

LEARNING AND DEVELOPMENT POLICY

October 2020

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Name of Policy:	Learning and Development Policy
Date Issued:	August 2020
Date to be reviewed:	4 years or if statutory changes are required

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Supersedes: (Please List)	Learning and Development Policy 2017	
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1. INTRODUCTION

- 1.1 NHS Hull CCG aims to provide the highest possible standard of service within the resources available and recognises that the quality of the service it provides is a reflection of the quality of the knowledge, skills, attitudes, commitment, motivation and ability of the staff it employs. The CCG will, therefore, encourage all staff to develop to their full potential, enabling them to meet the organisation's objectives. The CCG will also support a wide and flexible range of qualification and continuing professional development opportunities to facilitate the recruitment, motivation, and retention of staff.
- 1.2 The term 'study leave' applies to a period of time when an employee is absent from his/her normal workplace to attend a course, conference, seminar, workshop, open learning, or any other development activity for the purpose of obtaining knowledge or skill which will help him/her at work.
- 1.3 This policy recommends the parameters and guidelines that should apply when considering applications for studying; however it cannot account for every individual situation. A checklist of questions is provided below to help the manager and employee negotiate a satisfactory result, balancing the employee's needs with that of the service.
- What are the benefits to **a]** NHS Hull CCG (e.g. service provision) and **b]** the employee (e.g. knowledge and skills) from the proposed course of study?
 - How does the course of study relate to the individual's work objectives and/or PDP?
 - What will be the impact on service provision whilst the employee is absent on study leave?
 - What is the total studying time per week recommended by the course provider?
 - What specific actions will the manager undertake to support the employee and facilitate transfer of learning to the workplace?
 - Are there any work-based projects to improve services that can be completed as a course assignment?
 - What alternative learning approaches have been considered? Why are they deemed inappropriate?
 - If the original study proposal is not possible, what alternatives do both the manager and employee have?

2. SCOPE

- 2.1 The policy applies to all Hull CCG employees with Agenda for Change terms and conditions of employment.

2.2 This policy does not cover statutory and mandatory training. For details of this, see the Statutory and Mandatory Training Policy.

3. POLICY PURPOSE AND AIMS

3.1 The CCG is committed to the development of all employees regardless of profession, job title, band or work pattern. All employees are required to have a Personal Development Plan (PDP) agreed with their manager as part of their annual appraisal and as amended by reviews.

3.2 Whilst considering study leave requests on an individual basis, managers must also be aware of their responsibility to ensure a level of consistency and equity within their own team and in relation to practice elsewhere in the CCG.

3.3 Factors that can be used to determine study leave requests will include the previous time off and funding the individual has received to participate in other courses of study and their existing qualifications. Applicants will therefore be asked to state the learning and development they have undertaken during the previous twelve months.

3.4 The number of employees attending external training will necessarily be limited by available funding and time constraints. As direct support for good practice, employees undertaking external study must share key learning points from their development. As a guide, the following options are usually beneficial:

1. Brief colleagues on key learning points in team meetings
2. Provide copies of useful material, (subject to permissions), for interested colleagues
3. Provide feedback on the overall value of the study for the directorate unit, as this helps guide future participants towards appropriate opportunities
4. In accepting study support, employees undertake to complete the course of study and any associated assessments in full..

5. IMPACT ANALYSIS

5.1 Equality

The CCG is committed to designing and implementing services, policies and measures that meet the diverse needs of its population and workforce, ensuring that no individual or group is disadvantaged.

In developing and applying this policy, the CCG will have due regard to the need to eliminate unlawful discrimination, promote equality of opportunity, and foster good relations between people of diverse groups, in particular on the grounds of the following characteristics protected by the Equality Act (2010); age, disability, gender, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, and sexual orientation, in addition to offending background, trade union membership, or any other personal characteristic.

Equality and diversity principles are incorporated into all aspects of the CCGs'

approach to people management, including workforce planning, recruitment and selection, performance management, learning and development, leadership development, workplace health and safety and workplace relations.

If you, or any other groups, believe you are disadvantaged by anything contained in this document please contact your line manager, in the first instance, if you are a CCG employee. Alternatively, please contact the CCG (contact details on page 1 of this document)

Please see Appendix 3 for the full equality impact assessment and findings.

