



**Barking and Dagenham,
Havering and Redbridge**
Clinical Commissioning Groups

ANTI-FRAUD AND BRIBERY POLICY

Policy Title:	Anti-fraud and Bribery Policy
Supersedes:	V3.0
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This policy will impact on:	This policy applies to all BHR CCG employees, members of the Governing Bodies and their committees, sub-committees and working groups, any person working on behalf of the BHR CCGs, employees and committee members of organisations funded by the CCGs, employees and principals of partner organisations and agency staff. It also applies to consultants, vendors, contractors and any other parties who have a business relationship with the CCG and its service users.
Financial Implications:	This policy aims to mitigate financial risk to the CCGs
Policy area:	Governance. Other associated areas: Whistleblowing Policy, Standards of Business Conduct Policy, Code of Conduct for Managers, Disciplinary Policy, Declaration of Interests, Hospitality Policy, Commercial Sponsorship, Disclosure Policy and Procedure, Financial Redress policy, Prime Financial/Standing Financial Instructions/Standing Orders, Constitution, any policy covering losses and special payments.
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This policy covers Barking and Dagenham, Havering and Redbridge Clinical Commissioning Groups (BHR CCGs) rather than having one policy for each CCG. Working together like this means we are able to make better use of our resources across the local health system, avoiding duplication. By working like this we are able to share a single management team, which contains our finance, corporate services, medicines management, nursing, innovations and strategic delivery teams working alongside our local borough and transformation teams. The three CCGs' also have a joint Chief Officer.

Each Clinical Commissioning Group retains its own separate legal entity and references to "Barking and Dagenham, Havering and Redbridge Clinical Commissioning Groups", "BHR CCGs" or "the CCGs" refers to Barking and Dagenham Clinical Commissioning Group, Havering Clinical Commissioning Group and Redbridge Clinical Commissioning Group.

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1. INTRODUCTION

- 1.1. This document sets out the Barking & Dagenham, Havering and Redbridge (BHR) CCG's policy and advice to employees in dealing with fraud or suspected fraud. This policy details the arrangements made by the CCGs for such concerns to be raised by employees or members of the public.

This policy applies to all BHR CCG employees, members of the Governing Bodies and their committees, sub-committees and working groups, any person working on behalf of the BHR CCGs, employees and committee members of organisations funded by the CCGs, employees and principals of partner organisations and agency staff. It also applies to consultants, vendors, contractors and any other parties who have a business relationship with the CCG and its service users.

It will be brought to the attention of all employees and form part of the induction process for new staff. It is incumbent on all those above to report any concerns they may have concerning fraud and bribery.

The CCGs do not tolerate fraud and bribery within the NHS. The intention is to eliminate all NHS fraud and bribery as far as possible. The aim of the policy and procedure is to protect the property and finances of the NHS and of patients in our care.

- 1.2. The CCGs are committed to taking all necessary steps to counter fraud and bribery. To meet this objective, they have adopted the seven-stage approach developed by the NHS Counter Fraud Authority.

- 1) The creation of an anti-fraud culture
- 2) Maximum deterrence of fraud
- 3) Successful prevention of fraud which cannot be deterred
- 4) Prompt detection of fraud which cannot be prevented
- 5) Professional investigation of detected fraud
- 6) Effective sanctions, including appropriate legal action against people committing fraud and bribery, and
- 7) Effective methods of seeking redress in respect of money defrauded.

- 1.3. The CCGs will take all necessary steps to counter fraud and bribery in accordance with this policy, the NHS Counter Fraud and Bribery Manual, the policy statement 'Applying Appropriate Sanctions Consistently' published by the former NHS Protect and any other relevant guidance or advice issued by the new NHS Counter Fraud Authority.

- 1.4. This document sets out the CCG's policy for dealing with detected or suspected fraud and bribery, incorporated in the NHS Counter Fraud Authority's Standards for Commissioners.

2. SCOPE

2.1 This policy relates to all forms of fraud and bribery and is intended to provide direction and help to individuals who may identify suspected fraud. It provides a framework for responding to suspicions of fraud, advice and information on various aspects of fraud and implications of an investigation. It is not intended to provide a comprehensive approach to preventing and detecting fraud and bribery. The overall aims of this policy are to:

- improve the knowledge and understanding of everyone in the CCGs, irrespective of their position, about the risk of fraud and bribery within the organisation and its unacceptability
- assist in promoting a climate of openness and a culture and environment where staff feel able to raise concerns sensibly and responsibly
- set out the CCG's responsibilities in terms of the deterrence, prevention, detection and investigation of fraud and bribery
- ensure the appropriate sanctions are considered following an investigation, which may include any or all of the following:
 - criminal prosecution
 - civil proceedings
 - internal/external disciplinary action(including professional/regulatory bodies)

2.2 In implementing this policy, managers must ensure that all staff are treated fairly and within the provisions and spirit of the CCG's equal opportunities arrangements. Special attention should be paid to ensuring the policy is understood where there may be barriers to understanding caused by the individual's circumstances, where the individual's literacy or use of English is weak, or where the individual has little experience of working life. The policy will be referenced within fraud awareness material, presentations and induction. The policy will be available to all staff via the intranet

3. POLICY

3.1 All employees have a personal responsibility to protect the assets of the CCGs, including all buildings, equipment and monies from fraud, theft, or bribery.

3.2 The CCGs are absolutely committed to maintaining an honest, open and well-intentioned atmosphere, so as to best fulfil the objectives of the CCGs and of the NHS. It is, therefore, also committed to the elimination of fraud within the CCGs, to the rigorous investigation of any such allegations and to taking appropriate action against wrong doers, including possible criminal prosecution, as well as undertaking steps to recover any assets lost as a result of fraud.

3.3 The CCGs wish to encourage anyone having reasonable suspicions of fraud to report them. The CCG's policy, which will be rigorously enforced, is that no individual will suffer any detrimental treatment as a result of reporting reasonably held suspicions. The Public Interest Disclosure Act 1998 came into force in July 1999 and gives statutory protection, within defined parameters, to staff who make disclosures about a range of subjects, including fraud and bribery, which they believe to be happening within the CCG employing them. Within this context, 'reasonably held' means suspicions other than those which are raised maliciously and are subsequently found to be groundless.

