

Codi Llais **Heb Ofn**  
Speaking Up **Safely**



# Listen, Learn, Act

Cardiff & Vale University Health Board  
Speaking Up Safely Guidance



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Bwrdd Iechyd Prifysgol  
Caerdydd a'r Fro  
Cardiff and Vale  
University Health Board



Work In  
Confidence



Llywodraeth Cymru  
Welsh Government

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## 1. Introduction

We want to make the NHS the best place to work.

We want our colleagues to feel valued and respected at work and to know that their views are welcomed. By meeting their needs, we also enable them to deliver the best possible care. To do that, we need to provide the best possible working environment – one where speaking up is not only welcomed, but valued as an opportunity to learn and improve.

The principles and practices associated with Speaking Up Safely outlined in this guidance document should be considered within the broader NHS Wales and UK policy context.

Speaking Up Safely is an initiative which supports, rather than replaces, existing policy, such as:

- Procedure for NHS Staff to Raise Concerns
- NHS Wales Policy: Respect and Resolution
- Welsh Government Law: The Health and Social Care (Quality and Engagement) (Wales) Act
- UK healthcare regulation: e.g. codes of practice provided by the NMC, HCPC and GMC
- UK Law: Public Interest Disclosure Act 1998

### The Executive Lead for Speaking up Safely

The Director of Corporate Governance is the Executive Lead for Speaking up Safely in Cardiff and Vale University Health Board (UHB) and is fully supported by the Board to endorse a speaking-up safely culture in the UHB.

### The Non-Executive Director for Speaking up Safely

The Non-Executive Director for Speaking up Safely is the Independent Member for Trade Union.

## 2. Definitions

**Speaking up Safely (SUS)** - is a process to encourage colleagues to speak up to raise concerns safely within a culture where no individual will suffer victimisation or detrimental treatment as a result of speaking up. Concern types are not limited and can be wide ranging. Speaking Up Safely is about encouraging a positive culture where people feel they can speak up and their voices will be heard, and their suggestions acted upon. If in doubt on anything, this can act as a first point of contact.



**Whistleblowing and Protected Disclosures** - 'Whistleblowing' is the popular term applied to a situation where an employee, former employee or member of an organisation raises concerns to people who have the power and presumed willingness to take corrective action. **'Protected disclosure' is the legal term for whistleblowing** and is referenced in the context of describing the protection that is afforded to the person raising the concern in the interest of the public as set out in [The Public Interest Disclosure Act](#). Protected disclosure is the terminology referenced throughout this guidance document.

**Connectors** – staff volunteers across the UHB who can support you to speak up if you feel unable to do so by other routes. They are impartial and will listen, guide and support you to the best of their ability. They will ensure that people who speak up are thanked for doing so, that the issues they raise are responded to, and that the person speaking up receives feedback on the actions taken. They are able to receive and respond to messages sent to them in the anonymous conversation on the Work in Confidence Platform. It is important to remember that they are not subject matter experts and do not have all of the answers, neither are they campaigners or advocates for staff.

**Subject Matter Expert** – these are a suite of specialist areas with designated roles and functions and could aid with the subject matter you are speaking about. Subject Matter Experts will only be contacted provided it is deemed appropriate to do so based on the nature of the concern raised and with agreement of the individual raising the concern.

**Work in Confidence (WIC)** - An anonymous conversation system which allows staff to have two-way conversations with a Connector but their identity remains hidden. It can be accessed via a QR code or via the UHB online link. The platform is completely anonymous.

### 3. Why speaking up matters

When people speak up, everyone benefits. Building a more open culture, in which leadership encourages learning and improvement, leads to safer care and treatment and improved patient experience.

People are the eyes and ears of an organisation. Their views, improvement ideas and concerns can act as a valuable early warning system that a policy, process or decision is not playing out as anticipated or could be improved.

A speaking-up culture benefits staff satisfaction and performance, too. When people feel that their opinions matter and are valued and acted on, they become more committed – and performance and retention improve.

When people feel that speaking up about poor behaviour is welcomed and encouraged, and that it will be addressed at an early stage, organisations become

less entrenched in formal employee relations processes. These can be costly and damage relationships.

#### 4. Who can speak up?

Anyone who works in NHS healthcare, including pharmacy, optometry and dentistry. This encompasses any healthcare professionals, non-clinical workers, receptionists, directors, managers, contractors, volunteers, students, trainees, junior doctors, locum, bank and agency workers, and former workers

#### 5. Who this guide is for?

This guide is designed to be used by all staff setting out the process for speaking up safely, how concerns can be raised and the process once done so.

