



## Standards in Public Life

All organisations face the risks of things going wrong or of unknowingly harbouring malpractice. Part of the duty of identifying such a situation and taking remedial action may lie with the regulatory or funding body. But the regulator is usually in the role of detective, determining responsibility after the crime has been discovered. Encouraging a culture of openness within an organisation will help: prevention is better than cure. Yet it is striking that in the few cases where things have gone badly wrong in local public spending bodies, it has frequently been the tip-off to the press or the local Member of Parliament - sometimes anonymous, sometimes not - which has prompted the regulators into action.

Placing staff in a position where they feel driven to approach the media to ventilate concerns is unsatisfactory both for the staff member and the organisation. We observed in our first report that it was far better for systems to be put in place which encouraged staff to raise worries within the organisation, yet allowed recourse to the parent department where necessary. In the course of the

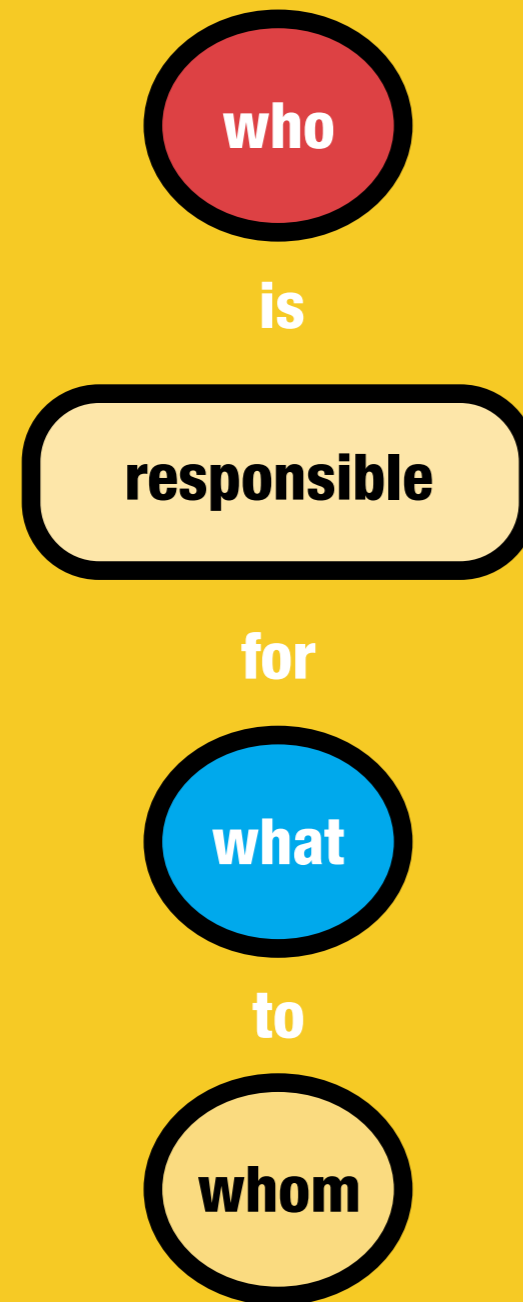
present study, we received evidence from the independent charity, Public Concern at Work, which specialises in this area. They proposed that an effective internal system for the raising of concerns should include:

- a clear statement that malpractice is taken seriously in the organisation and an indication of the sorts of matters regarded as malpractice
- respect for the confidentiality of staff raising concerns if they wish, and the opportunity to raise concerns outside the line management structure
- penalties for making false and malicious allegations
- an indication of the proper way in which concerns may be raised outside the organisation if necessary.

We agree. This approach builds on some aspects of existing practice. For example the duty of accounting officers in education bodies to notify the funding councils of the misuse of public funds. It goes further by inviting all staff to act responsibly to uphold the reputation of their organisation and maintain public confidence. It might help to avoid the cases when the first reaction of management faced with unwelcome information has been to shoot the messenger.

**Whistleblowing** – a. Bringing an activity to a sharp conclusion as if by the blast of a whistle (*OED*). b. Raising concerns about misconduct within an organisation or within an independent structure associated with it (*Nolan Committee*). c. Giving information (usually to the authorities) about illegal and underhand practices (*Chambers*). d. Exposing to the press a malpractice or cover-up in a business or a government office (*US, Brewers*). e. (*origins*) Police constable summoning public help to apprehend a criminal; referee stopping play after a foul in football.

## A whistleblowing policy will help clarify



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## Introduction and review

The most striking illustration of the need for our positive approach to whistleblowing is found in the major disasters and scandals of the last decade. Almost all of the official inquiries report that staff had seen the dangers, but either had been too scared to sound the alarm, or had raised the matter with the wrong person or in the wrong way.

