

# Annual Delivery Plan 2023-24



SEIRBHEIS PHRÌOSAIN  
NA H-ALBA  
UNLOCKING POTENTIAL  
TRANSFORMING LIVES

**SPS**  
SCOTTISH  
PRISON SERVICE



|                                                                                                                                                                            |    |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----|
| <b>Introduction</b>                                                                                                                                                        | 4  |
| <b>Who we are</b>                                                                                                                                                          | 6  |
| <b>2023-28 plan: overview</b>                                                                                                                                              | 8  |
| <b>2023-28 objectives</b>                                                                                                                                                  | 9  |
| <b>Delivery Plans 2023-24</b>                                                                                                                                              | 10 |
| <b>Objective 1:</b><br>People in our care live in establishments that are safe, secure and suitable                                                                        | 10 |
| <b>Objective 2:</b><br>The health, wellbeing and care of the people living in Scotland's prisons are more effectively managed, promoted and tailored to individual need    | 10 |
| <b>Objective 3:</b><br>People in Scotland's prisons are better supported to safely follow an individualised pathway to release, in ways which prioritise public protection | 11 |
| <b>Staff</b>                                                                                                                                                               | 11 |
| <b>Enablers of Success</b>                                                                                                                                                 | 11 |
| <b>5 year Delivery Plans</b>                                                                                                                                               | 12 |
| <b>Resources</b>                                                                                                                                                           | 14 |
| <b>Measuring and monitoring our progress</b>                                                                                                                               | 15 |

# Introduction



**Teresa Medhurst,**  
Chief Executive

This is the first of five Scottish Prison Service (SPS) Annual Delivery Plans, which will support the implementation of our Corporate Plan 2023-28. In that plan, we articulated a vision for Scotland's prison service that places relationships at its centre – relationships between staff and those in our care, between those in our care and their families and communities, and between SPS and our partner agencies.

During this first year of the plan, we will carry out a range of development work across our establishments and in our wider business functions. With careful thought and planning, we will lay foundations strong enough to build the changes our people and communities want to see over the coming years.

But we will also deliver on some major milestones this year. The first women will soon move into HMP & YOI Stirling, our new national facility for women, as we continue to fulfil the pledges we made in the bold and ground-breaking Strategy for Women in Custody. HMP Kilmarnock will transition back into the Scottish Prison Service's control, a first in Scotland for a project of this size and complexity. And in HMP & YOI Polmont we are piloting non-pain inducing restraint, an innovative development that is being watched around the world.

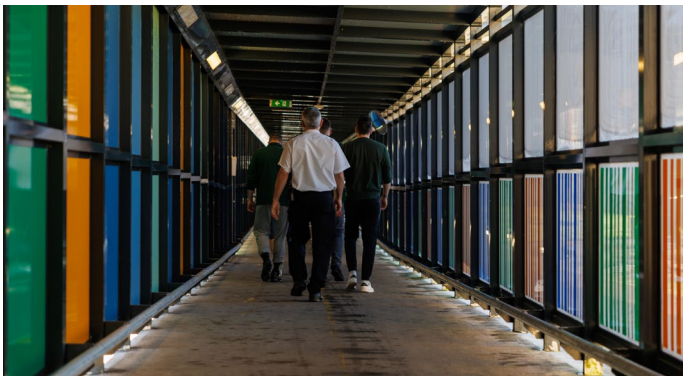
We are taking lessons born through necessity during the Covid-19 pandemic, to make major leaps forward, which will support stronger relationships between individuals in our care, and their families, which are so important. In-cell telephony is being installed as we speak and the cabling used will, in time, allow us to introduce in-cell technology, improving educational opportunities, giving people greater control of their own lives, and freeing up staff time for quality case management work.

Our population is more complex and challenging than ever, with serious and organised crime group members, more older residents with social care needs, and a significant number on remand. In response to these challenges, we continue to become more trauma-informed as an organisation, understanding the impact traumatic experiences have had on individuals' behaviour, and supporting their personal development. The role and skills of our organisational leaders will also be a particular focus of development this year in ways that reinforce the importance of relationships and collaboration in leadership.