#### 6. Speaking up Safely Process

##### Who can I speak up to?

Most speaking up happens through conversations with supervisors and line managers where challenges are raised and resolved quickly. We strive for a culture where that is normal, everyday practice and encourage you to explore this option – it may well be the easiest and simplest way of resolving matters.

However, you have other options in terms of who you can speak up to, depending on what feels most appropriate to you and what you are raising.

Some of the subject matter expert areas you may want to consider escalating your concerns to are outlined below:



##### How can I raise a concern under Speaking up Safely?

You may have tried to escalate your concern via a process/team or with management and remain dissatisfied. Or, you might not feel like you are able to or, you may want to raise your concern anonymously. In these instances, the Speaking Up Safely process may be the best route for you. Put simply, you can start a 'Private conversation' with a member of your organisation just like writing an email, except it's anonymous on the [Work in Confidence system](#).

The Work In Confidence System works hard to protect your identity when using the system by:

- Guaranteeing that your identity is never revealed to CAVUHB, your manager or anyone else unless a court requires this (because an illegal act has been committed).
- The CAVUHB will never know who has and who has not registered for using the Work In Confidence system.
- All information that is sent between your browser and the system servers is encrypted – look for the certificate details at the top of the page.
- All sensitive information, including your messages, are encrypted before being stored on the servers which CAVUHB have no access to.

A concern under speaking up safely can be raised anonymously on the working in confidence platform by either of the 2 following methods:

### 1. Visiting the website - [Sign In | WorkInConfidence](#)

### 2. Scanning the following QR code



Speaking up Safely Concerns can also be raised via Corporate Governance via:



**02921 846000**



**[SUS.CAV@wales.nhs.uk](mailto:SUS.CAV@wales.nhs.uk)**

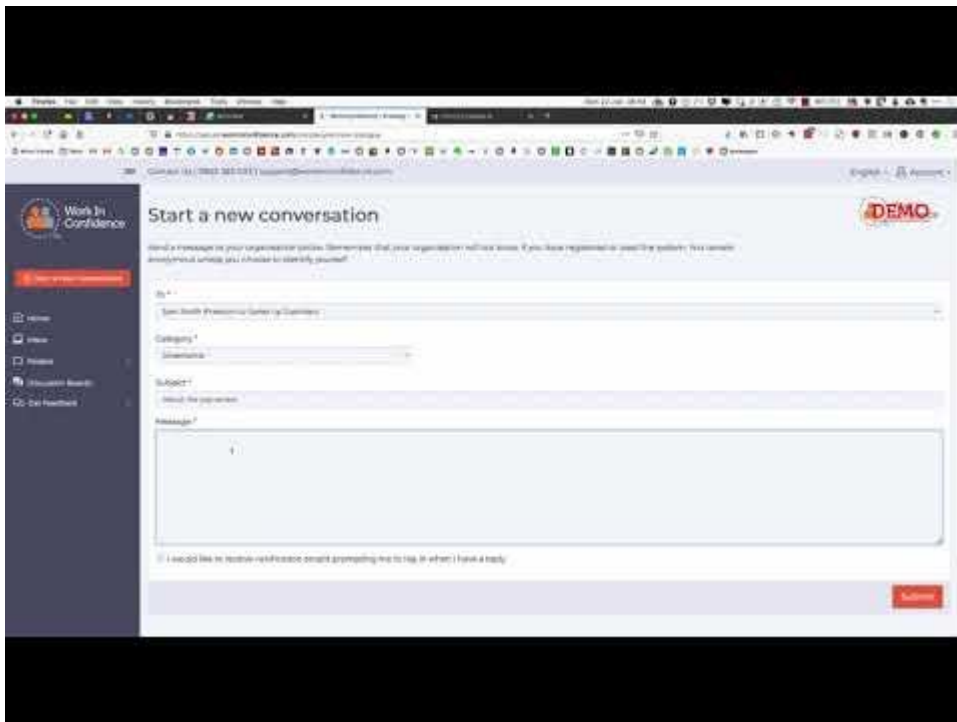
## Registration options on the Work in Confidence Platform

- Register with CAV Email @wales.nhs.uk
- Register with a personal email address (Pin required = **SUS-CAV**)
- Email-less registration (you can register without needing an email address)

**Important – when creating an account, *make a note of your username, if you lose or forget this there will be no way of accessing your account***

How do I send my first message on the Work in Confidence platform?

Please watch this video for a [step-by-step guide](#) on the process.

