

SCOTTISH PRISON SERVICE

DELIVERY PLAN 2020/22

SPS 20-22



UNLOCKING POTENTIAL
TRANSFORMING LIVES



VERSION CONTROL:
MAY 2021

SEIRBHEIS PHRÌOSAIN NA H-ALBA

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INTRODUCTION



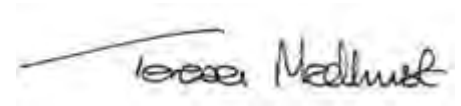
In 2019 we took the decision to refresh our Corporate Plan due to the range of population and financial pressures we were facing.

In the course of 2019/20, these interlinked challenges were acknowledged by the Auditor General who prepared a report under Section 22 of the Public Finance and Accountability (Scotland) Act 2000 which became the subject of scrutiny at the Public Audit and Post-Legislative Scrutiny (PAPLS) Committee of the Scottish Parliament.

Towards the end of the 2019/20 reporting year, it became clear that the COVID-19 virus pandemic would present SPS with its biggest challenge in recent years.

The health, safety and wellbeing of those who live and work in Scotland's prisons is our priority and has been central to our response to COVID-19. Our normal planning processes were suspended in recognition of the need to focus on our operational response and our usual governance structures have been augmented with interim arrangements designed to expedite urgent decision-making in a rapidly changing environment.

We know that in the future we will have to think differently about how we design, deliver and report on prison services; learning the lessons from our response to COVID-19. Therefore, instead of preparing an Annual Delivery Plan (ADP), we have developed a 'Delivery Plan' which aims to chart our journey from recovery to renewal across the remaining duration of the Corporate Plan.



Teresa Medhurst
Interim Chief Executive

WHO WE ARE

The Scottish Prison Service (SPS) is an Executive Agency of the Scottish Government. We accommodate those who are committed to our care by the Courts.

There are fifteen prisons located across Scotland. Thirteen are directly operated by SPS and two are operated by private sector operators under contract to SPS. We directly employ around 4,500 staff.

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 also 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 to and from Courts on behalf of multi-agency justice partners.

THE CORPORATE PLAN 2019/22

The SPS Corporate Plan 2019/22 focuses on service development and improvement. It defines our contribution to the delivery of the National Outcomes for Scotland and the national strategy-Justice in Scotland: Vision and Priorities. Our Strategic Themes define the broad areas where we will focus on improving and developing our service and our Strategic Outcomes describe what we aim to achieve.

OUR SERVICE TODAY

The overall prison population saw a sharp decline following the national lockdown. The average weekly population decreased by 15.2% over a period of 11 weeks declining to the lowest level (6887) since 20 December 2006. However, the resumption of court activity at a higher level saw the population increase again. At time of writing the population was averaging 7483.

Our population is also become more complex as a result of the increasing proportion of those in our care who have to be accommodated separately due to their legal status (remand or convicted), sex, age or offending history, for example, those with a history of sexual offending and individuals with links to Serious and Organised Crime. This complexity is further illustrated by the increase in demand for health and social care services across the prison estate in recent years. It is important to recognise that, managing this complexity within the limitations of Scotland's prison system capacity, challenges the relationship between prisons and local communities. The short term reduction in population in early to mid-2020 has not reduced this complexity, although the reduction in the volume of the population enabled us to help meet public health expectations through the accommodation of a higher proportion of individuals in single cell accommodation.

In order to protect the people who live and work in Scotland's prisons during the pandemic, we rapidly implemented new ways of working. We introduced the single shift 'core day' – a truncated regime which facilitates greater flexibility in the deployment of staff. Work and educational based activities and 'in person' prison visits were temporarily suspended. Access to mobile phones and 'virtual visits' were introduced to enable the people who live in Scotland's prisons to maintain contact with their families.

Whilst the upturn in population had stabilised at the time of writing, there is real uncertainty about the future numbers of people in prison due to the unpredictability of COVID-19. We must therefore plan for uncertainty. While we may not be able to plan in terms of absolute numbers, evidence suggests that we can make a reasonable planning assumption that the population will continue to increase in complexity.

