

Investigation Guide for Managers

Unique Identifier:	CORP/GUID/201				
Version Number:	6				
Type of Update / Status:	Ratified with Moderate Changes				
Division and Department:	People and Culture, Human Resources				
Current Author / Lead and Job Title:	Lauren Newton, HR Manager Annette Smith, HR Manager				
Replaces:	CORP/GUID/201, Version 5, Investigation Guide for Managers				
Description of amendments:	Included information regarding the commissioning of an investigation. Changed process regarding the management statement of case				
Approved by:	Joint Negotiating Consultative Committee (JNCC)				
Approved Date:	05/05/2023				
Issue Date:	05/05/2023				
Review Date from Date of Approval:	1 Year <input type="checkbox"/>	2 Years <input type="checkbox"/>	3 Years <input checked="" type="checkbox"/> 05/05/2026	4 Years <input type="checkbox"/>	5 Years <input type="checkbox"/>

Version Control Sheet			
This must be completed and form part of the document appendices each time the document is updated and approved			
Date dd/mm/yy	Version	Author	Reason for changes
20/07/20	5	Eleanor Palmer-Rigby, Human Resources (HR) Business Partner	Changes introducing Just Culture Fact finding process introduced (4 W's) Flow Chart introduced HR replaced with Workforce Advisory Service
05/05/23	6	Lauren Newton, HR Manager Annette Smith, HR Manager	Included information regarding the commissioning of an investigation. Changed process regarding the management statement of case

Consultation / Acknowledgements with Stakeholders		
Name	Designation	Date Response Received
	HR Policy Forum	

CONTENTS

Version Control Sheet.....	1
Consultation / Acknowledgements with Stakeholders.....	1
1 Introduction / Purpose	3
2 General Principles / Target Audience	3
3 Definitions and Abbreviations	3
4 Guideline	4
4.1 The Investigation Process	4
4.1.1 Commissioning an Investigation	4
4.1.2 The Investigation	5
4.1.3 Interview process	6
4.2 Note Taking.....	7
4.3 Additional Evidence.....	7
4.4 Evaluation of Data and Conclusion of the Investigation	8
5 References and Associated Documents.....	8
Appendix 1: 4W's Employee Relations Process	10
Appendix 2: Equality Impact Assessment Form.....	12

Blackpool Teaching Hospitals NHS Foundation Trust		ID No. CORP/GUID/201
Revision No: 6	Next Review Date: 05/05/2026	Title: Investigation Guide for Managers
UNCONTROLLED COPY WHEN PRINTED Current Version held on the Intranet		

1 Introduction / Purpose

The Trust is committed to ensure a fair, consistent and effective approach in dealing with employee investigations, in accordance with Just Culture. This process is designed to ensure a full and thorough investigation is conducted to allow appropriate management decisions to be made.

Just Culture encourages a culture of fairness, openness and learning where staff feel confident to speak up when things go wrong rather than fearing blame.

This guidance should be used in conjunction with advice from your Human Resources Representative. It may be necessary to seek legal, audit and other specialist advice at the outset of particular types of investigations. It will be important to establish the type of investigation and which policy it relates to in order to ensure that appropriate procedures are followed.

This guideline provides general advice to anyone appointed to investigate:

- a) disciplinary allegations;
- b) grievances;
- c) allegations of bullying and harassment;
- d) allegations raised under Protected Disclosure (whistleblowing);
- e) allegations of fraud.

This document must be read in conjunction with the appropriate policy and/or procedures which will clarify any specific procedural requirements. Those requirements will include timescales for the investigation. This guideline does not amend, alter or negate any of the agreed employment policies and procedures in any way. The application of the relevant employment policies and procedures will be supplemented by skills training.

2 General Principles / Target Audience

This Guideline will apply to all staff employed by Blackpool Teaching Hospitals NHS Foundation Trust. In cases involving medical staff this guideline must be read in conjunction with the Handling Concerns Procedure for Medical and Dental Staff (1).