5.2 Bribery Act 2010

NHS Hull Clinical Commissioning Group has a responsibility to ensure that all staff are made aware of their duties and responsibilities arising from The Bribery Act 2010. It is therefore, extremely important that staff adhere to this and other related policies and documentation (as detailed on the CCG's website) when considering whether to offer or accept gifts and hospitality and/or other incentives.

If fraud, bribery and corruption are particularly relevant to a policy, e.g. where the policy covers payments, claims, contracts or financial transactions where an individual or company could make a gain and/or cause a loss to the CCG the section should be headed Counter Fraud, Bribery and Corruption and should include a cross reference to the Counter Fraud, Bribery and Corruption Policy.

Please see Appendix 4 for full details.

4.3 GENERAL DATA PROTECTION REGULATION (GDPR)

The CCG is committed to ensuring all personal information is managed in accordance with current data protection legislation, professional codes of practice and records management and confidentiality guidance. More detailed information can be found in the CCGs Data Protection and Confidentiality and related policies and procedures.

6. NHS CONSTITUTION

6.1 The CCG is committed to:

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

6.2 This Policy supports the NHS Constitution as follows:

The NHS aspires to the highest standards of excellence and professionalism

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

7. ROLES / RESPONSIBILITIES / DUTIES

7.1 Employees

All employees must:

- Participate in the Personal Development Review Process
- Have a copy of their Personal Development Plan
- Undertake learning and development identified as statutory, mandatory or as a corporate requirement for their area of work
- Comply with reasonable requests to update skills and knowledge
- Take active part in investigating development options and discussing, agreeing and keeping up to date their own training and development plan.

7.2 Line Manager

All line managers are responsible for providing the following for their staff:

- Induction
- Personal Development Review – incorporating reasonable adjustments for staff members
- On-the-job training and coaching where required

7.3 Directors

Directors have a responsibility to share their agreements to study leave and funding with the Senior Leadership Team to ensure a consistency or approach maintains fairness and equity within the process.

8.0 PERSONAL DEVELOPMENT REVIEW

A Personal Development Plan is as relevant for experienced employees who want to stay in their present role as for those who aim to further progress or change their career path. Together identify, discuss and agree areas for development which will enable the employee to:

- Deliver their job targets
- Develop their teamwork, leadership and/or managerial qualities as appropriate
- Develop their experience and skills to meet longer-term job requirements or career aspirations, where these are compatible with business goals.

These must be categorised as below:

- a. Mandatory training
- b. Minimum essential professional requirements

- c. Continuing professional development
- d. Role essential requirements to meet the CCG strategic aims and operational targets
- e. Individual and personal aspirations for development.

The provision of a learning and development prospectus will be made available for line managers and employees to consider. This prospectus will provide information on current learning interventions and is available to aid discussions regarding development.

When completing a Study Leave request (refer to 8.0), employees and their line managers must have discussed the 'priorities' of need above and make this clear in the request form.

9.0 STUDY LEAVE

- 9.1 Where the study leave application is for more than 3 days away from the workplace, the application must be considered by the Line Manager with a copy of the request provided to the appropriate director to that individual.
- 9.2 Time off, paid or unpaid, in respect of day release, will be the subject of discussion with the employee at the time that the request for study leave is processed.
- 9.3 Given that attendance on a course or programme of study forms part of an employee's agreed personal development, it is not expected that there will be any adjustment to reflect differences between duration of the course, and the normal working day, e.g. where day release extends into the evening, any time outside normal working hours will not attract time off in lieu.
- 9.4 Employees who work flexi-time may only claim the standard working day as defined by the rules of the scheme.
- 9.5 Weekend attendance on approved courses of study may be compensated by time off in lieu though not incur any payment for overtime. For optional elements the degree of support will be at the employee's manager discretion.
- 9.6 Employees may wish to undertake a course of study of some relevance to their current position or profession but which is primarily for the benefit of their own personal advancement. In this instance the CCG may allow a proportion of the time required for attending the structured elements of the course as study leave. The remainder of the leave must be taken out of holiday entitlement, or unpaid leave. Managers have the discretion to increase the proportion taken as study leave e.g. if a project being done as part of the course will lead to a service improvement, however they must consider how equitable their decision will be viewed by their team and the CCG at large.