- 3.4 Any unfounded or malicious allegations will be subject to a full investigation and appropriate disciplinary action.
- 3.5 The CCGs expect anyone having reasonable suspicions of fraud to report them. It recognises that, while cases of theft are usually obvious, there may initially only be a suspicion regarding potential fraud and, thus, individuals should report the matter to their Local Counter Fraud Specialist who will then ensure that procedures are followed.
- 3.6 Bribing anybody is absolutely prohibited. CCG employees will not pay a bribe to anybody. This means that you will not offer, promise, reward in any way or give a financial or other advantage to any person in order to induce that person to perform his/her function or activities improperly. It does not matter whether the other person is a UK or foreign public official, political candidate, party official, private individual, private or public sector employee or any other person (including creating the appearance of an effort to improperly influence another person).
- 3.7 Off-the-book accounts and false or deceptive booking entries are strictly prohibited. All gifts, payments or any other contribution made under the Anti-Fraud and Bribery Policy and these guidelines, whether in cash or in kind, shall be documented, regularly reviewed, and properly accounted for on the books of the CCGs. Record retention and archival policy must be consistent with the CCG's accounting standards, tax and other applicable laws and regulations.
- 3.8 The CCGs procure goods and services ethically and transparently with the quality, price and value for money determining the successful supplier/contractor, not by receiving (or offering) improper benefits. The CCGs will not engage in any form of bribery, neither in the UK nor abroad. CCG employees, independent of their grade and position, shall at all times comply with the Bribery Act 2010 and with this policy.
- 3.9 The CCGs may, in certain circumstances, be held responsible for acts of bribery committed by intermediaries acting on its behalf such as subsidiaries, clients, business partners, contractors, suppliers, agents, advisors, consultants or other third parties. The use of intermediaries for the purpose of committing acts of bribery is prohibited.
- 3.10 All intermediaries shall be selected with care, and all agreements with intermediaries shall be concluded under terms that are in line with this policy. The CCGs will contractually require their agents and other intermediaries to comply with the Anti-Fraud and Bribery Policy and to keep proper books and records available for inspection by the CCG's, auditors or investigating authorities. Agreements with agents and other intermediaries shall at all times provide for the necessary contractual mechanisms to enforce compliance with the anti-bribery regime. The CCGs will monitor performance and, in case of non-compliance, require the correction of deficiencies, apply sanctions, or eventually terminate the agreement even if this may result in a loss of business.
- 3.11 Where the CCGs are engaged in commercial activity (irrespective as to what happens to the profit) it could be considered guilty of a corporate bribery offence if an employee, agent, subsidiary or any other person acting on its behalf bribes another person intending to obtain or retain business or an advantage in the conduct of business for the CCGs and it cannot demonstrate that it has adequate procedures in place to prevent such. The CCG does not tolerate any bribery on its behalf, even if this might result in a loss of business for it. Criminal liability must be prevented at all times.
- 3.12 Recovery of any losses will always be sought – see section 10.

4. FACILITATION PAYMENTS

- 4.1 Facilitation payments are small payments made to secure or expedite the performance of a routine action, typically by a government official or agency (e.g. issuing licenses or permits, installation of a telephone line, processing goods through customs, etc.) to which the payer (or the company) has legal or other entitlement.
- 4.2 Facilitation payments are prohibited under the Bribery Act like any other form of bribe. They shall not be given by the CCG or it's in the UK or any other country.

5. GIFTS AND HOSPITALITY

- 5.1 Courtesy gifts and hospitality must not be given or received in return for services provided or to obtain or retain business but shall be handled openly and unconditionally as a gesture of esteem and goodwill only. Gifts and hospitality shall always be of symbolic value, appropriate and proportionate in the circumstances, and consistent with local customs and practices. They shall not be made in cash. Please refer to the CCG's Policy on Gifts, Hospitality and Sponsorship for further advice.

6. POLITICAL AND CHARITABLE CONTRIBUTIONS

- 6.1 The CCGs do not make any contributions to politicians, political parties or election campaigns.
- 6.2 As a responsible member of society, the CCGs may make charitable donations. However, these payments shall not be provided to any organisation upon suggestion of any person of the public or private sector in order to induce that person to perform improperly the function or activities which he or she is expected to perform in good faith, impartially or in a position of trust or to reward that person for the improper performance of such function or activities.
- 6.3 Any donations and contributions must be ethical and transparent. The recipient's identity and planned use of the donation must be clear, and the reason and purpose for the donation must be justifiable and documented. All charitable donations will be publicly disclosed.
- 6.4 Donations to individuals and for-profit organisations and donations paid to private accounts are incompatible with the CCG's ethical standards and are prohibited.

7. SPONSORING

- 7.1 Sponsoring means any contribution in money or in kind by the CCGs towards an event organised by a third party in return for the opportunity raise the CCG's profile. All sponsoring contributions must be transparent, pursuant to a written agreement, for legitimate business purposes, and proportionate to the consideration offered by the event host. They may not be made towards events organised by individuals or organisations that have goals incompatible with the CCG's ethical standards or that would damage the CCG's reputation. All sponsorships will be publicly disclosed.
- 7.2 Where commercial sponsorship is used to fund CCG training events, training materials and general meetings, the sponsorship must be transparent, pursuant to a written agreement, for legitimate business purposes, and proportionate to the occasion. Where meetings are sponsored by external sources, that fact must be disclosed in the papers relating to the meeting and in any published minutes/proceedings.

7.3 Where sponsorship links to the development of guidelines and advice, this should be carried out in consultation with the Chief Finance Officer and governance lead in conjunction with an appropriate CCG working group independent of the sponsors. While it is recognised that consultation with the industry may be necessary when developing a guideline, the overall decision on what is included should lie with the relevant CCG working group.

8. DEFINITIONS

8.1 **Fraud** - any person who dishonestly makes a false representation to make a gain for himself or another or dishonestly fails to disclose to another person, information which he is under a legal duty to disclose, or commits fraud by abuse of position, including any offence as defined in the Fraud Act 2006. Appendix B is a summary of the Fraud Act 2006; <https://www.legislation.gov.uk/ukpga/2006/35/contents>

NHS Counter Fraud Authority (NHSCFA) - The NHSCFA has the responsibility for the detection, investigation and prevention of fraud and economic crime within the NHS. Its aim is to lead the fight against fraud affecting the NHS and wider health service, by using intelligence to understand the nature of fraud risks, investigate serious and complex fraud, reduce its impact and drive forward improvements.