Managing a prison population which is increasing and is more complex, in tandem with implementing public health measures to prevent the spread of the COVID-19 pandemic across the prison estate, will be a formidable challenge for Scotland's prisons system. The content of this plan will therefore need to keep pace with the ever changing nature of this major challenge. Further information on Scotland's prison population can be found on the Scottish Government website [here](#).

LOOKING FORWARD

The health, safety and wellbeing of those in our care and those who work for us is our top priority. The Christie Report (Report of the Commission on the Delivery of Future Public Services, Scottish Government, 2011) identified that 'Personal relationships are critical in driving outcomes, trust and satisfaction with services'. The development of a 'relational' prison service – which places staff and service users at the heart of the design, delivery and improvement of prison services is therefore a cornerstone of this Delivery Plan.

We are mindful of the need to look to the future and plan for the medium and long-term impact and opportunities presented by the pandemic on both our service and the Justice system as a whole. We recognise that the impact of the pandemic is likely to create significant operational and funding challenges for all public services and mitigating these challenges may require a range of flexible and creative policy and practice interventions.

Addressing some of the complex issues presented by the pandemic has necessitated the earlier implementation of some major 'change' initiatives (such as the introduction of access to mobile phones and virtual visits). We will continually assess what is working well and what is not working so well, to enable us to learn and improve for the future, building upon the new opportunities and experiences that have arisen during the pandemic. The outputs from our learning, as well as wider evidence about prisons, will be a key element of our contribution to the development of the next Justice Strategy by the Scottish Government.

THE DELIVERY PLAN

This Delivery Plan replaces and incorporates the functions of our next two ADPs and covers the remaining 2 years of our Corporate Plan. It is predominantly defined by our response to the pandemic, and sets out high level Actions which state how we intend to develop the service over the next two years. Key Elements describe how we will deliver each Action. The Plan will be 'live', evolving organically in response to the pressures faced by the organisation and taking account of lessons learned from our response to the pandemic. On a day to day basis the operational response to Covid-19 is set out in our detailed Pandemic Plan.

The Delivery Plan is structured around 6-month planning 'bursts' so that it is flexible enough to be able to respond rapidly to changes as we emerge from the pandemic. In developing the Plan, we have taken account of the following:

- The Key Aims of the SPS Corporate Plan 2019/22;
- The Scottish Government's Covid-19 Framework for Decision Making;
- SPS Covid-19 Route map;
- Directorate and Branch planning activity;
- SPS Business Continuity Plans;
- The SPS Pandemic Plan;
- The analysis underpinning the SPS Strategic Assessment and Prison Statistics;
- Essential Actions from the 2019/20 ADP that were re-profiled or delayed (where these are not reflected in this Plan they will be taken forward via Directorate Business Planning arrangements).

The Plan is attached at Appendix A. Actions, Key Elements and indicative timescales will be reviewed and monitored on an ongoing basis. It is anticipated that Actions will vary depending on the continuing implications of the pandemic and their interdependency with other Actions, partners and other sectors.

MONITORING PERFORMANCE

Performance is managed by our Executive Management Group (EMG) and monitored by our Advisory Board, each of which receive outcome focused quarterly performance reports.

We will utilise a range of evidence sources to assess our performance over the life of this Plan including lead officer reports, management information, research information, self-evaluation activity and Key Performance Indicators (KPIs).

