

University of Brighton Procedure for Investigating Allegations of Misconduct in Research

1 Introduction

All researchers have a duty to society, to their profession, to the University and to those funding their research, to conduct their research in the most conscientious and responsible manner possible. University staff members in leadership or supervisory positions have an obligation to foster personal integrity in the conduct of staff and students under their direction. They are also responsible for the ethical basis of the research and its funding, and for the safety of all involved in research. Many professional associations have ethical codes and guidelines for the conduct of research and University personnel are expected to comply with such standards, as well as with the University's Policy on Research Integrity, and Research Ethics Policy. Researchers should ensure they are familiar with these policies, which are available on the Research Office SharePoint site.

Research misconduct is least likely to arise in an environment where good research practice (e.g. documentation of results, peer review of research, regular discussion and seminars) is encouraged and where there is adequate supervision/monitoring at all levels. It is a responsibility of research managers to convey clearly the standards and protocols for research in their Schools and relevant areas, and to ensure that adherence to those standards is a matter of course.

Research misconduct can have serious and wide-ranging consequences. This Procedure is designed to ensure that any allegations of misconduct in research are dealt with fairly, rigorously and objectively and are handled with sensitivity and confidentiality.

2 Definition of Misconduct in Research

All researchers are expected to observe high standards of professional behaviour both in the practice of research and in the publication and peer review of research. Any practice or conduct by a member of the University community that deviates from those ethical standards for proposing, conducting and publishing research constitutes research misconduct and violation of University policy and renders the member liable to the University's disciplinary procedures.

Research misconduct includes, but is not limited to:

- Fabrication or falsification of data, consents, records, references, results or other research-related documentation; image manipulation; deliberate suppression or destruction of data, including intentionally misleading or deliberately false reporting of research information;
- Unacknowledged appropriation of the work of others, including plagiarism, piracy and false attribution of contributions to the research;
- Misrepresentation of interests, qualifications, experience or involvement (such as inappropriate claims to authorship/attribution or denial of authorship/acknowledgement);
- Misappropriation or mismanagement of data, results, physical materials, finances or other resources, including failure to keep records and hold them securely, or make data available to others;
- Improper conduct in the peer review of research;
- The facilitating of misconduct by collusion with, or concealment of, misconduct by others;
- Conduct which deviates from accepted ethical standards in research, the coercion, bribery or abuse of research participants, breach of confidentiality or improper handling of privileged or private information on individuals collected during the research;
- Failure to declare conflicts of interest;
- Failure to follow accepted procedures or to exercise due care in carrying out responsibilities for avoiding unreasonable risk or harm to humans, animals or the environment;
- Improper dealing with allegations of misconduct.

Accepted procedures would normally include, but are not limited to:

- Gaining informed consent from research participants;
- Gaining formal approval from relevant organisations where required;
- Any protocols for research set out by the University, or contained in the guidelines of, or contracts or agreements with, partner organisations, funding bodies, sponsors, or appropriate recognised professional, academic, scientific, governmental, national and international bodies;
- Any existing guidance on good practice in research
- Adherence to regulatory frameworks

The investigation of allegations should aim to establish intentional and/or reckless behaviour in committing the misconduct. Differences of interpretation or judgement, or honest error, do not constitute research misconduct. For the avoidance of doubt, misconduct in research includes acts of omission as well as acts of commission (for example, failure to gain ethical approval or failure to obtain informed consent).

3 Scope

This Procedure is relevant to all fields and disciplines of research undertaken by the University and its researchers. It applies to all types of research including internally-funded research and non-funded research, and covers related areas such as consultancy, knowledge exchange and transfer and professional practice.

The Procedure applies to any person conducting research under the auspices of the University of Brighton, whether solely or in conjunction with others in the University or other organisations, or in conjunction with other organisations, including but not limited to:

- All members of University staff involved in research, including academic staff, research managers and administrators, research support staff
- Visiting or emeritus staff, staff on honorary or joint clinical contracts, and independent contractors and consultants
- Anyone using University of Brighton facilities or premises for the purpose of research or undertaking research on behalf of the University of Brighton elsewhere in the UK or overseas.