A copy of the **NHSCFA strategy**: Leading the fight against NHS fraud: Organisational strategy 2017-2020 is available at: <https://cfa.nhs.uk/about-nhscfa/corporate-publications>.

Counter fraud standards

A requirement in the NHS standard contract is that providers of NHS services (that hold a NHS Provider Licence or is an NHS Trust) must take the necessary action to comply with the NHSCFA's counter fraud standards. Others should have due regard to the standards. The contract places a requirement on providers to have policies, procedures and processes in place to combat fraud, corruption and bribery to ensure compliance with the standards. The NHSCFA carries out regular assessments of health organisations in line with the counter fraud standards: <https://cfa.nhs.uk/counter-fraud-standards>

8.2 **Bribery** - "giving or receiving a financial or other advantage in connections with the "improper performance" of a position of trust, or a function that is expected to be performed impartially or in good faith. Bribery does not have to involve cash or an actual payment exchanging hands and can take many forms such as a gift, lavish treatment during a business trip or tickets to an event. Bribery does not always result in a loss. The corrupt person may not benefit directly from their deeds; however, they may be unreasonably using their position to give some advantage to another.

It is a common law offence of bribery to bribe the holder of a public office and it is similarly an offence for the office holder to accept a bribe.

An organisation is guilty of a corporate bribery offence if an employee, agent of subsidiary or any other person acting on its behalf bribes another person intending to obtain or retain business or an advantage in the conduct of business for the organisation. It is a statutory defence for the CCGs to demonstrate that, despite a particular case of bribery, the CCGs had adequate procedures in place to prevent persons associated with it from bribery.

Procedures to be put in place by the CCGs to prevent bribery should be informed by six principles proportionate procedures, top-level commitment, risk assessment, due diligence, communication (including training) monitoring and review. For more information please refer to the Ministry of Justice – The Bribery Act 2010 Guidance.

Bribery prosecutions tend to be most commonly brought using specific pieces of legislation dealing with bribery, i.e. under the following:

- The Bribery Act 2010 <https://www.legislation.gov.uk/ukpga/2010/23/contents>
- the Anti-Terrorism, Crime and Security Act 2001.

8.3 The CCGs have procedures in place that reduce the likelihood of fraud occurring. These include prime financial policies, documented procedures, a system of internal control (including Internal and External Audit) and a system of risk assessment. In addition, the CCGs seek to ensure that a comprehensive anti-fraud and bribery culture exists throughout the CCGs via the appointment of a dedicated Local Counter Fraud Specialist, in accordance with the NHS Counter Fraud Authority's Standards for Commissioners.

8.4 It is expected that Governing Body members and staff at all levels will lead by example in acting with the utmost integrity and ensuring adherence to all relevant regulations, policies and procedures.

9. PUBLIC SERVICE VALUES

9.1 High standards of corporate and personal conduct, based on the recognition that patients come first, have been a requirement throughout the NHS since its inception. The three fundamental public service values are:

Accountability	Everything done by those who work in the CCGs must be able to stand the tests of parliamentary scrutiny, public judgements on property and professional codes of conduct.
Probity	Absolute honesty and integrity should be exercised in dealing with NHS patients, assets, employees, suppliers and customers.
Openness	The CCG's actions should be sufficiently public and transparent to promote confidence between the CCG and its patients, our employees and the public.

In addition, all those who work for or are in contract with the CCGs should exercise the following when undertaking their duties:

Selflessness	...should take decisions solely in terms of the public interest. They should not do so in order to gain financial or other material benefits for themselves, their family or their friends
Integrity	...should not place themselves under any financial or other obligation to outside individuals or organisations that might influence them in the performance of their official duties
Objectivity	... should, in carrying out public business, (including making public appointments , awarding contracts, or recommending individuals for rewards and benefits), make choices on merit

Accountability	...are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office
Openness	...should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest demands
Honesty	...have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest
Leadership	...should promote and support these principles by leadership and example

9.2 These standards are national benchmarks that inform our local policies and procedures. The arrangements made in this policy have been designed to ensure compliance with the national standards.

10. ROLES AND RESPONSIBILITIES

10.1 ROLES

- 10.1.1 The CCGs have a duty to ensure that it provides a secure environment in which to work, and one where people are confident to raise concerns without worrying that it will reflect badly on them. This extends to ensuring that staff feel protected when carrying out their official duties and are not placed in a vulnerable position. If staff have concerns about any procedures or processes that they are asked to be involved in, the CCG has a duty to ensure that those concerns are listened to and addressed.
- 10.1.2 The Chief Officer has the overall responsibility for funds entrusted to the organisations as the Accountable Officer. This includes instances of fraud, bribery and corruption. The Chief Officer must ensure adequate policies and procedures are in place to protect the organisations and the public funds entrusted to it.
- 10.1.3 The CCG's Chief Officer is liable to be called to account for specific failures in the CCG's system of internal controls. However, responsibility for the operation and maintenance of controls falls directly to line managers and requires the involvement of all of CCG employees. The CCGs therefore have a duty to ensure employees who are involved in or who are managing internal control systems receive adequate training and support in order to carry out their responsibilities. Therefore, the Chief Officer and Chief Finance Officer will monitor and ensure compliance with this policy.
- 10.1.4 The NHS Counter Fraud Authority has responsibility for all policy and operational matters relating to the prevention, detection and investigation of fraud, bribery and corruption in the NHS. All investigations will be handled in accordance with NHS Counter Fraud Authority guidance.

10.2 EMPLOYEES

For the purposes of this policy, 'Employees' includes all CCG staff and Governing Body members (including Co-Opted Members)

- 10.2.1 All employees should be aware that fraud and bribery (of finances of the NHS or of patients in our care) will normally, dependent upon the circumstances of the case, be regarded as gross misconduct thus warranting summary dismissal without previous warnings. However, no such action will be taken before a proper investigation and a disciplinary hearing have taken place. Such actions may be in addition to the possibility of criminal prosecution.
- 10.2.2 CCG employees will not request or receive a bribe from anybody, nor imply that such an act might be considered. This means that you will not agree to receive or accept a financial or other advantage from a former, current or future client, business partner, contractor or supplier or any other person as an incentive or reward to perform improperly your function or activities.
- 10.2.3 Employees must act in accordance with the CCG's Standards of Business Conduct, Gifts and Hospitality and Declaration of interest arrangements.
- 10.2.4 Employees also have a duty to protect the assets of the CCG including information, goodwill and reputation, as well as property.
- 10.2.5 Employees are expected to act in accordance with the standards laid down by their Professional Institute(s), where applicable.
- 10.2.6 The CCG's Constitution and Prime Financial Policies place an obligation on all staff and Governing Body members to act in accordance with best practice. In addition, all CCG staff and Governing Body members must declare and register any interests that might potentially conflict with those of the CCG or the wider NHS.
- 10.2.7 In addition, all employees have a responsibility to comply with all applicable laws and regulations relating to ethical business behaviour, procurement, personal expenses, conflicts of interest, confidentiality and the acceptance of gifts and hospitality. This means, in addition to maintaining the normal standards of personal honesty and integrity, all employees should always:
- act with honesty, integrity and in an ethical manner
 - behave in a way that would not give cause for others to doubt that the CCG employees deal fairly and impartially with official matters
 - be alert to the possibility that others might be attempting to deceive.

