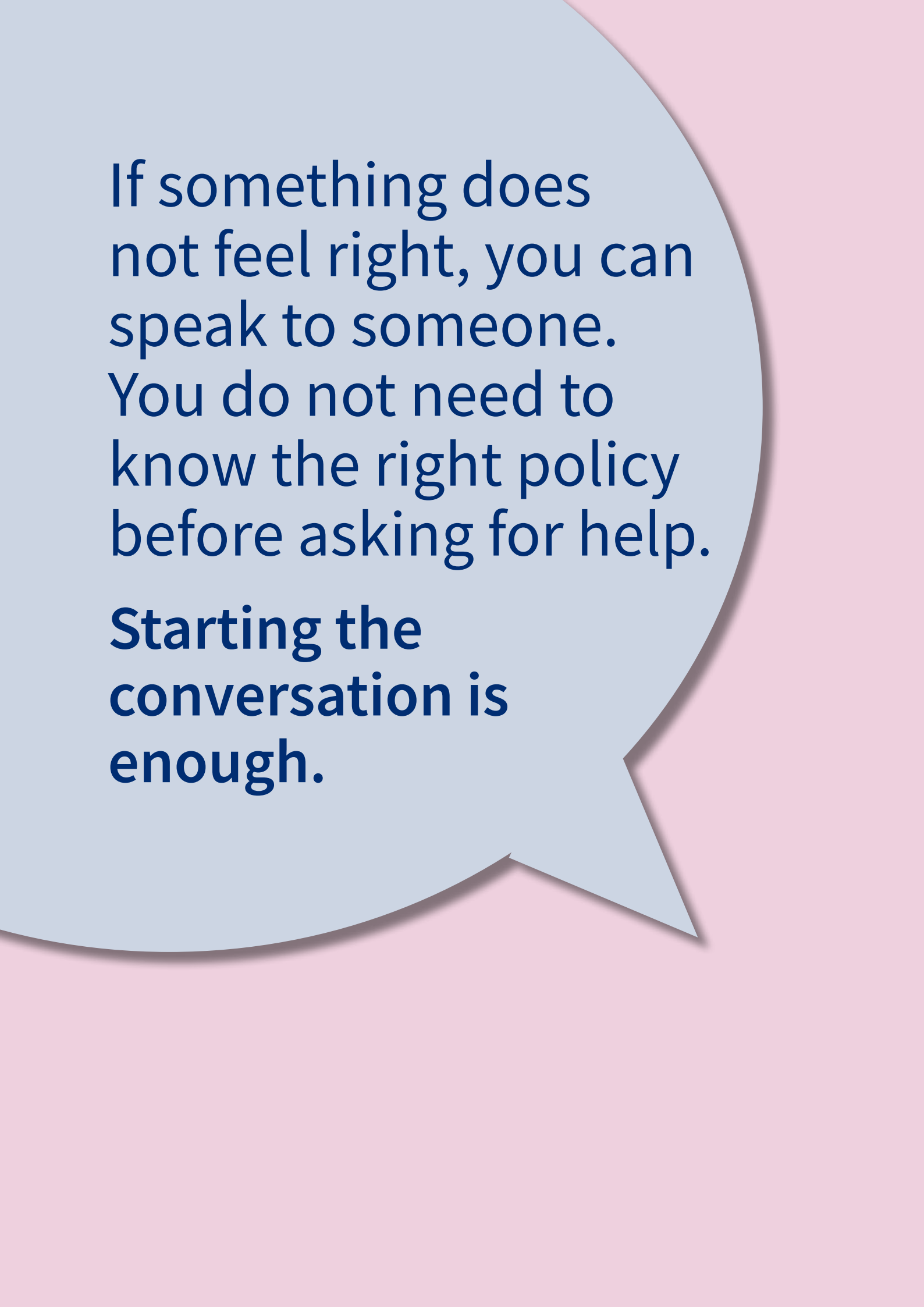


# **Speak Up!**

**Encouraging staff to  
get support in  
NHS Greater  
Glasgow and Clyde**

**A resource pack and practical  
guide for staff and managers.**



If something does not feel right, you can speak to someone. You do not need to know the right policy before asking for help.

**Starting the conversation is enough.**

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### **How to use this pack:**

If you are not sure where to start, use the three quick guide pages first. The rest of the pack gives more detail.

# Quick guide 1: I need help - where do I start?

If something does not feel right, you can speak to someone. You do not need to know the right policy before asking for help.

| If this sounds like you...                                                                          | Good starting points                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|-----------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b><u>I need to talk something through</u></b>                                                      | <ul style="list-style-type: none"> <li>• Confidential Contacts</li> <li>• Bullying and Harassment helpline</li> <li>• Bullying and Harassment Confidential Contacts</li> <li>• Peer Support</li> <li>• Trade Union or professional organization</li> <li>• HR Support and Advice Unit.</li> </ul>                                                                                                                                                                                                                                                                                                                                    |
| <b><u>I need emotional or wellbeing support</u></b>                                                 | <ul style="list-style-type: none"> <li>• Peer Support</li> <li>• Spiritual Care</li> <li>• Occupational Health</li> <li>• Support and Information Services.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <b><u>I am worried about bullying, harassment or discrimination</u></b>                             | <ul style="list-style-type: none"> <li>• Bullying and Harassment helpline</li> <li>• Bullying and Harassment Confidential Contacts</li> <li>• HR Support and Advice Unit</li> <li>• Trade Union or professional organisation</li> <li>• Manager or senior manager, if safe.</li> </ul>                                                                                                                                                                                                                                                                                                                                               |
| <b><u>I am worried about sexual harassment, violence against women or gender-based violence</u></b> | <ul style="list-style-type: none"> <li>• Cut It Out resources</li> <li>• HR Support and Advice Unit</li> <li>• Confidential Contacts</li> <li>• Occupational Health</li> <li>• Peer Support</li> <li>• Trade Union or professional organisation</li> <li>• Manager or senior manager, if safe.</li> </ul>                                                                                                                                                                                                                                                                                                                            |
| <b><u>I am worried about patient safety, quality of care or serious wrongdoing</u></b>              | <ul style="list-style-type: none"> <li>• Manager or senior manager</li> <li>• Incident Management System/Datix, where an incident or near miss should be reported</li> <li>• Whistleblowing route, where relevant</li> <li>• Confidential Contacts, if unsure whether whistleblowing is appropriate</li> <li>• Independent National Whistleblowing Officer (INWO) advice line, if you want independent advice about speaking up or whistleblowing</li> <li>• Healthcare Improvement Scotland - Responding to Concerns, where the concern is about safety or quality of care and you do not feel able to raise it locally.</li> </ul> |
| <b><u>My manager is involved</u></b>                                                                | <ul style="list-style-type: none"> <li>• Another manager</li> <li>• Next-level manager</li> <li>• HR Support and Advice Unit</li> <li>• Trade Union or professional organisation</li> <li>• Confidential Contacts.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                        |
| <b><u>I witnessed something</u></b>                                                                 | <ul style="list-style-type: none"> <li>• Check immediate safety</li> <li>• Ask the person affected what support they want</li> <li>• Seek advice</li> <li>• Speak to a manager, where safe</li> <li>• Use Active Bystander learning where relevant</li> <li>• Report risk or repeated behaviour through the right route.</li> </ul>                                                                                                                                                                                                                                                                                                  |



**Immediate risk**

**If there is immediate risk, do not wait.** Use the appropriate urgent, safety, clinical, security or safeguarding route.

## Quick guide 2: Routes at a glance

One concern may need more than one route. That is normal.



