDA) forms part of employment legislation to protect members of staff and other workers from reprisals for raising concerns at work which have a public interest.

The Enterprise and Regulatory Reform Act 2013 (ERRA) builds on PIDA by introducing a public interest test, and extends this protection to those raising a genuine concern, even if they are motivated by a private grievance or the prospect of a private gain. It also introduces personal liability for co-workers who victimise those raising concerns and corporate liability for organisations which cannot demonstrate they took reasonable steps to prevent such victimisation.

HR will ensure that induction processes incorporate information about this policy and its application for new members of staff.

5.6 Investigating Officer Responsibility

It is essential that those conducting the investigation have the appropriate expertise and training and the time to conduct investigations immediately, without needing to fit it in around their normal duties.

The Investigating Officer is responsible for the development of a clear and thorough plan based on the documented issues to be investigated and for the production of a comprehensive report in a timely manner.

The Investigating Officer is responsible for ensuring that they remain appropriately trained and competent for the role.

The Investigating Officer is responsible for ensuring that an equitable and transparent process is conducted throughout all stages of the process and that the principles of natural justice are upheld throughout.

6. Procedure

- 6.1 Anyone who works for HEE, including agency workers, temporary workers, students and volunteers, can raise concerns. HEE would like members of staff to raise the matter while it is still a concern. It doesn't matter if they turn out to be mistaken as long as they are genuinely concerned.
- 6.2 HEE celebrates openness and is committed to safety and improvement. This means:
 - Individuals will be thanked for speaking up (and their experience is such that they will not hesitate do so again in the future if the need arises);
 - All concerns are taken seriously and actioned as appropriate;
 - Lessons learnt are shared and acted on.
- 6.3 When concerns are raised in HEE it will make a difference because:
 - Any lessons will be identified and acted on;
 - Findings and action taken will be shared;
 - Outcome will be fair and reasonable (even if not agreed by the individual raising the concern);
 - Plans to monitor the situation will be put in place;
 - There will be confidence that members of staff are safe and the team remains a supportive place to work.
- 6.4 If members of staff raise a genuine concern under this policy, they will not be at risk of losing their job or suffering any form of reprisal as a result. HEE will not tolerate the harassment or victimisation of anyone raising a concern. Nor will the organisation tolerate any attempt to bully members of staff into not raising any such concern. Any such behaviour is a breach of HEE's values as an organisation and, if upheld following investigation, could result in disciplinary action.
- 6.5 It is expected that members of staff act in good faith, it does not matter if they are mistaken or if there is an innocent explanation for concerns raised. This assurance is not extended to someone who may maliciously raise a matter they know is untrue.
- 6.6 The organisation hopes that members of staff will feel comfortable raising a concern openly, but also appreciates that they may want to raise it confidentially. Therefore, the organisation will keep the member of staff's identity confidential, if that is what is requested, unless required to disclose it by law. Members of staff can choose to raise a concern anonymously, but that

may make it more difficult for HEE to investigate thoroughly and provide feedback on the outcome.

- 6.7 In the first instance, members of staff should raise their concern informally with their manager or Trade Union representative.
- 6.8 If this does not resolve matters, or a member of staff considers it isn't possible to raise their concerns in this way they can raise it formally by contacting one of the following people:
 - Designated lead manager for handling concerns
 - Contact officers
 - Trade Union representative
 - Chief Executive, HEE
 - Or the local Freedom to Speak Up Guardian – this is an important role identified in the Freedom to Speak Up review to act as an independent and impartial source of advice to staff, with access to anyone in the organisation, or if necessary outside the organisation.
- 6.9 All these individuals will have received training in receiving concerns and will provide information to a member of staff about where more support can be provided.
- 6.10 A member of staff can raise concerns with any of the people listed above in person, by telephone or in writing (including email). Whichever route is chosen a member of staff should be prepared to explain as fully as possible the information and circumstances that gave rise to concern.
- 6.11 Providing feedback is considered important as failure to do so could deter people from raising concerns, trigger unnecessary escalation internally or externally and raise the likelihood of individuals becoming aggrieved. It can also mean that the hard work in building staff trust and confidence in the raising concerns arrangements is lost because it appears that nothing is done when a concern is raised.
- 6.12 To be covered by whistleblowing law when raising a concern (to be able to claim the protection that accompanies it), members of staff must reasonably believe two things:
 - They are acting in the public interest (so a concern needs to be more than a personal grievance); and
 - Their disclosure shows past, present or future wrongdoing that falls into one or more of the following categories:
 - Criminal offence
 - Failure to comply with a legal obligation
 - A miscarriage of justice
 - Danger to the health or safety of any individual