3 Definitions and Abbreviations

CCTV	Closed Circuit Television
HR	Human Resources
IUC	Interview Under Caution
JNCC	Joint Negotiating Consultative Committee
LCFS	Local Counter Fraud Specialist
MSOC	Management Statement of Case
OD	Organisational Development
Trade Union Representative	A representative of a recognised negotiating body of the Trust.
TOR	Terms of Reference

Blackpool Teaching Hospitals NHS Foundation Trust		ID No. CORP/GUID/201
Revision No: 6	Next Review Date: 05/05/2026	Title: Investigation Guide for Managers
UNCONTROLLED COPY WHEN PRINTED Current Version held on the Intranet		

WAS Workforce Advisory Service – the team responsible for managing Employee Relations cases on behalf of the Trust

4 Guideline

The purpose of the investigation is threefold:

- To determine whether or not there is a case to answer
- To be thorough, fair and objective, respecting the rights of all the involved parties
- To collect relevant evidence and to establish facts, to be used in preparation for action in the event that formal procedures need to take place.
- If there is any possibility of fraud, bribery or corruption the Local Counter Fraud Specialist (LCFS) should be consulted and, if appropriate, the Director of Finance will authorise subsequent involvement from the LCFS. Those investigations will be conducted in accordance with the NHS Counter Fraud and Corruption Manual and the Trust's Fraud, Bribery and Corruption Policy (2).
- In the case of criminal investigation, the Head of HR will liaise with the Local Counter Fraud Specialist (LCFS) to decide whether it is appropriate to delay the Trust investigation. Cases involving the LCFS will be investigated in parallel with any internal investigation. The criminal case will usually take priority in cases where a formal Interview Under Caution (IUC) is required. Once the formal IUC has taken place the internal investigation can continue. Both investigations will then be concluded in accordance with appropriate policies and working practices.

4.1 The Investigation Process

4.1.1 Commissioning an Investigation

Prior to commissioning an investigation, advice must be sought from the Workforce Advisory Service. The Commissioning Manager must have enough information to be assured that a formal investigation is appropriate, this may include the 4W's Informal Fact finding [4-Ws-Employee-Relations-Process.pdf \(bfwh.nhs.uk\)](#) documentation and written statements from those involved (Appendix 1).

At the start of the investigation, the Commissioning Manager will specify the Terms of Reference (TOR) and provide this to the Investigating Manager, along with any relevant documentation already. The Commissioning Manager will appoint a suitable Investigating Manager based on the following:

- The independence of the investigator/s;
- Credibility of the investigator/s;
- Specialist knowledge required;
- Sensitivity of the situation;
- Time available to undertake the investigation;
- The necessary skills, training and experience of investigator/s

Blackpool Teaching Hospitals NHS Foundation Trust		ID No. CORP/GUID/201
Revision No: 6	Next Review Date: 05/05/2026	Title: Investigation Guide for Managers
UNCONTROLLED COPY WHEN PRINTED Current Version held on the Intranet		

4.1.2 The Investigation

In the case of disciplinary investigations, the Terms of Reference should be prepared and should be shared with the alleged perpetrator prior to the investigation meeting.

In the case of non-disciplinary investigations, it may not be possible to define terms of reference until after the initial meeting with the complainant. In those cases, the terms of reference should be clarified in the meeting and sent to the complainant no later than 7 calendar days after the meeting.

Terms of reference should include:

- Details of the allegations to be investigated
- The proposed timescales for the investigation
- Under which policy the investigation is being conducted
- The purpose of the report
- Who will receive copies of the final report

As part of any investigation process, the individual concerned must be informed in writing that an investigation has been instigated. In cases of criminal investigation, consideration must be given to the timing of informing the individual concerned, thereby safeguarding the collating of potential information/evidence. Any delay must be fully justified.

Where interviews result in the widening of an investigation or where timescales need to be increased the Terms of Reference must be revised and the employee provided with a copy.

It is important to understand the Trust obligations in regard to a Protected Disclosure (Whistleblowing) (3) and this must be discussed with a senior member of the Workforce Advisory Service prior to the commencement of any investigation.

The Investigating Manager will undertake a detailed and thorough investigation by gathering all the relevant evidence. This is usually through formal interviews and a review of documentation. The Investigating Manager will determine who they need to interview and what evidence they need to gather in consultation with their HR Support.

4.1.2.1 Interviews

For the interview process to be successful, it must be consistent, fair and objective. The investigating manager will approach the investigation with an open mind. This can be achieved by following the below guidance:-

- The process must be aligned to clear criteria and/or terms of reference
- Where the matter is a complaint, the complainant should normally be interviewed first followed by the alleged perpetrator.