All employees have a duty to ensure that public funds are safeguarded, whether or not they are involved with cash or payment systems, receipts or dealing with contractors or suppliers.

- 10.2.8 When an employee suspects that there has been fraud or bribery, they must report the matter to the nominated Local Counter Fraud Specialist and/or the NHS Counter Fraud Authority. See Section 7 below.

10.3 MANAGERS

Line managers at all levels have a responsibility to ensure that an adequate system of internal control exists within their areas of responsibility and that controls operate effectively. The responsibility for the prevention and detection of fraud and bribery therefore primarily rests with managers but requires the co-operation of all employees.

10.3.1 As part of that responsibility, line managers need to:

- Inform staff of the CCG 's code of business conduct, gifts and hospitality, declaration of interest and counter fraud and bribery arrangements as part of their induction process, paying particular attention to the need for accurate completion of personal records and forms
- ensure that all employees for whom they are accountable are made aware of the requirements of the policy
- assess the types of risk involved in the operations for which they are responsible
- Ensure that adequate control measures are put in place to minimise the risks. This must include clear roles and responsibilities, supervisory checks, staff rotation (particularly in key posts), separation of duties wherever possible so that control of a key function is not invested in one individual, and regular reviews, reconciliations and test checks to ensure that control measures continue to operate effectively
- be aware of the CCG's Anti-Fraud and Bribery Policy and the rules and guidance covering the control of specific items of expenditure and receipts
- identify financially sensitive posts
- ensure that controls are being complied with
 - contribute to their Director's assessment of the risks and controls within their business area, which feeds into the CCG's and the Department of Health Accounting Officer's overall statements of accountability and internal control (as it applies to CCG's under the new legislation)

10.3.2 All instances of actual or suspected fraud or bribery, which come to the attention of a manager, must be reported immediately. It is appreciated that some employees will initially raise concerns with their manager, however, in such cases managers must not attempt to investigate the allegation themselves, and they have the clear responsibility to refer the concerns to the Local Counter Fraud Specialist as soon as possible. See Section 11 below.

10.3.3 Where staff have access to the Internet, managers need to ensure that any use is linked to the performance of their duties and any private use specifically agreed beforehand. Any instance of deliberate viewing of offensive material (e.g. pornography or hate material) must be reported immediately. See Section 10.28 below.

10.4 LOCAL COUNTER FRAUD SPECIALIST (LCFS)

The NHS Counter Fraud Authority's Standards for Commissioners require the CCG to appoint and nominate an LCFS. The LCFS's role is to ensure that all cases of actual or suspected fraud and bribery are notified to the Chief Finance Officer and reported accordingly.

The LCFS is responsible for taking forward all anti-fraud work locally in accordance with national NHS Counter Fraud Authority standards and reports directly to the Chief Finance Officer (or equivalent).

The LCFS works with key colleagues and stakeholders to promote anti-fraud work and effectively respond to system weaknesses and investigate allegations of fraud and corruption. This will include the undertaking of risk assessments to identify fraud, bribery and corruption risks within the CCGs.

Investigation of the majority cases of alleged fraud within the CCGs will be the responsibility of the LCFS. The NHS Counter Fraud Authority will only investigate cases which should not be dealt with by the CCG. Following receipt of all referrals, the NHS Counter Fraud Authority will add any known information or intelligence and based on this case acceptance criteria determine if a case should be investigated by the NHS Counter Fraud Authority.

The LCFS will regularly report to the Chief Financial Officer (or equivalent) on the progress of the investigation and when/if referral to the police is required.

The LCFS and the Chief Financial Officer (or equivalent), in conjunction with the NHS Counter Fraud Authority, will decide who will conduct the investigation and when/if referral to the police is required. Cases, for instance, where more than £100,000 possible loss is identified or where possible bribery is involved, may be investigated by the NHS Counter Fraud Authority (though the LCFS may assist); otherwise the investigation will normally be undertaken by the CCGs' own LCFS directly.

- 10.4.1 The LCFS will regularly report to the Chief Finance Officer on the progress of the investigation and when/if referral to the police is required.
- 10.4.2 The LCFS in consultation with the Chief Finance Officer will review the strategic objectives contained within the assurance framework to determine any potential fraud or bribery risks. Where risks are identified these will be included on the CCG's risk register so the risk can be proactively addressed.

10.5 CHIEF FINANCE OFFICER

The Chief Finance Officer is provided with powers to approve financial transactions initiated by directorates across the CCGs. As part of this role the Chief Finance Officer is responsible for the maintenance and implementation of detailed financial procedures and systems which incorporate the principles of separation of duties and internal checks.

The Chief Finance Officer will report annually to the Governing Body on the adequacy of internal financial control and risk management as part of the Governing Bodies' overall responsibility to prepare a statement of internal control for inclusion in the CCGs' annual report.

The Chief Finance Officer, in conjunction with the Chief Officer, monitors and ensures compliance with the NHS Counter Fraud Authority's Standards for Commissioners regarding fraud and bribery.

- 10.5.1 The Chief Finance Officer, in consultation with the NHS Counter Fraud Authority and the LCFS, will decide whether there is sufficient cause to conduct an investigation, and whether the Police and External Audit need to be informed.
- 10.5.2 The Chief Finance Officer or the LCFS will consult and take advice from the Head of HR if a member of staff is to be interviewed or disciplined. The Chief Finance Officer or LCFS will not conduct a disciplinary investigation, but the employee may be the subject of a separate investigation by HR.
- 10.5.3 The Chief Finance Officer will, depending on the outcome of investigations (whether on an interim/on-going or a concluding basis) and/or the potential significance of suspicions that have been raised, inform the Chair of the CCG and the Chair of the Audit and Governance Committee of cases, as may be deemed appropriate or necessary.

