



INSIDER VOICES: BREAKING THE CULTURE CYCLE

FURTHER INFORMATION

Building a Positive Culture

Insider Voices: Breaking the Culture Cycle celebrates nurses who uphold people's human rights, ensuring dignity and equality are at the forefront of their practice. The Insider Voices film features leaders in the nursing profession and family carers providing insights into the importance of positive cultures and how to create them in services.

The following resources focused on supporting the development of positive cultures in services are available:

Culture of Care Standards for Mental Health Inpatient Services by NHS England.

The guidance includes 12 over-arching core commitments each of which has an associated set of standards. The core commitments include Lived Experience, Safety, Relationships, Equality, Needs led and Therapeutic Support.

What Good Looks Like by the Building the Right Support Delivery Board.

This resource includes a "cultural web model"



which identifies key areas which can change culture including stories, tools and language, power, structures, controls and rituals and routines.

Cultures checklist by PBS4. This resource provides a practical checklist to monitor the culture within a service and identify areas for development.

Closed and Harmful Cultures

There is substantial evidence that closed and/or harmful cultures can develop in inpatient services and place people with learning disabilities at risk of harm. In 2012 following the abuse of people with learning disabilities and autistic people at Winterbourne View the subsequent Serious Case Review identified systemic failures which allowed an abusive culture amongst staff to develop:

“The systems revisions recommended by PwC are premised on the various components seeking to be effective according to their own logic. Even though Castlebeck Ltd had a track record in producing credible policies, procedures and quality audits, these had no bearing on the operational realities at Winterbourne View Hospital where a dangerous, self-replicating culture was sustained.” (1.20 pg. 91).

In 2020, Professor Glynis Murphy recommended systemic changes in an Independent Review following the abuse of people with learning disabilities and autistic people at Whorlton Hall:

“Urgent consideration should be given to how the system of safeguards can be strengthened, including the role of advocates and commissioners, and what additional safeguards might be needed to better identify closed and punitive cultures of care, or hospitals in which such a culture might develop.” (Recommendation 3 pg.9)²

In response there has been a focus on addressing closed and harmful cultures from developing.

The Care Quality Commission who regulate health and social care settings have worked to identify factors the lead to a closed culture and have used this to inform their approach to registering and inspecting services. For more information see How the CQC identifies and responds to closed cultures by the Care Quality Commission.

In addition, the Local Government Associate has created a guide Closed Cultures in Social Care: Guidance and questions to ask which aims to support commissioners to identify where a ‘closed culture’ may exist or may be at risk of developing in social care services for people with a learning disability and autistic people. The resource also includes a number of questions that can be used at different stages of the commissioning process.



Raising Concerns

Information about who to contact if you think a child or adult has been harmed or abused, or is at risk of harm or abuse is available on the CBF website here.

Whistleblowing

In 2011 the BBC aired a Panorama programme showing the abuse and neglect of people with a learning disability, autism or both in a service called Winterbourne View. This scandal came to light after a staff member contacted the BBC who subsequently recorded their undercover journalist's findings. The staff member felt that they had no choice but to contact an external agency because despite raising concerns and making complaints about the care and support and treatment of people with a learning disability, autism or both using internal reporting procedures, this did not result in any changes. This type of disclosure is referred to as whistleblowing. Whistleblowing is defined as the act of speaking out about wrongdoing in the workplace.

The Public Disclosure Interest Act 1988 protects whistleblowers if they report any of the following:

- a criminal offence, for example fraud
- someone's health and safety is in danger
- risk or actual damage to the environment
- a miscarriage of justice
- the company is breaking the law, for example does not have the right insurance
- you believe someone is covering up wrongdoing

A whistleblowing concern can be raised at any time about an incident that happened in the past, is happening now, or may happen soon. Further information about whistleblowing is available from the government [here](#).

Independent Information and Advice

Independent information and advice on whistleblowing is available from the following organisations:

Protect is a UK whistleblowing charity. Protect aims to stop harm by encouraging safe whistleblowing. Protect has a free confidential advice line: 020 3117 2520

NSPCC is a children's charity focused on preventing child abuse. They offer a dedicated whistleblowing helpline which provides free advice to any professional with concerns about how child protection issues are being handled in their own or another organisation: 0800 028 0285 email: help@nspcc.org.uk

The **National Guardian's Office** was created in response to a report that found that NHS culture did not always encourage or support workers to speak up, and that patients and workers suffered as a result. The National Guardian's office leads, trains and supports a network of Freedom to Speak Up Guardians in England and conducts speaking up reviews to identify learning and support improvement of the speaking up culture of the healthcare sector. There are over 1,000 guardians in NHS and independent sector organisations. A [map](#) is available to locate your nearest Freedom to Speak up Guardian

Ann Craft Trust provide information and support to help achieve best practice in safeguarding adults. Ann Craft Trust provide a range of [online resources](#).