

SCOTTISH PRISON SERVICE

CORPORATE PLAN 2019/2022

SPS 2022



UNLOCKING POTENTIAL
TRANSFORMING LIVES



SEIRBHEIS PHRÌOSAIN NA H-ALBA



CONTENTS

1. FOREWORD BY THE CHIEF EXECUTIVE	02
2. INTRODUCTION	04
3. NATIONAL POLICY CONTEXT	06
4. THE SCOTTISH PRISON SERVICE – WHO WE ARE AND WHAT WE DO	08
5. RESOURCES	12
6. OUR SERVICE TODAY	14
7. WHERE WE WANT TO BE – OUR STRATEGIC THEMES AND OUTCOMES	18
8. MEASURING SUCCESS	26
9. APPENDICES:	
1) NATIONAL POLICY FRAMEWORK WITH SPS THEMES AND OUTCOMES	29
2) ORGANISATIONAL STRUCTURE	30
3) SUMMARY OF THE PLAN	32

FOREWORD

FOREWORD BY THE
CHIEF EXECUTIVE

1

FOREWORD BY THE CHIEF EXECUTIVE

Our Service benefits from having a clear vision. When we developed our Corporate Plan (the Plan) for 2017/20 we did so in a spirit of optimism as we sought to implement the vision for change that emerged from our Organisational Review.



In doing so we can be justifiably proud of our achievements. On a day to day basis we keep the public safe and work intensively with those in our care to reduce the chances of them returning to custody after release. We have progressed our ground breaking strategy for women in custody. HMP Cornton Vale is currently being redeveloped as a new national facility for the most vulnerable women in our care and we are moving forward with Community Custody Units in Glasgow and Dundee. Additionally, our prisons are now 'smoke free'.

However we are facing some unanticipated challenges. After a lengthy downward trend, the second half of 2018 has seen a sustained level of demand for prison places. Furthermore the prison population is rapidly changing and becoming increasingly complex to manage. At the same time, like all public sector bodies we require to take our share of the burden of the continued pressure on the public purse. For these reasons we have taken the decision to refresh our Corporate Plan a year earlier than intended.

As with its predecessor, this is a plan for service improvement and development and sets out an ambitious programme of work aimed at ensuring our efficiency and effectiveness. It reinforces our continuing belief in citizen recovery and makes explicit our commitment to working hand in hand with all our partners and stakeholders. Despite the challenges we remain determined to deliver the best outcomes for those in our care and to demonstrating how our values-led approach brings with it the power to transform lives.

None of this can be achieved without the commitment, loyalty and hard work of our staff – both 'operational' and 'non-operational' – who on a daily basis demonstrate incredible levels of commitment, expertise and bravery. In these challenging times I am personally committed to ensuring that everyone has a voice in our great organisation and that everyone's contribution is listened to and valued.

Colin McConnell
Chief Executive

INTRODUCTION



INTRODUCTION

A large part of implementing the recommendations of the Scottish Prison Service (the SPS) Organisational Review (SPS, 2013) centred on our proposals to redesign the SPS' operating structure and introduce a professional qualification.

The offer made to the Prison Officers' Association (Scotland) for the reward and recognition attached to these proposals, was rejected by their members in October 2018. In developing this refreshed Plan, the SPS has taken account of that outcome, reflected on what we must learn from it, and crucially, considered how we take forward the critical pieces of work that will ensure our continued progress towards the ambitions set out in the Organisational Review, and the commitments made in the SPS Value Proposition (SPS, 2016). The Plan also reflects new and emerging challenges across the organisation, and focuses our efforts on supporting and enabling our entire workforce to best meet these challenges, developing themselves, and others, as they do so.

This Plan identifies a set of Strategic Themes and Outcomes for 2019/22 which will define the work we do over the next three years.



NATIONAL POLICY CONTEXT

3

NATIONAL POLICY CONTEXT

As an Executive Agency of the Scottish Government we are committed to playing our part in the delivery of National Outcomes and strategy as set out below, and as expressed in Programmes for Government and/or enacted through legislation. The connections between national policy and the SPS Corporate Plan are set out in Appendix 1.

National Performance Framework and Outcomes

Scotland's new National Performance Framework was launched in June 2018 and comprises 11 National Outcomes and 81 National Indicators. SPS contributes both directly and indirectly to all of the National Outcomes but especially:

- We live in communities that are inclusive, empowered, resilient and safe;
- We respect, protect and fulfil human rights and live free from discrimination.