# 17 prisons 4,600 staff

It is important to acknowledge that all of the improvement and development work described within this Annual Delivery Plan will be happening in a system, and with services, that never stop. This can make bringing about change particularly challenging and is why this work must be delivered in a deliberate and planned way.



It is also a reminder that our staff continue to deliver their roles in what can be difficult circumstances. I would like to thank them for their contributions to SPS, to those in our care, and to making Scotland's communities safer.



It is our people who are the single biggest factor in SPS' success. Our staff carry out their work in complex environments and with some of the most vulnerable people in our society.



# Who we are



The Scottish Prison Service (SPS) is an Executive Agency of the Scottish Government. There are currently seventeen prisons located across Scotland: fifteen directly operated by SPS and two operated by private sector operators under contract to SPS (although one of these, HMP Kilmarnock, will move back into public operation during the course of this plan). We directly employ around 4,600 staff.

We are responsible for those who are committed to our care by the Courts and are accountable to the Scottish Parliament for the delivery of custodial care in accordance with The Prisons and Young Offenders Institutions (Scotland) Rules 2011.

Our operating context is dynamic, demanded, and extremely complex. Prisons are small communities, which operate 24 hours a day, 7 days a week. They are also the working environment for our staff and as such, there are a range of regulatory and legal requirements that must be met.

However, the impact of our work is also felt beyond the prison walls. SPS works with multiple partner agencies, including third sector organisations, to keep the public safe and to support people to live crime-free lives. 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 people 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 safe and secure transport for those in custody to and from courts, and appointments on behalf of multi-agency justice partners.



**SPS works with multiple partner agencies to support people to live crime-free lives**



**We deliver our work in accordance with our seven organisational values:**

**Belief**

we believe that people can change



**Respect**

we are inclusive, respecting the needs, rights and voices of everyone equitably



**Openness**

we work with others to achieve the best outcomes



**Integrity**

we have high ethical, moral and professional standards



**Compassion**

we care about people and believe that positive relationships are a critical enabler of change



**Humility**

we cannot do this on our own, we recognise that we need to work with and learn from others



