



# CHANGE SCHOOLS PARTNERSHIP

## Anti-Fraud and Corruption Policy

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## 1. INTRODUCTION

CHANGE Schools Partnership (continuity across all policies) is committed to promoting an anti-fraud culture. It already has procedures in place to reduce the likelihood of fraud occurring. These include a scheme of delegation and financial regulations, documented policies and procedures and a system of internal control. All cases of fraud, corruption and irregularity are taken very seriously and it is the Trust's policy to prosecute where justified, and to take appropriate disciplinary action where employees are involved.

CHANGE Schools Partnership wishes to encourage anyone having reasonable suspicions of suspected or actual fraud, malpractice, corruption or irregularity to report them using the Trust's Code of Conduct Policy.

## 2. DEFINITIONS

Many of the offences referred to as fraud are covered by the Theft Acts 1968 and 1978, the Prevention of Corruption Acts, Fraud Act 2006 and the Bribery Act 2010. The term is used to describe such acts as deception, bribery, forgery, corruption, extortion, theft, conspiracy, embezzlement, misappropriation of assets, false representation, concealment of material facts and collusion. The criminal act is the attempt to deceive and attempted fraud is therefore treated as seriously as accomplished fraud.

The Bribery Act 2010 repeals existing corruption legislation and has introduced the offences of offering and / or receiving a bribe. It also places specific responsibility on organisations to have in place sufficient and adequate procedures to prevent bribery and corruption taking place.

Bribery is defined as the inducement for an action which is illegal, unethical or a breach of trust. Inducements can take the form of gifts, loans, fees, rewards or other privileges. Corruption is broadly defined as the offering or acceptance of inducements, gifts or favours, payments or benefit in kind which may influence the improper action of any person; corruption 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.

Fraud and bribery now have distinct definitions in law provided under the Fraud Act 2006 and the Bribery Act 2010. The definitions are as follows:

***Fraud - A person is guilty of fraud by false representation, failing to disclose information or by abuse of position.***

***Bribery - Giving or receiving a financial or other advantage in connection with the improper performance of a position of trust, or a function that is expected to be performed impartially or in good faith.***

The Chartered Institute of Public Finance and Accountancy give the following definitions:

***Fraud is the intentional distortion of financial statements or other records by persons internal or external to the organisation which is carried out to conceal the misappropriation of assets or otherwise for gain. Fraud is a deliberate act and is therefore always intentional and dishonest.***

***Corruption is the offering, giving, soliciting or acceptance of an inducement or reward, which may influence the action of any person.***

### **3. PURPOSE OF THE POLICY**

In administering its responsibilities in relation to fraud and corruption whether it is attempted on the Trust or from within it, CHANGE Schools Partnership is committed to an effective anti-fraud and corruption strategy designed to:

- Encourage prevention;
- Promote detection; and
- Identify a clear pathway for investigation.

CHANGE Schools Partnership's expectation on propriety and accountability is that Trustees, Senior Managers and staff at all levels will lead by example in ensuring adherence to rules, and that all procedures and practices are above reproach.

All staff are expected to act in line with the 'seven Nolan principles of public life' being; selflessness, integrity, objectivity, accountability, openness, honesty and leadership.

CHANGE Schools Partnership also demands that individuals and organisations that come into contact with the Trust will act with integrity and without thought or actions involving fraud or corruption.

Section seven of the Bribery Act 2010 creates a corporate offence of failing to prevent bribery, irrespective of what happens to the profit. CHANGE Schools Partnership could be considered guilty of a corporate bribery offence if a staff member, agent, 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 CHANGE Schools Partnership. Part of CHANGE Schools Partnership's defence would be the demonstration of adequate procedures being in place to prevent the bribery taking place.