Justice in Scotland: Vision and Priorities

The national justice strategy for Scotland: Justice in Scotland: Vision and Priorities (Scottish Government, 2017) envisages a proportionate and person-centred approach to justice, focusing on prevention and protection which delivers better outcomes for individuals and communities. Prisons should be utilised to accommodate only those who have committed the most serious offences to ensure that society is protected from those who pose serious risk and only "... where necessary to address offending or to protect public safety, focusing on recovery and reintegration". The national justice strategy asserts the role of prisons in seeking to achieve a reduction in reoffending and in supporting those in custody in their safe reintegration back into their communities. We will work with justice partners to continue to deliver the Vision and Priorities and this Plan details the contribution we will make.

Legislation

There are several recent pieces of legislation that will impact on our services during the life of the Plan. The Domestic Abuse (Scotland) Act 2018 will be implemented in 2019 and this may have an impact on the number of individuals committed to custodial care. The Scottish Government has indicated its intention to bring forward proposals to extend the presumption against short-term periods of imprisonment to include sentences from 3 months or less, to 12 months or less. The Management of Offenders (Scotland) Bill which was introduced to the Scottish Parliament in 2018 proposes changes to arrangements in respect of electronic monitoring. At a UK level, welfare reform legislation has continuing implications for those in our care and for our working relationships with partners and stakeholders. There may also be implications arising from the United Kingdom's withdrawal from the European Union.

WHO WE ARE AND WHAT WE DO

4

THE SCOTTISH PRISON SERVICE – WHO WE ARE AND WHAT WE DO

The SPS is responsible for those who are committed to our care by the Courts when a custodial disposal is deemed appropriate and is accountable to the Scottish Parliament for the delivery of custodial care in accord with The Prisons and Young Offenders Institutions (Scotland) Rules 2011. Our vision, mission and values are set out below:

OUR VISION

Helping to build a safer Scotland, unlocking potential, transforming lives.

OUR MISSION

Providing services that help to transform the lives of people in our care so they can fulfil their potential and become responsible citizens.

OUR VALUES

BELIEF

We believe that people can change.

RESPECT

We have proper regard for individuals, their needs and their human rights.

INTEGRITY

We apply high ethical, moral and professional standards.

OPENNESS

We work with others to achieve the best outcomes.

COURAGE

We have the courage to care regardless of circumstances.

HUMILITY

We cannot do this on our own, we recognise we can learn from others.

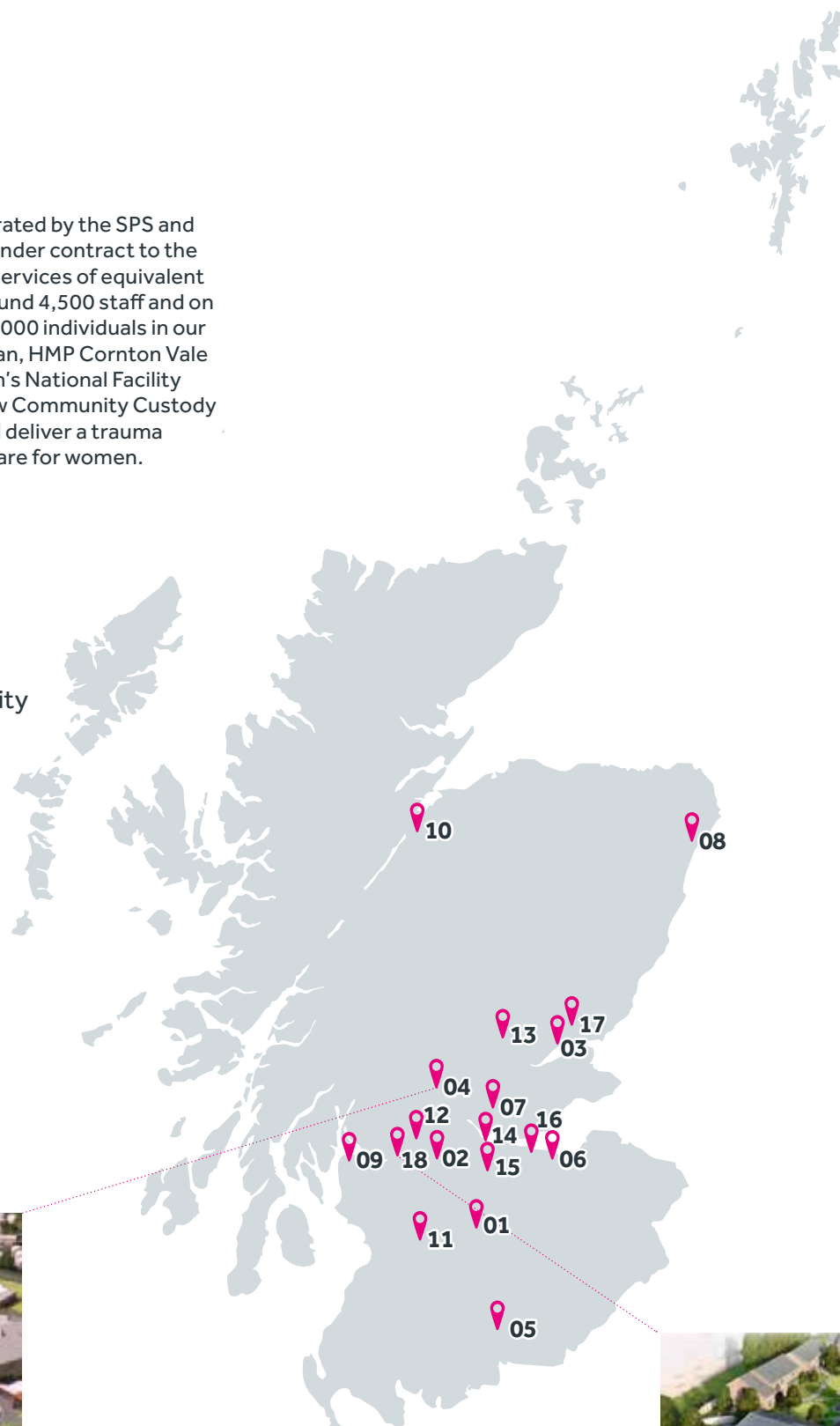
We have a duty to protect the public by keeping those who have been sentenced in safe and secure custody. Our commitment to public safety is delivered through constructive engagement with those in our care.