Re-validation and Registration

- 9.7 In addition, study leave, time will be allowed for CCG staff who are undertaking re-validation and registration. This is deemed as critical development and pertinent to roles that require this.

- 9.8 Where a course of study is not related to an employee's current occupation or preparation for a future role within the CCG, there is no obligation on behalf of the CCG to provide any study leave. However, in deciding whether a course of study offers valuable and relevant experience to the potential employee, managers must look at all aspects before reaching their conclusion. Examples would be, the method of learning, composition of other participants and not just the subject matter).
- 9.9 Employees are required to complete the Application for Study Leave and Funding Form – Appendix 1 for all learning. Where the time off requested is more than three working days the completed form will be considered by the Director of the applicant for approval; where the cost is more than £10K, the completed form will be escalated for consideration to the Senior Leadership Team for a decision to ensure fairness and equity.

Examination Leave

- 9.10 Paid leave will be granted to sit examinations associated with an approved course of study. The employee will be required to provide evidence of such to their line manager prior to approval of leave.
- 9.11 Leave may be granted for a first re-take of an examination failed, at the discretion of the employee's manager. This discretion also extends to whether or not the leave is paid or unpaid. Managers need to ensure that fairness has been applied to other members of the team.

Assignment Leave

- 9.12 Some courses depend on assignments rather than examinations. Where this is the case, the employee's manager has discretion to grant paid study leave to complete assignments, up to the level granted for examination leave.

10.0 FUNDING

- 10.1 There is a budget set aside to support CCG employees who undertake external qualification courses, external short courses and conferences. Where the course fees are in excess of £10K, approval for assistance will be required from the Senior Leadership Team (refer to 8.8). Funding decisions on courses £10K and under will be taken by the Director of the applicant and copied to the Director of Quality & Clinical Governance/Executive Nurse for information.

Funding decisions on courses £500 and under will be taken by the applicant's line manager in conjunction with the applicant's PDP and managed within the line manager's available budget.

- 10.2 Claims may not be made against this budget for travel expenses, subsistence or accommodation, although staff may claim for these from local budgets in the usual way. Where food and refreshments are provided as part of the course (and no overnight stay is involved) then there will be no subsistence claim.

- 10.3 No funding assistance will be given for administration costs (e.g. photocopying), textbooks or other learning materials, though photocopying may be used within work provided it does not breach copyright licensing.
- 10.4 Where employees are undertaking qualifications or training that is a statutory or professional requirement if they are to carry out their current or expected duties for the CCG, they will receive 100% support for course fees.
- 10.5 If employees are undertaking training for their own personal benefit, the CCG has no obligation to provide any funding assistance, even if paid or unpaid leave has been granted.

However, a course of study that has been agreed within the Personal Development Review that is not directly relevant to the employee's current occupation or role (will provide a personal learning benefit for the employee) but consequentially will provide additional organisational or business benefit or value to the CCG *may* be funded up to 75% of the value of the funding (the remaining 25% funded by the employee); though this will not be guaranteed and will entail a formal discussion and agreement and approval by the Senior Leadership Team.

- 10.6 Professional training courses are expensive to the CCG, both financially and in respect of time commitment. When employees leave NHS employment before, or shortly after, completing a course of study, the anticipated benefits to the CCG or other NHS organisations are not realised. Therefore, the CCG reserves the right to make a deduction from the remaining salaries of the individual concerned as compensation, calculated as follows:

If leaving:

Notice Given	% repayment
Within first 11 months from completing training/exam	100%
Between 12 – 17 months from completing training/exam	50%
Between 18 – 24 months from completing training/exam	25%

These deductions are not applicable in the case of individuals being made redundant or retiring, including on health grounds.

For courses £500 or less, the organisation has the discretion to waive the above repayment fees.

They will also not apply to employees on fixed term contracts, save where those contracts are subsequently made substantive. Where these circumstances arise, the time they have served on a fixed term contract since completing their studies will also be included in determining whether any deduction from salary is applicable.

- 10.7 Employees will have deemed to have completed their studies on submitting their

last assignment or period of course attendance, whichever is the latter. The last attendance on a course can include a final examination or re-sit.