Examples include the rail inspector who, for fear of rocking the boat, did not report the loose wiring prior to the Clapham Rail disaster when 35 people died; the five warnings that ferries were sailing with their bow doors open before the tragedy at Zeebrugge which took 193 lives; the culture of fear and silence at Barlow Clowes, BCCI and Maxwell's companies which deterred staff from blowing the whistle, costing investors and pensioners billions of pounds; and the Matrix Churchill employee whose letter to the Foreign Secretary about munitions equipment for Iraq was ignored by civil servants. Quite apart from the traumatic human and financial damage caused in these cases, such incidents undermine confidence not only in the organisation concerned, but often in whole sectors.

The wider implications of this development are serious. In a changing competitive world, the very success of business, of new technologies and of government itself relies on public confidence in the openness, quality and probity of our key institutions. This public confidence will not only be lost if there is a major scandal, but it may also be forfeited if an institution is seen to be insufficiently accountable or tainted by cover-ups. In providing practical experience of how public confidence can be maintained – not least through recognising the vital role of those who work within an organisation – Public Concern at Work has made an important contribution. The success and influence that the charity has achieved, and which are detailed in this report, have been remarkable.

I have no doubts that its approach is both considered and sound. The charity's achievements could not have been secured without the inspired leadership of Lord Borrie and Guy Dehn; the commitment and competence of the staff, my fellow trustees and the Council; and the enlightened support of a number of charitable foundations, leading organisations and generous individuals.

Public Concern at Work helps organisations to become more accountable by encouraging those who work there to recognise that they have a responsibility to raise genuine concerns about dangers to public safety, fraud or other serious malpractice. To encourage those who are aware of a problem to speak up, an organisation must counter the impression that its natural response will be to shoot the messenger. We help achieve this shift in culture both through our work with organisations and through the free legal help we offer to people who are concerned about serious malpractice at work but are unsure what to do. Because we place a premium on confidence – not only in the sense of public confidence in institutions, but also in the legal sense of mutual trust and fidelity – we believe that such concerns about serious malpractice should, whenever possible, be raised and addressed within the work place.

If such concerns are raised effectively at an early stage, unwarranted threats to public safety and welfare can be averted; the risk of damage to the organisation can be minimised; and confidence in its conduct can be preserved.

While this principle is unexceptionable, many have thought that the practice would be fraught with difficulties, citing the adversarial nature of labour relations, reprisals from management, and malevolent employees. As this report demonstrates these difficulties have been misconceived or exaggerated. Since our launch, Public Concern at Work has dealt with over 1200 concerns about serious malpractice in the workplace. The fact that clients who follow our advice report a satisfactory outcome in over 90% of cases shows that if a serious concern is raised in the right way, with the right people, and at the right time, most organisations will deal properly with the substantive issue and reject any temptation to attack the messenger. The success of our approach in promoting the public interest while protecting the position of the employee is also illustrated by the fact that we have had to propose or initiate legal action in less than 1% of cases.

There have, however, been a handful of cases where we have had to advise the employee to raise the matter outside his or her workplace in order to protect the public interest. These have included contacting the Health and Safety Executive at the start of a Bank Holiday weekend about a roller-coaster that was dangerous; calling in the police when there was incontrovertible evidence that the owner of a residential home was sexually assaulting elderly women in his care; and the public disclosure of the cover-up of a fraud in publicly funded training schemes. In such cases we have also had some significant successes in safeguarding the personal position of the whistleblower.

The virtue of our approach is now recognised by leading organisations, both public and private. Its spirit and practice have been endorsed both by the Nolan Committee and by Government. Welcome support for our proposals for legal protection of whistleblowers has been gained from MPs of all parties, and from business, unions, regulators and professional interests. This support has been secured by the tireless work of Dr Tony Wright MP, Don Touhig MP and Ian McCartney MP, to whom we record our many thanks.

Recognising the importance of the charity's independence, John Healey and I have resigned as trustees of Public Concern at Work following our election to Parliament. However, we are both delighted to be co-sponsors of Richard Shepherd MP's new Public Interest Disclosure Bill, and we look forward to helping ensure that there is a sound and balanced statutory framework to underpin and promote this charity's approach to accountability.

Following the Prime Minister's pledge to introduce legislation along these lines, I am confident that such a statutory framework will be in place in the near future. I have no doubt that Public Concern at Work will play a key role if such a regime is to operate efficiently and effectively. If the charity is to play this part, it will need to continue to receive support and backing from all relevant interests. With your support and under my successor, Michael Brindle QC, I am confident that Public Concern at Work will be able to fill this important role.