**Innovation**

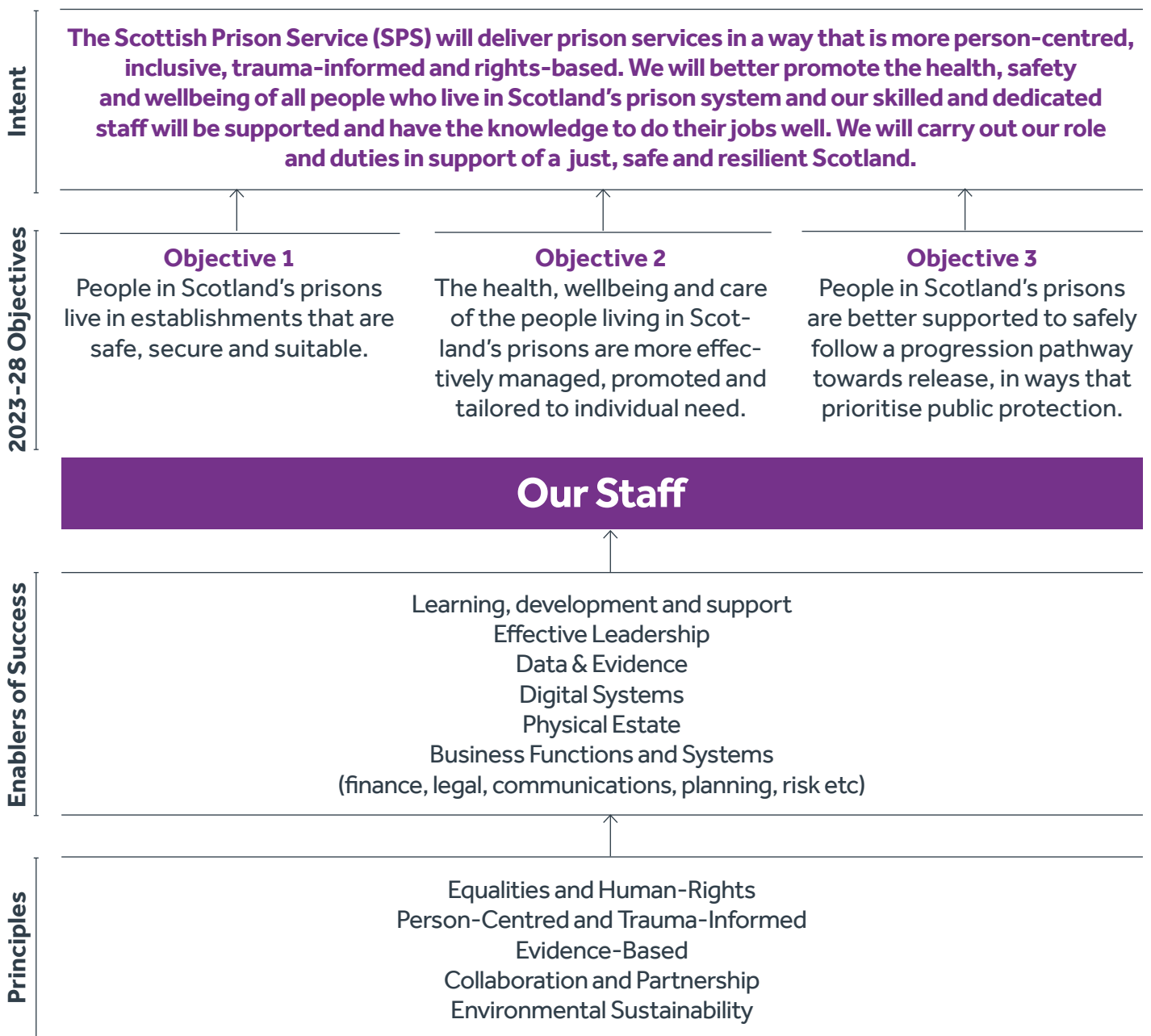
we continually find ways to improve the delivery of prison services in Scotland



# 2023-28 plan: overview

Over the next five years, we will focus our efforts on the delivery of three **strategic objectives**. Our key **principles** describe the ways in which we will deliver, and the **enablers of success** identify the things that need to be in place – and improve – to deliver well. These principles and enablers are delivered by, and exist to support, our staff, as together we bring about cultural change and improved outcomes for all.

All of these will help us to move towards our **strategic intent**, the overarching strategic aim we will pursue.





# 2023-28 objectives

Beneath each of our strategic objectives, we have summarised the main activity areas. These help us to prioritise and understand our work this year and across the five years of the plan. Not all of the activity areas will have pieces of work (referred to as 'key elements') being carried out under them every year and they will evolve as the plan progresses.

Just as a single activity area may contribute to multiple strategic objectives, a 'key element' may contribute to multiple activity areas. For the purposes of clear annual delivery planning, however, key elements are placed under one activity area only.

The main activity areas under each objective are:

## **Objective 1: (Safe, Secure and Suitable) Key Activity Areas**

- 1a. Addressing population management challenges.
- 1b. Improving conditions in establishments.
- 1c. Enhancing specialist population approaches.
- 1d. Ensuring safe, secure and orderly buildings and environments.

## **Objective 2: (Health, Wellbeing and Care) Key Activity Areas**

- 2a. Delivering on scrutiny and recommendation.
- 2b. Improving the management of mental health and addiction recovery.
- 2c. Keeping those in our care connected to families and communities.
- 2d. Introducing and embedding trauma-informed working.
- 2e. Improving NHS collaboration.
- 2f. Improving our health and care data.

## **Objective 3: (Pathways to Release) Key Activity Areas**

- 3a. Consolidating and improving progression, case management and release arrangements.
- 3b. Developing education, skills and employability provision.
- 3c. Improving multi-agency partnership work in case management.
- 3d. Supporting links to, and collaboration with, communities.
- 3e. Shifting to new models of release pathways and arrangements, based on risk.