10.8 Special leave of any sort (e.g. maternity) or career breaks undertaken after completion of studies will be included in the calculations outlined in 9.6 as being continuous employment.

10.9 Where employees have failed to attend, or complete, a course of study/exam they will be subject to the conditions described in 9.6. However the same extenuating circumstances must apply as outlined above and includes long-term sickness.

11.0 DISTANCE, OPEN OR E-LEARNING

11.1 Employees who are studying using these methodologies are subject to the terms and conditions already outlined in sections 6-9 of this policy and shall be neither advantaged nor disadvantaged in comparison with students following more conventional courses of study.

11.2 Managers may exercise some flexibility in implementing the study leave policy e.g. employees undertaking distance learning may receive more funding support if there is less need for study leave, providing the total 'package' is equitable with that of employees undertaking a conventional course of study.

12.0 APPLYING FOR STUDY LEAVE

12.1 Study leave must be agreed between the employee and their Director. The agreed study leave must be recorded using the form in Appendix 1; the form must be kept on the employee's personal file and a copy must be sent to the Director of Quality & Clinical Governance/Executive Nurse for monitoring purposes.

12.2 Where the study leave application is for more than 3 days away from the workplace, the application must be considered by the employee's Director and copied to Director of Quality & Clinical Governance/Executive Nurse for monitoring purposes.

13.0 APPLYING FOR FUNDING

13.1 All requests for funding must be made on the Application for Study Leave and Funding Form Appendix 1. This must follow agreement between the employee and their line manager on the relevance of the course (refer to 7.2) study and leave requirements.

Once a training request has been received it will be passed to the employee's Director for consideration and authorisation. Applicants will need to ensure that they leave adequate time for processing the application.

13.2 Any employee who feels they have been treated unfairly by refusal of study leave or funding for an external learning and development course/activity/event must refer to the CCG Grievance Policy and Procedure.

14 CONTINUED PROFESSIONAL DEVELOPMENT

Where required for the role, employees are expected to maintain their continued professional development record as required by registered bodies. Employees have a responsibility to keep their skills and knowledge up to date.

15. IMPLEMENTATION

This policy will be communicated to staff via email and will be available on the CCG's website.

16. TRAINING AND AWARENESS

- 16.1 A copy of the policy will be available on the CCG website. Training needs will be identified via the appraisal process and training needs analysis and should be shared with the CCG Organisational learning Development Lead

17. MONITORING AND EFFECTIVENESS

The implementation of this policy will be monitored on an annual basis by the CCG and reported to the Senior Leadership Team.

18. POLICY REVIEW

The policy will be reviewed every 4 years following implementation by the Human Resources Team in conjunction with operational managers and trade union representatives. Where review is necessary due to legislative change, or changes to the NHS national terms and conditions of employment, this will happen immediately.

19. ASSOCIATED DOCUMENTATION

- 19.1 To ensure that this policy is viewed in context, it must be read in conjunction with the Statutory and Mandatory Training Policy, the Performance and Development Appraisal Framework and Procedure, and the Induction Policy and Procedures

APPENDICES

- | | |
|-------------------|--|
| Appendix 1 | Application for Study Leave and Funding Form |
| Appendix 2 | Learning & Development Quick Reference Guide |
| Appendix 3 | Equality Impact Analysis |

**Appendix 1
Application for Study Leave and Funding Form
Applicant Details**

Name	
Job Title	
Directorate	
Email address	
Phone number	
Date of request	

About the training course/event/conference

Name of course/training/event					
Training/course reference where applicable					
Date of training/event					
Duration of training event					
Location					
Description					
Amount of study time leave requested (No of days in total)					
Training identified in PDP - Y/N [delete non-applicable]	[Yes]		[No]		
Prioritised Learning Need (refer to PDR and Section 7.4 L&D Policy) Circle applicable	A	B	C	D	E
Amount requested	£				
Total Course cost	£				
Amount agreed to self-fund (where applicable)	£				
Describe how this training or event will help you in your job and/or career development/project. Please be specific as to anticipated skills, knowledge and/or professional					

development. Please use a separate sheet if necessary	
Describe any learning and development undertaken in the last twelve months	

The following agreements apply to this application [✓]:

- I have attached the course outline/ details of the course confirming the date and cost
- I agree to report to my manager about the value/content of this learning event and share the knowledge gained with colleagues.
- I confirm non-completion of the course, or leaving the CCG within the timescales outlined in the Study Policy, will require me to reimburse the CCG for funding unless otherwise agreed.**

Signature	
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To be completed by line manager

I have reviewed this request with my member of staff and approve it for [✓]:

- Study Leave
- Funding

Name	
Job Title	
Signature	

Completed forms must be emailed to the employee's Director and copied to the Director of Quality & Clinical Governance / Executive Nurse for monitoring.