10.5.4 The Chief Finance Officer is also responsible for informing the Audit and Governance Committee of all categories of loss.

10.6 SENIOR COMPLIANCE OFFICER

10.6.1 The CCG has appointed the Chief Finance Officer who will be responsible for ensuring compliance with the requirements of the Bribery Act 2010, implementing anti-bribery guidelines and monitoring compliance. They will review annually the suitability, adequacy and effectiveness of the CCG's anti-bribery arrangements and implement improvements as and when appropriate.

10.6.2 The Chief Finance Officer directly reports to the Chief Officer and once a year, the Chief Finance Officer reports the results of the reviews to the Governing Body.

10.6.3 Any incident or suspicion that comes to attention of the Senior Compliance Officer will be passed immediately to the LCFS.

10.7 INTERNAL AND EXTERNAL AUDIT

10.7.1 Any incident or suspicion that comes to Internal or External Audit's attention will be passed immediately to the LCFS.

10.8 HUMAN RESOURCES

10.8.1 Human Resources (service provided through the Commissioning Support Unit) will liaise closely with managers and the LCFS, from the outset, where an employee is suspected of being involved in fraud in accordance with agreed liaison protocols. Human Resources (HR) are responsible for ensuring the appropriate use of the CCG's Disciplinary Procedure. The Human Resources advisors shall advise those involved in the investigation in matters of employment law and in other procedural matters, such as disciplinary and complaints procedures. Close liaison between the LCFS and HR will be essential to ensure that any parallel sanctions (i.e. criminal and disciplinary) are applied effectively and in a coordinated manner.

10.8.2 Human Resources will take steps at the recruitment stage to establish, as far as possible, the previous record of potential employees as well as the veracity of required qualifications and memberships of professional bodies, in terms of their propriety and integrity. In this regard, temporary and fixed term contract employees are treated in the same manner as permanent employees.

10.9 INFORMATION MANAGEMENT & TECHNOLOGY

10.9.1 The Director lead for Innovation will contact the LCFS immediately in all cases where there is suspicion that IT is being used for fraudulent purposes. This includes inappropriate internet/intranet, e-mail, telephone and PDA use. Human Resources will be informed if there is a suspicion that an employee is involved.

10.10 EXTERNAL COMMUNICATIONS

10.10.1 Individuals (be they employees, agency staff, locums, contractors or suppliers) must not communicate with any member of the press, media or another third party about a suspected fraud as this may seriously damage the investigation and any subsequent actions to be taken. Anyone who wishes to raise such issues should discuss the matter with either the Chief Finance Officer or the Chief Officer.

10.11 TRAINING

10.11.1 The CCGs will provide antifraud and anti-bribery training to all relevant employees on a regular basis to make them aware of our Anti-Fraud and Bribery Policy and guidelines,

including possible types of fraud and bribery, the risks of engaging in fraud and bribery related activity, and how employees may report suspicions of fraud and bribery.

11. REPORTING FRAUD, BRIBERY OR OTHER ILLEGAL ACTS

11.1 This section outlines the action to be taken where fraud, bribery or other illegal acts involving dishonesty, inappropriate Internet use, or damage to property are discovered or suspected. For completeness, it also deals with the action to be taken where theft is discovered or suspected.

11.2 If any of the concerns mentioned in this document come to the attention of an individual, they must **inform the Local Counter Fraud Specialist or the Chief Finance Officer immediately**. Employees can also call the NHS Counter Fraud Authority Fraud Reporting Line on Freephone **0800 028 40 60 or using their online reporting tool at <https://cfa.nhs.uk/reportfraud>** as an alternative to internal reporting procedures should staff wish to remain anonymous. This provides an easily accessible route for the reporting of genuine suspicions of fraud within or affecting the NHS. It allows NHS staff who are unsure of internal reporting procedures, to report their concerns in the strictest confidence. All calls are dealt with by experienced caller handlers.

Contact information for the above is listed in Appendix A.

11.3 The attached Appendix A is designed to be a reminder of the key “what to do” steps - as well as contact details - to be taken where fraud or other illegal acts are discovered or suspected.

11.4 Managers are encouraged to copy this to staff and to place it on staff notice boards in their department.

11.5 Anonymous letters, telephone calls etc. are received from time to time from individuals who wish to raise matters of concern, but not through official channels. While the allegations may be erroneous or unsubstantiated, they may also reflect a genuine cause for concern and should always be taken seriously.

11.6 Sufficient enquiries will be made by the LCFS to establish whether or not there is any foundation to the allegations. If the allegations are found to be malicious, they will also be considered for further investigation as to their source.

11.7 To support the reporting of fraud using the NHSCFA fraud reporting process (as outlined above) all employees should be aware of NHS Improvement and NHS England’s: Freedom to speak up: raising concern’s (whistleblowing) policy for the NHS, April 2016 and NHS England’s Freedom to speak up in Primary Care: Guidance to primary care providers on supporting whistleblowing in the NHS, November 2017 . These all form the minimum standards for raising of concerns in the NHS for the benefit of all patients in England.

(NHS England’s Guidance Freedom to speak up in primary care: Guidance to primary care providers on supporting whistleblowing in the NHS, November 2017
<https://www.england.nhs.uk/wp-content/uploads/2016/11/whistleblowing-guidance.pdf>)

12. DISCIPLINARY ACTION

- 12.1 The disciplinary procedures of the CCGs must be followed where an employee is suspected of being involved in a fraudulent or other illegal act.
- 12.2 It should be noted, however, that the duty to follow disciplinary procedures will not override the need for legal action to be taken (e.g. consideration of criminal action). In the event of doubt, legal statute shall prevail.

13. POLICE INVOLVEMENT

- 13.1 In accordance with the NHS Counter Fraud Manual, the Chief Finance Officer, in conjunction with the LCFS and the NHS Counter Fraud Authority, will decide whether a case should be referred to the police. Human Resources and line managers will be involved as necessary. Any referral to the police will not prohibit action being taken under the CCG's disciplinary procedures.