- Damage to the environment and/or
 - Covering up the wrongdoing in the above activities.
- 6.13 HEE is committed to listening to its staff and learning lessons to improve staff care. On receipt, the concern will be recorded and the member of staff will receive an acknowledgement within two working days. The central record will record the date the concern was received, whether confidentiality has been requested, a summary of the concerns and dates when updates or feedback have been provided.
- 6.14 Having raised a concern a member of staff can have confidence there will be an effective review or investigation based on examination of the facts. This means:
- An independent, fair and objective investigation will take place promptly and without seeking to apply blame;
 - The investigation will have the necessary resource and scope;
 - Recommendations will be based on facts and primarily support safety and learning;
 - The individual raising the concern will be kept informed;
 - The investigation is separate to disciplinary or performance management actions.
- 6.15 All concerns will be investigated – using someone suitably independent and properly trained – and the organisation will reach a conclusion within a reasonable timescale, which the member of staff will be notified of. The investigation will be objective and evidence-based, and will produce a report that focuses on learning lessons to prevent problems recurring. A member of staff would be kept informed of progress throughout. Wherever possible, we will share the full investigation report (while respecting the confidentiality of others).
- 6.16 It may be that the organisation decides that the concern would be better looked at under another process. For example, HEE's process for dealing with bullying and harassment. If so, that will be discussed with the member of staff. Any employment issues identified during the investigation will be kept separate.
- 6.17 The focus of the investigation will be on improving the service we provide for patients. Where it identifies improvements that can be made, we will track them to ensure necessary changes are made, and are working effectively. Lessons will be shared with teams across the organisation, or more widely, as appropriate.
- 6.18 The senior management team will be informed of all concerns raised by members of staff and what HEE are doing to address any problems. The senior management support members of staff to raising concerns and wants

individuals to feel free to speak up.

6.19 The following table sets out key principles to be followed when a concern is raised:

Staff know:	HEE will:
An independent, fair and objective investigation will take place promptly and without seeking to apply blame	<ul style="list-style-type: none"> • Review who is best placed to investigate the concern to ensure an independent, fair and objective outcome. • Agree and stick to a timescale for dealing with the concern raised. Ensure the timescale is proportionate to the concern raised. • Establish the facts, for example obtaining accounts from all involved and examining appropriate records, to ensure a thorough and fair investigation. • Wherever possible use appropriate tools and techniques to identify the causes of the concern (e.g. Root Cause Analysis, Significant Event Audit (SEA) or similar techniques could be used)
The investigation will have the necessary resource and scope	<ul style="list-style-type: none"> • Ensure a person with suitable skills investigates the concern and they are given the time to do so. • Ensure the investigation outcome and recommended actions are considered at an appropriate level in the organisation
Recommendations will be based on facts and primarily support safety and learning	<ul style="list-style-type: none"> • Collect and analyse information related to the concern and triangulate it with information from other sources to help identify trends for further investigation and learning • Take account of good practice and appropriate guidelines • Ensure investigations focus on improving local systems and processes which can be reviewed.
The individual raising concerns will be kept informed and where possible, findings and action taken will be shared with the individual raising concern	<ul style="list-style-type: none"> • Ensure someone (usually the person identified for managing concerns) keeps in touch with the individual to report on progress and known facts, to monitor their well-being. • Feedback and discuss the findings (whatever the outcome) and any proposed actions to the person who raised the