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

APPENDIX A Delivery Plan 2020-22

CREATING AN ORGANISATION WHICH PLACES STAFF AND SERVICE USERS AT THE HEART OF THE DESIGN AND DELIVERY OF PRISON SERVICES			Q1			Q2			Q3			Q4			Q1			Q2			Q3			Q4			Lead																											
			APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR																												
Strategic Themes	Action	Key Elements	Planning Burst 1																								Planning Burst 2									Planning Burst 3									Planning Burst 4									
DEVELOPMENT	1. Enhance the ability for our staff to access and engage in appropriate learning and development opportunities through structured continuous professional development, further education and training.	Implementation of CPD pathways for those working with Women and Young People.	→																								→									→									→									CS
		Launch revised approaches for talent management of middle managers including new development approaches.	→																								→									→									→									
		Revise early career pathways including continued development of operational foundation training and new non-operational pathways including apprenticeships.	→																								→									→									→									
ENGAGEMENT	2. Develop a framework for engagement with Service Users as part of a more transparent and balanced evidence base for organisational improvement.	Mainstream user voice across all strands of Improvement Framework.																																		→									→									SSE
		A programme of user voice/qualitative research based on organisational priorities.																																		→									→									
ENGAGEMENT	3. Develop a strategy which promotes employee voice, opportunity, wellbeing, equalities and respect, fulfilment, employment security and benefits.	Mainstream employee voice within policy and process development.	→																								→									→									→									CS
		Co-ordinate a wide range of employee wellbeing activities.	→																								→									→									→									
IMPACT	4. Revise and update our medium term financial plan to ensure alignment with revised strategic priorities further to the impact of COVID-19 in order to ensure value for money.	Embed financial planning and management across all aspects of the Delivery Plan.	→																																																			OCE
		5. Implement a range of digital solutions to support those in our care and their families and facilitate smarter working opportunities for our people.	Develop a new case management platform.																																		→									→								
IMPACT	6. Mainstream delivery of our Equality and Diversity commitments in order to reflect the areas of equality that require the greatest focus, set against our commitments and obligations under the Justice Strategy and National Performance Framework alongside other requirements placed upon us as a public sector employer and service deliverer.	Develop Network upgrades (cloud hosting transition plan).																																		→									→									CS/SSE
		Development of 'KIOSK' modular services to support the delivery of in-cell digital services.	Publish and progress a new set of Equality Outcomes.	→																																																		
IMPACT	7. Improve the design and delivery of prison services, drawing on the lessons learned from the COVID-19.	Publish a Diversity Action Plan.	→																																																			CS/SSE
		Undertake a consultation process regarding the existing SPS corporate position on transgender people in our care.																																		→																		
IMPACT	7. Improve the design and delivery of prison services, drawing on the lessons learned from the COVID-19.	Develop the evidence base in support of any changes to service delivery.																																		→									→									OD/SSE/CS
		Develop and deliver a programme of service improvement.																																		→									→									

CREATING AN ORGANISATION WHICH PLACES STAFF AND SERVICE USERS AT THE HEART OF THE DESIGN AND DELIVERY OF PRISON SERVICES			Q1			Q2			Q3			Q4			Q1			Q2			Q3			Q4			Lead
Strategic Themes	Action	Key Elements	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	
STANDARDS	8. Deliver our priority commitments within the Estate maintenance and development programmes.	Targeted refurbishment in HMP Barlinnie.	→																								CS
		Advanced stage of construction of Womens National Facility and Community Custody Units.	→																								
		Pre-construction phases for HMP Highland and HMP Glasgow.	→																								
	9. Develop and implement a SPS Improvement Framework linked to the relational role of prisons, as set out in Scotland's Justice Strategy. The Improvement Framework will connect with HMIPS reporting, be underpinned by self-evaluation and quality indicators and be supported by a set of outcomes, indicators and Management Information.	Pilot a structured approach to self-evaluation.	→																								SSE
		Develop a new set of outcomes and indicators.	→																								
		Develop a Management Information improvement plan.	→																								
	10. Deliver the Women's Strategy in order to give effect to the Scottish Government's vision for women in custody.	Implement a revised case management approach for women.	→																								SSE
		Agree services and a collaborative service delivery model for women, in partnership with key stakeholders.	→																								
		Design and deliver staff training packages which support trauma informed practice.	→																								
		Introduce new approaches which embed trauma informed practice in all aspects of service delivery.	→																								