### **Advice and support**

- Manager or senior manager
- HR Support and Advice Unit
- Trade Union or professional organisation
- Peer Support
- Spiritual Care
- Occupational Health
- Support and Information Services

#### **Best for:**

Talking things through, wellbeing support, HR advice, independent advice and local management support.



### **Concern-specific routes**

- Bullying and Harassment helpline
- Bullying and Harassment Confidential Contacts
- Cut It Out resources
- Incident Management System/Datix
- Civility Saves Lives Champions

#### **Best for:**

Bullying, harassment, sexual harassment, violence against women and gender-based violence, incidents, near misses and team culture support.



### **Whistleblowing and national routes**

- **Confidential Contacts**  
For advice if your concern may be about patient safety, quality of care, serious wrongdoing or wider risk, and you are not sure whether whistleblowing is the right route.
- **Whistleblowing**  
For concerns raised in the public interest, including patient safety, quality of care, unsafe practice, serious wrongdoing or wider risk.
- **INWO advice line**  
For free, independent and confidential advice about speaking up about NHS services in Scotland.
- **Healthcare Improvement Scotland - Responding to Concerns**  
For NHS staff concerns about safety or quality of care, especially where staff do not feel able to raise the concern locally.

#### **Best for:**

Patient safety, quality of care, serious wrongdoing, wider risk, and independent advice on whistleblowing.



#### **Use the quick guides as a starting point**

The rest of the pack gives more detail about each route, the support available and what managers should do if someone raises a concern.

## Quick guide 3: Manager first response

When someone speaks up, your first response can either build trust or close the conversation down.

1

### Thank them

“Thank you for telling me. I appreciate this may not have been easy.”



2

### Check immediate safety

“Do you feel safe at work today?”

“Is there anything urgent we need to do now?”



3

### Listen without judgement

“I want to understand what you feel able to tell me.”



4

### Explain information handling

“I will handle this carefully. I may need to seek advice, and I will explain how your information will be handled.”



5

### Do not rush the route

“I may need to take advice, so this is handled properly.”



6

### Agree the next step

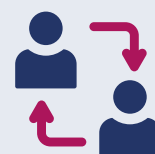
“Let us agree what happens next and when I will come back to you.”



7

### Follow up

Do not leave the person wondering whether anything has happened.



8

### Do not judge

Do not judge, minimise, promise an outcome, discourage formal routes, investigate too early or leave the person without a next step.



**If in doubt - Seek advice, agree a next step and come back when you said that you would.**

## Section 1: Speak Up

### 1.1 Speak Up and Getting Support in NHSGGC

If something does not feel right, you can speak to someone.

This guide explains:

- What speaking up can include
- Where to get advice and support
- How to raise a concern
- What managers should do when someone speaks up
- What to do if you witness inappropriate behaviour
- How Speak Up, Cut It Out, NHS Scotland policies, support routes and learning. Opportunities help create safer, more respectful workplaces.

#### Key reassurance

You do not need to know which policy applies before asking for help. If something does not feel right, starting the conversation is enough.

### 1.2 Everyone has a voice. Everyone has the right to be safe

Everyone working with NHSGGC has the right to be treated with dignity and respect.

#### Speaking up helps us to

- Protect patients, service users, staff and the public
- Respond earlier when something is not right
- Prevent harm from being repeated
- Improve care, culture and working conditions
- Learn from concerns, mistakes and poor behaviour
- Support staff before issues escalate.

#### Speaking up is not always easy

You may be worried about being believed, confidentiality, relationships at work, your career, your placement, your professional registration, your team, or whether anything will change. These worries are real.

- You do not need to have all the evidence
- You do not need to use formal language
- You do not need to decide straight away whether to make a formal report
- You can ask for advice before deciding what to do.



**If something does not feel right, please speak to someone.**

## 1.3 Who this guide is for

This guide is for everyone working with NHSGGC, including:

- Employees
- Bank staff
- Agency staff
- Students
- Trainees
- Volunteers
- Contractors
- Managers
- Supervisors
- Senior leaders
- Staff working in Health and Social Care Partnerships (HSCPs)
- Anyone working with or alongside NHSGGC to deliver NHS Scotland services.

This also reflects the national speaking up guidance for NHS Scotland. The national guidance says anyone who works in, or provides services for, NHS Scotland can speak up. This includes employees, contractors, volunteers, students, people providing NHS services in primary care and Health and Social Care Partnerships, and people who have recently left one of these roles.

It is also for people who have witnessed something happening to someone else.



**You can speak up even if the concern did not happen directly to you.**

## 1.4 What do we mean by speaking up?

Speaking up means raising something that may need attention, support, action or learning.

Such as:

- A patient safety concern
- Unsafe practice
- Poor systems or repeated mistakes
- Bullying
- Harassment
- Sexual harassment
- Violence against women
- Gender-based violence
- Racism
- Discrimination
- Victimisation
- Inappropriate behaviour
- Incivility or disrespect
- Concerns about dignity at work
- Workload or staffing pressures
- Fraud, wrongdoing or malpractice
- Concerns about leadership behaviour
- Concerns about wellbeing or psychological safety
- Concerns about harm to staff, patients, service users or the public.

The national guidance explains that speaking up, raising a concern and whistleblowing are about reporting risks or wrongdoing that are in the public interest. In plain terms, this usually means something that affects, or could affect, other people as well as you. This may include patient safety, quality of care, unsafe working conditions, fraud, breaking legal obligations, or deliberately covering up these issues.

Some concerns are mainly about your own employment situation, such as a grievance, bullying, harassment, discrimination or wellbeing at work. These still matter, but they may follow a different route. Sometimes a concern can affect you personally and also raise wider safety, care or culture issues.



**You do not need to work this out on your own.**

## 1.5 How this guide links to NHS Scotland policies and NHSGGC values

This pack should be read alongside the national guidance for NHS staff on speaking up in NHS Scotland. The national guidance explains how staff can raise concerns about patient safety, quality of care, unsafe practice, serious wrongdoing or wider risk. It also explains the role of local routes, Confidential Contacts, the NHS whistleblowing procedure, the Independent National Whistleblowing Officer and Healthcare Improvement Scotland.

This guide does not replace NHS Scotland Workforce Policies, the National Whistleblowing Standards, Incident Management System/Datix procedures, safeguarding procedures, professional standards or local governance routes.

It is a practical guide to help staff, managers and witnesses understand where to start, what support is available and how concerns may be routed.

Depending on the concern, the relevant route may include:

- **NHS Scotland Bullying and Harassment Policy**
- **NHS Scotland Conduct Policy**
- **NHS Scotland Grievance Policy**
- **NHS Scotland Gender-Based Violence Policy**
- **NHS Scotland Sexual Harassment Guide**
- **NHS Scotland Racism Guide**
- **National Whistleblowing Standards**
- **INWO advice line**, for independent and confidential advice about speaking up or whistleblowing
- **INWO monitored referral process**, where someone is having difficulty getting a response through the local process
- **INWO independent review**, where the NHS whistleblowing procedure has been completed and the person remains unhappy
- **Healthcare Improvement Scotland's Responding to Concerns programme**, where the concern is about safety or quality of care and fits its remit
- **Incident Management System/Datix, governance, risk or patient safety reporting routes**
- **Safeguarding, security or emergency routes** where there is immediate risk
- **NHSGGC support, wellbeing, staff experience and equality routes.**

**You do not need to know which policy applies before asking for advice.** If the route is unclear, ask for help. The person receiving the concern should not expect you to know the correct route before you ask for help.