The Procedure will normally apply to research students who are registered for an MPhil, PhD or Professional Doctorate, but not to undergraduate or taught postgraduate students. Students on taught courses should refer to Section F of GEAR which sets out procedures relating to academic misconduct. In cases where students are registered as research students but are undertaking a taught masters course, the Registrar and Secretary will determine which procedure should apply.

The Procedure may be used to follow an investigation through to completion once an individual concerned has left the institution, or to investigate the conduct of an individual who has already left the institution. Once initiated, the Procedure should progress to the natural end-point irrespective of such developments as: the Complainant withdrawing the allegations at any stage; or the Respondent admitting, or having admitted, the alleged misconduct, whether in full or in part.

It should be noted that this Procedure is separate from the University's disciplinary procedures for staff and students, as due to the often complex and specialised nature of investigations into research misconduct, it has a wider scope in terms of the issues that may need to be considered. This Procedure is an investigative process and does not have disciplinary powers. Proven research misconduct may result in action being taken under the University's disciplinary procedures for staff or research students, as appropriate, or other relevant processes and may be considered good cause for: dismissal in the case of members of staff; programme termination in the case of registered research students, and rescission of award in the case of graduates of the University. Reports generated by this Procedure may be used as evidence by the University's disciplinary procedures and other processes and may be released in reporting the matter to any appropriate external organisation. Where cases of research misconduct are referred into other such processes, discussion should

take place with Human Resources or Student Services to determine at what point in those processes action should be taken. Duplication of processes should be avoided where possible.

The University's Statutory and General Regulations take precedence over this Procedure. Nothing in this procedure shall limit the right of the University, its staff or students in exercising their rights under the Statutory and General Regulations concerning discipline or grievance. Notwithstanding anything set out in this Procedure, the Vice-Chancellor has the right to suspend or dismiss a member of staff or research student in accordance with the Statutory and General Regulations.

4 Principles and Procedures

- 4.1 The University is committed to ensuring that all allegations of research misconduct are investigated thoroughly, fairly and expeditiously, and with care and sensitivity. To this end, the Procedure for investigating allegations of research misconduct is based on the principles of fairness, confidentiality, integrity, prevention of detriment and balance.
- 4.2 The investigation of any allegations of misconduct in research should be carried out fairly and in accordance with the statutory human rights of those involved. All parties involved should have access to advice and guidance from external sources in confidence, including the UK Research Integrity Office.
- 4.3 The Procedure should be conducted as confidentially as is practicable, providing that maintaining confidentiality does not compromise the investigation, any health and safety issues or any issue relating to the safety of research participants. It is a requirement for all those involved in the procedure that all information received in connection with the investigation is treated as strictly confidential.
- 4.4 Any investigation into allegations of research misconduct should be conducted honestly, objectively and comprehensively. All parties involved should declare any interests they have which might constitute a conflict of interest, in order to ensure impartiality.
- 4.5 During the investigation care should be taken to protect the position and reputation of those alleged to have engaged in misconduct, when the allegations are not confirmed, or anyone making allegations of misconduct in research in good faith. The University should take all reasonable steps to ensure that such parties do not suffer or are disadvantaged in any way.
- 4.6 There may be occasions during the investigation when a balance needs to be struck between the principles on which this Procedure is based. In seeking to resolve any conflict between principles, the University may seek advice in confidence from the UK Research Integrity Office or other bodies, as well as legal advice.

5 Receipt of Allegations of Research Misconduct

- 5.1 Any member or group of members of the University who believes that an act of research misconduct has occurred or is occurring should notify the Head of the appropriate School or Department, who will inform the Registrar and Secretary. If, for any reason, this is not possible or appropriate, the individual, or individuals, should contact the Registrar and Secretary directly. Any person, persons or organisation external to the University wishing to report suspected research misconduct should contact the Registrar and Secretary. This might include research participants, patients, their parents/guardians/carers, or their doctors, or researchers, journal editors or representatives of other research organisations. The complainant(s) should provide as detailed statement as possible in writing in support of the allegation.
- 5.2 In the absence of the Registrar and Secretary, or in the case of any potential conflict of interest, allegations of misconduct of research should be received by the Deputy Vice-Chancellor.

