**Leadership**

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

**Expectations**

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

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 prison’s strengths and weaknesses and where outcomes need to improve.*
* *Leaders have a good understanding of the experiences of prisoners and staff in the prison.*
* *Leaders share an ambitious vision for the prison.*
* *Realistic, aspirational plans are in place to improve outcomes for prisoners.*
* *Staff understand and share the aims and priorities of the prison.*
* *Leaders develop successful working relationships with key partners and stakeholders to deliver the prison’s aims.*
1. **Engagement: Leaders create a culture in which staff and other stakeholders willingly engage in activities to improve outcomes for prisoners.**

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 and take time to listen to staff and prisoners.*
* *Effective communication is used to promote understanding of current priorities, information sharing, collaboration and multidisciplinary working.*
* *Leaders set, model and enforce standards of staff behaviour and prisoner care that support rehabilitation.*
* *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 prisoners.*
* *Effective practice is recognised and shared.*
* *The organisational culture encourages staff to reflect on and learn from their mistakes.*
1. **Enabling: Leaders provide the necessary resources to enable good outcomes for prisoners.**

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 the aims of the prison.*
* *Leaders make good use of the staff and buildings at their disposal.*
* *Leaders identify resource constraints and seek to resolve them.*
* *Staff have the knowledge, skills and attitudes necessary to meet the needs of prisoners.*
* *The senior management team demonstrates its ability to achieve the prison’s priorities.*
* *Line managers support their staff, challenge where necessary and provide suitable professional development opportunities.*
* *ICT systems support effective working practices.*
1. **Continuous improvement: Leaders focus on delivering priorities that support good outcomes for prisoners. 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 prisoners, staff and other stakeholders is used to generate ideas, create plans and measure progress.*
* *Decisions are made and plans are amended in response to new information.*
* *Leaders welcome and encourage 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 policy teams and colleagues in other prisons or partner organisations supports improvement.*