## Speaking up supports NHSGGC's core values

|                                                                                                                                                                                    |                                                                                                                                                                                                                        |                                                                                                                                                                                                                                               |                                                                                                                                                                                                                  |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  <p><b>Care and Compassion</b></p> <p>Responding to concerns with humanity, care and support.</p> |  <p><b>Dignity and Respect</b></p> <p>Treating people fairly and challenging behaviour that undermines safety or dignity at work.</p> |  <p><b>Openness, Honesty and Responsibility</b></p> <p>Making it easier for staff to raise concerns, ask for advice and understand what may happen next.</p> |  <p><b>Quality and Teamwork</b></p> <p>Learning from concerns and working together to improve care, culture and practice.</p> |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

## 1.6 If you are not sure

You can ask for help before deciding what to do.

Many people are unsure whether something is “serious enough” to raise. You can still speak to someone.

What if my manager is involved?

What if I make things worse?

What if I misunderstood?

What if I do not want a formal process?

What if I am blamed?

What if nothing happens?



### Useful phrase

“I am not sure what route this should go through, but I need to talk something through.” That is enough to start.

## 1.7 Our Speak Up commitment

### We will listen

You should be listened to without judgement, blame or dismissal.



### We will support

You should be signposted to support, whether or not you choose to make a formal report.



### We will explain

You should be told what can happen next, what choices you may have, and how your information will be handled.



### We will act where needed

Where there is risk, harm, misconduct, patient safety concern or a legal or professional duty to act, the concern should be routed appropriately.



### We will learn

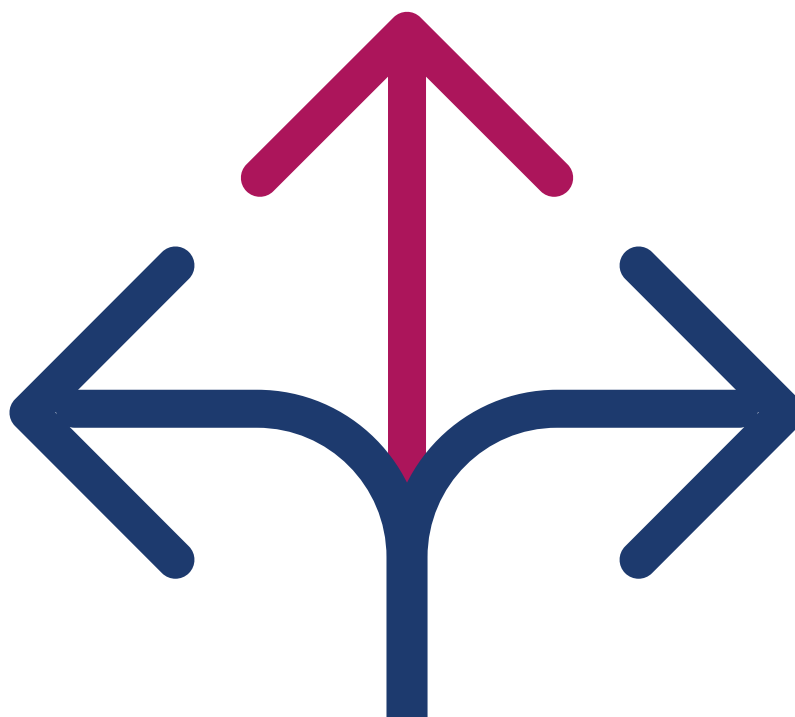
Speaking up helps us improve safety, culture, systems and care.



## 1.8 Choosing the right route

You may need more than one route.

That is normal. Use the quick guides at the front of this pack to find a starting point. If you are still unsure, ask for advice.



## 1.9 What happens next depends on the route

There is no single Speak Up process. **What happens next depends on what the concern is about and which route is used.**

For example, a concern may be handled through local management, HR advice, Incident Management System/Datix, a workforce policy, the NHS whistleblowing procedure, Healthcare Improvement Scotland, INWO advice, or another specialist route.

In most cases, the broad steps are:

### **You ask for advice or raise a concern**

You speak to a manager, service, support route or reporting route.



### **Immediate safety and wellbeing are checked**

Any urgent risk to staff, patients, service users or the public is considered.



### **The right route is agreed**

This may be advice, wellbeing support, Incident Management System/Datix, whistleblowing, HR, workforce policy, safeguarding, governance or another route.



### **You are told how information will be handled**

You should be told what can happen next and what information may need to be shared.



### **Support, advice, reporting or action happens**

This may include support, advice, reporting, escalation, review or referral.



### **You are updated where possible**

You should not be left to wonder whether the concern has disappeared.



### **Learning is considered where appropriate**

Patterns, risks and improvements should be considered.



**You should not be left to work out the route on your own.**

## 1.10 How information will be handled

If you speak to someone in confidence, your information should be handled carefully and respectfully.

In most situations, advice and support can be offered without sharing information widely.

There may be some situations where information needs to be shared. This could be where there is immediate risk, a safety concern, safeguarding issue, criminal matter, patient safety concern, or legal or professional duty to act.

If information needs to be shared, this should be explained to you wherever possible.

You can ask:

- What information may need to be shared
- Who it may be shared with
- Why it may need to be shared
- What support is available to you.

## 1.11 Support is available even if you do not report

You can get support without making a formal report. You may need support but not feel ready to report. That is okay.

### Support without formal reporting may include:

- **Peer Support**, if you need a safe space to talk through how something has affected you
- **Confidential Contacts**, if you want to talk through a concern and understand possible routes
- **Bullying and Harassment helpline** or Bullying and Harassment Confidential Contacts, if the concern relates to bullying, harassment, or victimisation
- **Spiritual Care**, if you need emotional, spiritual or bereavement support
- **Occupational Health**, if work is affecting your health or your health is affecting work
- **Trade Union or professional organisation support**, if you are a member and want independent advice.

You can ask for support before deciding whether to take anything further. If there is an immediate risk, action may still be needed. If that happens, this should be explained to you sensitively and clearly.

## Section 2: Routes for advice, support, and reporting

Each route follows the same format: who we are, how we can help, when to use this route, what this route does not do, how to contact us, and important to know.

### 2.1 Speaking to a manager



#### Who we are

For many concerns, a manager may be the first person you speak to. If your line manager is part of the concern, or you do not feel safe speaking to them, you can speak to another manager or a more senior manager.

#### How we can help you speak up

- Listen, thank them and check immediate safety
- Explain possible next steps
- Seek advice where needed
- Make sure the concern reaches the right route
- Follow up with you.

#### When to use this route

- Something is affecting you at work
- There is a concern about behaviour, workload, wellbeing or safety
- There is an issue that may need local action
- You have witnessed something concerning.

#### What this route does not do

- Ignore or minimise concerns
- Make promises they cannot keep
- Pressure you into a route
- Retaliate or allow retaliation.

#### How to contact us

**Speak to your line manager**, another appropriate manager or a more senior manager.

#### Important to know

If your manager is involved, you do not have to raise it with them.

## 2.2 Confidential Contacts



### Who we are

**Confidential Contacts** are there if you want to talk through a concern that may be about patient safety, quality of care, serious wrongdoing, or wider risk. They can help you think through whether whistleblowing is the right route, or whether another route would be better.

The national guidance says Confidential Contacts, sometimes called Speak Up Ambassadors, are a first point of contact for people who want to raise a concern. They can provide advice on available processes, help you raise a concern with the right person and offer support through the speaking up process.

### How we can help you speak up

#### Confidential Contacts can:

- Listen and offer a confidential space to talk
- Help you think through whether the concern may be whistleblowing
- Explain possible routes for raising the concern
- Signpost you to another route if whistleblowing is not the most appropriate option
- Provide information about the National Whistleblowing Standards and local whistleblowing routes.

