

# SCOTTISH PRISON SERVICE

## DELIVERY PLAN 2022/23

# SPS 22-23



UNLOCKING POTENTIAL  
TRANSFORMING LIVES



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SEIRBHEIS PHRÌOSAIN NA H-ALBA

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## INTRODUCTION



**In 2020, in light of the emergence of the COVID-19 pandemic, we took the decision to develop a two-year 'Delivery Plan'. This plan recognised our need to focus on our operational response to COVID-19. Ensuring the health, safety and wellbeing of those who live and work in Scotland's prisons has been our priority.**

Throughout 2021, the challenges associated with COVID-19 remained but also evolved, and it is only now in 2022 that we can begin to look to a post-COVID future. With this in mind, we have made the decision to extend the life of the current Corporate Plan by one year, to the end of March 2023. This extension enables SPS to effectively reflect on the events of the last two years and to develop a new, longer-term, five-year Corporate Plan (2023-28), which aligns with the Scottish Government's Justice Strategy, published in February 2022.

SPS's Delivery Plan for 2022/23 is structured around five main 'themes'. There is undoubtedly a need to continue and progress our COVID Recovery Framework but the plan also focusses on developing a Health and Wellbeing Strategy, delivering our new model for women in custody, implementing the refreshed Vision for Young People in Custody (2021) and improving the design and delivery of services. Underpinning all of this work will be our refreshed leadership strategy, the advancement of our Estate Maintenance and Development Programme, driving forward our Digital Transformation ambitions and developing our Medium-Term Financial Strategy.

Delivering the objectives set out in this plan is only possible through the professionalism, dedication and hard work undertaken by all staff every day. By focussing and investing our efforts on these themes to 2023, SPS can build a strong foundation that underpins and leads the way to our longer-term ambitions in future delivery plans to support Scotland's National Performance Framework and the strategy for Justice.

A handwritten signature in black ink, which reads "Teresa Medhurst". The signature is written in a cursive style.

**Teresa Medhurst**  
Chief Executive

## WHO WE ARE

The Scottish Prison Service (SPS) is an Executive Agency of the Scottish Government. There are fifteen prisons located across Scotland, thirteen directly operated by SPS, two operated by private sector operators under contract to SPS. We directly employ around 4,600 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.

## WHAT SCOTLAND'S PRISONS ARE FOR

SPS is accountable for Scotland's prison system. Scotland's prisons accommodate those who are committed to our care by the Courts. The role of Scotland's prisons is derived from two key documents:

- the Scottish Government's 'Vision for Justice in Scotland 2022'
- the Scottish Sentencing Council's 'purposes of sentencing'.

The Scottish Government's Vision for Justice states:

'there will always be a need for prison where a risk of serious harm is posed and custody can provide an important opportunity for rehabilitation.'

'...imprisonment for short periods is counterproductive and our evidence consistently shows that those serving short-term sentences reoffend more often although it should be noted that those who receive community sentences have often committed less serious crimes. The long-term aim is that people should only be held in custody where they present a risk of serious harm'

The Vision makes it clear that Scotland: 'must look to redefine the role of custody in the context of needing to better support individual's rehabilitation, by taking a trauma-informed and person-centred approach whilst also ensuring public safety.'

It is important that we also set out our role – and priorities – against the purpose of sentencing in Scotland ([SSC guideline](#)).

- **Protection of the public:** Scotland's prisons protect the public while people are in our care; this plan recognises the importance of progression and reintegration to protecting the public, underpinned by effective risk management.
- **Punishment:** prison as punishment, not for punishment; our priority is an environment that is safe, healthy, secure and meets human rights obligations.
- **Rehabilitation of individuals:** prison safety and security is paramount; this plan recognises the need to unlock resources currently absorbed by safety and security and shift towards rehabilitation in a person-centred and trauma-informed way.
- **Giving the individual the opportunity to make amends:** for some people in our care, prison is more about serving a sentence than reparation; this plan recognises the key, distinctive role of our staff, engaging with people in and leaving our care in a person-centred and trauma-informed way.
- **Expressing disapproval of offending behaviour:** imprisonment does this but does not serve as a deterrent for many people; this plan recognises that active citizenship is crucial to behavioural change.

## PLANNING FOR UNCERTAINTY 2022-23: A TRANSITION YEAR

Our refreshed Corporate Plan 2019-22 was published on 5 April 2019. SPS extended the life of the current Corporate Plan by one year, to the end of 2022/23 financial year, to facilitate longer-term alignment with the Scottish Government's Vision for Justice in Scotland, to be achieved through the development of the SPS Corporate Plan 2023-28.