- 5.3 This Procedure asks persons to put their name to any allegations they make, and anonymous allegations or where there is no specific complainant would not normally be considered. However, such allegations may be considered at the discretion of the Registrar and Secretary, taking into account: the seriousness of the concerns raised; the credibility of the concerns; and the likelihood of confirming the concerns from alternative and credible sources.

6 Preliminary Steps

- 6.1 Upon receipt of allegations of misconduct in research, the Registrar and Secretary will acknowledge receipt of the allegations by a letter in which the Complainant will be advised of the procedure to be followed.
- 6.2 All possible steps will be taken to protect the anonymity of any individual reporting suspected misconduct until such time as it is decided that a formal investigation is warranted.
- 6.3 The Registrar and Secretary will inform the University's Legal Adviser in confidence that an allegation of misconduct in research has been received.
- 6.4 If the allegation concerns situations that require immediate action to prevent further risk or harm to people or animals, involve illegal activity, or include behaviour subject to instant dismissal or suspension under other University procedures, the Registrar and Secretary should take steps to ensure that any potential or actual danger/risk/illegal activity is prevented or eliminated by dealing with it through the appropriate mechanism.
- 6.5 The Registrar and Secretary should review the nature of the allegations against the definition of research misconduct. Where an allegation is judged to fall outside the definition, the Registrar and Secretary should write to the Complainant, giving the reasons why the allegation cannot be investigated using this procedure, and advising of any other appropriate process for handling the allegation, including to whom it should be reported. The Registrar and Secretary may choose to initiate an alternative appropriate University procedure to address the allegation, or to inform an appropriate external body, such as a statutory regulator or professional association.
- 6.6 The Registrar and Secretary should identify any external funding sources or collaborators for the research which is the subject of the inquiry, and investigate whether the research project includes any contractual obligations which require the University to take steps in the event of an allegation (such as informing funders of the allegation), ensuring that any such obligations are fulfilled at the appropriate time through the correct mechanisms.
- 6.7 The Registrar and Secretary will ensure that all relevant information and evidence are obtained, so that any investigation conducted under this Procedure can have access to them.
- 6.8 The Registrar and Secretary may wish to consult the UK Research Integrity Office (UKRIO) in confidence regarding the allegations which have been received, or to seek advice from Human Resources and/or Student Services.
- 6.9 The actions outlined in sections 6.1 to 6.7 above should take place as soon as is practicable, and normally within ten working days of the allegation being received.

7 Preliminary Investigation

- 7.1 In order to gather the relevant facts and carry out a careful investigation of the allegations, the Registrar and Secretary will appoint a senior member of academic staff as Investigating Officer, to carry out a preliminary investigation.

- 7.2 The Investigating Officer will be asked to confirm in writing that their participation involves no conflict of interest. In the event that a conflict of interest is declared, the Registrar and Secretary will appoint another senior member of academic staff as the Investigating Officer.
- 7.3 At the discretion of the Registrar and Secretary, where an allegation is particularly complex, a panel may be appointed to conduct the preliminary investigation. The panel will normally consist of three senior members of the University's academic staff.
- 7.4 The purpose of the preliminary investigation is to determine whether there is sufficient evidence of research misconduct to warrant a formal panel hearing.
- 7.5 The Registrar and Secretary will identify suitable support to assist the investigator, including the Legal Adviser and colleagues from Human Resources and Student Services as deemed appropriate.
- 7.6 The Registrar and Secretary will inform the Respondent in writing that an allegation of misconduct in research has been made against them, that it will be investigated under this procedure, and that they will be given the opportunity to respond to the allegation. The Respondent will be provided with a written summary of the allegation, and a copy of this procedure. The identity of the Complainant will normally be kept confidential unless there is an overriding reason for disclosure.
- 7.7 The Registrar and Secretary will inform the Respondent and the Complainant that they may raise any concerns that they may have regarding the person(s) appointed to conduct the preliminary investigation. The Registrar and Secretary will decide if any concerns raised warrant the exclusion of the person(s) concerned from the investigation.
- 7.8 The Investigating Officer should ensure that all relevant information and evidence, including records, materials and locations associated with the research in question, are obtained in order to conduct the investigation. The Investigating Officer may also wish to interview or to obtain statements from the Complainant, Respondent or other witnesses, or to seek confidential advice from persons with relevant expertise.
- 7.9 The Investigating Officer will draft a written report based on the evidence gathered, which will be sent to the Registrar and Secretary, normally within 30 working days following the Investigating Officer's appointment. The Registrar and Secretary will forward the draft report to the Respondent and Complainant for comment on its factual accuracy. Only when the report includes errors of fact, as indicated by the Respondent and/or the Complainant, will the Investigating Officer amend the report. The Investigating Officer will judge the validity of such comments before making amendments to the report.
- 7.10 On the basis of the evidence the Investigating Officer will make a recommendation as to whether the allegation:
- is unfounded because it is mistaken, frivolous or otherwise without substance, and should be dismissed; or
 - is unfounded because it is vexatious and/or malicious, and should be dismissed; or
 - warrants referral directly to the University's staff or student disciplinary procedures, to other University processes or to an external organisation; or
 - has some substance but due to a lack of intent to deceive or due to its relatively minor nature, should be addressed through education and training or other non-disciplinary approach; or
 - is sufficiently serious and has sufficient substance to warrant the convening of a formal panel to hear the case.