### When to use this route

#### You may want to contact a Confidential Contact if:

- You are concerned about patient safety, quality of care, malpractice, serious wrongdoing or wider risk
- You are not sure whether whistleblowing is the right route
- You want confidential advice before deciding what to do
- You are having difficulty knowing where to raise a concern
- You want to understand whether a local route, whistleblowing route or another route may be better.

### What this route does not do

#### Confidential Contacts do not:

- Investigate concerns
- Make decisions for you
- Tell you what to do
- Act as your representative
- Provide counselling or therapy
- Take the concern forward on your behalf unless you ask them to, or unless there is a serious risk or legal/professional duty that means information must be shared.

### How to contact us

 NHSGGC Confidential Contacts link: [Confidential Contacts - NHSGGC](#)

### Important to know

Confidential Contacts will not take your concern further unless you ask them to, or unless there is a serious risk or legal/professional duty that means information must be shared. If that applies, this should be explained to you.

## 2.3 Bullying and Harassment helpline and Confidential Contacts



### Who we are

The Bullying and Harassment helpline and Bullying and Harassment Confidential Contacts provide informal advice, signposting and support.

### How we can help you speak up

- Listen and offer a supportive first conversation
- Provide information about the NHS Scotland Bullying and Harassment Policy
- Signpost to support
- Signpost to formal and informal routes
- Signpost to Trade Union or professional organisation support.

### When to use this route

- You are not sure whether behaviour is bullying or harassment
- You want to talk through your options
- You do not feel ready to make a formal complaint
- You need signposting to support
- You have been accused of bullying or harassment and need to understand support routes.

### What this route does not do

- Investigate concerns
- Make decisions
- Provide counselling or therapy
- Act as your representative.

### How to contact us

- 📄 Bullying and Harassment: [Factsheet](#)
- 📞 Helpline: **0141 201 8545** (Mon, Tue, Wed and Fri 9.00am to 4.00pm and Thursday's 12.00pm to 4.00pm.)
- 🌐 Bullying and Harassment Confidential Contacts webpage: [Confidential Contacts - NHSGGC](#)
- ✉ Email: [ggc.confidential.contacts@nhs.scot](mailto:ggc.confidential.contacts@nhs.scot) (checked once daily by a trained confidential contact).

### Important to know

You can choose any listed Bullying and Harassment Confidential Contact.

## 2.4 HR Support and Advice Unit



### Who we are

The HR Support and Advice Unit provides advice to employees and managers on HR policies, procedures and terms and conditions.

### How we can help you speak up

- Explain options and policy routes.
- Advise on bullying, harassment, conduct, grievance or process issues.
- Support managers and employees to understand next steps.
- Signpost to local HR or other services.

### When to use this route

- You are unsure which workforce policy applies.
- You want advice before deciding what to do.
- You are a manager and someone has raised a concern with you.
- You need advice on informal or formal routes.

### What this route does not do

- Replace urgent safety or emergency routes.
- Provide counselling or therapy.
- Replace Trade Union or professional organisation advice.

### How to contact us

 HR Self-Service Portal link: [nhsnss.service-now.com/ggc\\_hr](https://nhsnss.service-now.com/ggc_hr)

 Urgent enquiries: **0141 278 2700** (Option 2)

### Important to know

The appropriate next step will depend on the nature of the concern and any immediate risk.

## 2.5 Trade Unions and professional organisations



### Who we are

Trade Unions and professional organisations can provide independent advice and support to their members.

### How we can help you speak up

- Advise on employment concerns
- Support with workforce policy processes
- Provide representation where appropriate
- Help you understand options and consequences
- Support staff who have been accused of inappropriate behaviour.

### When to use this route

- You want independent advice
- You may enter a formal process
- You want representation
- You are worried about consequences
- You are unsure what to do next.

### What this route does not do

- Replace management responsibilities
- Investigate concerns for NHSGGC
- Provide urgent safety response.

### How to contact us

 Trade Union and professional organisation webpage:  
[www.nhsggc.scot/trade-union-and-professional-organisation-websites](http://www.nhsggc.scot/trade-union-and-professional-organisation-websites)

### Important to know

Access may depend on membership and the process being used.

## 2.6 Whistleblowing



### Who we are

Whistleblowing is a formal route for raising public interest concerns about something that has happened, is happening, or may happen, and could cause harm or wrongdoing in NHS services.

### How we can help you speak up

- Provide a route for public-interest concerns
- Support concerns about patient safety, unsafe practice, malpractice or serious wrongdoing
- Route concerns under the National Whistleblowing Standards where appropriate.

### When to use this route

- The concern is in the public interest
- There is patient safety, serious wrongdoing, malpractice or wider risk
- Local routes have not addressed the issue
- You are unsure whether the concern meets the whistleblowing threshold.

### What this route does not do

- Replace grievance, bullying and harassment or conduct routes where those are more appropriate
- Provide wellbeing support on its own.

### How to contact us

- ✉ NHSGGC whistleblowing mailbox: [ggc.whistleblowing@ggc.scot.nhs.uk](mailto:ggc.whistleblowing@ggc.scot.nhs.uk)
- ✉ Independent National Whistleblowing Officer: <https://inwo.spsa.org.uk>

### Important to know

If your concern is mainly about your own employment situation, advice may be needed to decide which route is most appropriate.

## 2.7 Independent National Whistleblowing Officer (INWO) advice line



### Who we are

The Independent National Whistleblowing Officer (INWO) provides independent advice about speaking up about NHS services in Scotland. The INWO also provides the final independent review stage of the NHS whistleblowing procedure.

### How we can help you speak up

The INWO advice line can:

- Provide free, independent and confidential advice
- Help you understand whether your concern may be whistleblowing
- Explain your options for raising a concern
- Advise if you are having difficulty getting a response through the local process
- Explain monitored referrals
- Explain when you can ask the INWO for an independent review.

### When to use this route

You may want to contact the INWO advice line if:

- You want independent advice before deciding what to do
- You are unsure whether something is a whistleblowing concern
- You do not know who your local Confidential Contact is
- You are having difficulty getting a response through the local process
- You have completed the NHS whistleblowing procedure and want to ask for an independent review.

### What this route does not do

- The INWO advice line does not replace every local route
- The INWO can only review how a whistleblowing concern was handled if the NHS whistleblowing procedure has been used and completed.

### How to contact us

📞 INWO advice line: **0800 008 6112**

🌐 Webpage: <https://inwo.spsso.org.uk>

✉ Email: [INWO@spsso.gov.scot](mailto:INWO@spsso.gov.scot)

### Important to know

INWO is external to NHSGGC.

## 2.8 Healthcare Improvement Scotland - Responding to Concerns



### Who we are

Healthcare Improvement Scotland can consider concerns from NHS Scotland staff about the safety or quality of care in NHS services. This is called the Responding to Concerns Programme.

### How we can help you speak up

Healthcare Improvement Scotland can:

- Provide a national route for concerns about safety or quality of care
- Consider concerns where staff do not feel able to raise the issue locally
- Receive concerns confidentially
- Assess whether the concern falls within its remit
- Offer a confidential meeting to discuss next steps
- Keep people informed through its process.

### When to use this route

You may want to contact Healthcare Improvement Scotland if:

- Your concern is about patient safety
- Your concern is about quality of care
- You do not feel able to raise the concern within NHSGGC
- You want to raise a concern confidentially with a national body.

### What this route does not do

Healthcare Improvement Scotland's **Responding to Concerns** programme does not usually consider:

- HR-related matters
- Financial management matters
- Complaints from members of the public about NHS services
- Concerns about independent healthcare services, which are handled through separate regulatory routes.

