



## Proposal for developing Positive Detention Culture with Gatwick IRC

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## 2. Detention Custody Managers and Non-operational Managers

TAP Products and Services (organised by target development group)	Culture Dimension addressed (Action plan RAG rating)	Culture Action Plan items addressed by product (numbers correspond to those in action plan)	Staff Engagement Objectives
2.1. Enhancing Team Effectiveness	D4 Detainee Focus	...try to understand what is prompting task focused rather than person focused approach to ensure consistent approach across the sites	
	D9 Organisation	2.include key stakeholders to get their views 3. Managers – use visual display to communicate the vision back to the staff and encourage active engagement	
	D14 Teamworking	Build awareness of & create specific activities which expose staff to the 5 core principles that support Team Effectiveness	
	D6 Leadership & Management	2.Improve team effectiveness of senior leaders and staff	
2.2. Excellence in Operational Leadership	D8 Moral Responsibility	1.Live Serco values & demonstrate its values in action 2.Assist SMT & DCMs to review their own practices & plan how they will adopt the values & become good role models	
	D6. Leadership & Management	3.Develop DCMs awareness, skills & competencies to lead and manage staff effectively	
	D11 Power Dynamics	1.Raise awareness of different dynamics, what is expected by the organisation and how this sits with moral responsibilities & organisational values	<i>Disrupt the hierarchies that inhibit staff from speaking up and or maximising their potential and contributions (p8)</i>
	D7 Mindset	1.Actively encourage everyone to get involved in co-creating, co-designing & co-delivering the way they want things to work (evidence of Transformational leadership behaviours in assessment). - Extent of respect for colleagues in all roles, rewards accomplishment, embodies equality & role models positivity	<i>A mindset of ownership &amp; co-responsibility for the welfare, safety &amp; delivery of our best care to detainees (p8)</i>

2.3. Motivating and Influencing Others	D6 Leadership & Management	2.improve communication and connectivity between senior leaders and staff	
	D5 Emotional load	1.Understanding and developing strategies to reduce emotional load in self and others (a. Being able to authentically be myself at work and b. Feeling safe and maintaining wellbeing at work)	
	D10 Performance	1... involve staff in creating high performance teams	
2.4. Effective Managing Up and Down	D3 Control of work	3.Improve awareness of the meaning and purpose of work control	
	D6 Leadership & Management	3.Provide techniques on how to challenge colleagues in an acceptable manner	<i>Empowering staff to challenge anti-social behaviour, discrimination, prejudice or any breach of Serco code of conduct</i>
	D8 Moral Responsibility	3.Provide techniques on how to challenge colleagues in an acceptable manner	<i>Empowering staff to challenge anti-social behaviour, discrimination, prejudice or any breach of Serco code of conduct</i>