- 7.11 The Registrar and Secretary will review the report, assess the recommendations of the Investigating Officer and approve a course of action.
- 7.12 Where allegations are considered mistaken, frivolous, vexatious and/or malicious, they will be dismissed and the Registrar and Secretary will take such steps as are appropriate to sustain the reputation of the Respondent and, provided that allegation is considered to have been made in good faith, the Complainant. Where an allegation has been considered vexatious and/or malicious, the Registrar and Secretary will consider whether disciplinary proceedings should be initiated against the Complainant(s), or where the Complainant(s) is/are not employees or students of the University, will consider whether there is a duty to notify any external bodies, or take other action as appropriate.
- 7.13 Where an allegation warrants referral directly to another University procedure or to an external organisation, the Registrar and Secretary will initiate the appropriate procedure(s) or inform the appropriate organisation(s).
- 7.14 Where it is considered that the allegation should be addressed through education and training or another non-disciplinary approach, the Registrar and Secretary will work with relevant University staff to establish a programme of training and supervision.
- 7.15 Where it is considered that an allegation is sufficiently serious and has sufficient substance to warrant the convening of a Formal Investigation Panel, the Registrar and Secretary will take immediate steps to convene a Panel.

8 Formal Investigation and Panel Hearing

- 8.1 The Registrar and Secretary will normally convene a Formal Investigation Panel within 30 working days of the decision to proceed to this stage.
- 8.2 The purpose of the Formal Investigation and Panel Hearing is to provide a full and fair examination and evaluation of evidence to determine whether an allegation is upheld in full, upheld in part or not upheld, and to make recommendations regarding any further action deemed necessary by the Panel to address any misconduct, correct the record of research and/or preserve the academic reputation of the University.
- 8.3 If it is decided that a Formal Panel Hearing should be held, the Registrar and Secretary will notify the respondent, the complainant, the Vice-Chancellor, the Pro-Vice-Chancellor (Research & Enterprise), the Registrar and Secretary, the Director of Human Resources and/or the Director of the Doctoral College, and appropriate external funding bodies and other collaborators.
- 8.4 Where an external body requires to be informed about such a Formal Panel Hearing, the Registrar and Secretary will provide them with the necessary confidential information. The Registrar and Secretary will also consider whether any other action needs to be taken at this stage pending the outcome of the investigation.
- 8.5 The Panel should consist of at least three impartial senior members of staff who have no conflicts of interest or close connections with the respondent or complainant, and who are not members of the School(s) or Department(s) concerned. Members of the Panel must not have been involved in the initial investigation or have any other previous connection with the case. Normally at least one member of the Panel will be external to the University (but note that some funders *require* at least one member to be external), and two members of the Panel should have academic expertise in the subject discipline(s) in which the misconduct is alleged to have taken place. Where allegations concern highly specialised areas of research the Investigation Panel should have at least one member with specialised knowledge of the field. Where none of the internal panel members have sufficient

academic expertise in the subject area, an additional external panel member, with appropriate expertise, may be appointed. If an allegation involves research being conducted with a partner organisation, it may be advisable for a representative of that organisation to be a Panel member. The Panel should also be free to seek confidential advice from other persons with relevant expertise either within or outside the University.