14. RECOVERY OF LOSSES INCURRED BY FRAUD OR BRIBERY

In cases of serious fraud and bribery, parallel sanctions may be applied. For example: disciplinary action relating to the status of the employee in the NHS; use of civil law to recover lost funds; and use of criminal law to apply an appropriate criminal penalty upon the individual(s), and/or a possible referral of information and evidence to external bodies – for example, professional bodies – if appropriate.

Criminal investigations are primarily used for dealing with any criminal activity. The main purpose is to determine if activity was undertaken with criminal intent. Following such an investigation, it may be necessary to bring this activity to the attention of the criminal courts (magistrates' court and Crown court). Outcomes can range from a criminal conviction to fines and imprisonment.

The civil recovery route is also available to the CCGs if this is cost-effective and desirable for deterrence purposes. This could involve a number of options such as applying through the Small Claims Court and/or recovery through debt collection agencies. Each case needs to be discussed with Chief Finance Officer to determine the most appropriate action.

Disciplinary procedures will be initiated where an employee is suspected of being involved in a fraudulent or illegal act. The appropriate senior manager, in conjunction with the HR department, will be responsible for initiating any necessary disciplinary action. Arrangements may be made to recover losses via payroll if the subject is still employed by the CCG. In all cases, current legislation must be complied with.

The seeking of financial redress or recovery of losses will always be considered in cases of fraud or bribery that are investigated by the LCFS or the NHS Counter Fraud Authority where a loss is identified. Redress can take the form of confiscation and compensation orders, a civil order for repayment, or a local agreement between the organisation and the offender to repay monies lost. The decisions for redress will be taken in the light of the particular circumstances of each case.

Redress allows resources that are lost to fraud and bribery to be returned to the NHS for use as intended, for provision of high-quality patient care and services. Depending on the extent of the loss and the proceedings in the case, it may be suitable for the recovery of losses to be considered under Proceeds of Crime Act 2002 (POCA). This means that a person's money or assets are taken away from them if it is believed that the person benefited from the crime. It could also include restraining assets during the

course of the investigation. When considering seeking redress recovery may also be sought from on-going salary payments or pensions.

In some cases (taking into consideration all the facts of a case), it may be that the CCG, under guidance from the LCFS and with the approval of Chief Finance Officer, decides that no further recovery action is taken.

Action to recover losses should be commenced as soon as practicable after the loss has been identified. Given the various options open to the CCG, it may be necessary for various departments to liaise about the most appropriate option.

In order to provide assurance that policies were adhered to, Chief Finance Officer will maintain a record highlighting when recovery action was required and issued and when action taken. This will be reviewed and updated on a regular basis.

15. MONITORING EFFECTIVENESS

Monitoring is essential to ensuring that controls are appropriate and robust enough to prevent or reduce fraud. Arrangements might include reviewing system controls on an on-going basis and identifying weaknesses in processes. Where deficiencies are identified as a result of monitoring, the CCGs will ensure that appropriate recommendations and action plans are developed and progress of the implementation of recommendations is tracked.

As a result of reactive and proactive work completed throughout the financial year, closure reports are prepared and issued by the LCFS. System and procedural weaknesses are identified in each report and suggested recommendations for improvement are highlighted. The CCGs, together with the LCFS will track the recommendations to ensure that they have been implemented.

The CCGs are required to complete the NHSCFA Self Review Tool and Annual Report and submit these annually to NHSCFA and the lead commissioner. The CCGs must mark themselves against each standard in the Standards for Providers/ Commissioners as either Compliant (green), Partially Compliant (Amber) or Non-Compliant (Red). A work-plan is required to address all non-compliant standards which will be monitored by the Audit Committee. An assessment process may be conducted by NHSCFA Quality and Compliance which will evaluate the CCGs' effectiveness in dealing with the fraud, bribery and corruption risks it faces through one of four types of assessment: Full, Focused, Thematic or Triggered.

16. ADDITIONAL INFORMATION

Any abuse or non-compliance with this policy or procedures will be subject to a full investigation and appropriate disciplinary action, and where abuse or non-compliance constitutes a criminal offence, appropriate criminal sanctions may be applied..

This policy will be subject to annual review.

17. RELATED POLICIES

- Raising a Concern (Whistleblowing) Policy
- Conflicts of Interests Policy incorporating Gifts, Hospitality and Sponsorship,
- Standards of Business Conduct
- Code of Conduct for Managers
- Disciplinary Policy
- Constitution
- Prime Financial Policies

APPENDIX A-What to Do

This includes:	What to do:	DO
<p>Fraud</p> <p>Any deliberate intention to make a gain for themselves or anyone else, or inflicting a loss (or a risk of loss) on another i.e. the NHS.This could be through the falsification of any records or documents or obtaining any service(s) and/or failing to disclose information.</p> <p>Bribery</p> <p>Anything that induces or intends to induce improper performance. This covers offering, promising or giving a bribe, requesting, agreeing to receive or accepting a bribe, and failing to prevent bribery.</p> <p>Where someone is influenced by bribery, payment of benefit-in-kind to unreasonably use their position to give some advantage to another.</p>	<p>If any of these concerns come to light you must immediately report your suspicions and what you have discovered to one of the following:</p> <ul style="list-style-type: none"> ▪ The Local Counter Fraud Specialist: Charlie Nicholl Tel: 07940 732 376 Email: charlie.nicholl@nhs.net ▪ Chief Finance Officer Tom Travers Email: t.travers@nhs.net ▪ The NHS Fraud Reporting Line 0800 0284060 Or online https://cfa.nhs.uk/reportfraud 0207 404 6609 <p>Confidentiality will be maintained and all matters will be dealt with in accordance with the NHS Counter Fraud standards.</p> <p>You will not suffer any recriminations as a result of raising concerns – You have protection under The Public Interest Disclosure Act 1998.</p>	<p>✓ Tell someone!</p> <p><i>Confidentiality will be respected.</i></p> <p><i>Any delay might cause the organisation to suffer further financial loss.</i></p> <p>✓ Make a note of your concerns!</p> <p><i>Note all relevant details, what was said, the date time and names of all parties involved.</i></p> <p>✓ Keep a record or copy any documentation that arouses your suspicion.</p> <p>DO NOT</p> <ul style="list-style-type: none"> ✗ Confront the individual(s) with your suspicions. ✗ Try to investigate the matter yourself. ✗ Contact the police directly. ✗ Convey your suspicions to anyone other than those with the proper authority as listed. ✗ Do nothing!

