

SCOTTISH PRISON SERVICE

Annual Delivery Plan

2024/25
-
2025/26



Table of Contents

- INTRODUCTION 3
- WHO WE ARE 4
- 2023-28 PLAN: OVERVIEW 5
- DELIVERY PLANS 2024-25, 2025-26..... 6
 - Our Business-as-Usual..... 6
 - Key Activities 2024-26 7
- RESOURCES 10
- MEASURING AND MONITORING OUR PROGRESS..... 10

INTRODUCTION

Scottish prisons are enduring a period of sustained high and complex population pressures that is testing every element of our organisation. However, it is important to recognise what we still manage to achieve as an organisation.

I am delighted that this Annual Delivery Plan so succinctly captures the progress and restless ambition of the modern Scottish Prison Service.

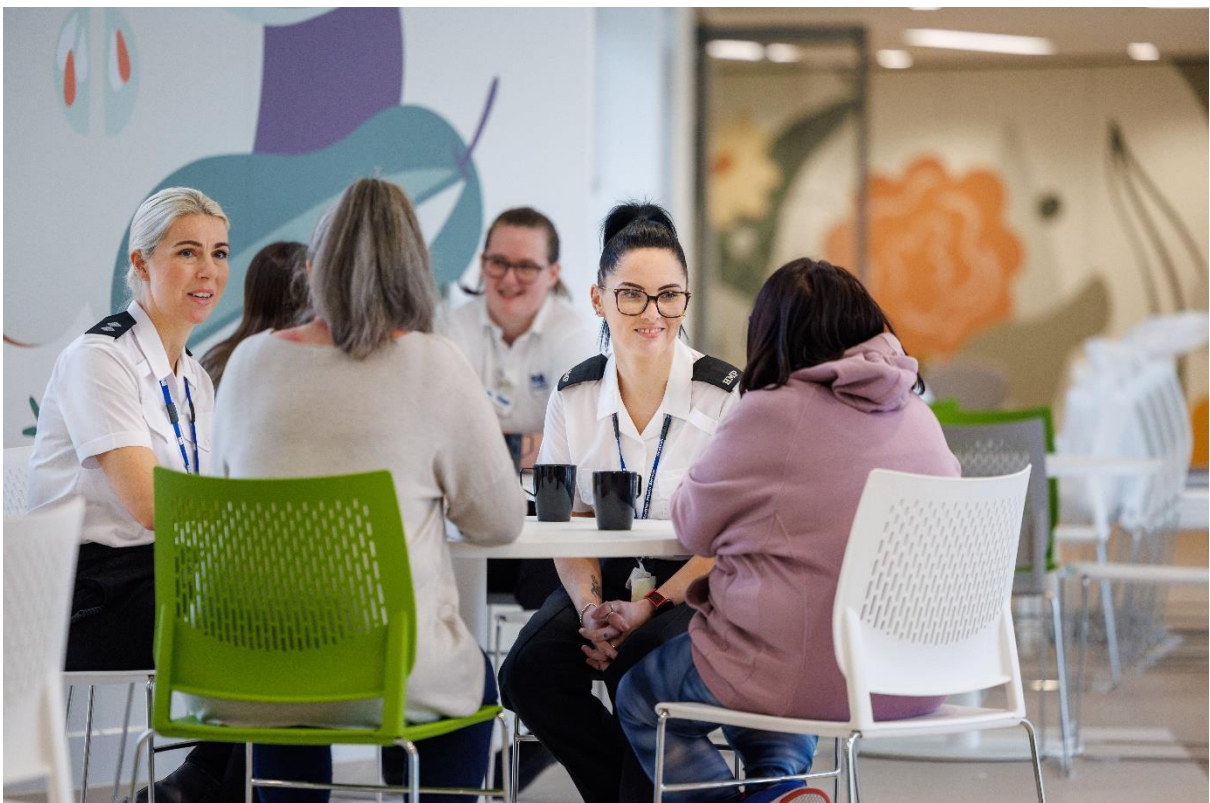
It is a testimony to the professionalism, dedication and innovation of SPS staff and our partners that we have taken huge strides in such challenging times.

The opening of HMP & YOI Stirling, the piloting of new pain-free Control and Restraint techniques, and the introduction of in-cell telephony and a concern phonenumber have all been significant achievements – and all of these are rooted in our determination to provide trauma-informed, person-centred support for people in our care.

Our new website and engagement with the media, such as for the Inside Barlinnie documentary, has made us more accessible, and it is a direction we will continue to pursue.

