

SCOTTISH PRISON SERVICE

ANNUAL DELIVERY PLAN 2019/20

SPS 19-20



UNLOCKING POTENTIAL
TRANSFORMING LIVES



SEIRBHEIS PHRÌOSAIN NA H-ALBA

FOREWORD

01

DEVELOPMENT

03

ENGAGEMENT

04

IMPACT

05

STANDARDS

06

COLLABORATION

07

FOREWORD BY THE CHIEF EXECUTIVE



The SPS Corporate Plan 2019/22 (the Plan) is a three-year plan which sets out our aspirations for how we will support those in our care.

SPS is facing some unanticipated challenges. After a lengthy downward trend the second half of 2018 saw a sustained and increasing demand for prison places. Furthermore, the prison population is rapidly changing and becoming increasingly more complex to manage.

Additionally, like all public sector bodies, we require to take our share of the continued burden on the public purse.

For these reasons we took the decision to refresh our Corporate Plan a year earlier than intended.

The refreshed SPS Corporate Plan 2019/22 (the Plan) is a 3 year plan which sets out how we will support those in our care and our aspirations for those who work for us.

This Annual Delivery Plan (ADP) 2019/20 is therefore the first ADP in the new Corporate Planning cycle. It describes the programme of service development and improvement for the year. In this ADP, we detail the *Essential Actions* we will undertake in 2019/20.

Taking into account the rejection by members of the Prison Officers Association (Scotland) of our proposals to redesign the operating structure and introduce a professional qualification, a particular focus for this year will be engagement with our employees.

We will be undertaking redesign work in respect of operating structures and the activity day within prisons to ensure that service delivery is aligned to the needs of those in our care whilst taking into account the work life balance of our staff.

We also recognise the importance of involving those in our care in the development of prison strategy and policy and partners and stakeholders in the design and delivery of services. In this respect we have expressed a public commitment by making a 'Social Impact Pledge'.

<http://www.communityscot.org.uk/social-impact-pledge/who-has-made-pledge/pledges-made-so-far/scottish-prison-service/>

As we progress with the design and construction of the new National Facility for Women and the development of Community Custody Units in Glasgow and Dundee we will develop the principles which will underpin the new model.

Through these and the other initiatives set out in the Plan we aim to continue our journey of transformational change.

Colin McConnell
Chief Executive, SPS

WHO WE ARE

The Scottish Prison Service (SPS) was established in 1993 as an Executive Agency of the Scottish Government. We accommodate those who are committed to our care by the Courts, when a custodial disposal is deemed appropriate.

There are 15 prisons located across Scotland. Thirteen are directly operated by SPS and two by private sector operators under contract to SPS who are required to provide services of equivalent standard. We directly employ around 4,500 staff and accommodate over 8,000 individuals in our establishments.

We operate the Victim Notification Scheme for registered victims of crime who have the right to receive information about the progression and eventual release of the person convicted of the offence against them.

We manage the contract for the Scotland-wide Court Custody and Prisoner Escorting Service for the provision of the safe and secure transport of those in custody on behalf of multi-agency justice partners.

THE SPS CORPORATE PLAN 2019/22

The Plan is evidence-based and focuses on service development and improvement and describes a journey of transformational change. It defines our contribution to the delivery of the National Outcomes for Scotland and the national strategy *Justice in Scotland: Vision and Priorities*.

Our new **Strategic Themes** define the broad areas where we will focus on improving and developing our service.

Our **Strategic Outcomes** describe what we aim to achieve from our programme of service development and improvement activity.

For each Strategic Outcome we have identified **Key Aims**. Delivery of these is considered critical to achieving our outcomes.

HOW THE ADP HAS BEEN DEVELOPED

The ADP has been developed in accordance with our Performance Management Framework. Business Improvement Plans are developed on an annual basis by each Directorate. These contain the Essential Actions necessary to deliver our Strategic Outcomes across the Directorate structure. These are underpinned by Business Improvement Plans in each Establishment and Area.

The ADP consolidates the Essential Actions from each Directorate Business Plan into a single framework with oversight by our Executive Management Group (EMG) to ensure coordination and sequencing of interdependent Essential Actions.

It represents an ambitious programme for change in the year ahead.

Some service development and improvement activity will, by design, require several years to be successfully concluded. Only those Essential Actions that are designed to be completed in 2019/2020 are included in this Annual Delivery Plan.

HOW WE MONITOR PERFORMANCE

Performance is managed by the EMG and monitored by our Advisory Board each of which receive outcome-focused quarterly performance reports.

We utilise a range of evidence sources to assess our performance over the life of the ADP.

A Performance Overview and Analysis is published as part of our Annual Report.

DEVELOPMENT

Strategic Outcome: We will have the right people, with the right skills in the right place at the right time.