**ROSS CRANSTON MP**  
Chairman of the Trustees 1996/97

*Blow the whistle,  
save a life*

*For whom the  
whistle blows*

**Minister acts on  
exams for  
cash scandal**

*Charity helped  
worker uncover  
theft and  
save jobs*

**Whistleblower  
wins praise**

**Hark, it's the  
great British  
Whistleblower**

## Foreword

To the great regret of all who have worked for this Charity, Lord Oliver was unable to continue as Chairman of the Council because of failing sight. We record our gratitude to him for the advice and help which he generously gave to Public Concern from its beginning.

The main event of the past year was the reception given in the House of Commons to the Public Interest Disclosure Bill: see the account at page 12 of this Review. There was, in short, great support for the Bill and no significant opposition to it in principle. We look to the new Government to assist its early passage into law.

**RT. HON. SIR RALPH GIBSON**  
Chairman of the Council

Our two main tasks in the coming year will be: firstly, to go on providing advice and assistance to individual clients, to improve our skills in that service and to make more widely known the availability of the help which we can give; and, secondly, to persuade those who run the public and private institutions and bodies in this country that the provision of effective internal whistleblowing channels, and systems of supportive response to those who do report wrongdoing, are necessary in the best interests of those institutions and bodies as well as for the public good.

The Council is grateful to the Trustees and to the staff for the good work which has been done in the past year, and we record our thanks to all those who have provided the money and the support without which Public Concern at Work could not function.

### Protecting the public interest

500 requests for legal help  
219 concerns about public dangers, frauds, abuse in care and serious malpractice in the workplace

### Client feedback

93% of clients recommend our service  
92% success rate where our advice is followed

### Changing the culture

Nolan Committee recommends whistleblowing procedures across the public sector  
White Paper on Governance recognises the key role for whistleblowing  
Our legislative proposals to protect public interest whistleblowers attract strong support in and outside Parliament

### Leading the way

Consultancy and training clients include Automobile Association, BT, Lambeth Council, NCVQ, National Housing Federation, Occupational Pension Regulatory Authority  
New key supporters include Barclays, GrandMet, KPMG and Zeneca  
CIS, Guardian Royal Exchange, Rio Tinto, Securicor, SmithKline Beecham join our corporate donors

### Publications

Four Windows on Whistleblowing  
Whistleblowing, Fraud and the European Union  
The secret whistleblower at the heart of the Arms to Iraq Inquiry  
Survey of reporting procedures in local government

### Research programme

Abuse in Care  
Vocational training for the long-term unemployed  
Health and Safety reporting schemes  
Hotlines and helplines: the implications of anonymous tip-offs

The bar chart opposite sets out the sources of these public concerns by individual industry or service provider.

## The advice service

In the 12 months to December 31st 1996, we received well in excess of 1200 enquiries, including over 500 requests for legal help. Of these, 219 clients had some evidence of serious malpractice in their workplace. As these cases involved a risk to the wider public – as opposed to the pursuit of the client’s own private interest – they were classified as ‘public concerns.’ The information below relates to these 219 cases.

### The sectors

48% public sector;  
45% private sector; and  
7% charities and voluntary groups.

### The nature of the public concern

37% (82) related to financial malpractice;  
21% (46) to abuse in care;  
15% (33) to workplace safety;  
15% (32) to public safety; and  
12% (26) to miscellaneous matters such as discrimination, price fixing, pollution and unethical conduct.