This Delivery Plan describes how we intend to develop the service over the next 12 months. It provides a bridge between the 2019-22 Corporate Plan and the 2023-28 Corporate Plan which we will develop in the course of this year. As the key bridging document, this Delivery Plan looks to introduce and learn from a more thematic approach to planning and reporting ahead of the introduction of outcome-based reporting across

SPS's Corporate Plan 2023-28 and Delivery Plan 2023/24 and beyond. This new style of planning and reporting will enable the 'Year 1' commitments for the Scottish Government's Vision for Justice to be translated into prisons delivery in the short term while signalling the longer-term delivery to be reflected in the SPS Corporate Plan 2023-28. The themes we are reporting against are as follows:

### (1) Covid

Addressing the ongoing impact of the COVID-19 pandemic and continuing to focus on recovery and transformation.

### (2) Safety and security

Population management, the security of our estate and an environment that is safe for staff and those in our care.

### (3) Health and Wellbeing

Improving the mental and physical health & wellbeing of those in our care through the adoption of person-centred and trauma-informed approaches.

### (4) Prevention and Early Intervention

Addressing the impact of poverty & deprivation, including supporting positive family environments, social networks & relationships.

### (5) Protecting the Public and Reducing Reoffending

Enabling sustainable reintegration via strong progression, risk management and release processes and protocols.

**Enablers:** Developing our People and Organisational Development – enabling or cross-cutting activities that enable (good-quality) delivery.

The 'developing our people and organisational development' strand describes actions around the key enablers in support of theme/outcome delivery.

'High-Level Actions' are set out against each theme and 'Key Elements' describe how we will deliver each Action. The Plan has been designed to be flexible, depending on prevailing environmental conditions as we emerge from the pandemic. Actions, Key Elements and indicative timescales will be reviewed and monitored and reported against on an ongoing basis through SPS Executive Management Group and Advisory Board.

## CONTEXT: CHANGING CONTEXT, CHANGING DEMAND

Scotland's prison system operates in an ever changing context:

- Scotland's prison population has increased in recent years, mainly due to increases in average sentence lengths and increases in the use of remand.
- The turnover of Scotland's prison population has reduced due to overall reductions in the use of imprisonment.
- Scotland's prison population is unprecedented in its complexity, mainly due to a changing mix of crime, with more serious crime as a proportion and increased reporting of sexual crimes, in particular.
- This complexity is illustrated by increasing demand for health and social care.
- Despite longer-term reductions in crime, there are more upward pressures than downward for Scotland's prison population.
- There has been a general decline in the female population and the number of young people in custody has continued to reduce.

Scotland's prison system pressures, resourcing and stability are all inextricably linked. Scotland's prison system can only unlock and shift resources towards rehabilitation if prison pressures are reduced, especially those populations that increase overcrowding by virtue of the need to keep them separate, impacting on single cell occupancy (people on remand, people with a history of sexual offending, people involved in Serious and Organised Crime).

The increases in people coming in to our care with histories of serious offending is drawing prison system capacity increasingly towards safety and security. This, in turn, impacts on system capacity to meet wider expectations around rehabilitation and reintegration.

The levers that would enable Scotland's prison system to unlock and shift resources more towards rehabilitation mainly lie outside the prison system itself. SPS is therefore fully supportive of steps being taken to prevent serious crime – and the long prison sentences that come with serious offending – happening in the first place, the steps to increase alternatives to imprisonment and alternatives to remand. We also recognise that we cannot manage the risks and meet the needs of Scotland's prison population on our own.

Reoffending statistics here:  
<https://www.gov.scot/policies/reducing-reoffending/latest/>

Sentencing here:  
<https://www.gov.scot/collections/criminal-proceedings-in-scotland/>

Prison statistics here:  
<https://www.gov.scot/publications/scottish-prison-population-statistics-2019-20/>

Crime statistics here:  
<https://www.gov.scot/publications/recorded-crime-scotland-2020-2021/#:-:text=Recorded%20Crime%20in%20Scotland%2C%202020-21%201%20Key%20Points,3%20Official%20Statistics%20on%20Clear%20up%20rates.%20>

## LOOKING FORWARD

Managing an increasingly complex prison population with increasing risks and needs, in tandem with implementing public health measures to prevent the spread of the COVID-19 pandemic across the prison estate, against the backdrop of a challenging financial climate as well as supporting wider justice system recovery, will present a formidable challenge for Scotland's prison system in the short to medium term.