### How to contact us

 Healthcare Improvement Scotland – [Responding to Concerns](#)

 Email: [his.respondingtoconcerns@nhs.scot](mailto:his.respondingtoconcerns@nhs.scot)

### Important to know

Healthcare Improvement Scotland's Responding to Concerns programme is separate from the NHS whistleblowing procedure.

If you want the option of INWO review later, seek advice about the most appropriate route before deciding.

## 2.9 Incident Management System/Datix



### Who we are

**Incident Management System/Datix** is NHSGGC's current Incident Management System used to report incidents, including adverse incidents, near misses and potential incidents, and to help NHSGGC understand and learn from what happened.

### How we can help you speak up

- Record incidents, near misses and potential incidents.
- Help the organisation understand what happened.
- Support risk identification and prevention of harm.

### When to use this route

- Patient safety incidents.
- Staff safety incidents.
- Clinical or non-clinical incidents.
- Incidents involving patients, relatives, visitors, staff, contractors, volunteers or the public.
- Near misses or avoidable risk.

### What this route does not do

- Replace workforce policy routes.
- Provide counselling or wellbeing support.
- Replace urgent response where immediate risk exists.

### How to contact us

 Help the organisation understand and learn from what happened [here](#)

 Email the Incident Management System/Datix team: [datix.administrator@ggc.scot.nhs.uk](mailto:datix.administrator@ggc.scot.nhs.uk)

### Important to know

If there is immediate risk, use the urgent local route as well as any reporting required.

## 2.10 Occupational Health



### Who we are

Occupational Health can support staff experiencing health and wellbeing issues linked to work or affecting work.

How we can help you speak up

- Advise where work is affecting health
- Advise where health is affecting work
- Support wellbeing considerations
- Provide advice about support at work.

### When to use this route

- You are experiencing stress or trauma
- Work is affecting your health
- Your health is affecting work
- You need advice about support or adjustments at work.

### What this route does not do

- Replace misconduct reporting routes
- Investigate concerns
- Act as a representative.

### How to contact us

🖱 Webpage: [www.nhsggc.scot/contact-occupational-health](http://www.nhsggc.scot/contact-occupational-health)

📞 Call: **0141 201 0600**

✉ Email: [ggc.occupational.health@nhs.scot](mailto:ggc.occupational.health@nhs.scot)

### Important to know

Occupational Health can sit alongside advice, reporting or workforce policy processes.

## 2.11 Peer Support



### Who we are

Peer Support provides a safe space to talk with a colleague who can listen and support.

### How we can help you speak up

- Provide a listening space
- Help you make sense of a difficult experience
- Support staff after witnessing distressing behaviour
- Support staff who are supporting others.

### When to use this route

- You want to talk through how something has affected you
- You feel unsettled after an incident
- You witnessed distressing behaviour
- You need someone to listen.

### What this route does not do

- Investigate concerns
- Replace formal reporting routes
- Provide counselling or therapy.

### How to contact us

🔗 Webpage: [www.nhsggc.scot/peer-support-network](http://www.nhsggc.scot/peer-support-network)

✉ Email: [peer.support@ggc.scot.nhs.uk](mailto:peer.support@ggc.scot.nhs.uk)

### Royal Hospital for Children Colleagues

🔗 There is also a Peer Support Network of staff who work within critical care at The Royal Hospital for Children. More information can be found here: [nhsggc-paediatric/rhc-peer-support](http://nhsggc-paediatric/rhc-peer-support)

✉ For colleagues based at the Royal Hospital for Children interested in Peer Support, please direct all requests to: [rhc.peersupport@ggc.scot.nhs.uk](mailto:rhc.peersupport@ggc.scot.nhs.uk)

### Important to know

Peer Support can sit alongside other support, advice or reporting options.

## 2.12 Spiritual Care Services



### Who we are

The Spiritual Care Service is available to support staff, students and others who need emotional, spiritual, or bereavement support. It is for people of all faiths and people with no religious beliefs.

### How we can help you speak up

- Provide an inclusive, confidential listening space
- Offer emotional, spiritual, or bereavement support
- Support people of all faiths and people with no religious beliefs

### When to use this route

- You need someone to listen
- You are affected by grief, loss or bereavement
- You need emotional or spiritual support
- You have been affected by a difficult experience at work.

### What this route does not do

- Investigate concerns
- Replace formal routes

### How to contact us

🖱 Webpage: [www.nhsggc.scot/spiritual-care-and-chaplaincy-service](http://www.nhsggc.scot/spiritual-care-and-chaplaincy-service)

🖱 NHSGGC Sanctuaries and Contact Numbers: [www.nhsggc.scot/nhsggc-sanctuaries](http://www.nhsggc.scot/nhsggc-sanctuaries)

### Important to know

Spiritual Care is inclusive and non-judgemental. Chaplains offered Person Centred Care to staff as well as patients and visitors.

## 2.13 Support and Information Services



### Who we are

Support and Information Services can provide information and support on a wide range of health, lifestyle and practical issues.

### How we can help you speak up

- Provide practical information and signposting
- Support issues outside work that may affect wellbeing
- Help identify local services and support groups.

### When to use this route

- You need practical support alongside workplace support
- Something outside work is affecting you
- You need information about health, caring responsibilities, benefits, health rights or information on local services.

### What this route does not do

- Replace urgent safety routes
- Investigate workplace concerns
- Replace formal workforce policy routes.

### How to contact us

 Please see webpage for current locations, and contact details:  
[www.nhsggc.scot/support-and-information-service](http://www.nhsggc.scot/support-and-information-service)

### Important to know

This route can sit alongside workplace support.

## 2.14 Civility Saves Lives Champions



### Who we are

Civility Saves Lives Champions support positive workplace behaviour and help promote respectful, civil and compassionate team cultures.

### How we can help you speak up

- Promote conversations about civility and respect
- Support awareness of the impact of incivility and poor behaviour
- Signpost staff to appropriate support routes where concerns need advice, support or action.

### When to use this route

- Your team wants to improve civility and respectful behaviour
- You want support to promote positive workplace culture
- You are looking for signposting after concerns about incivility or poor behaviour.

### What this route does not do

- Investigate concerns
- Replace HR, Incident Management System/Datix, whistleblowing or workforce policy routes
- Provide urgent safety support.

### How to contact us

 Webpage: [nhsggc/organisational-development/civility-saves-lives](https://nhsggc/organisational-development/civility-saves-lives)

### Important to know

Civility Saves Lives Champions are a culture and signposting resource, not an investigation or reporting route.

## 2.15 Civility Leads



### Who we are

Civility Leads are trusted colleagues, trained to offer support to members of staff who have been impacted by specific incidents of rudeness or uncivil behaviour by other staff and feel unsure what to do about it.

### How we can help you speak up

- Provide a confidential listening ear
- Enable you to talk through what you want to do about the situation
- Help empower you to address incivility with compassion, promote positive workplace relationships and culture
- Signpost staff to appropriate support routes where concerns need further advice, support or action.

### When to use this route

- When experiencing or witnessing and feeling impacted by rude/ disrespectful interactions and behaviours from staff
- Addressing behaviours that can affect staff wellbeing, performance and team culture
- Exploring what to do or how to respond to a difficult interaction.

### What this route does not do

- Investigate concerns
- Replace HR, Incident Management System/Datix, whistleblowing or workforce policy routes
- Provide urgent safety support.

### How to contact us

 A list of trained Civility Leads is available here: [\*\*Civility Saves Lives - Civility Leads\*\*](#)

### Important to know

Civility Leads are a confidential listening support and signposting resource, not an investigation or reporting route.