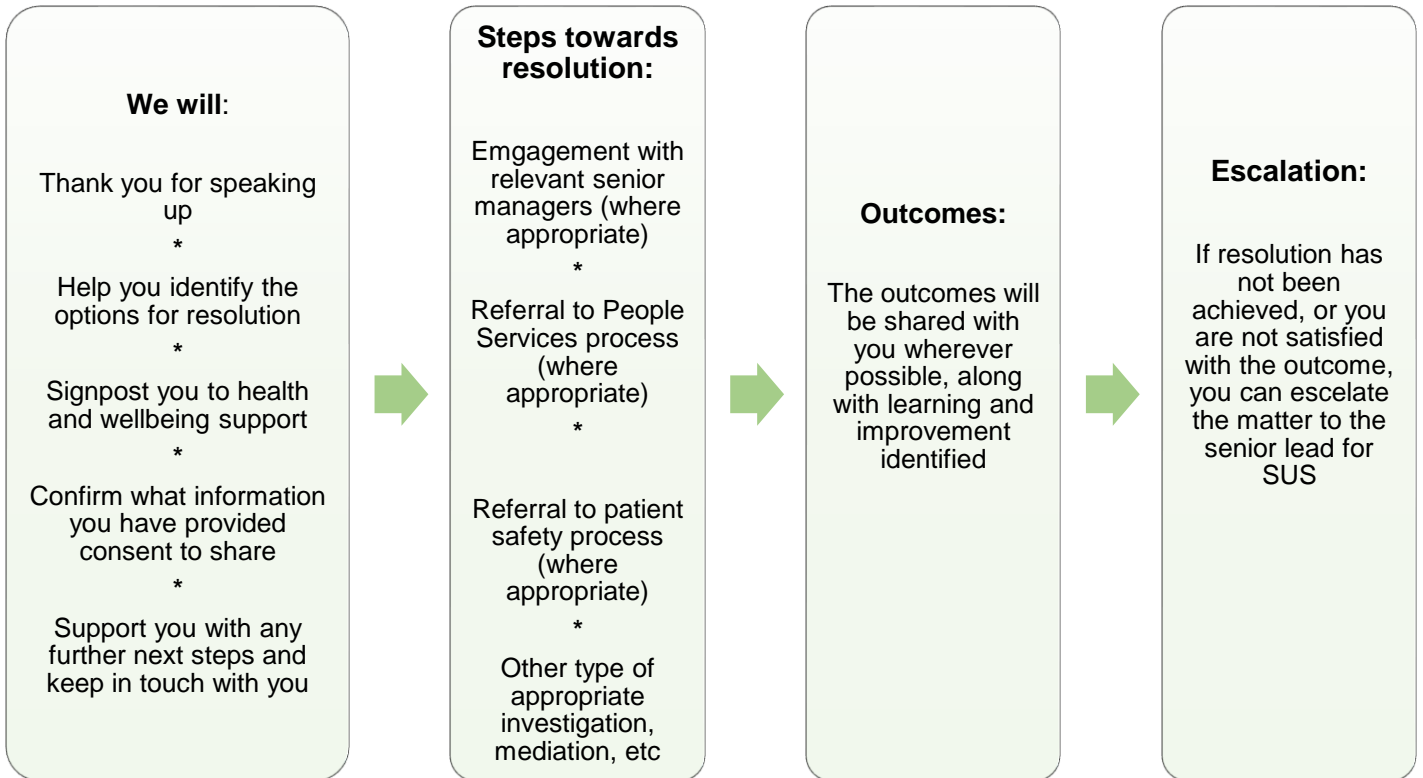


How is the work in confidence platform anonymous?

In WorkInConfidence there is an email-less registration option. This means that anyone who uses the UHB website link which can be found [here](#), can register on the platform without needing an email address.

Further information can be found [here](#) on the work in confidence website detailing how your identity is kept hidden.

## What will happen when I speak up?





## 7. Further resources

**National Guardians Office for England:**

<https://nationalguardian.org.uk/>

**HIW Guidance on Speaking Up:**

<https://hiw.org.uk/speaking-keep-people-safe>

**HEIW: Compassionate Leadership Principles:**

<https://nhs.wales/leadershipportal.heiw.wales/compassionate-leadership>

**NHS Wales Respect and Resolution Policy and Processes:**

<https://heiw.nhs.wales/files/programmes-resources/respect-and-resolution-at-work-policy/>

**HEIW – Healthy Working Relationships:**

<https://nhs.wales/leadershipportal.heiw.wales/healthy-working-relationships>

**Just and Restorative Culture: NHS England**

[A just culture guide;](#)

[The Mersey Care Just and Learning Culture](#)

**Epistemic Injustice:**

[Epistemic Injustice | Department of Philosophy | University of Bristol](#)

**BMJ Research Article on Speaking Up and Culture within the NHS:**

[Interprofessional model on speaking up behaviour in healthcare professionals: a qualitative study | BMJ Leader](#)