As we look to the future, and our ongoing work towards new a HMP Glasgow and HMP Highland, it is clear that we remain ambitious, not just for our organisation, but crucially for our staff, people in our care, and the communities we serve.

- **Teresa Medhurst**, Chief Executive



WHO WE ARE








The Scottish Prison Service (SPS) is an Executive Agency of the Scottish Government. There are currently seventeen establishments located across Scotland: sixteen directly operated by SPS and one operated by private sector operators under contract to SPS. We employ around 4,900 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, demand-led, 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.

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

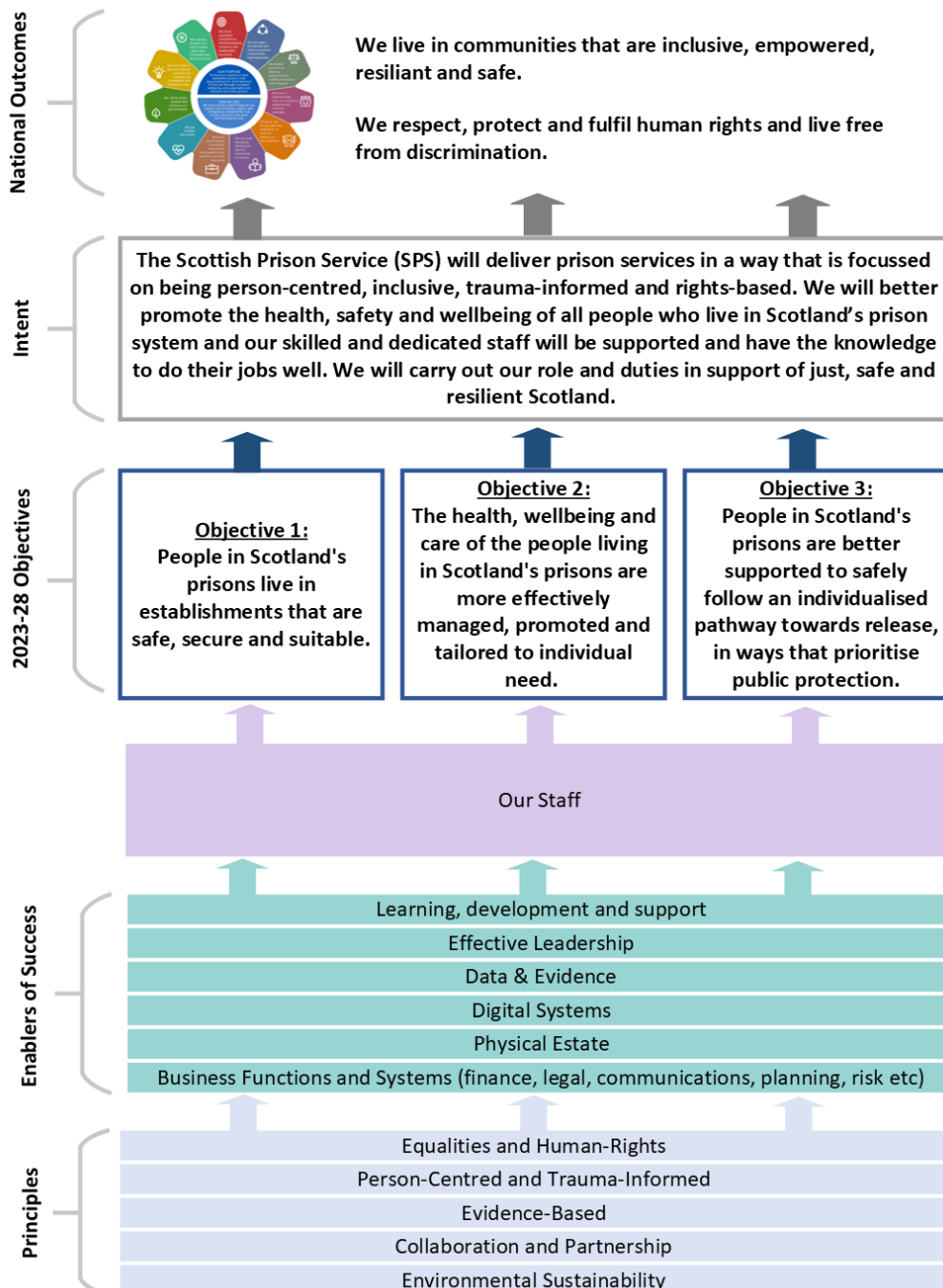
 Belief we believe that people can change	 Respect we are inclusive, respecting the needs, rights and voices of everyone equitably	 Openness we work with others to achieve the best outcomes
 Integrity we have high ethical, moral and professional standards	 Compassion we care about people and believe that 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 continue to focus our efforts on the delivery of three **strategic objectives**. Our five key **principles** describe the ways in which we will deliver, and the six **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. As an Executive Agency, our work contributes to the delivery of the **national outcomes** specified in the National Performance Framework.