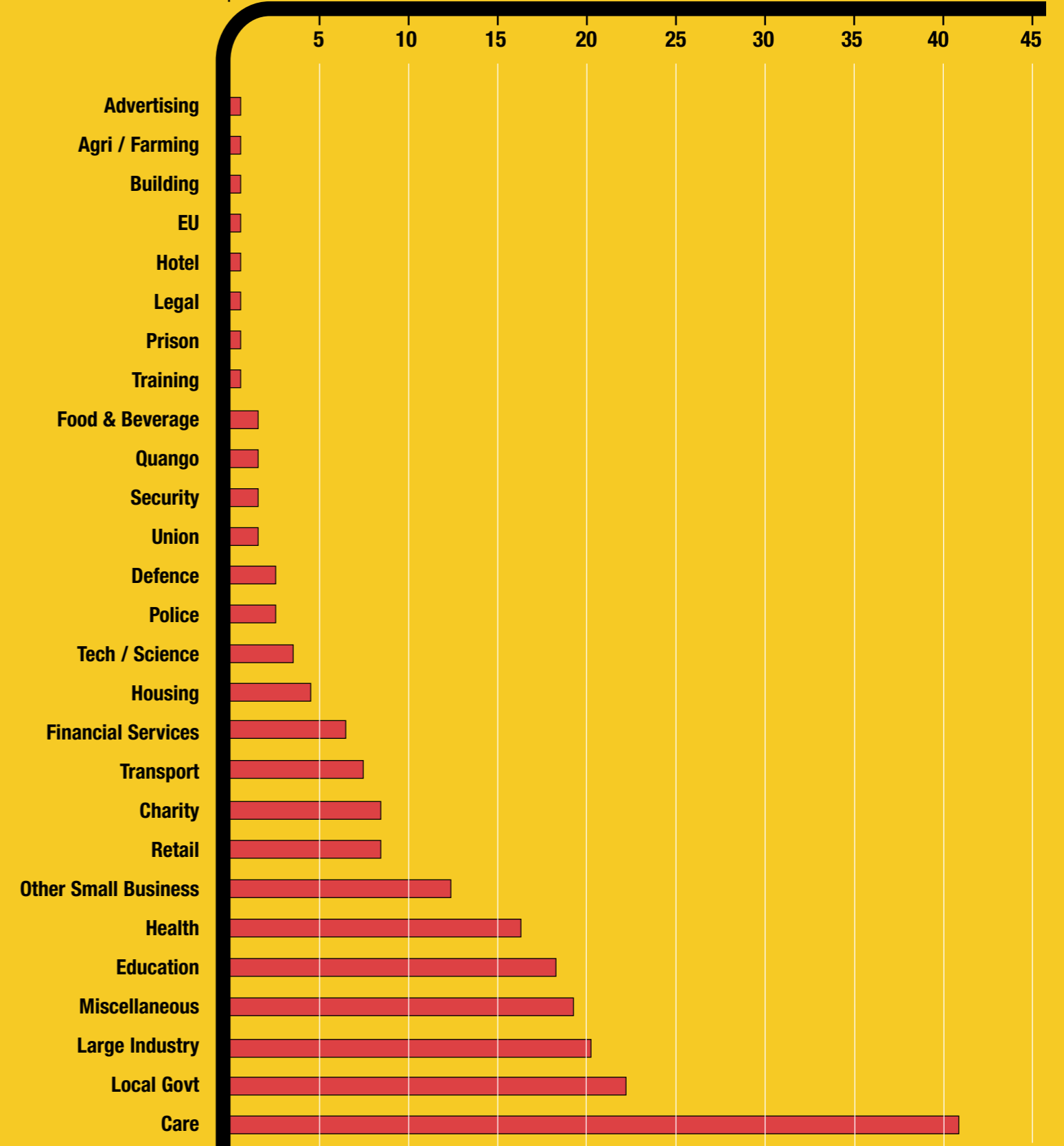
### Confidence and anonymity

97% of clients identified themselves to us, although one fifth of these did not leave contact numbers.

### The situation at the time of contact

Of the 165 clients who had already raised the concern, two thirds had done so with a line manager or a senior colleague and one sixth had contacted a regulator. The remainder had discussed the matter with their union, professional body or colleagues. In 128 cases the client said the concern was ignored or continuing, in 29 cases the concern was being addressed when we were contacted, and in 21 cases clients said their concerns had been resolved but they feared their personal position was being undermined.

25% of clients (54) contacted us before they had raised their concerns – that is, at the time when we are best able to advise how the matter can be raised safely and constructively.



## Feedback from clients

This year we again conducted a survey of people who had contacted us for help with public concerns. We attempted on up to three occasions to contact every client who had left a home telephone number. We successfully reached 42% (91) of our clients, all of whom responded to the survey. Some of their comments are reproduced opposite.

The results were that:  
93% would recommend the service;  
93% thought that the advice we gave was clear;  
92% considered the service was helpful; and  
79% indicated that they had followed our advice.

We also asked these clients whether their case had been resolved. 70 (77%) said that it had been; 21 said it had not yet been resolved. Where the concern had been resolved, 12 clients reported a negative outcome. 7 of these said they had chosen not to follow our advice and 3 others said they had not understood the advice we gave. These three files were then reviewed and the clients were contacted again wherever appropriate.

Of those who followed our advice, 92% reported a positive outcome.

**Pity it is not wider known**

**I can think of no criticism at all. I would not have known what to do**

**I was so desperate. At least there is someone there who understands and gave advice when so often there is nowhere to go**

**We need organisations like you - You are a necessary part of any democracy**

**I received a very swift response and it was consistent. The support was very important**

**There is not enough publicity about you so people like me hear about you too late**

## Informing the debate

### The Public Interest Disclosure Bill

At the request of Dr Tony Wright MP, we drafted a Bill with the Campaign for Freedom of Information on whistleblower protection, on which we consulted with key interests. After revision, the Bill was taken up by Don Touhig MP, who came high in the ballot of private members in the 1995/96 session of Parliament.