As an organisation we aim to promote desistance from crime and offending behaviour, encouraging those in our care to live together with tolerance and mutual respect.

Thirteen prisons are directly operated by the SPS and two by private sector operators under contract to the SPS who are required to provide services of equivalent standard. We directly employ around 4,500 staff and on a daily basis accommodate over 8000 individuals in our care. During the lifetime of the Plan, HMP Cornton Vale will be redeveloped as the Women's National Facility which in conjunction with two new Community Custody Units in Glasgow and Dundee, will deliver a trauma informed approach to custodial care for women.

Scotland's Prisons

- 01 Addiewell
- 02 Barlinnie
- 03 Castle Huntly
- 04 Women's National Facility
- 05 Dumfries
- 06 Edinburgh
- 07 Glenochil
- 08 Grampian
- 09 Greenock
- 10 Inverness
- 11 Kilmarnock
- 12 Low Moss
- 13 Perth
- 14 Polmont
- 15 Shotts
- 16 Headquarters
- 17 Dundee
- 18 Glasgow





Community Custody Unit in Dundee (artist impression).

Appendix 2 details the organisational structure designed to effectively manage Scottish prisons.

Our staff provide care for some of the most vulnerable members of society. The journey that many people take into custody is linked to a range of factors including poverty, inequality, lack of opportunity and abusive relationships. We take account of these factors when planning, designing and delivering our services.

We also manage the contract for the Scottish Court Custody and Prisoner Escorting Service (SCCPES) for the provision of the safe and secure transport of those in custody, to and from Courts, on behalf of multi-agency justice partners.

A key commitment by the SPS is the operation of the Victim Notification Scheme. This scheme allows eligible victims of crime to exercise their rights to information and to make representations about the release, including temporary release, of the person convicted of the offence against them.

Underpinning everything that we do, is our commitment to fulfilling and, where possible, going beyond our obligations under Equality and Human Rights legislation, both as an employer and as a public sector service provider. We place the needs and rights of those who work for us, those in our care and their victims at the centre of our policies and practices. In doing so we aim to create an inclusive environment which, through accessible communication, empowers individuals to participate in and shape the decisions which affect them. Within this context we are strongly committed to operating fair and transparent grievance processes for our staff and complaints procedures for those in our care.