## **Enablers Key Activity Areas**

- 4a. Improving staff learning, development and support.
- 4b. Embedding effective leadership.
- 4c. Developing our use of data and evidence.
- 4d. Improving our digital systems.
- 4e. Maintaining and upgrading our physical estate.
- 4f. Developing our organisational support systems and processes.

# Delivery Plans 2023-24

**Key elements within each activity area are assigned a lead directorate. The SPS Directorates are:**

- Finance Directorate (Fin)
- Office of the Chief Executive (OCE)
- Operations Directorate (Ops)
- Organisational Development Directorate (OrgDev)
- Strategy & Stakeholder Engagement Directorate (S&SE)

**Objective 1: People in our care live in establishments that are safe, secure and suitable.**

| Key Elements                                                                                              | Lead Directorate |
|-----------------------------------------------------------------------------------------------------------|------------------|
| <b>1a. Addressing population management challenges</b>                                                    |                  |
| 1.1 Develop a short-term population management strategy                                                   | Ops              |
| <b>1b. Improving conditions in establishments</b>                                                         |                  |
| 1.2 Operationalise the new HMP Stirling                                                                   | Ops              |
| 1.3 Complete the pre-construction phase for, and move to construction of, HMP Highland                    | Ops              |
| 1.4 Complete the pre-construction phase for, and move to construction of, HMP Glasgow                     | Ops              |
| <b>1c. Enhancing specialist population approaches</b>                                                     |                  |
| 1.5 Complete the review of, publish, and implement the SPS Gender Identity Policy                         | S&SE             |
| 1.6 Continue to embed the Women's Strategy across the SPS estate                                          | S&SE             |
| 1.7 Continue to deliver the Vision for Young People in custody, incorporating the findings of The Promise | S&SE             |
| <b>1d. Ensuring safe, secure and orderly buildings and environments</b>                                   |                  |
| 1.8 Begin to implement a revised Control & Restraint approach, including training                         | S&SE             |
| 1.9 Continue to re-establish sustainable regimes across SPS establishments                                | Ops              |

**Objective 2: The health, wellbeing and care of the people living in Scotland's prisons are more effectively managed, promoted and tailored to individual need.**

| Key Elements                                                                             | Lead Directorate |
|------------------------------------------------------------------------------------------|------------------|
| <b>2a. Delivering on scrutiny and recommendations.</b>                                   |                  |
| 2.1 Continue to develop a new Health & Wellbeing Framework for SPS                       | S&SE             |
| 2.2 Continue to design and deliver responses to the Death in Custody Review              | S&SE             |
| <b>2b. Improving the management of mental health and addiction recovery.</b>             |                  |
| 2.3 Finalise revised Mental Health and Drug & Alcohol strategies                         | S&SE             |
| 2.4 Review 'Talk To Me', 'Management of Offender at Risk' (MORS), and Self Harm policies | S&SE             |
| <b>2c. Keeping those in our care connected to families and communities.</b>              |                  |
| 2.5 Finalise, and begin to embed, a new Family Strategy                                  | S&SE             |

**2d. Introducing and embedding trauma-informed working.**

- |     |                                                                                                   |      |
|-----|---------------------------------------------------------------------------------------------------|------|
| 2.6 | Create an organisational framework for moving SPS towards becoming a trauma-informed organisation | S&SE |
| 2.7 | Continue to roll out programme of senior leader trauma-awareness training                         | S&SE |

**2e. Improving NHS collaboration.**

- |     |                                                                                       |      |
|-----|---------------------------------------------------------------------------------------|------|
| 2.8 | Develop improved strategic partnership and governance structures with health services | S&SE |
|-----|---------------------------------------------------------------------------------------|------|

**Objective 3: People in Scotland's prisons are better supported to safely follow an individualised pathway to release, in ways which prioritise public protection.**

**Key Elements** **Lead Directorate**

**3a. Consolidating and improving progression, case management and release arrangements.**

- |     |                                                                                 |      |
|-----|---------------------------------------------------------------------------------|------|
| 3.1 | Put in place preparations for the Bail and Release from Custody (Scotland) Bill | S&SE |
|-----|---------------------------------------------------------------------------------|------|