- 8.6 The Registrar and Secretary will appoint the Panel Chair from its members. The Chair will normally be a senior member of the University from outside the discipline in which the misconduct is alleged to have taken place. However, they may be external to the University.
- 8.7 Support and co-ordination for the Panel will be provided by the secretariat to the Registrar and Secretary.
- 8.8 The Registrar and Secretary will give the Respondent and Complainant the opportunity to raise any concerns they may have regarding the constitution of the Panel, and will decide if any such concerns warrant the exclusion of any individuals from membership of the Panel.
- 8.9 The Chair of the Panel will be responsible for the conduct of the Panel and in ensuring that the issues are explored thoroughly and with dignity in order to achieve a fair outcome. The Chair of the Panel should ensure that Panel members have received all relevant information from the Investigating Officer, as well as statements or evidence from the Respondent, the Complainant and any other relevant persons prior to the Panel Hearing.
- 8.10 The Panel should
- Receive all relevant information from the Investigation
 - Hold a formal hearing to interview the Respondent, the Complainant and any other parties it considers relevant to the investigation;
 - obtain from the respondent and other parties where appropriate, any relevant files, notebooks, records or other evidence, subject to the constraints of the Data Protection Act;
 - report any further instances of misconduct in research by the respondent or other person(s);
 - conduct an assessment of the evidence;
 - consider the allegations of misconduct in research and reach a conclusion on them, with the standard of proof being 'on the balance of probabilities'.
- 8.11 The Complainant, Respondent and any witnesses have the right to be accompanied to the Hearing by a Trade or Student Union representative or work colleague. Occasionally the Complainant and/or Respondent may need to be accompanied by a carer or interpreter, or in the event that the hearing is being held with a Union representative, they may be accompanied by the Union Official.
- 8.12 The Panel will not work to a prescribed timetable but will conduct the investigation as quickly as possible without compromising the principles of the procedure. The Respondents, Complainants and Registrar and Secretary will be informed of the likely date for completion of the investigation.
- 8.13 On completion of the investigation the Panel will produce a confidential written report summarising the investigation and stating whether the allegation of misconduct in research is:
- Upheld in full; or
 - Upheld in part; or
 - Not upheld and will be dismissed
- When concluding the outcome of an investigation the standard of proof used is that of 'on the balance of probabilities'.

- 8.14 The Panel may also make recommendations for consideration by the appropriate University authorities regarding any further action necessary by the University and/or other bodies to: address any misconduct it has found; correct the record of research; and/or preserve the academic reputation of the University. Illustrative examples are given in 9.2 below.
- 8.15 The Panel will make the draft report available to the respondent and the complainant in confidence for comment on its factual accuracy. The Panel will decide if any concerns raised warrant the revision of the draft report and will inform the Respondent and/or Complainant of its decision in writing.
- 8.16 The Chair of the Panel will forward the final report to the Registrar and Secretary together with any relevant documentation used in the investigation. The Registrar and Secretary will notify the respondent and complainant in writing of the outcome of the investigation.
- 8.17 The formal investigation should normally be concluded within one year of the allegation being made.