RESOURCES

5

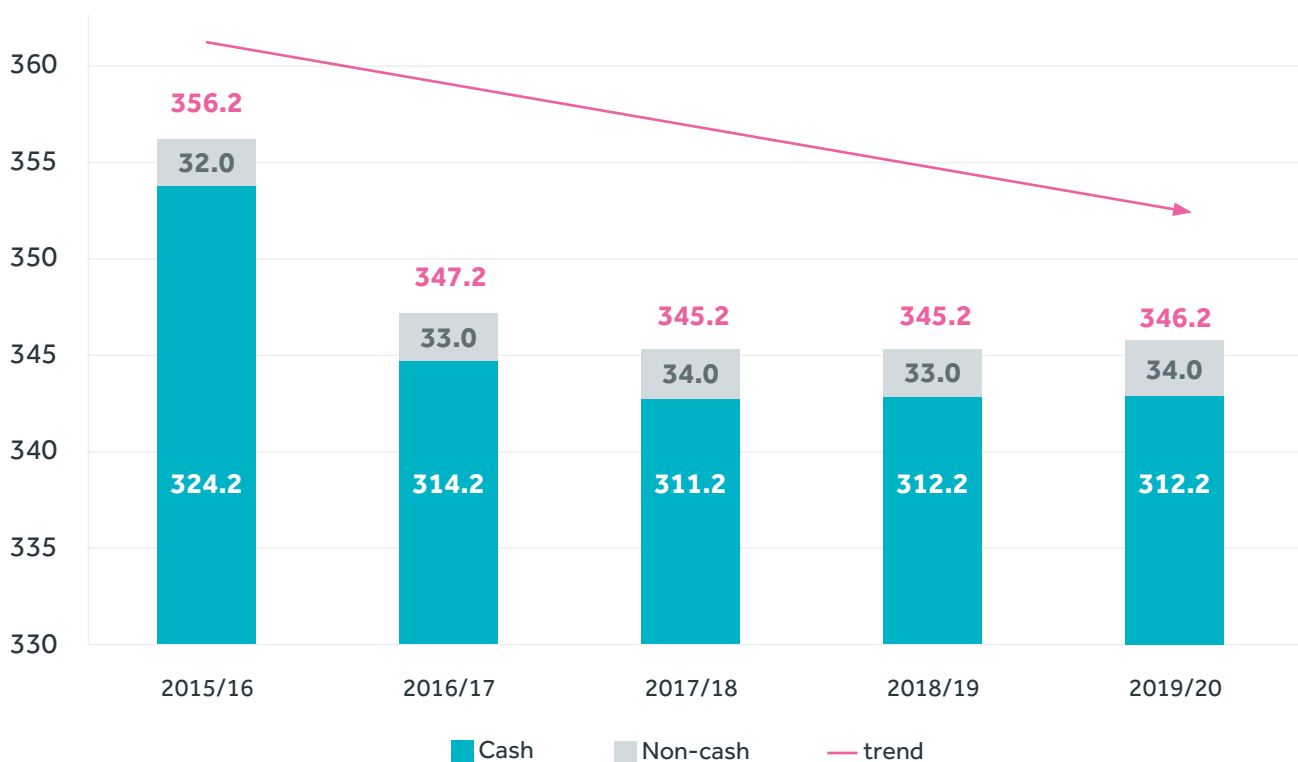
RESOURCES

The SPS budget is set by the Scottish Government and our approach to financial planning is aligned with the Scottish Government’s budget setting process. The Capital budget reflects agreed commitments in respect of the prison estate, for example construction of the new Women’s National Facility and Community Custody Units.

Our Operating budget* is what funds our resources e.g. our people. This is illustrated in the chart below. When the effects of inflation are taken into account the cash budget for 2019/20 is around 11% less in ‘real terms’ than in 2015/16 and it is anticipated the budget will be subject to further constraints during the life of this plan.

The Plan has been developed against this background so that we, as an organisation can manage our resources in a way which ensures we continue to deliver and develop our service.

SPS Budget allocations including cash and non-cash elements £m



* Scottish budget allocations to SPS (includes both cash and non-cash elements e.g. depreciation)

OUR SERVICE TODAY

6

OUR SERVICE TODAY

The people in our care include some of the most disadvantaged and vulnerable members of our communities. The size and nature of our population has varied over time and is determined by the level and type of crime, Government policy, legislation and policies and practice across the wider justice system. From 2000/01, the prison population rose from an annual average of 5,868 to a high of 8,179 in 2011/12. The period between 2011/12 and 2017/18 saw a reversal of this trend, with a steady decline in the annual average population, falling to 7,464 in 2017/18.

However, despite a decline of 29% in the number of individuals receiving custodial sentences over the past decade, 2018/19 saw the prison population increasing, with a sustained rise during the year and it had exceeded 8,100 by March 2019. This can be attributed to a range of factors:

Implementation of the Prisoners (Control of Release) (Scotland) Act 2015 largely ended the previous arrangements for automatic early release of prisoners serving determinate (i.e. non-life) long-term sentences of 4 years or more. Generally long-term prisoners are now spending more time in prison before being released.