**3b. Developing education, skills and employability provision**

- |     |                                                         |      |
|-----|---------------------------------------------------------|------|
| 3.2 | Develop an Education, Skills and Employability Strategy | S&SE |
|-----|---------------------------------------------------------|------|

**3d. Supporting links to, and collaboration with, communities**

- |     |                                             |      |
|-----|---------------------------------------------|------|
| 3.3 | Begin to develop a new model of throughcare | S&SE |
|-----|---------------------------------------------|------|

**3e. Shifting to new models of release pathways and arrangements, based on risk**

- |     |                                            |      |
|-----|--------------------------------------------|------|
| 3.4 | Begin to review our case management models | S&SE |
|-----|--------------------------------------------|------|

**Staff**

**Key Elements** **Lead Directorate**

- |     |                                                                                                                                                                                |        |
|-----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|
| 4.1 | Continue to develop and provide support through our Employee Health & Wellbeing activity plan, ensuring that provisions reflect the needs of our environment and our workforce | OrgDev |
| 4.2 | Begin to develop a programme of Organisational Development strategies                                                                                                          | OrgDev |
| 4.3 | Publish and begin to implement a revised Leadership Strategy, including training                                                                                               | OrgDev |
| 4.4 | Deliver required Prison Officer recruitment and training                                                                                                                       | OrgDev |

**Enablers of Success**

**Key Elements** **Lead Directorate**

- |      |                                                                                                  |        |
|------|--------------------------------------------------------------------------------------------------|--------|
| 5.1  | Transition of HMP Kilmarnock into SPS operations                                                 | Ops    |
| 5.2  | Begin a review of the 2011 Prison Rules                                                          | Ops    |
| 5.3  | Respond to on-going public inquiries (Scottish Child Abuse Inquiry; Covid-19 Inquiry)            | OCE    |
| 5.4  | Implement in-cell telephony across the SPS estate                                                | Ops    |
| 5.5  | Begin to specify in-cell technology provision across the estate                                  | Ops    |
| 5.6  | Create a Net Zero Plan and monitoring arrangements                                               | Fin    |
| 5.7  | Begin to design new HR digital products, in support of our HR Transformation programme           | OrgDev |
| 5.8  | Continue activity to mainstream equalities and human rights and deliver SPS' Equalities Outcomes | OrgDev |
| 5.9  | Develop an organisational data strategy                                                          | OCE    |
| 5.10 | Develop a corporate communications strategy                                                      | OCE    |
| 5.11 | Deliver a programme of new digital service design                                                | OCE    |
| 5.12 | Undertake activity to enhance the digital skills of SPS                                          | OCE    |
| 5.13 | Deliver improvements in digital operations and infrastructure                                    | OCE    |

# 5 year Delivery Plans

The activity described above constitutes the first year of a 5-year programme of work aligned to the 2023-28 Corporate Plan. Across the period of the Corporate Plan, we have also identified eight major areas of focus that will underpin our strategy delivery. The specification, development and further planning for these areas will take place early in the Corporate Plan period. Indicative phasing of these deliverable areas, which we will keep under review through our Annual Delivery Plans, is shown in the diagram below:

|                                                                                                                                                        | <b>Strategic Alignment</b>    | <b>Year 1<br/>2023-24</b> | <b>Year 2<br/>2024-25</b> | <b>Year 3<br/>2025-26</b> | <b>Year 4<br/>2026-27</b> | <b>Year 5<br/>2027-28</b> |
|--------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| <b>Case Management Model</b><br>Research and Specify<br>Operationalisation                                                                             | <b>Pathways to Release</b>    | ██████████                | ██████████                |                           |                           |                           |
| <b>Population Management Strategy</b><br>Short-term Strategy Development and Delivery<br>Long-term Strategy Development<br>Long-term Strategy Delivery | <b>Safe, Secure, Suitable</b> | ██████████                | ██████████                | ██████████                | ██████████                | ██████████                |
| <b>Operating Model and Regimes</b><br>Design<br>Implementation                                                                                         | <b>Safe, Secure, Suitable</b> |                           | ██████████                | ██████████                |                           |                           |
| <b>Health and Wellbeing Framework and Strategies</b><br>Development<br>Delivery                                                                        | <b>Health and Wellbeing</b>   | ██████████                | ██████████                | ██████████                | ██████████                | ██████████                |
| <b>Organisational Development Strategies</b><br>Strategy Design<br>Strategy Delivery                                                                   | <b>Enablers</b>               | ██████████                | ██████████                | ██████████                | ██████████                | ██████████                |