It is critical therefore that we plan to continue on our journey to be a 'relational', rights-based, trauma-informed, person-centred, prison service – a prison service which places staff and service users at the heart of the design, delivery and improvement of prison services. It is also critical that we build on the implementation of change initiated in response to the pandemic, continually assess what is working well and what is not working so well, to enable us to learn and improve for the future.

APPENDIX A Delivery Plan 2022/23

CREATING AN ORGANISATION WHICH PLACES STAFF AND SERVICE USERS AT THE HEART OF THE DESIGN AND DELIVERY OF PRISON SERVICES			Q1			Q2			Q3			Q4			Directorate Leading
Strategic Themes	Action	Key Elements	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	
<b>Covid 19</b> Addressing the ongoing impact of the COVID-19 pandemic, and continuing to focus on recovery and transformation.	1. Develop an exit strategy as we move from the current Pandemic Plan, along with a 'COVID Recovery' Framework for prisons moving forward.	Develop exit strategy and recovery framework, aligned with Scotland's Strategic Framework and Public Health Guidance.	→												SSE
		Develop and embed RAG assessment of establishment recovery.	→												OD
		Actively engage through Justice Board and Criminal Justice Board and associated programmes to support COVID recovery measures and prisons contribution to wider justice reform.	→												SSE
<b>Safety and Security</b> Population management, the security of our estate and an environment that is safe for staff and those in our care.	2. Improve design and delivery of safety and security services, including population contingency planning.	Develop and embed an SPS Serious and Organised Crime Group Plan.	→												OD
		Review and respond to the management of those in our care under the Terrorism Act 2000 (TACT).	→												OD
		Review the Intelligence Management Policy.	→												OD
		Pilot of Body Worn Cameras.	→												OD
		Development of Population Management contingencies.	→												OD
		Review and develop operational policy, procedures and a governance model to improve both service delivery in our establishments, and the safety of those that work and live within these communities.	→												OD
<b>Health and Wellbeing</b> Improving the mental and physical health and wellbeing of those in our care through the adoption of person-centred and trauma-informed approaches.	3. Undertake the Gender Identity Policy Analysis and Review.	Complete the gender identity policy analysis and review, making recommendations on potential design and delivery options that meet our statutory and public sector obligations.	→												SSE
		Design and implement a workshop for senior leaders, to raise awareness and encourage discussion to co-design Trauma Informed practice.	→												SSE
	4. Develop a strategic framework to become a trauma-Informed organisation.	Develop the strategic framework in collaboration with internal and external partners, including specifying training requirements, that support trauma-informed practice.	→												SSE
		Develop and embed a Health and Wellbeing Strategy for those in our care, and associated themed strategies including a focus on Children and Young People.	→												SSE
	5. Develop a Health and Wellbeing Strategy for those in our care, recognising the changing and more complex needs of the prison population.	Targeted local engagement with NHS Partners to improve service delivery to those in our care.	→												OD
		Implement agreed capacity for Harm Reduction Coordinators across the estate.	→												OD
		Design and deliver the response to the Death In Custody Review, incorporating learning from Fatal Accident Inquiries.	→												SSE
	6. Deliver the Women's Strategy in order to give effect to the Scottish government's vision for women in custody.	Guide the operationalisation of HMP Stirling and the CCUs in Glasgow and Dundee within agreed timeframes and to budget.	→												SSE
Assess the capacity of other parts of the women's estate to meet strategy requirements.		→												SSE	
Develop and deliver arrangements for a long-term population management policy for the women's estate.		→												SSE	



CREATING AN ORGANISATION WHICH PLACES STAFF AND SERVICE USERS AT THE HEART OF THE DESIGN AND DELIVERY OF PRISON SERVICES			Q1			Q2			Q3			Q4			Directorate Leading
			APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	
Strategic Themes	Action	Key Elements													
<b>Prevention and Early Intervention</b> Addressing the impact of poverty & deprivation, including supporting positive family environments, social networks & relationships.	7. Revise the Family Strategy, with focus on specific related products.	Focussed development on the expansion of parenting support provision across the prison estate.													SSE
	8. Implement the refreshed Vision for Young People in Custody (2021).	Prepare and respond to the incorporation of United Nations Convention on the Rights of the Child Legislation into Scottish Law.													SSE
		Implement the pilot of the revised non-pain-inducing restraint manual.*													SSE
<b>Protecting the Public and Reducing Reoffending</b> Enabling sustainable reintegration via strong progression, risk management and release processes and protocols.	9. Recognise the changing and more complex needs of the prison population, working intensively with justice partners.	Continue to reflect and respond as appropriate to the Risk Management review, including implications on our Risk Assessment Tool and First Grant of Temporary Release processes.													SSE
		Engage with Local Authority and Community Justice partners with regard to the future model of social work/care service delivery and funding arrangements.													SSE
		Implement the Psychology Strategy in agreed phases with an associated offence-related programme recovery process.													SSE