	<p>concern and all those involved.</p> <ul style="list-style-type: none"> • Not use confidentiality as a reason to withhold feedback (confidentiality issues can be taken into account by redacting personal/identifying information where necessary) • Although there may be issues of confidentiality, do not use this as an excuse to refrain from providing feedback (redact or edit only what is essential to respect the confidentiality of other individuals involved). • Share learning across the organisation (and beyond where appropriate)
The investigation remains separate to any other disciplinary or performance management actions	<ul style="list-style-type: none"> • Avoid automatic disciplinary action or suspension of staff other than to protect patient or staff safety or other compelling reasons • Consider alternatives to suspension • Ensure staff who are suspended continue to receive support • Use mediation, conciliation and alternative dispute resolution to repair local relations and trust
Lessons learned will be identified and acted on	<ul style="list-style-type: none"> • Explore openly how things could be done better, taking into account known good practice or guidelines • If even the concern is unproven consider the opportunities to improve. • Identify necessary changes to local systems, processes or practice. • Make the identified changes as quickly as possible.
Outcome will be seen as fair and reasonable (even if not agreed by the individual raising the concern)	<ul style="list-style-type: none"> • Ensure findings and actions are constructive and non-judgemental • Use the feedback discussion with the individual raising the concern to explain the decisions being made following the investigation. If the concern is unproven give the facts to support this outcome, if no actions are being taken give the reasons for this.
Plans to monitor the situation will be put in place	<ul style="list-style-type: none"> • Ensure the lead manager responsible for managing the concern includes in their report the process for onward monitoring of

	the concern and delivery of planned actions.
Patients are safe and the team remains a supportive place to work	<ul style="list-style-type: none"> • Ensure any necessary external referrals are undertaken • Consider if any mediation or conciliation is needed • Consider what steps need to be taken to prevent any inappropriate behaviour, such as bullying and harassment.

7. Time Limits

- 7.1 HEE recognises that excessive delays can be detrimental to all parties. Therefore all reasonable steps will be taken to hold meetings within a 20 day limit and inform the individual of action taken, in writing, within 5 working days of the completion of the investigation.
- 7.2 However, where there are extenuating circumstances (e.g. lack of availability, or number of people involved) time limits outlined in this policy and procedure may need to be extended. Every effort must be made in such cases to ensure that extensions are kept to a minimum and that all parties involved are kept informed.

8. Support

- 8.1 All staff will receive training on the importance of raising concerns at work and the process for doing so as part of the induction process.
- 8.2 HEE hope that members of staff will raise concerns openly. However, it is recognised that there may be circumstances when a member of staff would prefer to speak to someone in confidence first. If this is the case, a member of staff should say so at the outset. If members of staff ask HEE not to disclose their identity, it will not do so without consent unless required by law. A member of staff should understand that there may be times when HEE are unable to resolve a concern without revealing identities, for example where their personal evidence is essential. In such cases, the organisation will discuss with the member of staff whether and how the matter can best proceed along with their trade union representative.
- 8.3 A member of staff can raise a concern anonymously but it may be much more difficult for HEE to look into the matter and take appropriate action. Ideally, such anonymous referrals should be in writing detailing all relevant information on the subject of the concern, including names, dates, times, places and how the concern poses a risk. HEE aims to create a culture where anyone raising a concern is protected and to do so is encouraged. The best protection can only be afforded to individuals if their identity is known, however all efforts will be made to protect individuals choosing to raise

concerns anonymously.

9. Records Management

- 9.1 It is important, and in the interest of HEE and its staff, to keep written records during the raising concerns process including the complaint; statements; records of interviews; findings made; action taken; and written correspondence issued.
- 9.2 Records will be treated as confidential and retained no longer than necessary in accordance with the Data Protection Act (1998). This act gives individuals the right to request and have access to certain personal data held by the organisation.
- 9.3 The organisation will be responsible for ensuring the appropriate management of records relating to the raising concerns process.
- 9.4 The responsibility for monitoring the situation and for ensuring action is taken rests with the Chief Executive.
- 9.5 At the end of the procedure the Chief Executive has a responsibility to register the nature of the concern and make a record of the outcome in a register held by the Authority.
- 9.6 The purpose of this record is to ensure that a central record is kept which can be cross-referenced with any other complaints from staff, in order to monitor any common patterns of concern.

10. Equality Analysis

- 10.1 As a public body, HEE will give due regard to the need to avoid discrimination and promote equality of opportunity for all protected groups when making policy decisions.

11. Monitoring Compliance and Effectiveness

- 11.1 The board/audit committee is responsible for this policy and will review it annually. The HR Department will monitor the operation of the policy and report on it annually to the Partnership Forum. If members of staff have any comments or questions, they should not hesitate to let one of their team know.

