

Making Whistleblowing Work:

Best practice and effective frameworks

2018

Overview



- **Overview of Protect, formerly Public Concern at Work**
- **Whistleblowing – back to basics**
- **Myth busting – the real experience of whistleblowing**
- **Current challenges and practice in Sports**
- **Effective frameworks for whistleblowing arrangements**



Protect



Protect (formerly Public Concern at Work) is an independent charity, founded in 1993. We provide:

free confidential advice to who are unsure whether or how to **raise their concern**;

Support, train and review organisations on best practice in whistleblowing;

campaign on **public policy**; and

promote **public interest whistleblowing laws**.

Advice line

We have advised over **40,000** individuals to date.

Top sectors: health, care, education, local government and financial services.

Top concerns: financial malpractice, ethical and patient safety.



What is whistleblowing?



A worker raising a concern about wrongdoing, risk or malpractice with someone in authority either internally and/or externally (e.g. regulators, media, MPs)

Source: Protect

Grievances and concerns



HR issues/Grievances

- risk is to self
- need to prove case
- rigid process
- legal determination
- private redress

Concerns

- risk is to others
- tip off or witness
- pragmatic approach

01/16/18



Identifying whistleblowing



1. A member of staff tells you they are being constantly criticised by one particular manager. The manager seems to pick on their work and does so in front of others.

Grievance

2. You work in the finance team and a member of staff tells you they have seen an invoice from a company that they have not previously heard of. They think they recognise the company address to be the finance director's home.

Whistleblowing

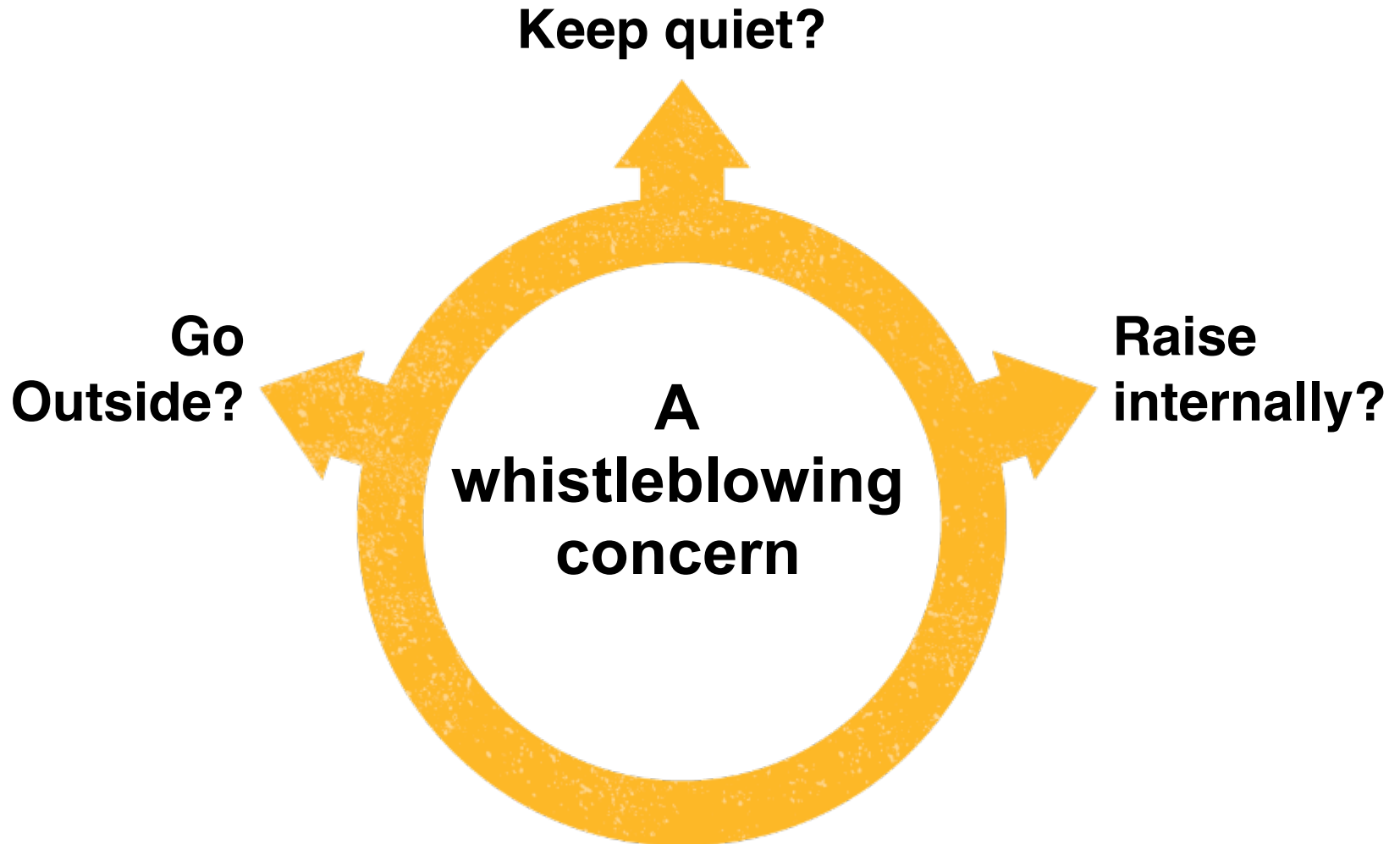
3. A member of staff tells you they have seen a doctor ask a nurse to sign out controlled drugs for a patient that they do not believe is in need of such strong medication.

Whistleblowing

4. A member of staff tells you they have been asked to do some additional work but they are worried as they are struggling to manage their workload.

It depends

The whistleblower's dilemma





UNIVERSITY
of
GREENWICH

**public
concern**
at work

the whistleblowing charity

WHISTLEBLOWING: THE INSIDE STORY

A study of the experiences of 1,000 whistleblowers

Whistleblowing assumptions



1. Whistleblowers are persistent in raising concerns.

False

2. Most whistleblowers will raise a concern externally.

False

3. Whistleblowers are very likely to be dismissed.

False

4. Most whistleblowers are new members of staff.

True

5. Raising a whistleblowing concern is rare.

False

Whistleblowing statistics



95% of organisations in a PCaW survey conducted by E&Y said they have formal whistleblowing arrangements in place ... BUT only **43%** of UK workers were aware of a whistleblowing policy at work

1 in 3 think their
whistleblowing arrangements are ineffective



Source: EY Survey

54 / 0 said they do not train designated key members of staff to receive concerns

44% confuse personal complaints (grievances) with whistleblowing

1 in 10 say their arrangements are not clearly endorsed by senior management



Key challenges:



- Liaising with staff and other functions – where does this fit?
- Culture – awareness, experience/history, confidence
- Scope – who? Athletes, volunteers, members, parents?
- Communications
- Confidentiality and anonymity
- Resolution
- Feedback

Audit & Review: Benchmarking

Effective
Governance



Effective
Engagement

Effective Operations

Q&A



Francesca West

Chief Executive

Francesca@protect-advice.org.uk

020 3117 2520

Further information at www.protect-advice.org.uk