

Culture

Culture is key.....

- the set of shared attitudes, values, goals, and practices that characterises an institution or organisation
- the set of values, conventions, or social practices associated with a particular field, activity, or societal characteristic
- creating a culture of safety means embedding safeguarding into everything an organisation does.
- Embedding a culture of safety starts at the very top of the organisation with the senior managers pledging absolute commitment and support, including ensuring the resources are available to make it happen.
- DO YOU RECOGNISE THIS? IS this your organisation? Can you explain and evidence this ?

What is workplace Culture?

- “It’s the character and personality of your organisation – it’s what makes your organisation unique and is made up of the values, traditions, beliefs, interactions, behaviours and attitudes of the people within it.” *SC/E*
- “A positive workplace culture is where staff are engaged within the organisation. They feel involved and emotionally connected; they invest in their role and the organisation to support the goals and values of the organisation. They enjoy coming to work!” *Amber Trust*

- **CQC culture findings:**

- fair, inclusive and transparent.
- put people who need care and support at the heart of the service
- ensure managers and leaders are dedicated to delivering high quality care and support, and act upon feedback
- ensure managers and leaders are open, visible, approachable and empower others
- embed a person-centred culture of fairness, support and transparency
- ensure managers and leaders encourage and support a strong focus on inclusion, equality, diversity and human rights
- ensure the workplace culture meets the needs of people who need care and support, staff and other stakeholders
- ensure problems and concerns are always a priority and are committed to resolving them.

Types of culture

- **Type 1**
 - Clearly defined policies and procedures
 - Hierarchical structures
 - Success measured by ability to deliver predictable, measurable outcomes
- **Type 2**
 - Innovative
 - Comfortable with risk taking
 - Staff enabled to be innovative
 - Success measured by growth and prominent position in sector

Types of culture

- **Type 3**

- Competitive-teams set against each other
- Task orientated
- Success measured by positioning in market and reputation

- **Type 4**

- Collaboration and partnership working
- Problem solving as a team
- Success measured by outcomes and positive work environment

Safeguarding
should sit
within a
contextual
culture and it
is your role to
see that this
is in place.

- What is this?
- Captured within a broad culture arc including:
- Recruitment processes/safer recruitment processes. As the Manager have you received this training? When? Do you apply it ? What are its' core principles ?
- Training. Is staff training up to date and current? How are you sure of this? Cross ref. to SoP and workforce development plan ?
- Supervision /Appraisal- up to date , reflective . Current , fits with the development plan for the Home.
(supervision issues remains a key theme in Ofsted findings)
- Day to day information to staff- handovers in place? Sufficiently detailed? Focus on the young people ?

Contextual cultures

- Contextual cultures are in each area of our lives, personal, business, recreational.....
- Made up of the attitudes within that culture-are they shared, are they tangible..
- The way we dress-does your home have unspoken dress codes-what are they, what do they convey?
- What are the shared beliefs? Can you articulate them-how do you know they're shared?
- Language-how do you communicate? What is acceptable? Is it inclusive, does it exclude? From verbal to body language..
- Conveyance of status within your organisation/home. Use of titles? Hierarchical? Know your place? Wielding authority?
- Open and inclusive-messages are direct and precise, can challenge without fear (low context)
- Messages nuanced and indirect, difficult to challenge, (high context)

What should a secure safeguarding culture mean for individual children and young people?

- Their individual needs are assessed , recognised and met within the school / home
- There is support for them to develop resilience- social, emotional , mental , physical.
- Their well being is core to practice
- There is a recognition of the impact of the last two years for them
- There is the opportunity to develop an improved level of self esteem
- There is involvement of all professionals and support which can help and support(social pedagogy model)
- They feel SAFE- each young person will define that word differently? Have you ever asked them what they need to feel “safe?”
- They can demonstrate progress at their own pace and level .
- They are listened to and know this.
- They learn to settle, they choose to leave out their possessions, they move more confidently around the school , they choose to move more freely around the house, they develop a greater sense of belonging and ownership
- IS THIS YOUR SERVICE ?