9 Further Action

- 9.1 If the Panel concludes that the allegation is upheld in full or in part, the Registrar and Secretary will decide if it is appropriate to refer the matter to the relevant staff or student disciplinary process, and will liaise with colleagues in Human Resources or Student Services in order to take this forward. For members of staff, a disciplinary hearing would be convened but this would not re-hear all the evidence already considered under this policy. Instead it will consider the findings of the panel in order to determine what, if any, disciplinary sanction is appropriate. The member of staff would have normal rights of representation and appeal in line with the published disciplinary policy and procedure.
- 9.2 The Pro-Vice-Chancellor (Research & Enterprise), Registrar & Secretary and the Vice-Chancellor will determine what further action needs to be taken. Such actions may include, but are not limited to:
- Making relevant reports to other organisations involved in the research, including project partners, research participants, funders, journals, publishers, other employing organisations or any relevant professional, funding, regulatory or other public body with an interest,
 - Correcting the record of research, including retraction or correction of articles in journals, or otherwise remedying any research misconduct that has taken place;
 - Withdrawal or repayment of funding;
 - Carrying out any actions necessary to safeguard research participants and any other involved parties;
 - Ensuring institutional learning through reviewing internal management, organisational, training, mentoring or supervisory procedures for research;
 - Providing remedial training, mentoring or monitoring or other measures to staff;
 - Taking non-disciplinary approaches to resolve matters that are of a relatively minor nature or involve honest error.
- 9.3 If the allegation has not been upheld or was found to be mistaken, but not frivolous, vexatious and/or malicious, the Pro-Vice-Chancellor (Research & Enterprise), will take all appropriate steps to preserve the good reputation of the Respondent and to provide them with support and guidance. If the case has received any publicity, the Respondent shall be offered the possibility of having an official statement released by the University to the press or other relevant parties, or both.
- 9.4 If the Panel has found that the Complainant's allegation was frivolous, vexatious and/or malicious, the Registrar and Secretary may recommend that action be taken against the Complainant under the University's published disciplinary procedures, or where the Complainant is not an employee or

student of the University, will consider whether there is a duty to notify any external bodies, or take other action as appropriate.

10 Reassessment of Allegations of Misconduct

- 10.1 The University reserves the right to require the review and reassessment of any case of alleged misconduct, under the guidelines given above, should further relevant evidence arise at any stage following completion of the investigation and/or preliminary assessment.

11 Appeals against decisions of the Panel

- 11.1 In cases where an allegation has been upheld in full or in part, the Respondent has the right to appeal the decision of the Panel.
- 11.2 The Respondent must submit their application of appeal in writing to the Deputy Vice-Chancellor within 10 working days from the date the outcome letter was written. The application must include full details of the reason for the appeal.
- 11.3 An Appeal may only be made on one or more of the following grounds:
- i. That there is material evidence now available which was not previously available to the Panel and of such a nature to cause doubt as to whether the result might have been different had the material been available to the Panel;
 - ii That there was evidence of procedural irregularity in the investigation process (including administrative error) of such a nature as to cause doubt as to whether the outcome might have been different had there not been such an irregularity;
 - iii That there was evidence of improper conduct, prejudice or bias on the part of one or more of the Panel.
- 11.4 The appeal will be reviewed by the Deputy Vice-Chancellor, who will decide whether the appeal meets any of the grounds listed above. If the decision is taken that there are no grounds for appeal, the Respondent will be informed in writing as soon as possible after receipt of the appeal by University.
- 11.5 If it is identified that there are valid grounds for appeal, an Appeals Panel, whose members were not members of the original Panel, will be constituted. The meeting of the Appeals Panel will take the form of a re-hearing and will follow a similar process to the original Panel Hearing. The decision of the Appeals Panel will be notified as soon as possible. There is no further right of appeal, and the decision of the Appeals Panel will be final.

References

The University wishes to acknowledge the use of the following documents:

1. UK Research Integrity Office Procedure for the Investigation of Misconduct in Research
2. University of Sussex Procedure for the investigation of allegations of misconduct in research

Definitions

Complainant

The person or organisation making the allegation of research misconduct

Formal Investigation and Panel Hearing

The formal examination and evaluation of all relevant facts, including a hearing, to determine if misconduct has occurred, and if so, those responsible and the seriousness of the misconduct

Misconduct in Research

Any practice or conduct by a member of the University community that deviates from established standards of professional behaviour for proposing, conducting and publishing research (examples are provided in section 2)

Preliminary Investigation

Information gathering and initial fact-finding to determine whether an allegation or apparent instance of research misconduct warrants a Formal Investigation and Panel Hearing