|                                                                                                                                                        | <b>Strategic Alignment</b> | <b>Year 1<br/>2023-24</b> | <b>Year 2<br/>2024-25</b> | <b>Year 3<br/>2025-26</b> | <b>Year 4<br/>2026-27</b> | <b>Year 5<br/>2027-28</b> |
|--------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| <p><b>Estate Strategy and Net Zero Plan</b><br/>Net Zero Planning<br/>Plan Delivery<br/>Estates Strategy Development<br/>Estates Strategy Delivery</p> | <b>Enablers</b>            |                           |                           |                           |                           |                           |
| <p><b>In-cell Technology</b><br/>Specification and Development<br/>Launch and Improvement</p>                                                          | <b>Enablers</b>            |                           |                           |                           |                           |                           |
| <p><b>Digital Transformation and Resilience</b><br/>New service design<br/>Digital skills<br/>Operations and Infrastructure</p>                        | <b>Enablers</b>            |                           |                           |                           |                           |                           |

# Resources

The Resource Budget for the SPS in 2023/24 is £398.6m. This covers the cost of staff, service delivery contracts by external providers, buildings and energy, prisoner food and other costs, and administration. Our budget has, and will continue to be, under pressure due to a number of challenges, including providing a pay award above the Public Sector Pay Policy in 2022/23, the rising cost of living – particularly in increased energy bills and prisoner food costs – and wider inflationary pressures.

The capital budget for 2023/24 is £97m. Capital allocations each year are based on forecast capital projections from the capital spending review. The current capital programme includes the replacement of HMP & YOI Cornton Vale, replacement for HMP Inverness, the replacement for HMP Barlinnie, and the provision of in-room technology.

Although the SPS budget allocation has increased in recent years, the effect of these increases is lessened by the challenges of the growing complexity of our work that have been described earlier in this plan, contractual and legal obligations, and the need to improve our service delivery.

However, despite operating in a challenging financial environment, we will aim to maintain our improvement agenda that will continue to drive efficiency and increased effectiveness within the SPS while maintaining our commitment to meeting our human rights obligations.

# Measuring and monitoring our progress

In this plan, we set out the major deliverables and activities that we will focus our attention on this year. This plan is complemented by plans within SPS directorates and teams. Management of the corporate deliverables is undertaken by the Executive Management Group and monitored by our Advisory Board. Within directorates and teams, consistent monitoring practices are being introduced through our new 'Planning, Assurance and Control' model.

Major projects within SPS are overseen by the Major Projects Management Group and other strategically significant pieces of work – as well as linkages across projects in the plan – will be overseen by the Strategic Delivery Group.

SPS has a set of organisational Key Performance Indicators (KPIs) to monitor performance. We are now undertaking work to better align these indicators with the objectives described above. Specifically, we will look to better balance qualitative and quantitative measures of success and capture not just the work we are doing, but how that work is experienced and the impact it has. As specified at Key Element 5.9, we will develop an organisational data strategy to support this work.

On a quarterly basis, we will continue to produce integrated performance reporting and publish key information through the Public Information Page (PIP), available on our website.



Scottish Prison Service  
Headquarters  
One Lochside  
1 Lochside Avenue  
Edinburgh  
EH12 9DJ

© Crown copyright 2023

This document is also available on our website [www.sps.gov.uk](http://www.sps.gov.uk)  
Produced for Scottish Prison Service by APS Group Scotland, 2023