Blackpool Teaching Hospitals NHS Foundation Trust		ID No. CORP/GUID/201
Revision No: 6	Next Review Date: 05/05/2026	Title: Investigation Guide for Managers
UNCONTROLLED COPY WHEN PRINTED Current Version held on the Intranet		

- Where there is no complainant, the alleged perpetrator would normally be interviewed first.
- During the initial interviews the individuals should also be asked if they have any witnesses whom they wish to be interviewed. It may also be necessary to collect some background information before these interviews take place. It will be for the investigating manager to determine the relevance of those witnesses and ultimately their inclusion in the investigation. Where a decision is made not to interview identified witnesses this must be included in the final investigation report and an explanation included in any outcome letter.
- All employees who are directly involved or are witnesses or possess information that is beneficial to the investigation process, are expected to co-operate fully with all investigations and be open and honest in regards to information they provide. Under the registration of the relevant bodies, registrants have a duty to cooperate with any investigation process.
- Witnesses must be advised that should the case proceed to the next stage of the relevant policy that they may be called to give evidence.

4.1.3 Interview process

- Introduce everyone, outline the purpose of the interview, the investigation and the process which will be followed
- The Investigating Manager should try to put all individuals at ease
- All individuals have the right to be accompanied by either a Trade Union Representative or a Work Colleague
- Explain what will happen with the notes of the meeting and timescales
- Explain the decision-making process and that the role of the Investigating Manager is to ascertain the facts and to draw conclusions
- Discuss confidentiality and stress its importance and any consequences of breaches.
- **Do not** make comments regarding findings to date and remain impartial
- Concentrate on specifics, e.g., events, times, dates what was seen and heard
- The extent of the investigation should be proportionate to the seriousness of the issue
- Individuals should be available for meetings and not unreasonably delay the investigation. Written testimonials or telephone meetings can be accepted where availability is limited and/or where difficulty is encountered in arranging timely meetings. Where an employee does not cooperate, they must be informed that the investigation will conclude with the information available, if necessary
- Reluctant witnesses should be told that the interview will be held privately, that notes of the meeting will be taken which they will be able to verify for accuracy and must be reminded of their obligation to the Standards of Business Conduct Policy (4) and their professional body obligations.

Blackpool Teaching Hospitals NHS Foundation Trust		ID No. CORP/GUID/201
Revision No: 6	Next Review Date: 05/05/2026	Title: Investigation Guide for Managers
UNCONTROLLED COPY WHEN PRINTED Current Version held on the Intranet		

- Where a member of staff is absent from work through sickness, Occupational Health will be consulted. An investigation should not be delayed on the grounds of absence, nor should it compromise an individual's health. Whilst the investigator will be sympathetic to an individual's condition the investigation will continue
- If an individual claims the allegations are vexatious, explain that the allegations at hand must be investigated initially and should there be evidence of malice, this will be investigated separately.

NOTE: - In cases of criminal and disciplinary investigations being conducted, where it is appropriate "information gathering" interviews can be conducted by both the LCFS and the Investigating Manager or Workforce Advisory Service representative, to avoid repetition where possible.

4.2 Note Taking

Verbatim notes do not need to be taken, but the key points of any answers should be noted. There may be repetition, but it is still important to record these responses. A member of staff from the HR Team will take these notes.

4.3 Additional Evidence

Other relevant information that may need to be accessed could include:

- Trust financial records. If there are any doubts around this issue then audit should always be consulted.
- Occupational Health documents (subject to the requirements of the Access to Medical Records Act (5) and the Data Protection Act 2018 (6; 7))
- Minutes of meetings
- Appraisals, training records
- Details of any performance management documents
- Evidence from clients / patients, it may be appropriate to involve another professional in some incidents with sufficient expertise to communicate with, elicit and evaluate this type of evidence
- Documentary evidence in relation to the investigation, which could include policies, procedures, emails, log books etc.
- Closed Circuit Television (CCTV) evidence

When collecting additional information Investigating Managers should be mindful of the Data Protection Act 2018 (6; 7), which implemented the General Data Protection Regulation (GDPR), the Telecommunications Regulations 2000 and advice should be sought from the relevant specialists in these areas if necessary.

Blackpool Teaching Hospitals NHS Foundation Trust		ID No. CORP/GUID/201
Revision No: 6	Next Review Date: 05/05/2026	Title: Investigation Guide for Managers
UNCONTROLLED COPY WHEN PRINTED Current Version held on the Intranet		

4.4 Evaluation of Data and Conclusion of the Investigation

Having gathered all the facts, the investigating manager needs to reach a conclusion and will prepare a summary report of their findings and discuss this with the Senior Manager who authorised the investigation. The Senior Manager will use this report to decide the next course of action in regard to the following: .