Organisational influences

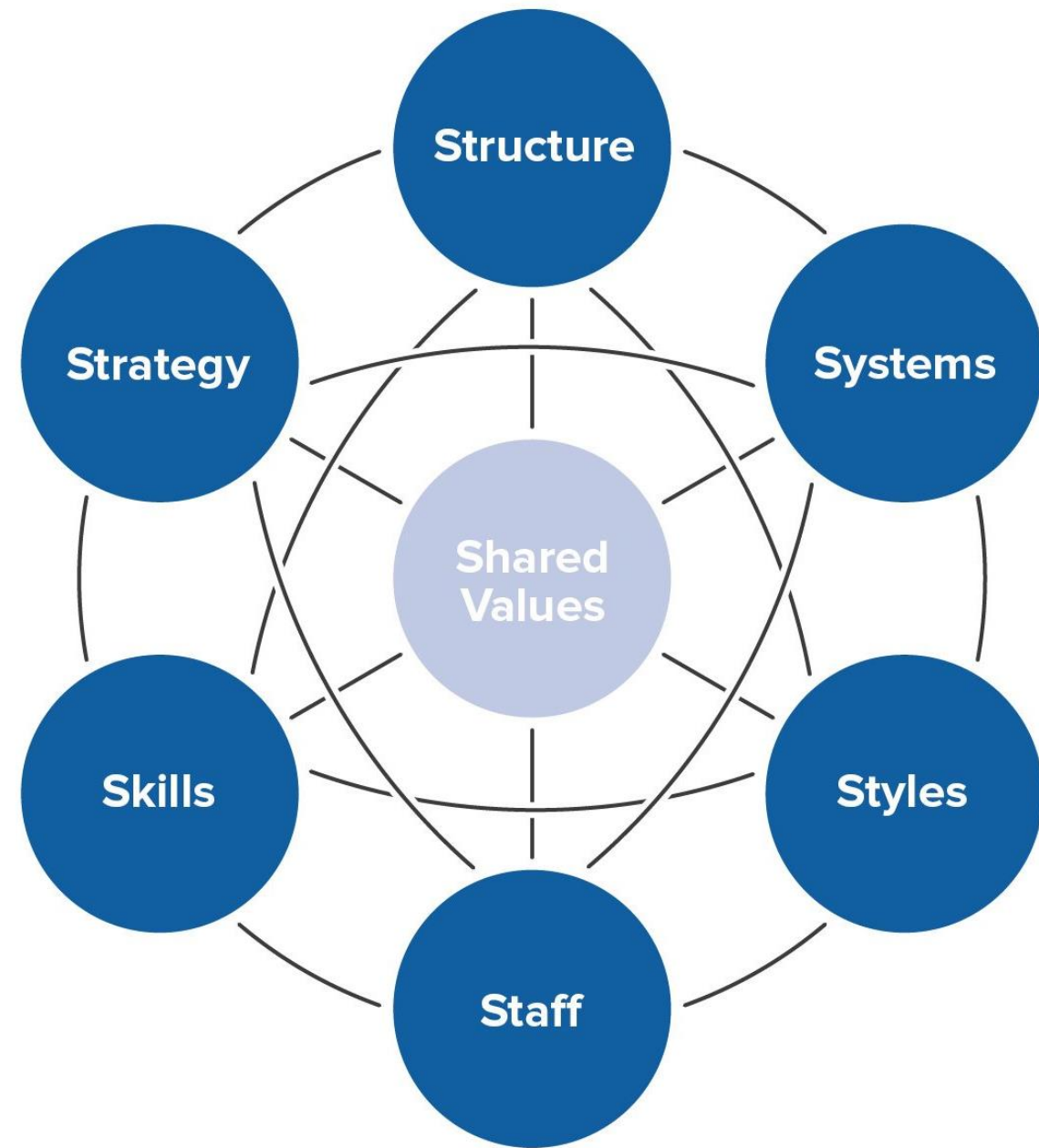
- The aims and objectives of the organisation, and how they're planned and delivered, can influence your workplace culture. This includes:
- your vision, aims and objectives
- your leaders and how they communicate and influence your staff
- the way your organisation is managed including it's systems, structure, procedures and policies
- workplace practices, such as recruiting, selecting, rewards and benefits, learning and development, performance management and wellbeing
- legislation
- social factors
- political factors, such as funding or local initiatives.