## Section 3: Specific concerns

Section three gives short guidance on common situations and points you back to the quick guides and contact directory.

### 3.1 If you are experiencing bullying or harassment

**Bullying and harassment can affect your health, confidence, dignity and ability to work safely.** You can seek advice even if you are unsure whether the behaviour meets a policy definition.

The NHS Scotland Bullying and Harassment Policy supports early resolution where appropriate and provides a formal mechanism where concerns are unresolved, significant or persistent.

Bullying or harassment may be face-to-face, verbal, written, online or through other electronic methods. A single serious incident may also need action.

#### This may include:

- Repeated unreasonable criticism
- Humiliation or undermining
- Intimidating behaviour
- Exclusion or isolation
- Offensive comments
- Misuse of power
- Unwanted conduct that affects dignity at work
- Victimisation after raising a concern.

#### The most relevant routes may include:

- Your manager or another manager, if safe
- Bullying and Harassment helpline
- Bullying and Harassment Confidential Contacts
- HR Support and Advice Unit
- Trade Union or professional organisation
- Occupational Health or Peer Support.

See the [quick guides](#) and [Contact Directory](#) for route details.

#### If you are a manager

- Do not minimise the behaviour as a personality clash
- Check immediate safety and wellbeing
- Seek HR advice where needed
- Explain options clearly
- Follow up.

## 3.2 If you are experiencing sexual harassment

**Sexual harassment is never acceptable.** Sexual harassment is unwanted conduct of a sexual nature. It may violate a person's dignity or create an intimidating, hostile, degrading, humiliating or offensive working environment. It does not need to be intended to cause harm to be unacceptable. You can ask for advice and support first. [Cut It Out](#) is NHSGGC's internal staff-facing programme to help prevent and respond to sexual harassment, gender-based violence and inappropriate behaviours.

### This may include:

- Unwanted sexual comments
- Sexualised jokes or "banter"
- Comments about appearance or body
- Unwanted touching
- Sexual messages or images
- Pressure for dates or sexual contact
- Intrusive questions about private life
- Behaviour that creates a hostile, intimidating or degrading working environment.

### The most relevant routes may include:

- Cut It Out resources
- HR Support and Advice Unit
- Confidential Contacts
- Trade Union or professional organisation
- Occupational Health or Peer Support
- Manager or senior manager, if safe.

See the [quick guides](#) and [Contact Directory](#) for route details.



### If there is immediate risk

If someone is at immediate risk of harm, urgent action should be taken through the appropriate safety, management, security, safeguarding or emergency route.

### 3.3 If you are affected by violence against women and gender-based violence

**Violence against women (VAW) and gender-based violence (GBV) can affect people inside and outside work.** It may include domestic abuse, coercive control, sexual violence, stalking, sexual harassment, intimidation, psychological abuse, financial abuse and other forms of harm linked to gender inequality, abuse of power or harmful social norms. Support is available.

#### **This may include:**

- Domestic abuse
- Coercive control
- Stalking
- Sexual violence
- Sexual harassment
- Intimidation
- Psychological or financial abuse.

#### **The most relevant routes may include:**

- Someone you trust
- Manager or another manager, if safe
- HR Support and Advice Unit
- Trade Union or professional organisation
- Occupational Health
- Peer Support
- Specialist support outside work
- Cut It Out resources.

See the [quick guides](#) and [Contact Directory](#) for route details.



#### **If there is immediate risk**

If someone is at immediate risk of harm, urgent action should be taken through the appropriate safety, management, security, safeguarding or emergency route.

## 3.4 If you experience racism or discrimination

**Racism and discrimination cause harm.** They can affect dignity, safety, wellbeing, progression and trust. You do not need to minimise what happened or explain it away. Racism may include direct discrimination, indirect discrimination, racial harassment, victimisation, microaggressions, exclusion, stereotyping or decisions that disadvantage staff because of race, nationality, ethnic origin or national origin.

### This may include:

- Age
- Disability
- Race
- Religion or belief
- Sex
- Gender reassignment
- Sexual orientation
- Pregnancy or maternity
- Marriage or civil partnership.

### The most relevant routes may include:

- Manager or another manager, if safe
- HR Support and Advice Unit
- Trade Union or professional organisation
- Confidential Contacts
- Wellbeing support
- Staff network, where available
- See the quick guides and Contact directory for route details.

### If you are a manager

**Do not ask the person to prove the impact before offering support.** Do not ask the person to justify why the behaviour was harmful before offering support. Do not minimise racism or discrimination as a misunderstanding, personality issue or isolated comment.



Listen. Acknowledge. Check safety. Seek advice. Take appropriate action. Follow up.

## 3.5 If you are worried about patient safety

**Staff are often the first to notice when something is not safe.** If you are worried that something could harm patients, staff, service users or the public, it is better to seek advice early than wait until you are certain.

### This may include:

- Unsafe practice
- Repeated errors
- Staffing levels
- Equipment

- Systems that are not working.
- Poor communication
- Missed care
- Unsafe environments
- Avoidable risk.

### **The most relevant routes may include:**

- Manager or clinical lead
- Incident Management System/Datix, where an incident, near miss or potential incident should be reported
- Governance or risk routes
- Whistleblowing route, where relevant
- Confidential Contacts if unsure whether whistleblowing is right
- Healthcare Improvement Scotland's Responding to Concerns programme, where the concern is about safety or quality of care and you do not feel able to raise it locally
- INWO advice line, if you need independent advice about speaking up or whistleblowing.

Healthcare Improvement Scotland's Responding to Concerns programme can consider concerns from NHS staff relating to safety or quality of care. INWO can provide independent advice about speaking up or whistleblowing.

See the [quick guides](#) and [Contact Directory](#) for route details.

## **3.6 If your concern involves your manager**

You do not have to raise a concern with the person you are concerned about. You can say: **"I need advice about a concern, but I do not feel able to raise it with my line manager."** That is enough to start.

### **This may include:**

- The concern is about your manager
- You do not feel safe raising the concern locally
- You are worried about consequences
- You need advice before deciding what to do.

### **The most relevant routes may include:**

- Another appropriate manager
- Next-level manager
- HR Support and Advice Unit
- Trade Union or professional organisation
- Confidential Contacts
- Wellbeing support.

See the [quick guides](#) and [Contact Directory](#) for route details.

## 3.7 If you witnessed something

**You can speak up even if the behaviour did not happen directly to you.** Witnesses can play an important role in preventing harm and supporting safer workplaces. If it is safe and appropriate, you can speak to a manager or seek advice about the right route.

### This may include:

- Checking in with the person affected
- Asking what support they want
- Recording what you saw or heard
- Seeking advice
- Speaking to a manager, where safe
- Using Active Bystander learning where relevant
- Reporting risk or repeated behaviour through the right route.

### The most relevant routes may include:

- Manager or senior manager, where safe
- HR Support and Advice Unit
- Trade Union or professional organisation
- Cut It Out resources where relevant
- Incident Management System/Datix or whistleblowing routes where relevant.

See the [quick guides](#) and [Contact Directory](#) for route details.

## 3.8 If you are accused of inappropriate behaviour

**Being told that your behaviour has caused concern can be difficult.** You are entitled to support and clear information. You are also expected not to contact, pressure or retaliate against anyone involved.

### This may include:

- Listen carefully to what is being explained
- Do not contact the person who raised the concern unless advised this is appropriate
- Do not try to influence witnesses
- Seek advice from your Trade Union or professional organisation
- Ask for information about the process
- Access wellbeing support if needed
- Cooperate with any agreed process
- Reflect on the concern and any learning.