To be completed on behalf of the CCG by the local/line Director

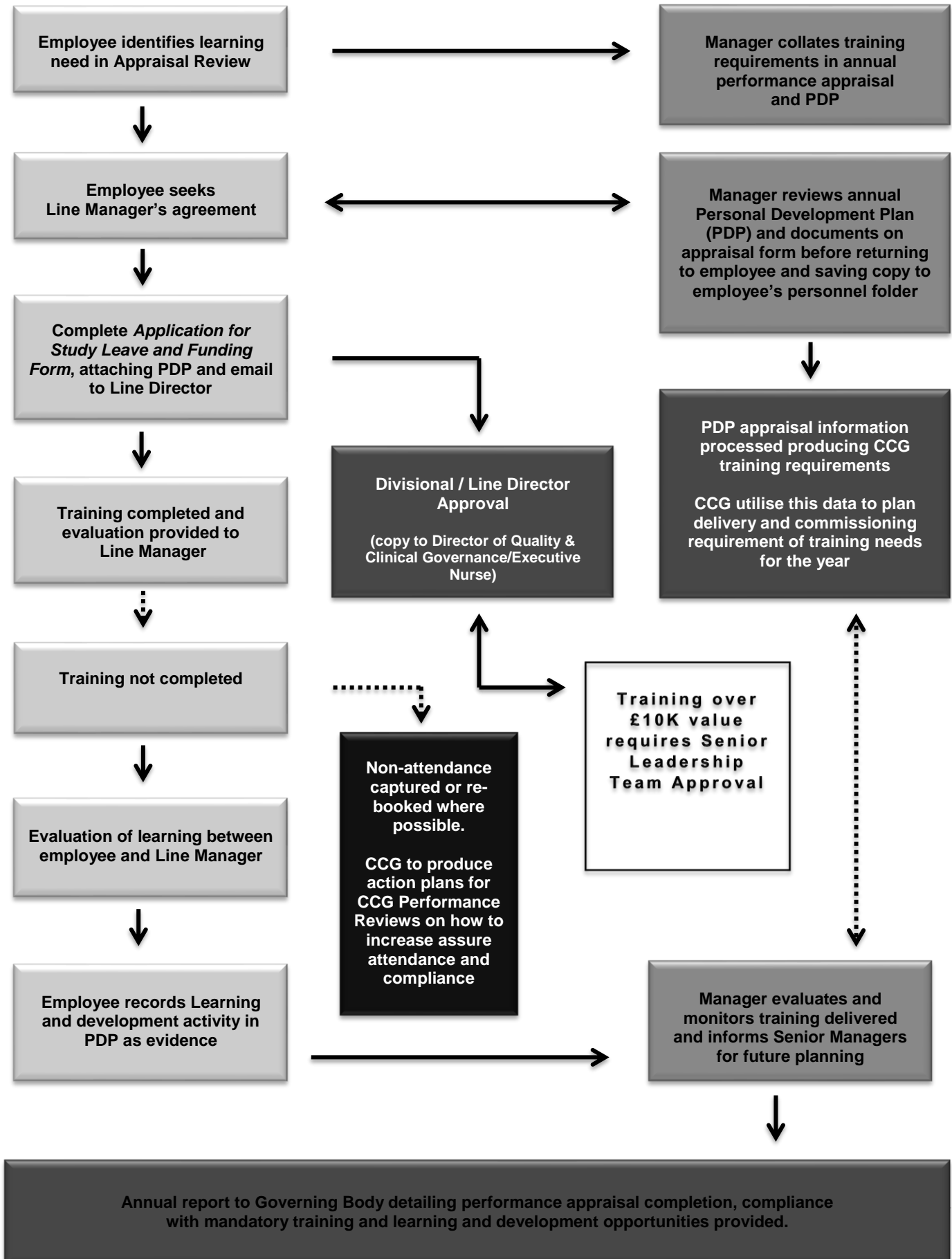
NB: for funds above £10,000, final approval is at the discretion of the Senior Leadership Team in consultation with the local Director.