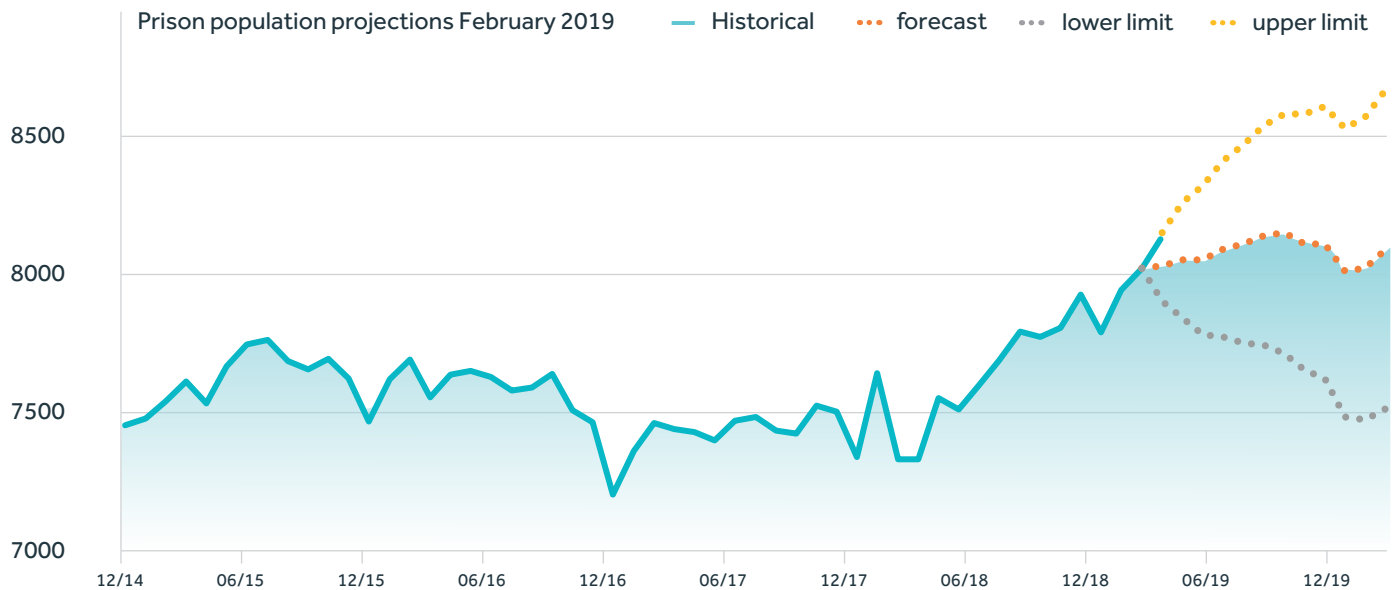
Whilst the number of people given a custodial sentence since 2008/09 has fallen, over the period the average length of custodial sentences increased by 21% from 263 days to 318 days during 2017/18.

The use of supervised bail as an alternative to remand has fallen from 917 cases at its height in 2005/2006 to 268 cases in 2017/18.

Long-term prisoners are serving longer on average in prison before being granted release by the Parole Board.

Recent changes made to the criteria for prisoners receiving Home Detention Curfew (HDC) has resulted in a significant reduction in the number of people being released early with an electronic tag under HDC. The population on HDC was 62 in March 2019 compared to 282 in March 2018).

The prison population tends to fluctuate over the course of a year. The pattern observed in recent years has been for the population to increase during spring and summer; remain steady in autumn; and decline in December. This pattern was not observed in 2018, with the population numbers persistently and steadily increasing week on week from March onwards. The average prison population for 2018/19 will be substantially higher than 2017/18. For the reasons outlined, current projections suggest that the prison population will rise further in 2019 and continue to exceed 8,000 as illustrated in the chart below:



(Source: Justice Analytical Services, Scottish Government. The forecast is the most likely projection based upon the available data. The upper and lower limits represent the highest and lowest plausible population projections).

Additionally, the nature and needs of those who are in custody are becoming increasingly more complex, meaning the world our staff work in is changing rapidly, presenting us with new challenges every day:

There have been major increases in some elements of the population, such as a 40% increase in the number of people with a history of sexual offending since 2012. The number of people in custody with a history of sexual offending at the time of writing exceeded 1300. The age profile of the prison population is also increasing and this trend is projected to continue.

In several prisons, the limitations of Victorian design standards pose challenges to the delivery of a modern prison service. Whilst we have made considerable investment in modernising the prison estate in recent years, some of our newer prisons may also need to be further adapted to accommodate increasing numbers of people with care and mobility issues.

As the complexity and profile of the custodial population changes there is an ongoing and rising demand for more sophisticated and evidence-based treatment programmes and interventions. These are costly to both develop and deliver and highly resource intensive.

The number of individuals in custody for Serious Organised Crime related offences has continued to rise as has the number of people with protection and care needs making management of the prison population more complicated.

Supporting the growing number of those in prison with social care needs is a key challenge. Whilst the age profile of the prison population is increasing it should be noted that almost half of those in prison who would benefit from social care support, are under the age of 50.

Access to welfare benefits is crucial in supporting the successful reintegration of those leaving our care into their communities. The UK Government's welfare reform programme and its implementation in Scotland has continuing implications for the SPS in supporting access to an evolving welfare benefits system.