CHANGE Schools Partnership's Anti-Fraud and Corruption strategy is based on a series of comprehensive and inter-related procedures designed to frustrate any attempted fraudulent or corrupt act. These cover:

- Establishing an Anti-Fraud Culture (Section 4);
- Prevention (Section 5);
- Detection and Investigation (Section 6);
- Training (Section 7)

CHANGE Schools Partnership is also aware of the high degree of external scrutiny of its affairs by a variety of bodies including:

- Parents
- Wider Community

- Partner & Service Organisations
- Department for Education
- External Audit
- HM Revenue & Customs
- Parliamentary Committees
- Government Departments

CHANGE Schools Partnership has a Comprehensive Response Plan to suspected Fraud and Corruption and this is attached in **Appendix 1**.

#### **4. ESTABLISHING AN ANTI-FRAUD CULTURE**

CHANGE Schools Partnership is determined that the culture and tone of the organisation is one of honesty and opposition to fraud and corruption.

There is an expectation and requirement that all individuals and organisations associated in whatever way with CHANGE Schools Partnership will act with integrity, and that CHANGE Schools Partnership staff at all levels will lead by example in these matters.

CHANGE Schools Partnership's staff are an important element in its stance on fraud and corruption and they are positively encouraged to raise any concerns that they may have on these issues where they are associated with CHANGE Schools Partnership's activity. This can be done in the knowledge that such concerns will be treated in confidence and be properly investigated.

If necessary, a route other than their normal line manager may be used to raise such issues and examples of such routes are:

- Member of the Trust Board;
- Chair of Governors;

Members of the public and customers are also encouraged to report concerns through any of the above avenues.

However, we recognise that, in some cases, our normal procedures will not be appropriate or adequate and employees will need to come forward on a confidential basis to express their concerns. Further detailed guidance on how to raise concerns confidentially is contained within the Code of Conduct Policy under Whistleblowing. Further details can be found in the Trust's Whistleblowing Policy.

The Leadership Team are responsible for following up any allegation of fraud or corruption received and will do so by following the guidance of the Fraud and Corruption Response Plan attached at **Appendix 1**.

Any abuse of this process by raising unfounded malicious allegations is a serious disciplinary matter.

CHANGE Schools Partnership has a zero tolerance approach to fraud and will deal swiftly and thoroughly with any member of staff who attempts to defraud the Trust.

## **5. PREVENTION**

CHANGE Schools Partnership recognises that a key preventative measure in the fight against fraud and corruption is to take effective steps at the recruitment stage to establish, as far as possible, the previous record of potential staff in terms of their propriety and integrity. Staff recruitment is therefore required to be in accordance with procedures laid down by the Trust and in particular to obtain written references regarding known honesty and integrity of potential staff before employment offers are made.

CHANGE Schools Partnership employees are expected to follow any Code of Conduct related to their personal professional qualifications and also to abide by the CHANGE Schools Partnership's 'Code of Conduct'. The role that appropriate staff are expected to play in CHANGE Schools Partnership's framework of internal control is governed by the Trust's policies and procedures.

All Trustees and staff of CHANGE Schools Partnership are required to declare in a register held by the Company Secretary, any offers of gifts or hospitality which are in any way related to the performance of their duties or not. Declarations should be made on the register of any offer, regardless of the offer being accepted or declined. If offers are disproportionate to the relationship between CHANGE Schools Partnership and the other party then this could be perceived as bribery or corruption.

CHANGE Schools Partnership's Scheme of Delegation, Standing Orders and Financial Regulations place a duty on all staff to act in accordance with best practice when dealing with the affairs of the Trust.

Significant emphasis has been placed on the thorough documentation of financial systems, and every effort is made to continually review and develop these systems in line with best practice to ensure efficient and effective internal controls.

The adequacy and appropriateness of CHANGE Schools Partnership's financial systems is independently monitored by both the Internal and External Audit and their recommendations are monitored by the Board of Trustees via the Finance and Audit Committee.

## **6. DETECTION AND INVESTIGATION**

The preventative systems, particularly internal control systems, within CHANGE Schools Partnership have been designed to provide indicators of any fraudulent activity, although generally they should be sufficient in themselves to deter fraud.

It is often the alertness of staff and the public to such indicators that enables detection to occur and the appropriate action to take place when there is evidence that fraud or corruption may be in progress.