Appendix 1

Speaking Out – Raising Concerns at Work Procedure

1. How to raise a concern

- 1.1 If you are unsure about raising a concern at any stage you can get independent advice from your trade union representative, the Whistleblowing Helpline (0800 724 725) or Public Concern at Work (0207 404 6609). Please remember that you do not need to have firm evidence before raising a concern. However, we do ask that you explain as fully as you can the information or circumstances that gave rise to your concern. This policy gives you the right to be accompanied at all meetings under this policy by your trade union representative.

Step one

- 1.2 If you have a concern about a risk, malpractice or wrongdoing at work, we hope you will feel able to raise it first with your line manager. This may be done verbally or in writing. You may also wish to raise the matter with your trade union representative. If you want to raise the matter in confidence, please say so at the outset so that appropriate arrangements can be made.

Step two

- 1.3 If you feel unable to raise the matter with your line manager, for whatever reason, or if you think they may be involved, please raise the matter with the Head of Department/ Director.

Step three

- 1.4 If these channels have been followed and you still have concerns, or if you feel that the matter is so serious that you cannot discuss it with any of the above, please contact the Chief Executive.
- 1.5 Alternatively, if the issue relates to suspected fraud and corruption and you want to report the matter independently of HEE you can e-mail the Local Counter Fraud Specialist (LCFS) at hee.counterfraud@nhs.net, or ring the national NHS Protect fraud and corruption reporting line on 0800 028 40 60.

2. How we will handle the matter

- 2.1 Once you have told us of your concern, we will assess it and consider what action may be appropriate. This may involve an informal review, an internal inquiry or a more formal investigation. We will tell you who will be handling the matter, how you can contact them, and what further assistance we may need from you. If you ask, we will write to you summarising your concern

and setting out how we propose to handle it and provide a timeframe for feedback. If we have misunderstood the concern or there is any information missing, please let us know.

- 2.2 When you raise the concern it will be helpful to know how you think the matter might best be resolved. If you have any personal interest in the matter, we do ask that you tell us at the outset. If we think your concern falls more properly within our grievance, bullying and harassment or other relevant procedure, we will let you know.
- 2.3 Members of staff may be accompanied by their Trade Union representative or work colleague at all stages of the procedure.
- 2.4 We will let you know as soon as possible how we deal with the issue you raised. Whenever possible, we will give you feedback on the outcome of any investigation. Please note, however, that we may not be able to tell you about the precise actions we take where this would infringe a duty of confidence we owe to another person. While we cannot guarantee that we will respond to all matters in the way that you might wish, we will strive to handle the matter fairly and properly. By using this policy you will help us to achieve this.
- 2.5 If you subsequently feel you have suffered detriment as a result of raising your concern please provide details of this to your initial contact or their line manager in the first instance who will liaise with the appropriate person in HR on your behalf. You should also discuss this with your trade union representative. You will have the right to utilise the Grievance Procedure.

Appendix 2

Dear colleague

Health Education England is committed to dealing responsibly, openly and professionally with any genuine concern you may have about wrongdoing or malpractice in the workplace affecting you, colleagues or Health Education England.

We cannot do this without your help. The simple fact is that in many cases you or another member of staff may suspect something is going wrong long before the Board find out about it.

If something at work is troubling you, please tell us. While we hope you will feel able to raise such a matter with your line manager, we recognise that you may prefer another contact point or would welcome the change to discuss your concern with someone in confidence first.

For this reason we introduced our whistle blowing policy called *Raising Concerns at Work* a copy of which is attached. The policy has been drawn up in accordance with best practice in conjunction with our trade union representatives. It commits us to ensuring that you will suffer no detriment by your employer as a result of honestly raising a genuine concern about malpractice or wrongdoing at work, even if your concern later proves to be wrong or unfounded. If you wish to raise a concern in confidence the policy explains how you can do this.

I do ask you to take a few minutes to read the policy. If you are worried about whether or how to raise a concern about a risk, wrongdoing or malpractice you can seek advice from your trade union or from Public Concern at Work on 0207 404 6609.

If you are unclear about any aspect of the policy and our arrangements please feel free to speak with one of the people listed in the policy or with me.

Yours sincerely

Prof Ian Cumming CBE
Chief Executive
Health Education England