SPS 2022

WHERE WE WANT TO BE -
OUR STRATEGIC THEMES
AND OUTCOMES



WHERE WE WANT TO BE - OUR STRATEGIC THEMES AND OUTCOMES

Our role in protecting the public is best delivered through a balance of sensitive risk management and by positively supporting and promoting active citizenship, whilst enabling personal growth and resilience as a basis for desistance from offending. A substantial body of evidence has demonstrated that such an approach will be more effective in reducing reoffending, reconstructing lives, encouraging community cohesion, reducing future victims, and lowering the cost and threat of crime.

However we are facing a range of challenges that are increasingly influencing and changing the ways in which we deliver custodial care:

- Our population is increasing and becoming more complex;
- Competing pressures in public services mean we will have to achieve more, with less;
- Expectations on what can be achieved in prisons are high. Standards and consistency of delivery must be equally high;
- A complex criminal and social justice landscape means those within our care are also relying on many other services and organisations; and
- An increased level of violence.

These challenges together with an increased level of sickness absence place additional pressures on all our staff. To successfully meet these challenges we know that we must all pull together. Everyone needs to know the part they play and feel valued for it.

We have identified five Strategic Themes to guide our work over the next three years and for each of these we have identified the Strategic Outcome we wish to achieve. These are set out below. In the following pages we detail the key aims we wish to achieve in respect of each theme.

STRATEGIC THEMES

DEVELOPMENT	ENGAGEMENT	IMPACT	STANDARDS	COLLABORATION
STRATEGIC OUTCOME:	STRATEGIC OUTCOME:	STRATEGIC OUTCOME:	STRATEGIC OUTCOME:	STRATEGIC OUTCOME:
We will have the right people, with the right skills, in the right place at the right time.	Everyone has a voice and contributes meaningfully to our corporate improvement journey.	Our services are efficient, effective and provide value for money.	Our prisons are safe, healthy and positive places in which to live and work.	Growing and strengthening our stakeholder and partner networks and relationships to achieve better outcomes for those in and leaving our care.

DEVELOPMENT

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

We will continue to review and reshape our service together, responding to existing and emerging challenges, by developing our workforce through further education, training and professional development.

Scotland has one of the highest rates of imprisonment in Europe, yet the SPS consistently provides a well-performing and progressive service, thanks to the experience and expertise of our workforce. Where the SPS succeeds, we know it is because of our skilled and compassionate staff, who have learned from their training and from one another.

To maintain that high-performing, progressive reputation, our staff have to manage existing demands and continually respond to new and emerging priorities. This challenge, which we all experience, is the reason why we must support the personal and professional development of our staff, to ensure everyone who works for the SPS has the skills, knowledge and opportunity to drive positive change and make this a great place to work.

By investing in continuing professional development and peer support, we know our workforce will continue to manage the country's increasingly complex prison population, provide value as a public service, and contribute to the physical and mental wellbeing of those in our care, for the benefit of families and communities across Scotland. In doing so, we want our staff to fulfil their own career potential, and to take pride in the knowledge that just by doing their job well, they play a valuable part in the learning and development of others.

KEY AIMS

We will have:

- *Created a culture of lifelong learning to support our staff in achieving their potential.*
- *Enhanced the ability for our staff to access and engage in appropriate learning and development opportunities through the provision of structured programmes of continuous professional development, further education and training.*
- *Designed and implemented a programme of activities to strengthen the leadership capability of our staff.*



ENGAGEMENT

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

We will communicate and engage regularly and meaningfully with colleagues across and throughout our Service, to ensure everyone has a voice and can comment on and contribute ideas towards our corporate improvement journey.

Each member of SPS staff is an important voice in informing and shaping the services we provide every day. We depend upon the experience of our staff and listening to what they have to say helps us further develop as an organisation and improve performance. We therefore intend to create opportunities for honest and open dialogue in which the contributions of all of our staff are equally valued.

Communicating with the public, stakeholders and communities is also important to achieving our aims and in building public confidence in our Service. Accordingly, this area will be a centre of activity for us.

Getting better at listening, to those who work for us, and to those within our care, also commits us to getting better at responding to what we are told. We will strive to have the confidence to hear and act upon what our staff tell us.

KEY AIMS

We will have:

- *Designed and implemented a communication approach that fosters a greater shared understanding of the challenges and opportunities facing the organisation.*
- *Developed an approach to external communication that builds confidence in the valuable service SPS provides.*
- *Created an environment where our staff are encouraged to participate and engage in the future development of our service.*
- *Redesigned our approach to interaction and consultation across the organisation so that our staff feel listened to, understood and valued in terms of influencing future policy and direction.*
- *Listened to and engaged with those in our care so that policy and strategy development is appropriately informed.*

IMPACT

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

We will deliver real and tangible benefits through the efficient and effective management and deployment of our staff and resources.