The Bill sought to encourage employees to raise internally any concerns they might have about serious malpractice. It did this by offering them statutory protection against victimisation by managers or colleagues, provided (a) they were not acting in bad faith and (b) they had reasonable grounds for their concern. Where the matter was not addressed by those in charge, employees would also be given statutory protection against victimisation if they then reported the matter to an appropriate external body, so as to ensure that any fraud or danger to the public was averted. An appropriate outside body would be a regulator, the police or, where the courts considered a wider public disclosure was justified, the media. The Bill also contained controls on gagging clauses and a public interest defence to criminal prosecutions under secrecy legislation.

The Bill received widespread support among business, unions, consumer groups and regulatory bodies. It was given a unanimous Second Reading in March by over 100 MPs from all parties. Despite this strong support and the approval of the Standing Committee which considered its provisions in detail, the Major Government was concerned that it was a burden on business. As a result, the Bill failed to reach the statute book in 1996.

At the Freedom of Information Awards in 1996, Tony Blair made a public pledge that his Labour Government would introduce similar provisions to those we had proposed. Following that, Richard Shepherd MP introduced his Public Interest Disclosure Bill on June 18th 1997. Prior to its Second Reading in December 1997, we shall be helping Mr Shepherd to consult with all interested parties on the detailed provisions of his Bill.

### Standards in Public Life

In policy terms the most important development in recent years has been the Nolan Committee's endorsement of whistleblowing as a means of ensuring and demonstrating high standards in public bodies. Nolan's 1996 recommendations, which are reproduced on the back cover, were accepted by the Major Government in its 1997 White Paper on *The Governance of Public Bodies*. The work of the Committee has also clarified the meaning of whistleblowing. As the White Paper remarks, "The Nolan Committee used the term 'whistleblowing' to mean the confidential raising of problems within an organisation or within an independent review structure associated with that organisation, not in the popular pejorative sense of leaking information to the media."

### Regulation

The importance of whistleblowing is increasingly reflected in regulation: the new pensions regime, for example, imposes statutory whistleblowing requirements on auditors and actuaries. Public acceptance of the issue should be helped by the Nolan Committee's recommendation that whistleblowing procedures indicate an external body with whom concerns may properly be raised.

During the year we collaborated with the Health & Safety Executive in researching reporting systems in a cross-section of industries. We liaised with the City of London Police about proposals to introduce Crimestoppers into the City, and we had helpful meetings with the Serious Fraud Office, the Financial Fraud Information Network and the Office of Fair Trading. We continue to develop good links with the Audit Commission and District Audit.

Over the coming year we shall be making representations on the relationship between the proposed super-SIB and the companies it will regulate.

We will draw on our experience of whistleblowing procedures and their role in demonstrating accountability. We consider they can help reassert the mutual trust, frankness and co-operation which has underpinned Britain's financial services sector.

### In the media

We advised on and appeared in a Channel 4 documentary on whistleblowing in the *Cutting Edge* series. We also appeared on ITV and on BBC national and local news programmes, and gave interviews to a large number of national and local radio programmes.

On pages 4 & 5 we reproduce a few press cuttings on our work. During the year our work was featured some fifty times in the national press – including an editorial in the Independent – as well as in the regional and specialist press.

### Educational work

We provided speakers for the LSE, Imperial College, South Bank Centre, Oxford Research Group and Notre Dame University; meetings of the Royal Society of Medicine, Royal Institute of Public Administration International, Institute of Personnel Development, Industrial Society, Institute of Global Ethics, National Council of Voluntary Organisations, MSF and Rotary Clubs; and major conferences on directors' liabilities, elder abuse, regulation and auditors' functions.



## Work with organisations

### Consultancy, education and training

We provide a range of professional services to organisations in the public, private and voluntary sectors. These cover governance matters, ethics policies and regulation, as well as help on developing whistleblowing procedures and open, responsible cultures. A selection of organisations we have provided services to since our launch is given opposite.

During the year we were commissioned by BT to provide a briefing and to conduct a seminar on the issue of 'who regulates the regulator.' The Occupational Pensions Regulatory Authority sought our advice on the post-Maxwell statutory requirement for auditors and actuaries to blow the whistle. The Association of Colleges and the National Housing Federation sought our assistance on developing codes on whistleblowing for their sectors.

The Automobile Association, the National Council for Vocational Qualifications, numerous local authorities, health authorities and private and voluntary bodies commissioned us to assist them in drawing up their own internal whistleblowing procedures or to help with training. Lambeth Council has asked us to conduct an annual review of how their policy is working.

This work has been given a fillip by the endorsement of our approach by the Nolan Committee, and by the Government's reference to us in its White Paper on *The Governance of Public Bodies* as 'the leading organisation in this field.' We reproduce at the end of this review a Checklist on whistleblowing policies, which we originally developed for the Audit Commission.

Our professional services are available from £125 an hour.