- No case to answer
- No case to answer but recommendations made
- A case to answer that should be dealt with informally and may/may not include additional recommendations
- A case to answer that should be dealt with formally

Recommendations could include guidance for individuals including managers, training, or other appropriate action.

All parties involved, excluding witnesses, need to be informed of the decision in writing.

Where the case is proceeding to a formal hearing, the investigation report including all supporting documentation will be issued to the individual with an invite letter to the Disciplinary Hearing.

5 References and Associated Documents

1. **BTHFT - Procedure.** Handling Concerns Procedure for Medical and Dental Staff. [Online] 22 11 2022. [Cited: 31 05 2023.] <http://fcsp.xfyldecoast.nhs.uk/trustdocuments/Documents/CORP-PROC-451.docx>. CORP/PROC/451.
2. **BTHFT - Policy.** Fraud, Bribery and Corruption Policy. [Online] 26 04 2021. [Cited: 31 05 2023.] <http://fcsp.xfyldecoast.nhs.uk/trustdocuments/Documents/CORP-POL-136.pdf>. CORP/POL/136.
3. —. Freedom to speak up: raising concerns (whistleblowing) policy. [Online] 11 05 2020. [Cited: 31 05 2023.] <http://fcsp.xfyldecoast.nhs.uk/trustdocuments/Documents/CORP-POL-214.docx>. CORP/POL/214.
4. —. Standards of Business Conduct. [Online] 09 12 2020. [Cited: 31 05 2023.] <http://fcsp.xfyldecoast.nhs.uk/trustdocuments/Documents/CORP-POL-358.pdf>. CORP/POL/358.
5. **Crown.** Access to Medical Reports Act 1988. [Online] 1988. [Cited: 31 05 2023.] <https://www.legislation.gov.uk/ukpga/1988/28/contents>.
6. —. Data Protection Act 2018. [Online] 2018. [Cited: 31 05 2023.] <https://www.legislation.gov.uk/ukpga/2018/12/contents/enacted>.
7. **BTHFT - Policy.** Data Protection. [Online] 13 06 2022. [Cited: 17 04 2023.] <http://fcsp.xfyldecoast.nhs.uk/trustdocuments/Documents/CORP-POL-064.docx>. CORP/POL/064.

Blackpool Teaching Hospitals NHS Foundation Trust		ID No. CORP/GUID/201
Revision No: 6	Next Review Date: 05/05/2026	Title: Investigation Guide for Managers
UNCONTROLLED COPY WHEN PRINTED Current Version held on the Intranet		

8. —. Performance Improvement. [Online] 03 07 2020. [Cited: 31 05 2023.] <http://fcsp.xfyldecoast.nhs.uk/trustdocuments/Documents/CORP-POL-517.docx>. CORP/POL/517.

9. **BTHFT - Procedure.** Disciplinary and appeal Procedure. [Online] 19 05 2021. [Cited: 31 05 2023.] <http://fcsp.xfyldecoast.nhs.uk/trustdocuments/Documents/CORP-PROC-636.docx>. CORP/PROC/636.

10. **Crown.** The Telecommunications (Lawful Business Practice) (Interception of Communications) Regulations 2000. [Online] 2000. [Cited: 31 05 2023.] <https://www.legislation.gov.uk/uksi/2000/2699/contents/made>.

Blackpool Teaching Hospitals NHS Foundation Trust		ID No. CORP/GUID/201
Revision No: 6	Next Review Date: 05/05/2026	Title: Investigation Guide for Managers
UNCONTROLLED COPY WHEN PRINTED Current Version held on the Intranet		

Appendix 1: 4W's Employee Relations Process

What Who Why Way Ahead

A Just Culture looks first at **what** was responsible for an issue or situation before looking at who was responsible. The actions of individuals need to be placed into context early, not at the end which often happens.

The purpose of any disciplinary process is to correct behaviour; to prevent that behaviour from reoccurring. However, we often only begin rebuilding or repairing relationships and situations at the end of the investigation from recommendations or the imposition of a sanction. By adopting a Just Culture approach to employee relations matters we will make our investigation process **constructive** rather than *destructive*.

Whilst all investigations will ultimately ask the question why, it is essential that early intervention looks at what happened, who was hurt or harmed, why did this happen and what is the immediate way ahead to begin repairing and **ensuring it doesn't happen again**.