We intend to carry out a range of activities which will ensure our staff are deployed and managed in ways that maximise the impact of our services and drive progress towards achieving our Equality Outcomes. We will look to make more use of technology where it will support our work and we will revise our current structures and practices to ensure they do not hinder our ambitions.

KEY AIMS

We will have:

- *Revised our organisational structures to ensure that they are aligned with organisational priorities and agile enough to meet current and future challenges.*
- *Modernised appropriate systems identified in our Digital Strategy to ensure that they meet operational efficiency requirements and the needs of the wider justice system.*
- *Maximised attendance by implementing a programme of activity to support our staffs' health, wellbeing and work/life balance.*
- *Redesigned the prison core activity day to ensure service delivery aligns with the needs of those in our care and the work/life balance of our staff.*
- *Met our obligations under the Public Sector Equality Duty including the delivery of our Equality Outcomes.*
- *Updated our budgetary control measures in keeping with the financial climate to ensure that expenditure is fully aligned with organisational priorities and that best value is achieved.*

STANDARDS

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

We will reinforce and regularise compliance with our policy standards and requirements, continuing to promote and sustain our prisons and other facilities as safe, healthy and positive environments.

The delivery of services to the people in our care must be consistent across the organisation, particularly as the SPS operates within a complex policy and strategy environment. Consistency in what we do is essential if we are to know what works best, and to make sure we are doing the right things, at the right time.

KEY AIMS

We will have:

- *Reviewed policy compliance and service delivery to ensure appropriate mechanisms are in place to measure and provide assurance on performance across the organisation.*
- *Implemented a person-centred approach to case management that facilitates the targeted and flexible deployment of our staff resources to meet the needs of those in our care.*
- *Developed and implemented a strategy to ensure that the mental health needs of those in our care are identified and met appropriately.*
- *Fully implemented our Family Strategy by actively promoting the wellbeing and positive life outcomes for children affected by parental imprisonment.*
- *Implemented a new model of custody focused on the specific needs of women.*
- *Refined the strategy and approach for young people in custody to meet their needs and to prepare them for a positive future.*



COLLABORATION

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

We will grow and strengthen our stakeholder and partnership networks to ensure that the SPS is well connected and can influence and help shape national and local dialogue about the justice system.

Prisons play an important part in the justice system and in contributing to a safe and resilient Scotland. Delivering the best personal outcomes for those in and leaving our care relies on a collaborative approach. In the lifetime of this Plan we will grow and strengthen our relationships with stakeholders and partners in the justice system in order to ensure that the complex and diverse needs of those in our care are met.

KEY AIMS

We will have:

- *Informed the work of the Health and Justice Collaboration Improvement Board in identifying how best to meet the health and social care needs of those in our care.*
- *Strengthened our relationships with partners and stakeholders (including through Community Justice Partnership arrangements) to better meet the needs and risks of those in and leaving our care.*
- *Collaborated with the Scottish Government in developing a shared strategic approach to addressing current and emerging population challenges.*

MEASURING SUCCESS



MEASURING SUCCESS

Performance is managed at a corporate level by our Executive Management Group (EMG) and monitored by our Advisory Board (AB).

Each year we produce an Annual Delivery Plan (ADP) which sets out how we will deliver our Strategic Outcomes and Key Aims. The ADP is underpinned by a robust annual business planning process and contains the specific actions and activities that require to be undertaken. These play an important role in allowing us to monitor progress and measure success in the delivery of this Plan. Quarterly and Annual Performance Reports are presented to the EMG and the AB.

Our wider understanding of how well we are performing is informed by the experiences of our staff, those in our care and stakeholders via surveys, complaints analysis and engagement events.

The SPS is subject to the requirements of the Public Finance and Accountability (Scotland) Act 2000 and as such is required to prepare an annual statement of accounts which is subject to independent audit.

Prisons in Scotland are monitored by Her Majesty's Inspectorate of Prisons for Scotland (HMIPS) who conduct inspections of prisons in accord with the 'Standards for Inspecting and Monitoring Prisons in Scotland' (HMIPS, 2018). An independent view on the treatment of people in custody and conditions in prison is also provided by Independent Prison Monitors who are appointed to provide lay scrutiny and are overseen by HMIPS.