Despite the best efforts of financial managers and auditors, many frauds are discovered by chance or *'tip-off'* and CHANGE Schools Partnership has in place arrangements to enable such information to be properly dealt with.

All suspected and detected Fraud will be investigated following the guidance of the Fraud and Corruption Response Plan attached at **Appendix 1**.

Depending on the nature and anticipated extent of the allegations, the Trust will normally work closely with auditors and other agencies such as the police to ensure that all allegations and evidence is properly investigated and reported upon.

As a consequence of CHANGE Schools Partnership's zero tolerance approach, CHANGE Schools Partnership's Disciplinary Procedures will be used where the outcome of the investigation indicates improper behaviour by members of staff.

CHANGE Schools Partnership will normally wish the police to independently prosecute offenders where financial impropriety is discovered.

## **7. TRAINING**

CHANGE Schools Partnership recognises that the continuing success of its Anti-Fraud and Corruption strategy and its general credibility will depend largely on the effectiveness of programmed training and responsiveness of staff throughout the organisation.

To facilitate this, CHANGE Schools Partnership is committed to induction training for all Board Members and employees to ensure that their responsibilities and duties are clear and to make them aware of the Trust's policies.

## **8. RESPONSIBILITIES**

The Trustees are ultimately responsible for CHANGE Schools Partnership's system of internal control which is designed to provide assurance regarding the safeguarding of assets, the maintenance of proper accounting records and the reliability of financial information.

The Headteachers carry overall responsibility for the prevention of fraud but these responsibilities lie with all CHANGE Schools Partnership's employees.

The Leadership Team are responsible for the day to day prevention and detection of fraud and should ensure that they:

- Identify the risks to which systems, operations and procedures are exposed;
- Develop and maintain effective controls to prevent and detect fraud; and
- Ensure that agreed controls are being complied with and are subject to independent verification.

All employees are responsible for:

- Acting with propriety in the use of CHANGE Schools Partnership's resources whether they are involved with cash, payment systems and receipts, or in dealing with suppliers, contractors, other partners and customers.

- Reporting details immediately, as detailed in this Policy, if they suspect that there is evidence of irregular or improper behaviour or that a fraud may have been committed.
- Acting in line with the 'seven Nolan principles of public life' being; selflessness, integrity, objectivity, accountability, openness, honesty and leadership.
- Registering all offers of gifts and hospitality above a minimum value.

## **9. CONCLUSION**

CHANGE Schools Partnership has in place a clear network of systems and procedures to assist it in the fight against fraud and corruption. It is determined that these arrangements will keep pace with any future developments in both preventative and detection techniques regarding fraudulent or corrupt activity that may affect its operation.

To this end, CHANGE Schools Partnership maintains a continuous overview of such arrangements through, in particular, its Executive Leaders, Company Secretary, the Board of Trustees, and its Responsible Officer and External Auditors.

## **10. REVIEW**

This policy will be reviewed on an ongoing basis in line with best practice and legislative requirements, and at least every 3 years.

All questions regarding this procedure should be addressed, in the first instance, to the Company Secretary.

## APPENDIX 1: FRAUD AND CORRUPTION RESPONSE PLAN

### 1. INTRODUCTION

CHANGE Schools Partnership is committed to the values of probity and accountability, but the determined perpetrator will always find a way round systems and procedures. It is therefore necessary for all managers to be aware of what is required in the event of being notified of a suspected fraud. This document sets out the process for staff who wish to notify any suspicions and also how CHANGE Schools Partnership should respond.

### 2. NOTIFYING SUSPECTED FRAUD

Suspected fraud can be discovered in a number of ways but in all cases it is important that staff feel able to report their concerns and should be made aware of the means by which they are able to do so:

#### **Headteacher**

If an employee discovers a suspected fraud then it should be reported to the Headteacher as a matter of urgency. Whilst the Headteacher should establish as many details as possible (by discussion with the notifying person only) he/she should formally report the incident to the Chief Executive Officer.

In some cases the notifying individual may prefer to report the suspicion to an independent officer or even to remain anonymous, therefore, CHANGE Schools Partnership has other means available.