Appendix B

THE FRAUD ACT 2006

SUMMARY

Section 1 of The Fraud Act sets out provisions for a general offence of fraud. There are several new offences created the main three being sections 2, 3 and 4. The Act also creates new offences of obtaining services dishonestly and of possessing, making and supplying articles for use in fraud, as well as containing a new offence of fraudulent trading applicable to non-corporate traders.

Section 2: Fraud by False Representation

It is an offence to commit fraud by false representation. The representation must be made dishonestly. This test applies also to sections 3 and 4 below. The current definition of dishonesty was established in *R v Ghosh* [1982] Q.B.1053. That judgment sets a two-stage test. The first question is whether a defendant's behaviour would be regarded as dishonest by the ordinary standards of reasonable and honest people. If answered positively, the second question is whether the defendant was aware that his conduct was dishonest and would be regarded as dishonest by reasonable and honest people.

The person must make the representation with the intention of making a gain or causing loss or risk of loss to another. The gain or loss does not actually have to take place.

A representation is defined as false if it is untrue or misleading and the person making it knows that it is, or might be, untrue or misleading. A representation means any representation as to fact or law, including a representation as to a person's state of mind.

A representation may be express or implied. It can be stated in words or communicated by conduct. There is no limitation on the way in which the representation must be expressed. It could be written or spoken or posted on a website.

A representation may also be implied by conduct. An example of a representation by conduct is where a person dishonestly misuses a credit card to pay for items. By tendering the card, he is falsely representing that he has the authority to use it for that transaction. It is immaterial whether the merchant accepting the card for payment is deceived by the representation.

This offence would also be committed by someone who engages in "phishing": i.e. where a person disseminates an email to large groups of people falsely representing that the email has been sent by a legitimate financial institution. The email prompts the reader to provide information such as credit card and bank account numbers so that the "phisher" can gain access to others' personal financial information.

A representation may be regarded as being made if it (or anything implying it) is submitted in any form to any system or device designed to receive, convey or respond to communications (with or without human intervention). The main purpose of this provision is to ensure that fraud can be committed where a person makes a representation to a machine and a response can be produced without any need for human involvement. (An example is where a person enters a number into a "CHIP and PIN" machine.)

Section 3: Fraud by Failing to Disclose Information

Section 3 makes it an offence to commit fraud by failing to disclose information to another person where there is a legal duty to disclose the information. A legal duty to disclose information may include duties under oral contracts as well as written contracts.

For example, the failure of a solicitor to share vital information with a client within the context of their work relationship, in order to perpetrate a fraud upon that client, would be covered by this section. Similarly, an offence could be committed under this section if for example a CCG employee holds a previous criminal conviction and fails to disclose this

Section 4: Fraud by Abuse of Position

Section 4 makes it an offence to commit a fraud by dishonestly abusing one's position. It applies in situations where the defendant has been put in a privileged position, and by virtue of this position is expected to safeguard another's financial interests or not act against those interests.

The necessary relationship will be present between trustee and beneficiary, director and company, professional person and client, agent and principal, employee and employer, or between partners. It may arise otherwise, for example within a family, or in the context of voluntary work, or in any context where the parties are not at arm's length.

The term "abuse" is not limited by a definition, because it is intended to cover a wide range of conduct. The offence can be committed by omission as well as by positive action. For example, an employee who fails to take up the chance of a crucial contract in order that an associate or rival company can take it up instead at the expense of the employer commits an offence under this section.

An employee of a software company who uses his position to clone software products with the intention of selling the products on would commit an offence under this section.

Another example covered by this section is where a person who is employed to care for an elderly or disabled person has access to that person's bank account and abuses his position by removing funds for his own personal use.

Note: It is now no longer necessary to prove a person has been deceived in the above offences. The focus is now on the dishonest behaviour of the suspect and their intent to make a gain or cause a loss.

Section 5: (not relevant for the purposes of this document)

Section 6: Possession etc. of Articles for Use in Frauds

Section 6 makes it an offence for a person to possess or have under his control any article for use in the course of or in connection with any fraud. This wording draws on that of the existing law in section 25 of the Theft Act 1968 (These provisions make it an offence for a person to "go equipped" to commit a burglary, theft or cheat, although they apply only when the offender is not at his place of abode.

Proof is required that the defendant had the article for the purpose or with the intention that it be used in the course of or in connection with the offence, and that a general intention to commit fraud will suffice.

Section 7: Making or Supplying Articles for Use in Frauds

Section 7 makes it an offence to make, adapt, supply or offer to supply any article knowing that it is designed or adapted for use in the course of or in connection with fraud, or intending it to be used to commit or facilitate fraud. For example, a person makes devices which when attached to electricity meters cause the meter to malfunction.

Section 8: "Article"

Section 8 extends the meaning of "article" for the purposes of sections 6 and 7 and certain other connected provisions so as to include any program or data held in electronic form. Examples of cases where electronic programs or data could be used in fraud are: a computer program can generate credit card numbers; computer templates can be used for producing blank utility bills; computer files can contain lists of other peoples' credit card details or draft letters in connection with 'advance fee' frauds.

Section 9: Participating in fraudulent business carried on by sole trader etc.

Section 9 makes it an offence for a person knowingly to be a party to the carrying on of fraudulent business where the business is not carried on by a company or (broadly speaking) a corporate body.

- A person commits the offence of fraudulent trading
- dishonesty is an essential ingredient of the offence;
- the mischief aimed at is fraudulent trading generally, and not just in so far as it affects creditors;
- the offence is aimed at carrying on a business but that can be constituted by a single transaction; and
- It can only be committed by persons who exercise some kind of controlling or managerial function within the company.

Section 10: (not relevant for the purposes of this document)

Section 11: Obtaining Services Dishonestly

Section 11 makes it an offence for any person, by any dishonest act, to obtain services for which payment is required, with intent to avoid payment. The person must know that the services are made available on the basis that they are chargeable, or that they might be. It is not possible to commit the offence by omission alone and it can be committed only where the dishonest act was done with the intent not to pay for the services as expected.

It requires the actual obtaining of the service. For example, data or software may be made available on the Internet to a certain category of person who has paid for access rights to that service. A person dishonestly using false credit card details or other false personal information to obtain the service would be committing an offence under this section. The section would also cover a situation where a person climbs over a wall and watches a football match without paying the entrance fee - such a person is not deceiving the provider of the service directly, but is obtaining a service which is provided on the basis that people will pay for it.