Further detail on all of these elements, and the context in which they were developed, is available in our Corporate Plan 2023-28.



DELIVERY PLANS 2024-25, 2025-26

SPS has 5 Directorates, each of which is responsible for a portfolio of work that is necessary to maintain our operations and ensure that the organisation is legal, safe, and secure; this is our 'business-as-usual'. Each Directorate also delivers developmental, improvement, and reform work designed to deliver on the strategic intent of our Corporate Plan, deliver change, and respond to situations in our environment and operations that are outside of the norm; these are our 'key activities'. Due to the nature of our work, the volume of our business-as-usual work can change significantly and place limitations on our ability to deliver the other key activities. For this reason, we will - as in previous years - keep our delivery plans under review and we commit to providing an update on 2025-26 activity in Autumn 2025.

Our Business-as-Usual

Below is a summary of the business-as-usual work undertaken in each directorate. This is not intended to be exhaustive but give an indication of the varied work undertaken across the organisation, all of which place pressure on our resources.

Directorate	Core Business-As-Usual
Operations	Consisting of most of the staff of SPS, Operations is responsible for the running of our establishments and for turning policy and the Prison Rules into everyday practice. They also lead on our public protection functions and manage a number of large private contracts.
Policy	The Policy Directorate take the organisational lead on policy, strategy and position development for key thematic areas. These include health (including death in custody processes); progression and case management (including psychology management); specialist population management; and wider justice partnership working.
Organisational Development	Our staff are the focus of the Organisational Development Directorate. They manage recruitment, training and development (including the operations of the SPS College), attendance management, industrial relations, management of the pay award, and workforce planning.
Finance	The Finance Directorate is responsible not only for our core financial operations and policy, but our procurement and storage processes as well. It also contains our Estates team, who manage and deliver maintenance and developments to our buildings across Scotland.
Office of the Chief Executive	Formed of a variety of specialist teams and functions, the Office of Chief Executive oversees: our organisational governance; the management of major projects; ministerial and parliamentary liaison and wider organisational scrutiny; communications; digital and data support; legal advice; information management.

Key Activities 2024-26

The tables below lay out our key priority activities for 2024-25 and 2025-26; each activity area is assigned a lead directorate. As outlined previously, activity for 2025-26 will be updated in Autumn 2025:

- Finance (Fin)
- Office of the Chief Executive (OCE)
- Operations Directorate (Ops)
- Organisational Development Directorate (OrgDev)
- Policy Directorate (Policy)

Objective 1: People in our care live in establishments that are safe, secure and suitable		Lead Directorate	2024/25	2025/26
1.1	Continue to rationalise our population management approach to respond to population management pressures	Ops	✓	✓
1.2	Continue the construction of HMP Highland	Ops	✓	✓
1.3	Continue the construction of HMP Glasgow	Ops	✓	✓
1.4	Continue to implement a revised Control & Restraint approach	Ops	✓	✓
1.5	Continue to re-establish sustainable regimes across SPS establishments	Ops / Policy	✓	✓
1.6	Continue to assess the effectiveness of body-worn cameras within SPS establishments	Ops	✓	
1.7	Implement solutions for the management of SOCG activity, including drone threats	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.		Lead Directorate	2024/25	2025/26
2.1	Continue to engage with national health and social care agenda contributing specifically on developing SPS health and Social Care models in partnership.	Policy	✓	✓
2.2	Continue to design and deliver responses to the Death in Custody Review	Policy	✓	✓
2.3	Publish SPS mental health strategy, develop implementation plan and benefits realisation outcomes.	Policy	✓	✓
2.4	Publish SPS drugs and alcohol strategy, develop implementation plan and benefits realisation outcomes.	Policy	✓	✓
2.5	Carry out a wholesale review of the SPS 'Talk To Me' policy, as part of a wider package of work in response to Fatal Accident Inquiry recommendations and other related work.	Policy	✓	✓

2.6	Implement the new Family and Parenting Strategy	Policy	✓	✓
2.7	Deliver a programme of trauma awareness training and continue to develop trauma aware approach for SPS	Policy	✓	✓