APPENDICES 9

APPENDIX 1

National Policy Framework with SPS Strategic Themes and Outcomes

NATIONAL OUTCOMES		We live in communities that are inclusive, empowered, resilient and safe			We respect, protect and fulfil human rights and live free from discrimination		
NATIONAL STRATEGY - JUSTICE IN SCOTLAND: VISION AND PRIORITIES	VISION	A safe, just and resilient Scotland.					
	OUTCOMES	We live in safe, cohesive and resilient communities.		Prevention and early intervention improve wellbeing and life chances.	Our systems and interventions are proportionate, fair and effective.		We deliver person-centred, modern and affordable public services.
	PRIORITIES	We will enable our communities to be safe and supportive, where individuals exercise their rights and responsibilities.	We will enable our people, economy and infrastructure to respond to major risk, recover from emergencies and adapt to emerging threats.	We will modernise civil and criminal law and the justice system to meet the needs of people in Scotland in the 21st Century.	We will work with others to improve health and wellbeing in justice settings, focusing on mental health and substance use.	We will work to quickly identify offenders and ensure responses are proportionate, just, effective and promote rehabilitation.	We will improve the experience of victims and witnesses, minimising court attendance and supporting them to give best evidence.
SPS	VISION	Help build a safer Scotland – Unlocking Potential – Transforming Lives.					
	MISSION	Providing services that help to transform the lives of people in our care so that they can fulfil their potential and become responsible citizens.					
STRATEGIC THEME	DEVELOPMENT	ENGAGEMENT	IMPACT	STANDARDS	COLLABORATION		
STRATEGIC OUTCOME	We will have the right people, with the right skills, in the right place, at the right time.	Everyone has a voice and contributes meaningfully to our corporate improvement journey.	Our services are efficient, effective and provide value for money.	Our prisons are safe, healthy and positive places in which to work.	Growing and strengthening our stakeholder and partner networks and relationships to achieve better outcomes for those in and leaving our care.		

APPENDIX 2

Organisational Structure

OFFICE OF THE CHIEF EXECUTIVE

- *Audit and assurance*
- *Compliance and legal services*
- *Financial policy and services*
- *Communications and branding*
- *Corporate change unit*
- *Corporate planning and performance*

CHIEF EXECUTIVE

DIRECTORATE OF STRATEGY AND STAKEHOLDER ENGAGEMENT

- *Policy and strategy*
- *Offender outcomes and services*
- *Health and wellbeing*
- *Research*
- *Stakeholder engagement*
- *Estates*

DIRECTORATE OF OPERATIONS

- *Governors in charge of operational delivery (Prisons and YOI)*
- *Public protection*
- *Prison services and contracts*
- *Operational planning and policy*
- *Performance and improvement*
- *Information systems and strategy*

DIRECTORATE OF CORPORATE SERVICES

- *Human resource management*
- *Organisational development*
- *Procurement policy and services*

APPENDIX 3 Summary of the Plan

OUR VISION

Helping to build a safer Scotland, unlocking potential, transforming lives.

OUR MISSION

Providing services that help to transform the lives of people in our care so they can fulfil their potential and become responsible citizens.

Strategic Themes	Planning Considerations	Key Aims	Strategic Outcomes
DEVELOPMENT	A growing and increasingly complex prison population presents challenges. Effective responses will demand new skills and knowledge.	<ul style="list-style-type: none"> • Create culture of life long learning. • Enhance our staffs' ability to engage in learning. • Strengthen leadership capability. 	We will have the right people, with the right skills, in the right place, at the right time.
ENGAGEMENT	An organisation responding to multiple challenges must pull together. Everyone needs to know the part they play, and feel valued for it.	<ul style="list-style-type: none"> • Increase understanding of challenges and opportunities facing the SPS. • Increase public confidence and understanding of the SPS. • Encourage our staff to participate in future service development. • Create a listening organisation. • Remodel engagement with those in our care. 	Everyone has a voice and contributes meaningfully to our corporate improvement journey.
IMPACT	Competing pressures in public services mean we will have to achieve more, with less.	<ul style="list-style-type: none"> • Revise organisational structures in line with priorities and challenges. • Modernise appropriate IT systems. • Maximise attendance – support our staffs' health and wellbeing. • Redesign the prison core activity day • Deliver our Equality Outcomes. • Update budgetary control measures to align with organisational priorities. 	Our services are efficient, effective and provide value for money.
STANDARDS	Expectations on what can be achieved in prisons are high. Standards and consistency of delivery must be equally high.	<ul style="list-style-type: none"> • Assure performance across the SPS. • Implement a person-centred approach to case management. • Develop and implement a strategy for mental health. • Complete implementation of Family Strategy. • Implement the new model of custody for women. • Refine the strategy for young people in custody. 	Our prisons are safe healthy and positive places in which to live and work.
COLLABORATION	A complex criminal and social justice landscape means those within our care are also relying on many other services and organisations.	<ul style="list-style-type: none"> • Inform the work of the Health and Justice Collaboration Improvement Board. • Strengthen our relationship with partners and stakeholders. • Develop shared strategic approach with SG to address population challenges. 	Growing and strengthening our stakeholder and partner networks and relationships to achieve better outcomes for those in and leaving our care.

SPS 2022



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, March 2019