

Leadership

Leaders provide the direction, encouragement and resources to enable good outcomes for detainees.

Expectations

- 1. Direction: Leaders work collaboratively with staff, stakeholders and detainees to set and communicate strategic priorities that will improve outcomes for detainees.**

The following indicators describe evidence that may show this expectation being met, but do not exclude other ways of achieving it.

- *Leaders and staff understand the centre's strengths and weaknesses and where outcomes need to improve.*
- *Leaders have a good understanding of the experiences of detainees and staff in the centre.*
- *Leaders share an ambitious vision for the centre which recognises the non-punitive and non-carceral nature of immigration detention and the vulnerability of detainees.*
- *Realistic, aspirational plans are in place to improve outcomes for detainees.*
- *Staff understand and share the aims and priorities of the centre.*
- *Leaders develop successful working relationships with key partners and stakeholders, which include community and voluntary sector organisations, in order to deliver the centre's aims and improve outcomes for detainees.*
- *Leaders ensure that immigration detention is for the shortest time possible and that effective processes for identifying and expediting release of the most vulnerable are in place.*

- 2. Engagement: Leaders create a culture in which staff and other stakeholders engage in activities to improve outcomes for detainees.**

The following indicators describe evidence that may show this expectation being met, but do not exclude other ways of achieving it.

- *Leaders at every level are visible and approachable.*
- *Leaders take time to listen to staff and detainees and follow up issues raised.*
- *Effective communication is used to promote understanding of current priorities, share information, encourage collaboration and multidisciplinary working.*
- *Leaders set, model and enforce standards of staff behaviour and detainee care that ensure detainees are treated with dignity.*

- *Leaders ensure that all detainees have access to a range of suitable and meaningful activity that promotes mental health and well-being.*
- *Leaders actively promote the well-being of staff.*
- *Staff feel motivated and supported in their work.*
- *Leaders show and encourage innovation and creativity to solve problems and meet the needs of detainees.*
- *Effective practice is recognised and shared.*
- *The organisational culture encourages staff to reflect on and learn from their mistakes and where necessary there is appropriate challenge.*
- *Leaders from all agencies working in the centre maintain open communication and promptly raise concerns that may negatively affect detainee outcomes.*

3. Enabling: Leaders provide the necessary resources to enable good outcomes for detainees.

The following indicators describe evidence that may show this expectation being met, but do not exclude other ways of achieving it.

- *Staffing levels are sufficient to deliver a safe and respectful environment.*
- *Staff have the knowledge, skills and attitudes necessary to meet the needs of detainees.*
- *Staff can develop their learning through the offer of relevant training and educational opportunities.*
- *Leaders make good use of the staff and buildings at their disposal.*
- *Leaders identify resource constraints and seek to resolve them.*
- *The senior management team has the experience and skills necessary to improve outcomes for detainees.*
- *Line managers support their staff, challenge where necessary and provide suitable professional development opportunities.*
- *ICT systems support effective working practices.*

4. Continuous improvement: Leaders focus on delivering priorities that support good outcomes for detainees. They closely monitor progress against these priorities.

The following indicators describe evidence that may show this expectation being met, but do not exclude other ways of achieving it.

- *Data is used effectively to understand the impact and fairness of policies, and to track progress against improvement plans.*
- *Feedback from detainees, staff and other stakeholders is used to generate ideas, create plans and measure progress.*
- *Relevant managers respond promptly and effectively to any complaints made against staff or leaders in the centre.*
- *Decisions are made and plans are amended in response to new information and leaders provide feedback and support as needed.*

- *Leaders welcome and encourage internal and external scrutiny.*
- *Inspection recommendations, audit findings, serious incident reports and best practice ideas are used to encourage improvement.*
- *Leaders use quality assurance processes to drive continuous improvement.*
- *Collaboration with relevant managers and colleagues in other centres, community and voluntary sector organisations, and other partner organisations, supports improvements.*

In relation to expectations 1–4, human rights standards emphasise that detention should be managed within a context which recognises the obligation to treat all detainees with dignity and the non-punitive and non-carceral nature of immigration detention. Standards recognise the important role of staff in safeguarding detainees and the need for adequate staffing levels to ensure a safe environment. Staff should receive ongoing training, including to undertake specialist roles. Arrangements should be in place to ensure good communication and coordination both within and outside of the centre and the involvement of voluntary organisations should be encouraged. See EPR 6, 8, 72–87, 89–91, 93; SMR 1, 3, 74–80, 83; BOP 1; BR 1, 29, 33, 35; HR 81–87; TGFR 10; UNHCR-DG 8, 9; CPT 5, 6.