Objective 3: People in Scotland's prisons are better supported to safely follow an individualised pathway to release, in ways which prioritise public protection.		Lead Directorate	2024/25	2025/26
3.1	Carry out work to support release reform, as required by legislation	Policy	✓	✓
3.2	Implement the SPS Learning & Development Strategy, including education contract procurement	Policy	✓	✓
3.3	Implement Targeted Integrated Case Management across SPS establishments and improvements to our case management models	Policy	✓	✓
3.4	Undertake work to reduce backlog in access to programmes	Policy	✓	✓
3.5	Further develop the SPS psychology strategy and models of delivery	Policy	✓	✓

Objective: Our Staff		Lead Directorate	2024/25	2025/26
4.1	Continue to develop and provide employee health and wellbeing provisions	OrgDev	✓	✓
4.2	Continue to implement the SPS Leadership Strategy	OrgDev	✓	✓
4.3	Transition to a 35 hour working week for SPS staff	OrgDev	✓	✓
4.4	Revise SPS' Equality Outcomes	OrgDev	✓	
4.5	Implement a new HR and payroll system	OrgDev	✓	✓
4.6	Carry out an Organisational Culture Review	OrgDev	✓	✓
4.7	Continue to deliver an annual programme of prison officer recruitment and training to support the effective operation of our prisons	OrgDev	✓	✓

Objective: Enablers		Lead Directorate	2024/25	2025/26
5.1	Continue to harmonise HMP Kilmarnock with SPS operations	Ops	✓	
5.2	Specify and procure in-cell technology for use across the estate	Ops	✓	
5.3	Implement in-cell technology across the estate	Ops		✓
5.4	Carry out a review of ex-gratia processes and controls	Ops / OrgDev	✓	✓
5.5	Create a Net Zero Plan and monitoring arrangements	Fin	✓	✓
5.6	Develop a Medium-Term Financial Strategy	Fin	✓	
5.7	Continue to deliver improvements in SPS' cyber security and resilience	OCE	✓	✓
5.8	Continue to deliver improvements to information management and security	OCE	✓	✓
5.9	Deliver Phase 1 of the SPS Data Strategy Project	OCE	✓	
5.10	Begin to deliver Phase 2 of the SPS Data Strategy Project	OCE		✓
5.11	Run the SPS Prison Survey	OCE	✓	
5.12	Specify the service for prisoner escort services	Ops	✓	
5.13	Procure revised prisoner escort services, as required	Ops		✓
5.14	Carry out a programme of work aligned to Scottish Public Sector Reform	OCE	✓	✓

RESOURCES

The Operating Budget for the SPS in 2024/25 is £481.2m (2023/24: 443.7m). £436.5m of this is fiscal resource and £44.7m is non-cash. This Operating Budget covers the cost of staff, service delivery contracts by external providers, buildings and energy, prisoner food and other living costs, organisational administration, and the provision of the Scottish Custody Court and Prisoner Escort Service on behalf of a multi-agency justice partnership.

The capital budget for 2024/25 is £167m (2023/2: £97m). The current capital programme includes work to progress the replacement for HMP Inverness (HMP Highland), and the replacement for HMP Barlinnie (HMP Glasgow).

MEASURING AND MONITORING OUR PROGRESS

In this plan, we set out the activities that we will focus our attention on two operating years. Any substantive in-year changes will be reported either by the publication of a revised version of this plan and/or noting in our Annual Report and Accounts. This plan is complemented by plans within SPS directorates and teams. Management and oversight of the corporate deliverables is undertaken by the Executive Management Group and reported to our Advisory Board. Within directorates and teams, Annual Delivery Plans and business meetings provide oversight of planned delivery.

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

We will continue to assess performance against a set of Key Performance Indicators, with reporting published in our Annual Report and Accounts. Our framework of KPIs, which will remain under review for relevance and accuracy, covers the themes described in the diagram below:

SPS Performance Framework			
Objective	1. Safe, Secure, Suitable	2. Health and Wellbeing	3. Pathways to Release
Delivery	Monitoring and Reporting of Key Elements from Annual Delivery Plan		
Voice	Service User, Stakeholder and Staff Feedback		
Metrics - KPIs	Escapes	Deaths in Custody	Case management processes
	Absconds	Self-Harm and Suicide Prevention	Use of the Open Estate and HDC
	Cell Sharing	Substance Misuse	Educational Achievements
	Assaults	Complaints	Purposeful Activity



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

© Crown copyright 2025

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

**Noted by Cabinet Secretary for Justice and Home Affairs: December 2024.
Approved by SPS for publication, with amendments: March 2025.**