CREATING AN ORGANISATION WHICH PLACES STAFF AND SERVICE USERS AT THE HEART OF THE DESIGN AND DELIVERY OF PRISON SERVICES			Q1			Q2			Q3			Q4			Q1			Q2			Q3			Q4			Lead			
			APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR				
Strategic Themes	Action	Key Elements	Planning Burst 1			Planning Burst 2			Planning Burst 3			Planning Burst 4																		
COLLABORATION	11. Develop a health and wellbeing strategy for those in our care that recognises the changing and more complex prison population and includes a specific focus on children and young people.	Deliver against recommendations of the Expert Review of Mental Health (EROMH).																									SSE			
		Undertake an analysis of how SPS will be affected by the introduction of the United Nations Convention on the Rights of the Child (Incorporation) (Scotland) Bill and develop and implement a cross SPS action plan.																												
		Complete the redesign of the Control and Restraint policy and training manual and achieve approval from the dedicated steering group.																												
		Undertake outline discovery work for phase 2 of the Control and Restraint review, this will include determining the scope and developing a terms of reference.																												
	12. Manage the prison population effectively, in accordance with the role of prisons in the Justice Strategy and aligned to the pandemic plan.	Implement early release arrangements in accordance with the Coronavirus (Scotland) Act 2020.																												SSE/OD
		Develop a Home Detention Curfew (HDC) process which maximises the opportunity for individuals in custody to be managed under HDC licence; providing a managed return to their communities.																												
		Develop and embed a culture, shared by our partners, that allows for risk reduction to be demonstrated by a range of different means during an individual's progression journey.																												
		Develop and embed a revised framework for Risk, enhancing SPS wide understanding and application of: The Guiding Principles, The Language of Risk and The Practice Standards (RMA FRAME 2011).																												
		Develop policy and tactical responses to Scotland's increasingly complex prison population.																												
	13. Work intensively with Justice and other partners, including third sector, to identify, develop and implement a range of policy and other solutions in order to achieve a sustainable prison population.	Support the development of alternatives to remand and imprisonment, including Electronic Monitoring.																									SSE			
Remove barriers to reintegration, including the expedition of warrants and homelessness as part of HDC.																														
Improve data sharing arrangements with key partners.																														

Key Performance Indicators (KPIs) proposed for retention*

1a	Escapes: Extreme risk
1b	Escapes: Other
2a	Serious Prisoner on Staff Assaults
2b	Prisoner on Staff Assaults – Minor and No Injury
2c	Serious Prisoner on Prisoner Assaults
2d	Prisoner on Prisoner Assaults – Minor and No Injury

*SPS undertook a review of its KPIs in conjunction with the Scottish Government in 2018/19. The Review made recommendations regarding the retention, redesign or deletion of the existing set of KPIs. Those above were recommended for continuation and are aligned with Strategic Theme: Standards. Further work will be taken forward under Action 9. on the Delivery Plan.

INCLUSIVE COMMUNICATIONS

It is our ambition to ensure that SPS documents are readable, accessible and engaging for staff.

In formatting this document, good practice principles around engagement and inclusive communications have been adhered to.

If you require this document in an alternative format, please contact Human Resources.

SUSTAINABILITY

Improving our environmental performance and doing things in a more sustainable way should be seen as integral to our core business practices.

In line with the SPS Sustainable Policy and to demonstrate compliance with the Scottish Government's commitment to improving environmental and sustainable development performance, please be mindful if printing this document – keeping paper usage to a minimum (print only version), printing on both sides, and recycling.

EQUALITY STATEMENT

The SPS is an equal opportunities employer where all employees are treated with dignity and respect. We are fully committed to equality, diversity and human rights and to ensuring our culture, working environment, policies, processes and practices are free from bias. This guidance applies to all employees regardless of protected characteristics, and, subject to any eligibility criteria, length of service, grade, working pattern or operational status.

FURTHER INFORMATION

For further information on this Plan contact the Strategy and Improvement Division.

SPS 20-22



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

Produced for Scottish Prison Service by APS Group Scotland, May 2021