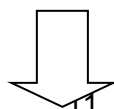
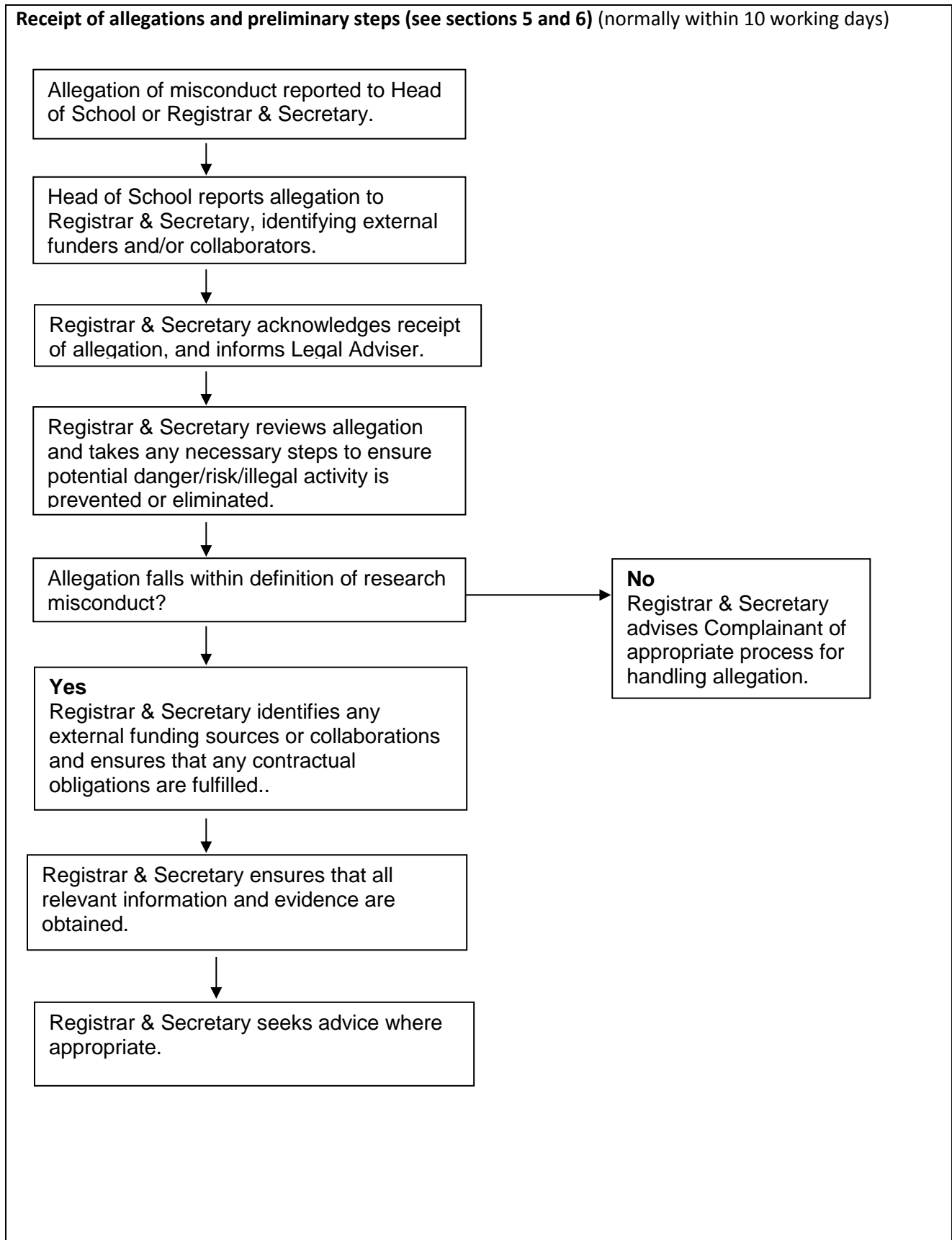
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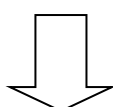
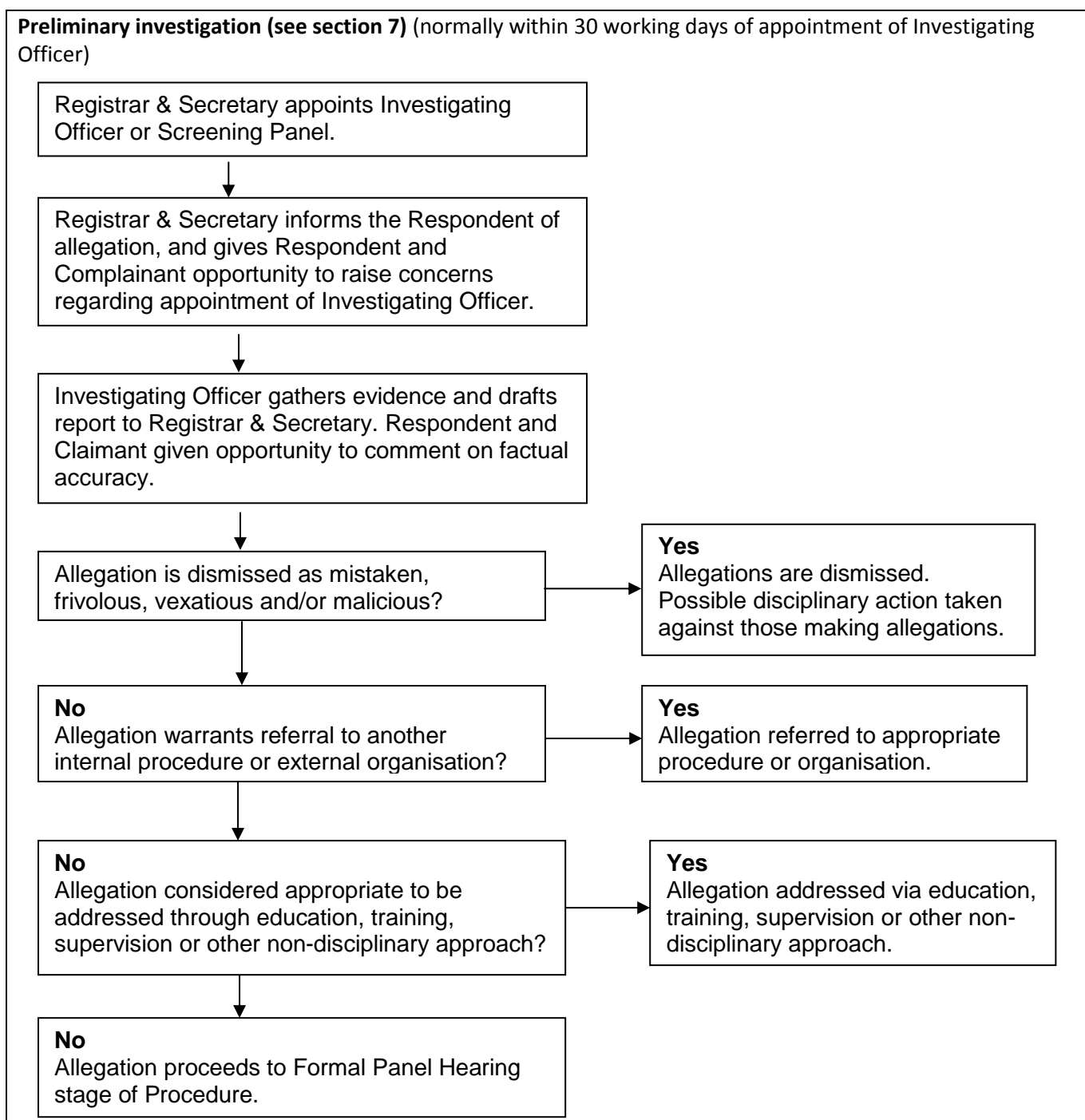
The University of Brighton's Procedure for investigating allegations of misconduct in research

Respondent

The person against whom the allegation of research misconduct is directed, or the person who is the subject of the inquiry or investigation. There can be more than one respondent in any inquiry or investigation

Flowchart of the Procedure





Formal Investigation and Panel Hearing (see section 8) (to be concluded within one year of the allegation being received)

Registrar & Secretary notifies Respondent, Complainant, relevant staff and external bodies that a formal investigation is to take place.



Registrar & Secretary convenes Formal Hearing Panel (within 30 days).



Respondent and Complainant given the opportunity to raise concerns regarding membership of Panel.



Panel reviews allegation, assesses evidence, holds formal Hearing and drafts report.



Draft report made available to Complainant and Respondent before final version is sent to Registrar & Secretary.



Allegation is upheld (either in full or in part).

No
Allegation is dismissed, and any necessary steps taken to support Respondent.



Yes
Registrar & Secretary and other senior staff decide what actions should be taken, and inform respondent, complainant and other relevant people, departments or bodies of outcomes and actions.