### The most relevant routes may include:

- Trade Union or professional organisation
- HR Support and Advice Unit
- Occupational Health, Peer Support or other wellbeing support.

See the [quick guides](#) and [Contact Directory](#) for route details.

## 3.9 Students, trainees, volunteers, contractors and bank staff

**You can still speak up.** You may worry about your placement, future work, references, registration, reputation or whether you will be treated differently. You can ask for advice and support.

### This may include:

- Placement concerns
- Future work worries
- Registration or reputation worries
- Not knowing which organisation handles the issue.

### The most relevant routes may include:

- Supervisor or placement contact
- Another appropriate manager
- HR Support and Advice Unit, where relevant
- Confidential Contacts
- Education provider or professional body, where relevant
- Trade Union or professional organisation, if you are a member
- Occupational Health or wellbeing support, where available.

See the [quick guides](#) and [Contact Directory](#) for route details.

## Section 4: Manager toolkit

### 4.1 Managers: Your first response matters

If someone raises a concern with you, they may have spent days, weeks or months deciding whether to speak up. Your first response can either build trust or close the conversation down.

#### **Your role is to:**

- ✓ Listen
- ✓ Thank them
- ✓ Check immediate safety
- ✓ Understand what support they need
- ✓ Explain possible next steps
- ✓ Seek advice where needed
- ✓ Make sure the concern reaches the right route
- ✓ Follow up.



#### **Your role is not to:**

- ✗ Investigate everything in the first conversation
- ✗ Decide whether the person is right or wrong on the spot
- ✗ Defend yourself or the organisation
- ✗ Explain the concern away
- ✗ Discourage formal routes
- ✗ Ask leading or blaming questions
- ✗ Leave the person with no update.



**If you are not sure what to do, say so honestly and seek advice.** Do not leave the person without a next step. Agree when you will come back to them.

## 4.2 The first five minutes

|          |                                                                                                                                                                               |  |
|----------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| <b>1</b> | <p><b><u>Thank them</u></b></p> <p>“Thank you for telling me. I appreciate this may not have been easy.”</p>                                                                  |  |
| <b>2</b> | <p><b><u>Check immediate safety</u></b></p> <p>“Do you feel safe at work today?”</p> <p>“Is there anything urgent we need to do now?”</p>                                     |  |
| <b>3</b> | <p><b><u>Listen without judgement</u></b></p> <p>“I want to understand what you feel able to tell me.”</p>                                                                    |  |
| <b>4</b> | <p><b><u>Explain information handling</u></b></p> <p>“I will handle this carefully. I may need to seek advice, and I will explain how your information will be handled.”</p>  |  |
| <b>5</b> | <p><b><u>Do not rush the route</u></b></p> <p>“I may need to take advice, so this is handled properly.”</p>                                                                   |  |
| <b>6</b> | <p><b><u>Agree the next step</u></b></p> <p>“Let us agree what happens next and when I will come back to you.”</p>                                                            |  |
| <b>7</b> | <p><b><u>Follow up</u></b></p> <p>Do not leave the person wondering whether anything has happened.</p>                                                                        |  |
| <b>8</b> | <p><b><u>Do not judge</u></b></p> <p>Do not judge, minimise, promise an outcome, discourage formal routes, investigate too early or leave the person without a next step.</p> |  |

## 4.3 Helpful and unhelpful responses

### Helpful responses



### Avoid saying



- **You can be calm and supportive** without promising a particular outcome
- **Do not use “informal” language** to avoid taking appropriate action
- **Some concerns can be resolved early and informally**
- **Others need advice, risk assessment, reporting or escalation.**

## 4.4 Manager escalation guide

Managers should seek advice if a concern involves:

- Bullying
- Harassment
- Sexual harassment
- Gender-based violence
- Racism
- Discrimination
- Victimisation
- Patient safety
- Whistleblowing
- Safeguarding
- Criminal conduct
- Risk to staff, patients, service users or the public
- Concerns about senior staff
- Repeated behaviour
- Concerns involving the manager themselves
- A staff member who feels unsafe
- A staff member who may need wellbeing support
- Uncertainty about confidentiality or process.



If in doubt, seek advice. Do not ignore the concern because the route is unclear.

## 4.5 Manager responsibilities after the first conversation

- Record appropriate information
- Seek advice where needed
- Check what immediate support is required
- Consider whether any urgent action is needed
- Explain next steps
- Agree how and when to follow up
- Avoid gossip or unnecessary sharing of information
- Protect the person from retaliation or victimisation
- Consider whether wider team learning is needed
- Reflect on whether the concern indicates a pattern.

**Silence after speaking up can feel like being dismissed.** Follow-up is part of support. If no update can be shared, explain that clearly rather than saying nothing.

## 4.6 Psychological safety and learning

Psychological safety means people feel able to ask questions, raise concerns, discuss mistakes and suggest improvements without fear of ridicule, blame or punishment.

### **Managers and leaders build psychological safety by:**

- Asking for views
- Listening with curiosity
- Responding without defensiveness
- Thanking people who raise concerns
- Acting on feedback
- Explaining what has changed
- Learning from mistakes
- Addressing poor behaviour early
- Protecting staff from retaliation
- Making it safe to say “I am not sure”
- Making it safe to challenge respectfully.



A speaking up culture is not built by posters alone. It is built by what happens after someone speaks. The test of a speaking up culture is whether people are listened to, supported and kept informed.

## Section 5: Frequently asked questions

### 5.1 FAQs for staff

**What if I am not sure whether to speak up?**

You can ask for advice. You do not need to know which policy applies before speaking to someone.

**What if I do not want to make a formal report?**

You can still access support and advice. If there is immediate risk or a duty to act, information may need to be escalated. This should be explained to you.

**What if my manager is the issue?**

You can speak to another manager, a more senior manager, HR Support and Advice Unit, a Confidential Contact or your Trade Union or professional organisation.

**Will I be believed?**

You should be listened to respectfully and without judgement. Concerns should be considered fairly and routed appropriately.

**What if I am worried about consequences?**

You can ask for advice before deciding what to do. Staff should not be penalised for raising concerns in good faith. If you are worried about retaliation, say this when you ask for advice so support and next steps can be considered.

### 5.2 FAQs on confidentiality and process

**Will my name be shared?**

Your information should be handled carefully. There may be situations where information needs to be shared because of risk, safety, legal duties or professional responsibilities. This should be explained wherever possible.

**Can I ask for advice without making a formal report?**

Yes. You can ask for advice and support before deciding what to do. If there is immediate risk or a legal or professional duty to act, information may still need to be escalated. This should be explained to you wherever possible.

**Will I be updated?**

Where possible, you should be given appropriate updates. Managers and services should explain what they can and cannot share.

**What if nothing changes?**

You can seek further advice. Depending on the concern, this may include HR, a senior manager, Trade Union support, whistleblowing routes or other appropriate advice routes.

**What if I have raised a concern locally but am having difficulty getting a response?**

If you are worried that your concern is not being taken seriously, or you are unclear what is happening, you can speak to a Confidential Contact for advice. If you do not know who your

Confidential Contacts are, or you want independent advice, you can contact the INWO advice line on **0800 008 6112**. Depending on the concern, Healthcare Improvement Scotland's Responding to Concerns programme may also be relevant if the issue is about safety or quality of care.

## 5.3 FAQs for managers

### **What if I do not know what route applies?**

Do not guess. Seek advice from HR, a senior manager, or the appropriate specialist route.

### **Should I investigate straight away?**

Not usually. Your first role is to listen, check immediate safety, support the person, record appropriately and seek advice on next steps.