Study Leave Approved – Y/N [delete non-applicable]	[Yes]		[No]	
Funding approved: Y/N % or £ amount [delete non-applicable]	[Yes]	[No]	£	%
If no for either, state reason (s)				
Signature				

Signed form to be filed on individual's personal file

Learning & Development Quick Reference Guide

Appendix 2




Hull
Clinical Commissioning Group

Please refer to the EIA Overview & Navigation Guidelines located in Y:\HULLCCG\Corporate Templates and Forms\Equality and Diversity Information before completing your EIA)

HR / Corporate Policy Equality Impact Analysis:	
Policy / Project / Function:	Learning and Development Policy
Date of Analysis:	August 2020
Completed by: (Name and Department)	Will Clement – Organisational and Learning and Development Lead
What are the aims and intended effects of this policy, project or function?	The CCG is committed to the development of all employees regardless of profession, job title, band or work pattern. All employees are required to have a Personal Development Plan (PDP) agreed with their manager as part of their annual appraisal and as amended by reviews
Are there any significant changes to previous policy likely to have an impact on staff / other stakeholder groups?	No; changes are to clarify processes, link to personal development plans and development priorities more clearly.
Please list any other policies that are related to or referred to as part of this analysis	<ul style="list-style-type: none"> • Statutory and Mandatory Training Policy • Performance and Development Appraisal Framework and Procedure • Induction Policy and Procedures
Who will the policy, project or function affect?	All employees of the CCG
What engagement / consultation has been done, or is planned for this policy and the equality impact assessment?	Consultation has taken place both locally and nationally with Trade Unions and staff <ul style="list-style-type: none"> • SLT • CCG Employees • Humber SPF • Governing Body (approval)
Promoting Inclusivity and Hull CCG's	

<p>Equality Objectives.</p> <p>How does the project, service or function contribute towards our aims of eliminating discrimination and promoting equality and diversity within our organisation?</p> <p>How does the policy promote our equality objectives:</p> <ol style="list-style-type: none"> 1. Ensure patients and public have improved access to information and minimise communications barriers 2. To ensure and provide evidence that equality is consciously considered in all commissioning activities and ownership of this is part of everyone's day-to-day job 3. Recruit and maintain a well-supported, skilled workforce, which is representative of the population we serve 4. Ensure the that NHS Hull Clinical Commissioning Group is welcoming and inclusive to people from all backgrounds and with a range of access needs 	<p>This Policy does not directly promote inclusivity, but sets out a process to allow all staff to access training where required. However, this might be more difficult for some groups and this must be monitored.</p>
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Equality Data	
<p>Is any Equality Data available relating to the use or implementation of this policy, project or function?</p> <p>Equality data is internal or external information that may indicate how the activity being analysed can affect different groups of people who share the nine <i>Protected Characteristics</i> – referred to hereafter as '<i>Equality Groups</i>'.</p> <p>Examples of <i>Equality Data</i> include: (this list is not definitive)</p> <p>1: Recruitment data, e.g. applications</p>	<div style="text-align: right; margin-bottom: 20px;"> <input checked="" type="checkbox"/> Yes </div> <p>Employee data has been used to support the monitoring of the impact of this policy in the future.</p> <div style="text-align: right; margin-bottom: 20px;"> <input type="checkbox"/> No </div> <p>Where you have answered yes, please incorporate this data when performing the <i>Equality Impact Assessment Test</i> (the next section of this document). If you answered No, what information will you use to assess impact?</p>

<p>compared to the population profile, application success rates</p> <p>2: Complaints by groups who share / represent protected characteristics</p> <p>4: Grievances or decisions upheld and dismissed by protected characteristic group</p> <p>5: Insight gained through engagement</p>	<p>Please note that due to the small number of staff employed by the CCG, data with returns small enough to identify individuals cannot be published. However, the data should still be analysed as part of the EIA process, and where it is possible to identify trends or issues, these should be recorded in the EIA.</p>