### Video training course

We now have available a training course which has been designed for organisations to use internally, in sessions from 2 to 4 hours. The course covers a discussion of ethical values, and a video on the role of whistleblowing which includes news footage of several disasters. By drawing on five role playing exercises based on real cases from our files, the course will help participants to understand how sensitively these important issues need to be handled.

We are grateful to the Savoy Educational Trust for their financial grant to help develop the course. The course is available by licence at a cost of less than £25 per person.

## Client list

Accrediting Bureau for Charities  
Amber Valley District Council  
Association of Colleges  
Association of Chartered Certified Accountants  
Audit Commission  
Automobile Association  
British Telecom plc  
Cardiff City Council  
CTR Group plc  
CIPFA  
Co-operative Insurance Society  
Co-operative Wholesale Society  
Countrywide Communications  
Cranfield School of Management  
Deloitte & Touche  
Forte plc  
Gateshead NHS Trust  
Hackney Council  
Horizon NHS Trust  
Humberside TEC  
Institute of Management  
KPMG  
Kings Healthcare Trust  
Kingston University  
Lambeth Council  
Lambeth, Southwark & Lewisham Health Authority  
Leicestershire County Council  
Lewisham Council  
Liverpool Business School  
Lloyds of London  
London Audit Group  
Mayday NHS Trust  
National Council for Vocational Qualifications  
National Housing Federation  
Occupational Pensions Regulatory Authority  
Royal Borough of Kensington & Chelsea  
RIPA International  
Sense  
Sitel Europe plc  
Southwark Council  
Tower Hamlets NHS Trust  
Unison  
University of Hertfordshire  
University of Westminster  
Wakefield District Council

## Policy work and publications

**Four Windows on Whistleblowing** is a collection of essays. Lord Borrie explains our practical approach to corporate and public governance; Dr Elaine Sternberg argues that whistleblowing is essential to the accountability and long-term success of business; Canon Eric James considers loyalty in Christian and literary tradition; and Michael Brindle QC and Guy Dehn review the law.

**Fraud in the EU** is a comparative analysis of law and practice on whistleblowing and informing across the EU, in the context of fraud on EU funds. The report – which was called for by the Budgetary Committee of the European Parliament – shows that while States provide protection and help to fraudsters who turn to assist the authorities, innocent employees who blow the whistle on the same fraud are offered no support.

**The Whistleblower in the Scott Report** explains the key role played by a Matrix Churchill employee in uncovering the illicit supply of munitions equipment to Iraq. Although his 1988 warning was ignored by officials, the risk that he might contact the media during the trial so alarmed Michael Heseltine that he initially refused to sign a Public Interest Immunity Certificate to keep information secret from the criminal trial.

**Local Government Reporting Policies** surveys whistleblowing procedures in local authorities. The survey – which was carried out with Middlesex University – shows that though many councils have policies, few of them comply with the key elements recommended by the Nolan Committee (reproduced on the back cover).

In addition to publishing these reports, we also undertook four research projects in 1996. We began a study for the EC on the efficiency and probity of vocational training schemes for the long term unemployed.

We conducted a survey of various organisational approaches to health and safety risk management and of why employees were reluctant to raise safety concerns internally.

We researched the law, professional rules and practices which affect the way abuse in care can be deterred and detected, and responded to the Utting Inquiry on Child Protection Measures.

We began a comparative review of hotlines and helplines so we could assess different approaches to handling anonymous information.

### Future projects

The Trustees have decided that from May 1997 research will be conducted on a project by project basis, and funded accordingly. While this will not affect the development of policy in-house, it will mean that major research projects are likely to be carried out in collaboration with outside consultants.

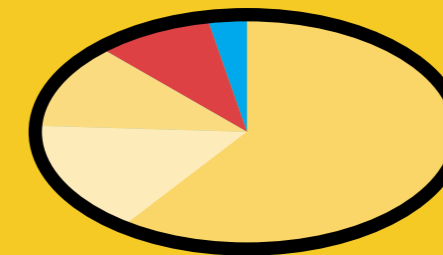
## What about the money?

During 1996 we moved our accounting year-end from 30th September to 31st December. Accordingly the 1996 accounts and the figures below relate to the fifteen month period to 31st December 1996.

### Income

Over the 15 months, our income was £260,945, which came from:

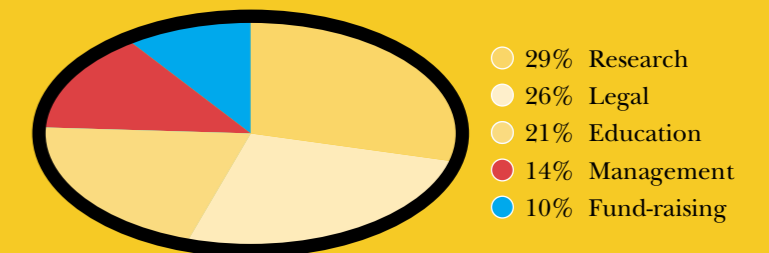
Charitable foundations	60%	○
Corporate support	16%	○
Trading activities & interest	12%	○
Advance grants	9%	○
Individual donations	3%	○



### Expenditure

Our expenditure over this 15 months was £206,660, of which the largest item was £140,224 on personnel. The Director, whose salary is pegged to that of a law professor, was the highest paid employee.