### **What if the concern is about me?**

Do not handle it yourself. Seek advice and ensure the person has an alternative route.

### **What if I am worried about saying the wrong thing?**

Start with listening, checking immediate safety and explaining that you may need to seek advice. You do not need to have all the answers in the first conversation.

## Section 6: Quick reference tools

### 6.1 Manager quick guide

#### Say

“Thank you for telling me.”  
 “I am glad you felt able to raise this.”  
 “Do you feel safe at work today?”  
 “I may need to seek advice.”  
 “I will come back to you.”



#### Do

- ✓ Listen
- ✓ Stay calm
- ✓ Check immediate safety
- ✓ Explain information handling
- ✓ Seek advice
- ✓ Record appropriately
- ✓ Follow up
- ✓ Protect against retaliation.



#### Do not

- ✗ Judge
- ✗ Minimise
- ✗ Blame
- ✗ Defend
- ✗ Investigate too early
- ✗ Promise outcomes
- ✗ Discourage formal routes
- ✗ Leave the person without an update.



## 6.2 Witness and bystander quick guide

- Check in with the person affected
- Ask what support they want
- Record what you saw or heard
- Seek advice
- Speak to a manager
- Use Active Bystander approaches where safe
- Report risk or repeated behaviour.

### Useful phrase

“I saw what happened. Are you okay? Is there anything you would like me to do?”

## 6.3 Contact Directory

### Whistleblowing

✉ Email: [ggc.whistleblowing@ggc.scot.nhs.uk](mailto:ggc.whistleblowing@ggc.scot.nhs.uk)

### HR Support and Advice Unit

🖱 [HRSAU webpage](#)

📞 Call: **0141 278 2700**, option 2.

### Incident Management System/Datix support

🖱 [Incident Management System/Datix link](#)

### Occupational Health

📞 Call: **0141 201 0600**

🖱 [Webpage](#)

✉ Email: [ggc.occupational.health@nhs.scot](mailto:ggc.occupational.health@nhs.scot)

### Peer Support

✉ Email: [peer.support@ggc.scot.nhs.uk](mailto:peer.support@ggc.scot.nhs.uk)

### Spiritual Care

🖱 [Webpage for contact numbers](#)

### Confidential Contacts

🖱 [Webpage](#)

✉ Email: [ggc.confidential.contacts@nhs.scot](mailto:ggc.confidential.contacts@nhs.scot)

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## Bullying and Harassment

📞 Helpline: **0141 201 8545**

## Bullying and Harassment Confidential Contacts

🔗 [Webpage](#)

✉ Email: [ggc.confidential.contacts@nhs.scot](mailto:ggc.confidential.contacts@nhs.scot)

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## Cut It Out resources

🔗 [Webpage/Hub](#)

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## Active Bystander training

🔗 [Book here](#)

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## Civility Saves Lives Champions

🔗 [Webpage](#)

🔗 [Civility leads](#)

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## Support and Information Services

🔗 [Webpage](#)

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## Trade Unions/professional organisations

🔗 [Webpage](#)

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## INWO

📞 INWO advice line: **0800 008 6112**

✉ Email: [INWO@spso.gov.scot](mailto:INWO@spso.gov.scot)

🔗 INWO National Whistleblowing Standards: Webpage:  
<https://inwo.spso.org.uk/national-whistleblowing-standards>

🔗 INWO monitored referrals: <https://inwo.spso.org.uk/monitored-referrals>

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## Healthcare Improvement Scotland - Responding to Concerns:

✉ Email: [his.respondingtoconcerns@nhs.scot](mailto:his.respondingtoconcerns@nhs.scot)

## 6.4 What to include when raising a concern

- What happened
- When it happened
- Where it happened
- Who was involved
- Whether anyone witnessed it
- Whether it has happened before
- What impact it has had
- Whether there is an immediate safety concern
- Whether patients, staff, service users or the public may be at risk
- Whether you have already raised it
- What support you need now
- What outcome or change you are hoping for, if you know.

**If you are not ready to write everything down, you can still ask for advice.** Use simple, clear language. You do not need to write in policy or legal language.

## 6.5 Keeping yourself safe and supported

**Speaking up can take energy.** You may feel uncertain before, during or after raising a concern.

- Speak to someone you trust
- Write down key dates or details if you can
- Keep copies of relevant information
- Access support early
- Avoid dealing with everything alone
- Ask what will happen next
- Ask when you will receive an update
- Use Trade Union or professional support if you are a member
- Use Occupational Health, Peer Support, Spiritual Care or other wellbeing support if needed.

**If you feel unsafe at work, tell someone as soon as possible.** If there is immediate danger, use the appropriate urgent or emergency route.

## 6.6 For senior leaders

**Senior leaders set the tone.** A strong speaking up culture depends on what leaders do when staff raise concerns.

- Value speaking up
- Role-model openness and respectful challenge
- Make routes visible and accessible
- Remove barriers to speaking up
- Act on patterns and themes
- Protect staff from retaliation
- Support managers to respond well
- Use data and staff feedback to improve culture
- Connect speaking up with patient safety, equality, wellbeing and workforce culture
- Provide assurance that concerns lead to learning.

**Staff judge the organisation by what happens after someone speaks up.**

## 6.7 Learning from speaking up

Speaking up should lead to learning.

Learning may include:

- Changes to guidance
- Changes to local practice
- Training
- Manager support
- Team discussions
- Risk reduction
- Improved communication
- Clearer reporting routes
- Culture work
- Action on repeated behaviour
- Better support after incidents.

**The aim is not only to respond to individual concerns, but to understand what the organisation can learn.** Learning should be shared where appropriate, while protecting confidentiality.

## 6.8 Final message for staff

For staff: You matter. Your voice matters.

**If something does not feel right, please speak to someone.**

- You do not need to be certain
- You do not need to know the right policy
- You do not need to have all the words
- You do not need to decide everything today.

Support is available. You do not have to deal with this alone. Speaking up helps protect people, improve culture and make care safer.

## 6.9 Final message for managers

When someone speaks up, listen first.

**If someone raises a concern with you, treat that moment with care.** They may be trusting you with something difficult. Your response can make the difference between someone feeling safer or feeling silenced.

- Thank them
- Listen
- Check safety
- Explain support
- Explain how information will be handled
- Seek advice
- Do not leave the person without a next step
- Follow up.

**Speaking up is not a problem to manage away.** It is a chance to protect people, improve culture and learn.

## 6.10 Where to get advice and support

### Speaking Up and Getting Support in NHSGGC

#### **Start here**

Visit NHSGGC Speak Up hub. [www.nhsggc.scot/speak-up](http://www.nhsggc.scot/speak-up)

#### **Key advice, support and reporting routes**

- Speak Up
- Confidential Contacts
- Bullying and Harassment helpline
- Bullying and Harassment Confidential Contacts
- HR Support and Advice Unit
- Trade Union or professional organisation
- INWO advice line
- Healthcare Improvement Scotland - Responding to Concerns
- Incident Management System/Datix
- Whistleblowing
- Occupational Health
- Peer Support
- Spiritual Care
- Support and Information Services
- Cut It Out resources
- Civility Saves Lives Champions.

For independent advice about speaking up or whistleblowing, contact the INWO advice line on **0800 008 6112**.

#### **You do not need to know the right route before asking for help**

Learning and practical tools: Active Bystander training, Speak Up LearnPro, sexual harassment/Cut it Out LearnPro, violence against women and gender-based violence LearnPro.

**Speak Up - Encouraging staff to get support in  
NHS Greater Glasgow and Clyde**

A resource pack and practical guide for staff and managers.

Published: Sept 2026

Design: Corporate Communications