Assessing Impact				
Is this policy (or the implementation of this policy) likely to have a particular impact on any of the protected characteristic groups? (Based on analysis of the data / insights gathered through engagement, or your knowledge of the substance of this policy)				
Protected Characteristic:	No Impact:	Positive Impact:	Negative Impact:	Evidence of impact and, if applicable, justification where a <i>Genuine Determining Reason</i>¹ exists (see footnote below – seek further advice in this case)
Gender	✓			
Age	✓			
Race / ethnicity / nationality	✓			
Disability		✓		Positive impact if reasonable adjustments are made so that materials used for training and development purposes fully consider the diversity

1. ¹ The action is proportionate to the legitimate aims of the organisation (please seek further advice)


				of the workforce and are reasonably adjusted taking on board the needs for people with visual impairments, hearing and their respective participation requirements.
Religion or Belief	✓			
Sexual Orientation	✓			
Pregnancy and Maternity	✓			
Transgender / Gender reassignment	✓			
Marriage or civil partnership	✓			

Action Planning:

As a result of performing this analysis, what actions are proposed to remove or reduce any risks of adverse impact or strengthen the promotion of equality?

Identified Risk:	Recommended Actions:	Responsible Lead:	Completion Date:	Review Date:
The policy may not be accessible in its current format.	The CCGs internal 'portal' and external website signpost individuals to alternative formats such as large print, braille or another language.	Will Clement	August 2020	Next policy review
Potential bias in who is supported to undertake learning and development.	Monitor the % of people from equality protected characteristic groups that have been supported to undertake relevant training and development opportunities to carry out their respective role effectively.	tbc	tbc	tbc
Access issues for disabled staff				

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Sign-off
All policy EIAs must be signed off by Sue Lee, Associate Director of Communications and Engagement
I agree / with this assessment / action plan
If <i>disagree</i>, state action/s required, reasons and details of who is to carry them out with timescales:

Signed:
Date: 13.10.20

Appendix 4

Bribery Act

Under the Bribery Act 2010, it is a criminal offence to:

- Bribe another person by offering, promising or giving a financial or other advantage to induce them to perform improperly a relevant function or activity, or as a reward for already having done so; and
- Be bribed by another person by requesting, agreeing to receive or accepting a financial or other advantage with the intention that a relevant function or activity would then be performed improperly, or as a reward for having already done so.
- Failure to prevent bribery; The Bribery Act also introduced a corporate offence for a relevant commercial organisation (the CCG) to bribe another person intending (1) to obtain or retain business, or (2) to obtain or retain an advantage in the conduct of business. The only defence available to the CCG against Bribery Act offences would be to prove that it had adequate procedures in place designed to prevent persons associated with it from undertaking any of the conduct outlined above.

These offences can be committed directly or by and through a third person and, in many cases, it does not matter whether the person knows or believes that the performance of the function or activity is improper.

It is therefore, extremely important that staff adhere to this and other related policies and documentation (as detailed on the CCG’s website) when considering whether to offer or accept gifts and hospitality and/or other incentives.

If fraud, bribery and corruption are particularly relevant to a policy, the section should be headed Anti-fraud, Bribery and Corruption and should include a cross reference to the

Local Anti-fraud, Bribery and Corruption Policy. The following wording should also be included:

'If an employee suspects that fraud, bribery or corruption has taken place, they should ensure it is reported to the Local Counter Fraud Specialist (LCFS) and/or to NHS Counter Fraud Authority (NHSCFA) as follows:

- LCFS, AuditOne, Kirkstone Villa, Lanchester Road Hospital, Lanchester Road, Durham, DH1 5RD. Tel: 0191 4415936; Email: counterfraud@audit-one.co.uk or ntawnt.counterfraud@nhs.net
- The CCG's Chief Finance Officer,
- NHSCFA, 0800 028 40 60 (powered by Crimestoppers)
- Online: <https://cfa.nhs.uk/reportfraud>.'

For further information see <http://www.justice.gov.uk/guidance/docs/bribery-act-2010-quick-start-guide.pdf>. If you require assistance in determining the implications of the Bribery Act please contact the LCFS on the details above.