Line Managers are crucial in this role, along with HR and Staff Side partners supporting the process. Employees need to take responsibility and be accountable for their actions, however, so does the organisation. To do this, individuals and their actions need to be placed **into** context via **immediate** fact finding **before** any **formal investigation** is considered.

Line Managers need to establish:

- **What** has happened?
- **Who** was hurt or harmed?
- **Why** did it happen?
- What is the immediate **Way Ahead**?

Fact Finding:

What has happened and **Who** (or what) was hurt or harmed

- Summary of what happened
- Statement from the member/s of staff involved
- Statement from witnesses

Why did it happen?

- Has there been a **System** failure – was the policy or procedure not adequate or not followed – if not why not?
- Is there a lack of **resources** – was equipment or staffing correct and available?

Blackpool Teaching Hospitals NHS Foundation Trust		ID No. CORP/GUID/201
Revision No: 6	Next Review Date: 05/05/2026	Title: Investigation Guide for Managers
UNCONTROLLED COPY WHEN PRINTED Current Version held on the Intranet		

Appendix 1: 4W's Employee Relations Process

- Do the individuals involved have the **Knowledge, skills** or **awareness** – did they know what to do, are there training issues?
- **Mitigation** – are there any personal factors that have contributed?

What is the **Way Ahead**

- Is there any immediate action or intervention that could be done to stop a repeat or to repair a relationship quickly?
- Is an immediate referral for support required, for example to Occupational Health?
- Should a restriction be put in place immediately so that training or a repair could be completed?

Fact finding is not part of the formal process and will simply be a conversation between the line manager and the employees involved as soon as possible. The employee can either submit a summary to support what is being said or the manager will make a brief note of the discussion which will be signed and dated by the employee.

Once fact finding is complete and immediate action taken the line manager may determine no further action is required. In that case the line manager will summarise the events and the outcome in a letter to the employee, placing a copy, along with the fact finding documentation, on the personal file.

If the line manager believes that matter requires further action, or is unsure, then contact should be made with the Workforce Advisory Service requesting support and guidance. Copies of all fact finding documentation should be provided and an appropriate member of the Workforce Advisory Service will make early contact with the line manager to discuss and agree the following:

- Is a formal investigation required?
- Who has approved this?
- Who will investigate?
- Could fast track be an option?

Where it is determined that a formal investigation is necessary this will commence as soon as possible, with the appointing manager confirming that the investigation manager has the necessary time and ability to fulfil this role. Investigations should be commenced and completed within the minimum timeframes possible. HR and Staff Side will be as flexible in supporting efficient investigations thereby further minimising the impact of the individuals involved.

Where a suspension is considered appropriate this can only be authorised by 2 people, one of them whom will be an Executive Director or their nominated Deputy. Where an employee is suspended this will always be for the minimum period necessary.

Blackpool Teaching Hospitals NHS Foundation Trust		ID No. CORP/GUID/201
Revision No: 6	Next Review Date: 05/05/2026	Title: Investigation Guide for Managers
UNCONTROLLED COPY WHEN PRINTED Current Version held on the Intranet		