KEY AIMS (KA)	
1	Create culture of lifelong learning.
2	Enhance our staff's ability to engage in learning.
3	Strengthen leadership capability.

PROPOSED ESSENTIAL ACTIONS ADP 2019/20	BY	WHEN	KA
Implement changes to the recruitment and training of Prison Officers from 2020.	CS	Q4	1,2
Design a suite of Continuous Professional Development (CPD) materials for staff working with young people or women in custody.	CS	Q4	1, 2
Introduce new management and leadership development approaches for managers at F band and above.	CS	Q4	3

ENGAGEMENT

Strategic Outcome: Everyone has a voice and contributes meaningfully to our corporate improvement journey.

KEY AIMS (KA)	
4	Increase understanding of the challenges and opportunities facing the SPS.
5	Increase public confidence and understanding of the SPS.
6	Encourage our staff to participate in future service development.
7	Create a listening organisation.
8	Remodel engagement with those in our care.

PROPOSED ESSENTIAL ACTIONS ADP 2019/20	BY	WHEN	KA
Develop and implement a staff engagement strategy.	CS	Q3	6,7
Develop a Framework for Engagement with service users.	CS	Q4	8

IMPACT

Strategic Outcome: Our services are efficient, effective and provide value for money.

KEY AIMS (KA)	
9	Revise organisational structures in line with priorities and challenges.
10	Modernise appropriate IT systems.
11	Maximise attendance – support our staff's health and wellbeing.
12	Redesign the prison core activity day.
13	Deliver our equality outcomes.
14	Update budgetary control measures to align with organisational priorities.

PROPOSED ESSENTIAL ACTIONS ADP 2019/20	BY	WHEN	KA
Develop a Strategic Assessment of the organisation.	SSE	Q4	9
Develop and implement an electronic purchase to pay solution based upon the Scottish Government's PECOS product.	CS	Q3	10
Reduce the days lost to sick absence, by implementing a programme of activity to support our staffs' health, wellbeing and work/life balance.	CS	Q4	11
Review SPS Operational Structures and the activity day within prisons.	SSE	Q4	9, 12
Achieve our published Equality Outcomes, through a range of activities, as well as fulfilling our obligations under the Equality and Human Rights legislation.	CS	Q4	13

STANDARDS

Strategic Outcome: Our prisons are safe, healthy and positive places in which to live and work.

KEY AIMS (KA)	
15	Assure performance across the SPS.
16	Implement a person-centred approach to case management.
17	Develop and implement strategy for mental health.
18	Complete implementation of Family Strategy.
19	Implement new model of custody for women.
20	Refine the strategy for young people in custody.

PROPOSED ESSENTIAL ACTIONS ADP 2019/20	BY	WHEN	KA
Develop a new suite of KPIs.	SSE	Q4	15
Embed the Operations Directorate Audit and Assurance Group into day-to-day prison management arrangements in order to improve the recording, management and monitoring of audit outcomes, inform policy delivery and support the development of Prisons Resource Library (PRL) standards.	OD	Q3	15
Reduce violence and manage the increased risk presented by Serious Organised Crime Groups (SOCG) and increased number of High Risk Nominals in our care; utilising the National Strategic Threat Group (STRAG), local establishments Tactical Tasking and enhancing our links with our partner agencies.	OD	Q4	16
Develop a revised individual case management model.	SSE	Q4	16
Implement a new mothers and babies policy and measure the impact of the SPS Families Strategy.	SSE	Q4	18
Develop the principles for new model of custody for women.	SSE	Q3	19
Review the SPS Young Person's Strategy.	SSE	Q4	20

COLLABORATION

Strategic Outcome: Growing and strengthening our stakeholder and partner networks and relationships to achieve better outcomes for those in, and leaving, our care.

KEY AIMS (KA)	
21	Inform the work of the Health and Justice Collaboration Improvement Board.
22	Strengthen our relationship with partners and stakeholders.
23	Develop shared strategic approach with SG to address population challenges.

PROPOSED ESSENTIAL ACTIONS ADP 2019/20	BY	WHEN	KA
Develop a health and wellbeing strategy that recognises the challenges of the changing demographics of the prison's population.	Q4	SSE	21
Develop a new partnership agreement process for the design and delivery of prison interventions/services.	Q4	SSE	22
Develop a Prisons Strategy that takes account of the changing demographics and operational demands.	Q4	SSE	23



SPS 19-20

Scottish Prison Service
Headquarters
Calton House
5 Redheughs Rigg
South Gyle
Edinburgh
EH12 9HW

© Crown copyright 2019

This document is also available on our website www.sps.gov.uk

Produced for Scottish Prison Service by APS Group Scotland, October 2019