In terms of our direct charitable and support activities, our expenditure was:



Detailed audited accounts are available on request.

### Financial position

Our annual expenditure is running at £165,000. For the services we provide, we consider that this represents excellent value for money. We do need your support as we receive no grant from Government and depend altogether on voluntary donations and trading income.

### Future plans

It is our intention to establish a broad and secure financial base over the next three years. Our aim is that by 2001, our expenditure will increasingly be met in equal parts from three key sources: foundations and individuals, corporate and union support, and trading income.

If you would like to discuss this invitation and find out what publicity and educational materials we can provide, please telephone Guy Dehn on

## Our helpline is your business

We are often asked by organisations if they can publicise our helpline to their staff or if they can refer to it in their office procedures. Provided there is a good whistleblowing policy along the lines recommended by Nolan (see back cover), we are happy for our name to be used in a way that reassures staff that they can safely raise any serious concerns they have internally.

While we recognise that staff in even the best organisations may occasionally want confidential advice or reassurance before raising a concern, we believe that our helpline will be of greater use where organisations do not have such procedures. This does not mean that our confidential advice service is of no interest to responsible organisations. We may receive calls from employees of a supplier of theirs, at a nearby factory, or of a competitor. For these reasons it is important that the free professional help we offer is readily available to all employees and not just those of leading organisations which recognise the value of such policies. In this way your support can help ensure concerns about dangers and abuse in all fields can be properly raised and addressed.

To run our helpline and publicise it we need your help. We receive no grants from central or local government, so our continued existence depends on voluntary support. Including our confidential helpline – staffed by three qualified lawyers – Public Concern at Work costs £634 a day to run.

While we make no charge to organisations which refer to our helpline in their internal policies, we do invite them to make a donation towards our costs. If you are going to promote an ethics code or introduce a whistleblowing policy, please consider sponsoring the helpline for a day or for a week. The sponsorship can be timed to coincide with the launch of your policy, giving it added impact with your staff, customers and other stakeholders.

**0171-404 6609**

# Supporters

Public Concern at Work's existence and integrity have been secured by the support of leading foundations, organisations and individuals. Because of the nature of our work it is prudent that we both are, and are seen to be, independent of the Government.

As more government-funded bodies are now seeking support from the corporate and charitable sectors, we have to prove our worth in this highly competitive market but without the subsidy that many groups can rely on. Accordingly, we are particularly grateful to all those organisations and individuals who support our work.

### Foundation support

As to our core costs in 1996, we received a grant of £30,000 from Joseph Rowntree Charitable Trust, and a grant of £15,000 from the Baring Foundation (the last part of its three year commitment). In 1996 we received the second of two grants of £25,000 from Esmée Fairbairn Charitable Trust toward our research and educational work, and the last part of a grant from the Nuffield Foundation for the senior research officer's post.

As to our legal work, the Leigh Trust and the J. Paul Getty Jr. Charitable Trust each contributed £10,000 toward the salary of our caseworker in 1996. The Law Society Trust also made a grant of £5,000 toward our legal work and we received grants of £3,000 and £2,500 respectively from Polden Puckham Foundation and Ormonde Duveen Trust toward the helpline.

### Key corporate supporters

We are delighted that Barclays, GrandMet, KPMG and Zeneca have joined our group of key supporters, and that Cadbury Schweppes, Consumers' Association, Esso and NatWest have decided to renew their support. Many of these organisations – like the Co-operative Wholesale Society – have elected to make three or four year pledges.

From 1997 the Trustees have increased the ceiling to £10,000 a year for key supporters. The key supporters' group meets formally to discuss our work and to participate in a private seminar on an issue of corporate or public governance. Last year Lord Borrie spoke on the role of regulation, drawing on his extensive experience at the Office of Fair Trading.

### Donors

The donors listed opposite gave sums of up to £2,000 toward our core work. While this group receive copies of all our publications, we are happy to discuss the relevance of our work to their own organisation.

### Individual supporters

We are also indebted to the many individuals who give donations ranging from £25 to £650 toward our work.