Appendix 2: Equality Impact Assessment Form					
Department	Organisation Wide	Service or Policy	Guide	Date Completed:	April 2023
GROUPS TO BE CONSIDERED Deprived communities, homeless, substance misusers, people who have a disability, learning disability, older people, children and families, young people, Lesbian Gay Bi-sexual or Transgender, minority ethnic communities, Gypsy/Roma/Travellers, women/men, parents, carers, staff, wider community, offenders.					
EQUALITY PROTECTED CHARACTERISTICS TO BE CONSIDERED Age, gender, disability, race, sexual orientation, gender identity (or reassignment), religion and belief, carers, Human Rights and social economic / deprivation.					
QUESTION	RESPONSE		IMPACT		
	Issue	Action	Positive	Negative	
What is the service, leaflet or policy development? What are its aims, who are the target audience?	The Procedural Document is to ensure that all members of staff have clear guidance on processes to be followed. The target audience is all staff across the Organisation who undertakes this process.	Raise awareness of the Organisations format and processes involved in relation to the procedural document.	This policy promotes a positive and inclusive approach to supporting our employees	No negative impact identified at this time.	
Does the service, leaflet or policy/ development impact on community safety • Crime • Community cohesion	There is no identified impact on community safety/crime or community cohesion.	N/A	N/A	N/A	
Is there any evidence that groups who should benefit do not? i.e. equal opportunity monitoring of service users and/or staff. If none/insufficient local or national data available consider what information you need.	Currently there is no evidence that shows who should benefit does not.	N/A	This policy promotes a positive and inclusive approach to supporting our employees as well as raising awareness of legalisation entitlements.	No negative impact identified at this time.	
Does the service, leaflet or development/ policy have a negative impact on any geographical or sub group of the population?	No negative impact has been identified in relation to any geographical or sub group of the population.	No action required at this time, but future reviews might see a change which requires action.	No impact identified at this time but might change at a future review.	No negative impact identified at this time.	
How does the service, leaflet or policy/ development promote equality and diversity?	Ensures a cohesive approach across the Organisation in relation to the procedural document.	All policies and procedural documents include an EIA to identify any positive or negative impacts.	This policy promotes a positive and inclusive approach to supporting our employees	No negative impact identified at this time.	
Does the service, leaflet or policy/ development explicitly include a commitment to equality and diversity and meeting needs? How does it demonstrate its impact?	The Procedure includes a completed EA which provides the opportunity to highlight any potential for a negative / adverse impact.	No action required at this time, but future reviews might see a change which requires action.	This policy promotes a positive and inclusive approach to supporting our employees	No negative impact identified at this time.	
Does the Organisation or service workforce reflect the local population? Do we employ people from disadvantaged groups	The Trust is reflective of the community it serves. The Trust employs people from disadvantaged groups i.e. those who have a disability/learning disability/low social economic status.	To continue monitoring staff across all protected characteristics and comparing with the local demographic figures from the Council and ONS.	This policy promotes a positive and inclusive approach to supporting our employees	No negative impact identified at this time.	
Will the service, leaflet or policy/ development i. Improve economic social conditions in deprived areas ii. Use brown field sites iii. Improve public spaces including creation of green spaces?	This policy does not have any direct impact on the development to improve economic social conditions in deprived areas/use brown field sites/improve public spaces etc.	To continue monitoring this policy to ensure any review takes into account any changes re points i ii iii	This policy promotes a positive and inclusive approach to supporting our employees	No negative impact identified at this time.	
Does the service, leaflet or policy/ development promote equity of lifelong learning?	No it doesn't	N/A	N/A	N/A	
Does the service, leaflet or policy/ development encourage healthy lifestyles and reduce risks to health?	No it doesn't	N/A	N/A	N/A	
Does the service, leaflet or policy/ development impact on transport? What are the implications of this?	No it doesn't	N/A	N/A	N/A	

Blackpool Teaching Hospitals NHS Foundation Trust		ID No. CORP/GUID/201
Revision No: 6	Next Review Date: 05/05/2026	Title: Investigation Guide for Managers
UNCONTROLLED COPY WHEN PRINTED Current Version held on the Intranet		

Appendix 2: Equality Impact Assessment Form				
Does the service, leaflet or policy/development impact on housing, housing needs, homelessness, or a person's ability to remain at home?	No it doesn't	N/A	N/A	N/A
Are there any groups for whom this policy/ service/leaflet would have an impact? Is it an adverse/negative impact? Does it or could it (or is the perception that it could exclude disadvantaged or marginalised groups?	No particular group has been identified as having an impact as a result of this policy, whether adverse/negative.	Continue to review the policy in line with legislation.	This policy promotes a positive and inclusive approach to supporting our employees.	No negative impact identified at this time.
Does the policy/development promote access to services and facilities for any group in particular?	No it doesn't	No action required at this time but future reviews might see a change which requires action.	This policy promotes a positive and inclusive approach to supporting our employees.	No negative impact identified at this time.
Does the service, leaflet or policy/development impact on the environment <ul style="list-style-type: none"> ● During development ● At implementation? 	No it doesn't	No action required at this time but future reviews might see a change which requires action.	This policy promotes a positive and inclusive approach to supporting our employees.	No negative impact identified at this time.
ACTION:				
Please identify if you are now required to carry out a Full Equality Analysis		Yes	No	(Please delete as appropriate)
Name of Author:	Lauren Newton	Date Signed:		April 2023
Signature of Author:				
Name of Lead Person:	Vicki Higgins	Date Signed:		April 2023
Signature of Lead Person:				
Name of Manager:	Lesley Smith-Payne	Date Signed:		April 2023
Signature of Manager				

Blackpool Teaching Hospitals NHS Foundation Trust		ID No. CORP/GUID/201
Revision No: 6	Next Review Date: 05/05/2026	Title: Investigation Guide for Managers
UNCONTROLLED COPY WHEN PRINTED Current Version held on the Intranet		