CS = Corporate Services

OD = Operations Directorate

SSE = Strategy & Stakeholder Engagement

OCE = Office of the Chief Executive

FIN = Finance

CREATING AN ORGANISATION WHICH PLACES STAFF AND SERVICE USERS AT THE HEART OF THE DESIGN AND DELIVERY OF PRISON SERVICES			Q1			Q2			Q3			Q4			Directorate Leading
Strategic Themes	Action	Key Elements	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	
	10. Deliver our priority commitments within the estate maintenance and development programmes to support delivery of a modern custodial agenda.	Preparations for the construction of HMP Glasgow.*	→												CS
		Continued preparations for HMP Highland and commence construction.*	→												CS
		Progress planning for expiry of Private Finance Initiatives contract for HMP Kilmarnock and transition to public sector operation.	→												OD
		Relocation to new headquarters premises as part of our commitment to hybrid working and supporting national climate change.	→												CS
	11. Corporate strategic development; become a data, analysis and evidence-driven organisation.	Continued evaluation of the Improvement Framework to support integrated analysis and planning across SPS, including the development of dashboards.	→												SSE
		Enhanced analysis to support workforce planning, spanning operational and non-operational roles.	→												CS
		Develop the Corporate Plan and Delivery Plan for the 2023-28 period, including consultation with service users, staff group and strategic stakeholders.	→												SSE
		Scope and develop a corporate Communications Strategy, in preparation for implementation during the 2023-28 corporate planning period.	→												OCE
		Develop and implement a refreshed Climate Change strategy for SPS.	→												CS
		Review and revise SPS's corporate Risk Management approach, aligned with business planning processes and ongoing evolution of the Improvement Framework.	→												SSE
Enablers Developing our People and Organisational Development – enabling or cross-cutting activities that enable (good-quality) delivery.	12. Digital transformation	Develop and implement in-cell digital services.*	→												OCE
		Continue implementation of the Electronic Purchase to Pay project (PECOS) across all sites.	→												CS
13. Developing a finance framework.		Develop a financial strategy to deliver a sustainable position for SPS in the medium to long term.	→												FIN
		Review of delegated financial authorities and governance framework within SPS.	→												FIN
		Refresh of the finance policy manual.	→												FIN
		Develop and improve the budgeting process and periodic monitoring of the resource and capital budgets.	→												FIN
		Review the SPS finance structure to support the delivery framework and wider organisational requirements.	→												FIN
		Initiate a review to look at cash handling and prisoner funds with the aim to minimise the use of cash within the SPS.	→												FIN
14. People development.		Develop a Fair Work Strategy for SPS, incorporating Effective Voice, Opportunities, Security, Respect, Fulfilment and Respect.	→												CS
		Implement the revised Leadership Strategy and review wider Continued Professional Development Pathways, including a revised behavioural competency framework considering both operational and non-operational staff groups.	→												CS
		Introduce integrated Human Resources systems to reduce time spent on transactional activity.	→												CS
		Deliver a series of Development Centres for Middle Management Grades (F Band).	→												CS
		Implement Field-Based Applications (F+) for new Senior Managers.	→												CS

\* This key element will be led by the assigned Directorate during the planning and development phase; it will then transfer to OD for the implementation stage

## MONITORING PERFORMANCE

Performance is managed by our Executive Management Group (EMG) and monitored by our Advisory Board, each of which receive outcome-focused quarterly Improvement Framework (performance) reports. We will utilise a range of evidence sources to assess our performance over the life of this Plan including management information, research and evaluation and Key Performance Indicators (KPIs).

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

## EQUALITY AND HUMAN RIGHTS

The SPS is committed to equality, diversity, inclusion, and respect for human rights, and this applies to people in our care and our employees. We seek to ensure our culture, living and working environments, policies and practices are free from bias. As a public body and executive agency of the Scottish Government we are fully committed to our obligations under the Equality Act (2010).

## FURTHER INFORMATION

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

## ENVIRONMENTAL SUSTAINABILITY

As a Scottish Government agency and custodians of a large public sector estate, the SPS recognises the contribution that we can make towards the delivery of Scotland's national net zero carbon emissions 2045 target. The SPS has a duty, but also a desire, to fully support the government's ambitions to lead by example in tackling not only the causes but the impacts of climate change.

## 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.

# SPS 22-23



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This document is also available on our website [www.sps.gov.uk](http://www.sps.gov.uk)

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