#### **Direct To Chair of the Board**

Where an employee wishes to report suspicions or evidence of fraud or corruption, but does not have the confidence to report this through the Headteacher, they are encouraged to approach the Chair of the Board.

Further detailed guidance on how to raise concerns confidentially is contained within the Code of Conduct Policy under Whistleblowing.

### 3. INVESTIGATING SUSPECTED FRAUD

#### **Initial Steps**

Once fraud is suspected it is critical that any investigation is conducted in a professional and timely manner aimed at ensuring that the current and future interests of both CHANGE Schools Partnership and the suspected individual(s) are protected. The latter is equally important as a suspicion should not be seen as guilt to be proved.

It is also crucial that the notifying employee does not feel threatened. CHANGE Schools Partnership undertakes to protect the identity of such employees and not to release the source of notification at any time during the investigation.

For each notified suspicion the Headteacher or Chief Executive Officer/Chair of the Board, will appoint an “Investigating Officer” to be in charge of the investigation on a day-to-day basis. This can be a member of the Executive Leadership Team or another externally appointed office or a Trustee.

### **Subsequent Steps**

The Investigating Officer must:

1. Initially assess whether there is a need for any employee to be suspended. The decision should be kept under review at all stages of the ensuing investigation;
2. Identify a course of action (what, who, when, how, where);
3. Identify the reporting process (who by, to whom, when and how) and ensure that strict confidentiality is continuously maintained; and
4. Bring the matter to the attention of the Board of Trustees.

It is important, from the outset, to ensure that evidence is not contaminated, lost or destroyed. The Investigating Officer will therefore take immediate steps to secure physical assets, including computers and any records thereon, and all other potentially evidential documents, and ensure that appropriate controls are introduced to prevent further loss.

The Investigating Officer will:

1. Ensure that a detailed record of the investigation is maintained. This should include a chronological file recording details of, for example:
  - i. telephone conversations;
  - ii. discussions, meetings and interviews;
  - iii. records/documents reviewed;
  - iv. tests and analyses undertaken; and
  - v. results and their significance

The file should be indexed and all details recorded no matter how insignificant they initially may appear.

2. Ensure that evidence is obtained, appropriately categorised and retained:
  - i. prime documents;
  - ii. certified copies;
  - iii. physical items;
  - iv. secondary evidence (e.g. interview transcripts etc.);
  - v. circumstantial evidence; and
  - vi. hearsay.
3. Ensure interviews are conducted in a fair and proper manner, and that contemporaneous notes are taken detailing who was present and who said what.

## **4. LIAISON WITH THE POLICE**

The experts at investigating fraud are the police. They will also advise on the likely outcome of any intended prosecution. Initial contact with the police should only be undertaken following

discussion between the Chief Executive Officer/Headteacher and the Investigating Officer. It is the policy of the police to welcome early notification of suspected fraud.

If the police decide that a formal investigation is necessary, all staff should co-operate fully with any subsequent requests or recommendations. All contact with the police following their initial involvement will usually be via the Investigating Officer.

Where the police decide to formally investigate this will not prejudice any internal disciplinary procedures; these should continue as normal. However, the internal investigation and the police's should be co-ordinated to make maximum use of resources and information.

## **5. REPORTING FRAUD AND ATTEMPTED FRAUD**

### **Department of Education**

CHANGE Schools Partnership will report to the Department of Education through the EFSA:

- any suspected fraud of a value in excess of £5,000; and
- any fraud or corrupt act by a Board Member or Headteacher, irrespective of the value involved.

Reporting will be undertaken by the Chief Executive Officer or the Chair of the Board at the earliest opportunity.

### **Board of Trustees**

The Executive Leadership Team/Chief Executive Officer will report to the Board of Trustees all cases of fraud and attempted fraud, detailing the nature and extent of the fraud and any implications for the association's internal control system.

CHANGE Schools Partnership will maintain a register of all incidents of fraud and attempted fraud, which will be reviewed by the Chair of the Finance and Audit Committee at least termly.