Section 11 also covers the situation where a person attaches a decoder to her television to enable viewing access to cable / satellite television channels for which they has no intention of paying for.

Section 12: Liability of Company Officers for Offences by Company

This section repeats the effect of section 18 of the Theft Act 1968. It provides that company officers who are party to the commission of an offence under the Bill by their body corporate will be liable to be charged for the offence as well as the company. It applies to directors, managers, secretaries and other similar officers of a company. If the body corporate charged with an offence is managed by its members the members involved in management can be prosecuted too.

The Fraud Act 2006 repeals the following Theft Act offences:

Theft Act 1968

- Section 15 (obtaining property by deception).
- Section 15A (obtaining a money transfer by deception).
- Section 15B (Section 15A: supplementary).
- Section 16 (obtaining a pecuniary advantage by deception).
- Section 20(2) (procuring the execution of a valuable security by deception).

Theft Act 1978

- Section 1 (Obtaining services by deception).
- Section 2 (evasion of liability).

The Act came into force on 15th January 2007 and carries a maximum sentence of 10 years imprisonment with the exception of the 'going equipped offence' which is five years.

Any suspicions of fraud against the BHR CCG should be reported to the LCFS or alternatively you can telephone the NHS Fraud Reporting Line. Details are provided in Appendix A.

Appendix C

BRIBERY ACT 2010

The following business practices constitute criminal offences under the Bribery Act 2010 and are therefore prohibited:

Offences of bribing another person

Case 1 is where an employee offers, promises or gives a financial or other advantage to another person and intends the advantage (i) to induce that or another person to perform improperly a relevant function or activity, or (ii) to reward that or another person for the improper performance of such a function or activity.

Case 2 is where a CCG employee offers, promises or gives a financial or other advantage to another person and knows or believes that the acceptance of the advantage would itself constitute the improper performance of a relevant function or activity by that person.

The bribery must relate to (i) a function of a public nature, (ii) an activity connected with a business, (iii) an activity performed in the course of a person's employment, or (iv) an activity performed by or on behalf of a body of persons (whether corporate or unincorporate). The person performing the function or activity must be expected to perform it in good faith, impartially or in a position of trust. It does not matter whether the function or activity is performed inside or outside the UK, whether the other person(s) involved is/are in the public or private sector and whether the advantage is offered, promised or given directly by a CCG employee or through a third party, e.g. an agent or other intermediary.

Offences relating to being bribed

Case 3 is where a CCG employee requests, agrees to receive or accepts a financial or other advantage intending that, in consequence, a relevant function or activity should be performed improperly (whether by him-/herself or another person).

Case 4 is where a CCG employee requests, agrees to receive or accepts a financial or other advantage, and the request, agreement or acceptance itself constitutes the improper performance by him-/herself of a relevant function or activity.

Case 5 is where a CCG employee requests, agrees to receive or accepts a financial or other advantage as a reward for the improper performance (whether by him-/herself or another person) of a relevant function or activity.

Case 6 is where, in anticipation of or in consequence of a CCG employee requesting, agreeing to receive or accepting a financial or other advantage, a relevant function or activity is performed improperly (i) by that, or (ii) by another person at his/her request or with his/her assent or acquiescence.

Again, the bribery must relate to (i) a function of a public nature, (ii) an activity connected with a business, (iii) an activity performed in the course of a person's employment, or (iv) an activity performed by or on behalf of a body of persons (whether corporate or unincorporate). The person performing the function or activity must be expected to perform it in good faith, impartially or in a position of trust.

It does not matter whether the function or activity is performed inside or outside the UK, whether the other person(s) involved is/are in the public or private sector, whether a CCG employee requests, agrees to receive or accepts the advantage directly or through a third

party, e.g. an agent or other intermediary, and whether the advantage is for the benefit of a CCG employee or another person.

In Cases 4 to 6, it does not matter whether a CCG employee knows or believes that the performance of the function or activity is improper.

Bribery of foreign public officials

Case 7 is where a CCG employee bribes a foreign public official and intends (i) to influence that official in his/her capacity as a foreign public official and (ii) to obtain or retain a business or an advantage in the conduct of business. A foreign public official is someone who holds a legislative, administrative or judicial position of any kind or exercises a public function of a country outside the UK, or is an official or agent of a public international organisation.

The following paragraph will apply if any part of the organisation is considered as a 'commercial' one.

Failure of commercial organisations to prevent bribery

A corporate or partnership is guilty of a corporate bribery offence if an employee, agent, subsidiary or any other person acting on its behalf bribes another person intending to obtain or retain business or an advantage in the conduct of business for the corporate or partnership. For a definition of bribery, please refer to Cases 1, 2 and 7 above.

It should be the policy of a corporate or partnership not to tolerate any bribery on its behalf, even if this might result in a loss of business for it. Criminal liability must be prevented at all times.

End

BHR Anti-Fraud and Bribery Policy v3

Appendix D

Equality Analysis Initial Assessment

Title of the change proposal or policy:

Anti-fraud and Bribery Policy v4

Brief description of the proposal:

This document sets out the BHR CCG's Policy and advice to employees in dealing with fraud or suspected fraud. The policy details the arrangements made by the CCGs for such concerns to be raised by employees or members of the public.

Name and role of staff completing this assessment:

Angela Ward, Company Secretary

Date of Assessment:

December 2017

Please answer the following questions in relation to the proposed change:

Will it affect employees, customers, and/or the public? Please state which.

This policy applies to all BHR CCG employees, members of the Governing Bodies and their Committees, sub-committees, working groups and any person working on behalf of the CCGs, employees and committee members of organisations funded by the CCGs, employees and principals of partner organisations and agency staff. It also applies to consultants, vendors, contractors and any other parties who have a business relationship with the CCG and its service users.

Is it a major change affecting how a service or policy is delivered or accessed?

No

Will it have an effect on how other organisations operate in terms of equality?

No

If you conclude that there will not be a detrimental impact on any equality group, caused by the proposed change, please state how you have reached that conclusion:

There is no anticipated detrimental impact on any equality group. The policy adheres to the NHSE current policy and organisational arrangements. It makes all reasonable provision to ensure equity to all individuals. There are no statements, conditions or requirements that disadvantage any particular group of people with a protected characteristic.

NB. Equality Impact Assessment reviewed by Director of Corporate Services given policy updates and no further issues were identified – December 2018