The following is a list of our supporters  
January 1996 to July 1997

### Major foundation support (£10,000 +)

Baring Foundation  
Esmée Fairbairn Charitable Trust  
J. Paul Getty Jr. Charitable Trust  
The Leigh Trust  
Nuffield Foundation  
Joseph Rowntree Charitable Trust

### Foundation support (to £10,000)

Allen Lane Foundation  
Austin & Hope Pilkington Charitable Trust  
Calouste Gulbenkian Foundation  
Ormonde Duveen Trust  
Mrs FB Laurence's Charitable Trust  
The Law Society Trust  
Polden Puckham Foundation  
Savoy Educational Trust  
Alan Sugar Foundation  
Andrew Wainwright Reform Trust  
Scurrah Wainwright Trust

### Key corporate supporters (to £10,000)

Automobile Association  
Barclays  
Cadbury Schweppes  
Consumers' Association  
Co-operative Wholesale Society  
Esso  
GrandMet  
KPMG  
NatWest Bank  
Rufus Leonard  
Zeneca

### Donors (to £2,000)

Allen & Overy  
AUT  
Bank of England  
CIS  
CWU  
Conrad Dehn QC  
Dixons  
Fountain Court Chambers  
Frere Cholmeley Bischoff  
Guardian Royal Exchange  
ICI  
Linklaters & Paines  
Mars  
John Nelson Jones  
Northern Foods  
Norweb  
Oki  
Philips  
Price Waterhouse  
Rio Tinto  
Royal Borough of Kensington & Chelsea  
Securicor  
Seeboard  
Andrew Smith QC  
Smith Kline Beecham  
Sweet & Maxwell  
Tomkins  
Unison

## Who's who?

**The Patrons:** Lord Borrie and Lord Oliver were Chairman of the Trustees and of the Council respectively from 1993 to 1996. On their retirement they became Patrons. Sir John Banham, who was closely involved in the work which led to our establishment, is the third Patron. Among other directorships, he chairs Kingfisher and Tarmac. Previously he was Director General of the CBI and the first Controller of the Audit Commission.

**The Trustees:** Michael Brindle QC, who has been our honorary legal adviser since inception, was elected Chairman of the Trustees in July 1997. His legal practice focuses on commercial, financial and professional matters. At the same time, the following new Trustees were appointed: Rosalie Langley Judd (the Head of Intelligence at the Securities Investment Board); and James Tickell (the Assistant Chief Executive of the National Housing Federation). They join Farzana Aslam (a barrister); Maurice Frankel (the Director of the Campaign for Freedom of Information); Michael Moore CBE (who amongst other directorships chairs London International Group, two other PLCs, and Which? Limited and is vice chairman of Clerical Medical); and Marlene Winfield (senior policy officer at the National Consumer Council).

Ross Cranston (Chairman since 1996) and John Healey both resigned in July 1997 following their election to Parliament. Mark Mildred, a law professor, also resigned.

**The Council:** Sir Ralph Gibson is the new Chairman of the Council, which has an advisory role. He was a Lord Justice of Appeal and is a past Chairman of the Law Commission. We are delighted that David Wellings, lately Chief Executive of Cadbury Schweppes, joined the Council during the year.

**The Staff:** Guy Dehn, the Director, is a practising barrister. Philip Ells, who joined as the senior lawyer in the Autumn, is a solicitor with six years' commercial experience. Jack Mitchell and Chris Camp, both barristers, were the caseworkers during the year. Nick Rose and Theo Blackwell ran our research programme during the year. All the above were full time. Evelyn Oakley (PA to the Director) and Elaine Seth Smith, a solicitor, were part-time.

Turning to our volunteers, Jean Brown runs the office and Caroline Khazai-Nejad keeps our books. Nick Halsted advises on company law. Sophie Thomas helped with the legal work and administration during the Summer. All the volunteers worked part-time. We thank them all. We also thank Chris Camp, Elaine Seth Smith and Sophie Thomas for their contribution during the past year and wish them every success.

**Legal Advisers:** We also record our sincere thanks and that of our clients to Peter Carter Ruck & Partners, Edwin Coe, and Brian Napier for the help they have generously given.

### The Trustees at July 1997

Michael Brindle QC *Chairman*  
Farzana Aslam  
Maurice Frankel  
Rosalie Langley Judd  
Michael Moore CBE  
James Tickell  
Marlene Winfield

*Ross Cranston MP, John Healey MP  
and Mark Mildred resigned as  
Trustees in July 1997*

### The Council

Rt. Hon Sir Ralph Gibson *Chairman*  
Steve Burkeman  
Gerald Bowden  
Tony Close CBE  
Dr Yvonne Cripps  
Jo Cutmore  
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### *Training consultants*

Ruth Valentine  
John Ward

### *Accounts*

Caroline Khazai-Nejad

**Risk Management without**

**Whistleblowing**

**is like a chicken without an**