### **Interim Report**

As soon as the initial 'detection' stage of the investigation has been completed an interim confidential report, which may be verbal, but is more likely to be in a written format, should be made by the Investigating Officer to the Chief Executive Officer and Chair of the Board and any other officer decided upon at the preliminary stage.

The Interim Report should include;

- i. the findings to date;
- ii. the interim conclusions drawn from those findings; and
- iii. a recommendation to continue the investigation, if this is justified by the initial findings.

If it is decided to continue the investigation the future reporting arrangements and any changes to the planned action should be confirmed by the Chief Executive Officer.

### **Final Report**

This report will supersede all other reports and be the definitive document on which leadership (in a disciplinary situation) and possibly the police (in a criminal situation) will base their initial decisions.

The format of the Final Report will not always be the same as each case is unique, but will frequently set out:

- When the fraud was initially discovered;
- The method of discovery;
- The period the fraud covers;
- Who the suspects are, their position in CHANGE Schools Partnership and their responsibilities;
- Details of how the investigation was undertaken;
- The facts and evidence which were identified;
- Amount of loss and chances of recovery;
- Action taken against perpetrator;
- Action taken in respect of involving the police;
- Action taken to prevent recurrence;
- Summary of findings and recommendations, both regarding the fraud itself and any additional work required on the system weaknesses identified during the investigation.

All reports must be substantiated by the strongest evidence and avoid contents that could be considered to be defamatory in the event of the report being made public.

Defamation in law is defined as:

*“the publication (i.e. communication) of a statement which tends to lower a person in the estimation of right-thinking members of society generally or which tends to make them shun or avoid that person”.*

## **6. RECOVERY ACTION**

CHANGE Schools Partnership will take appropriate steps, including legal action if necessary, to recover any losses arising from fraud, theft or misconduct. This may include action against third parties involved in the fraud or whose negligent actions contributed to the fraud.

## APPENDIX 2: FRAUD - STAFF SUMMARY

DO	DON'T
<b>MAKE A NOTE OF YOUR CONCERNS</b>	<b>BE AFRAID OF RAISING YOUR CONCERNS</b>
<ul style="list-style-type: none"> <li>• Record all relevant details, such as the nature of your concern, the names of parties you believe to be involved, details of any telephone or other conversations with names, dates and times and any witnesses.</li> <li>• Notes do not need to be overly formal, but should be timed, signed and dated.</li> <li>• Timeliness is most important. The longer you delay writing up, the greater the chances of recollections becoming distorted and the case being weakened.</li> </ul>	<ul style="list-style-type: none"> <li>• The Code of Conduct Policy, under Whistleblowing, provides protection for employees who raise reasonably held concerns through the appropriate channels.</li> <li>• You will not suffer discrimination or victimisation as a result of following these procedures and the matter will be treated sensitively and confidentially.</li> </ul>
<b>RETAIN ANY EVIDENCE YOU MAY HAVE</b>	<b>CONVEY YOUR CONCERNS TO ANYONE OTHER THAN AUTHORISED PERSONS</b>
<ul style="list-style-type: none"> <li>• The quality of evidence is crucial and the more direct and tangible the evidence, the better the chances of an effective investigation.</li> </ul>	<ul style="list-style-type: none"> <li>• There may be a perfectly reasonable explanation for the events that give rise to your suspicion. Spreading unsubstantiated concerns may harm innocent persons.</li> </ul>
<b>REPORT YOUR SUSPICIONS PROMPTLY</b>	<b>APPROACH THE PERSON YOU SUSPECT OR TRY TO INVESTIGATE THE MATTER YOURSELF</b>
<ul style="list-style-type: none"> <li>• In the first instance, report your suspicions to your Headteacher. If this action would be inappropriate, reporting can be made to the Chief Executive Officer or Chair of the Board of Trustees.</li> </ul>	<ul style="list-style-type: none"> <li>• There are special rules relating to the gathering of evidence for use in criminal cases. Any attempt to gather evidence by persons who are unfamiliar with these rules may WEAKEN the case.</li> </ul>