Social influences

- personalities
 - beliefs
 - values
 - skills and experience
 - cultural heritage
 - aspirations
 - roles and responsibilities
 - relationships with others.
- Organisations that employ people from different backgrounds benefit from a more diverse way of thinking, which can bring fresh ideas, new solutions to problems and drive innovation and creativity.
 - No matter what their background, if your staff and their values align with your workplace values, this can ensure that the people you hire fit into your workplace culture and the way that you work.

Environmental influences

- structure of the building
- accessibility
- atmosphere, such as lighting, noise levels, personal space and temperature
- décor, such as displaying your organisations history, achievements and values
- Staff spend lots of time at work so it's important to have a pleasant environment that's energetic and fun – this can improve people's moods and make them happier. Physical settings are important to their health, wellbeing and happiness.



CULTURE
STRUCTURE-
MCKINSEY
2016/17

What happens when cultures or systems go wrong?

- regression therapy (Leicestershire) 'Frank Beck' 1992
 - pindown (Staffordshire)-report June 1990
 - Winterbourne View- 2012
 - Independent Review of Greater Manchester Mental Health NHS Foundation Trust 2024
 - Ongoing child abuse enquiry UK:-
 - IICSA report February 2022
 - Safeguarding children with disabilities and complex health needs in residential settings 2021 Pts 1 & 2 (Hesley)
- Officially sanctioned
 - Publicly lauded and acclaimed as a “good thing”
 - Not appropriately monitored and inspected
 - Managers and leaders ALLOWED a culture of abuse to flourish

Systems and failures like this can happen anywhere- are you sure they could not happen in your home / your organisation?

Closed cultures.....

Features:

- Children are at risk of deliberate or unintentional harm
- Leaders / staff stop seeing or have never seen the true situation re. safeguarding in the setting
- Children / staff are unable or afraid to speak up for themselves and are not listened to if they do
- There may be high levels of dependence on some staff/ RM/others
- There may be breaches of human rights and equality law

Closed cultures.....

- Poor skills, experience and training of staff / leaders
- There are regular changes in leadership roles
- There is a high staff turnover- across the board. High agency use
- High frequency of staff absence / leadership & SLT absence / illness
- Cliques
- Staff are not supported or encouraged to raise concerns.
- SLT fail to monitor, and address issues raised by staff, ,children , families and others
- SLT fail to respond to recommendations of others, for example professionals and regulators.

Closed cultures.....

External oversight..

- Is there a high or increasing number of safeguarding incidents, complaints or other notifications? Especially concerning if they involve:
- Is there an absence of complaints/grumbles....
- any form of inappropriate behaviour by staff towards children / young people
- complaints by children / young people using the service, their family and friends, including those that are withdrawn subsequently.
- Anything else ?

What can a good culture do for your organisation?

- improve the quality, consistency and personalisation of your service – a positive workplace culture helps to create a shared identity for your organisation where everyone understands how to behave
- help you recruit and retain a stable and skilled workforce with the right values – a positive workplace culture can help you attract like-minded and talented people who have the right values to work for you
- reduce costs – improved retention as a result of a positive workplace culture can reduce your recruitment costs
- improve health and wellbeing in your service – a positive workplace culture makes staff feel engaged, valued and trusted so they're happier and healthier at work
- improve your reputation and market share – having a positive workplace culture can raise your profile with commissioners and those who monitor the quality of services, such as Ofsted.
- a high percentage of new recruits hear about vacancies through word of mouth, so a positive workplace culture can support your recruitment
- help you to meet regulations – workplace culture is fundamental across several Ofsted key lines of enquiry, particularly under 'leadership and management'.
- Is integral in achieving outstanding