UNLOCKING POTENTIAL - TRANSFORMING LIVES

SCOTTISH PRISON SERVICE
CORPORATE PLAN
2014-2017
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FOREWORD

In November of 2013, I was delighted to have the opportunity to deliver the opening address at the SPS Conference at which the Organisational Review Report - *Unlocking Potential - Transforming Lives* was launched.

At that time I said that I firmly believe that the SPS, working collaboratively and in effective partnership with other agencies in the public sector, can make a real contribution to reducing re-offending, to making Scotland safer. This offers fresh hope and opportunity to those who have become trapped in the judicial system. Prison is and will remain the proper place to incarcerate those who present a real danger to our society; however too many of those who find themselves in prison could lead useful and fulfilling lives if they were able to unlock the potential within themselves. Prison can offer a real chance to develop that potential, to develop skills, and to turn around lives. The SPS has recognised that this is not something that can be achieved in isolation from the wider society, rescuing lives which have been blighted by crime and making Scotland a safer place is a job for all of us.

I also believe that we can only help those who want to change, but we can make it easier for people to want to change. The SPS has a key role to play in creating opportunities in custody to help offenders transform their lives. Thereafter there is a wider responsibility on the community to create this space for offenders to live out that change in our civic society. It is about all of us coming together beyond the criminal Justice System to ‘change the game’ and make a lasting difference. We do not need to work harder, we need to work smarter and we need to work together.

Kenny McAskill
Cabinet Secretary for Justice

The SPS Corporate Plan for the next three years sets out in more detail how SPS will continue to contribute to the Strategy for Justice in Scotland and the Scottish Government Purpose and National Outcomes. It also sets out the ‘Road Map’ which will deliver the refreshed Vision set out in the Organisational Review. It is a challenging Vision for SPS, but it is an equally challenging vision for the wider Scottish community.

If we take this opportunity and can respond to the challenges which it presents, I genuinely believe that there is a real chance of making a radical impact on the number of people that end up in custody, reducing the number of lives ruined by crime and making Scotland safer and more secure.

Kenny McAskill
Cabinet Secretary for Justice

1 http://www.sps.gov.uk/Publications/Publication-5136.aspx
2 http://www.scotland.gov.uk/fileresource/0040/00401836.pdf
I am pleased to publish the Scottish Prison Service’s Corporate Plan for 2014-17, which establishes our strategic direction and related key delivery milestones. This Corporate Plan confirms the challenging programme of change as identified in our far-reaching Organisational Review Report – Unlocking Potential - Transforming Lives. The report, published in November 2013, narrates an incontrovertible, persuasive and exciting case for sweeping change and reform.

The following pages describe our plans and ambitions for the next three years. They reflect our changing aspirations as a service, heralding in a new era for SPS, transforming it into an efficient and effective, fit for the future, outcome-focused service that makes a real difference both to the lives of the people who are sent to our care and to the people of Scotland more generally.

We know that we cannot achieve our Vision without the help and support of our many partners. This Corporate Plan sets out our future journey to make successful co-production the way things get done. As we move forward we will provide regular feedback on progress and lessons learned. We will be open and engaged with the public and with all of our partners as our journey progresses, aiming to achieve co-produced solutions whenever and wherever possible, being resolute and determined to find ways to improve and resolve what often in the past have seemed to be intractable problems. I firmly believe that it is by working together that the people in the many communities of Scotland will experience the real benefits that our transformational programme of change sets out to deliver on their behalf.

Colin McConnell
Chief Executive
Scottish Prison Service
NEW EXPECTATIONS – THE CHANGING JUSTICE CONTEXT

We operate within a rapidly changing and complex environment and cannot be effective as a service if we work in isolation from the wider justice family. There is an increased need for us to improve our alignment with partners to ensure continuity of service. In a literal sense, the challenge facing us is to think beyond the walls and we need to make those walls permeable to partners and services, which will support those in our care.

There has already been significant reform across the wider Justice Sector and the Strategy for Justice in Scotland provides a clear description of vision, aims, objectives, and principles for the Scottish Justice System. This, in turn, provides the underpinning for the future direction of the SPS.

As we move forward over the next three years we have a number of key challenges in the delivery of the transformational change agenda:

• Developing a comprehensive ‘People Strategy’ that will both address the knowledge and skills required for us to deliver on our Vision, and will also underpin the cultural shift required if we are to become an agent for transformational change
• Challenging the traditional approaches, boundaries and silos, and rethinking our arena of activity and how we develop and deliver improved services

Key Drivers
Over the last five years there has been a focus on the effectiveness of justice, penal policy, and the use and practice of imprisonment across Scotland. In July 2008, the Report of the Scottish Prisons Commission produced 23 recommendations around the purpose and impact of the imprisonment in Scotland. In May 2008, Audit Scotland provided a report on the issues and impact of Managing Increasing Prison Numbers in Scotland. In June 2012, the Commission on Women Offenders reported its findings and in November of the same year Audit Scotland reported on Reducing Re-offending in Scotland. Most recently, in March 2013, the Justice Committee completed its Inquiry into Purposeful Activity in Prisons. In addition, a series of HMICIP reports echoed core messages for SPS around the need for improved strategic leadership; greater engagement of offenders in rehabilitative activities; clearer understanding of the allocation of SPS resources; improved delivery of activities that support integrative outcomes; and better evidence of SPS contribution to reducing offending.

Unlocking Potential - Transforming Lives draws on this wealth of evidence and the knowledge and experience of SPS, in setting out an agenda for change which sits at the heart of this Corporate Plan.
The National Performance Framework and the agenda for public services reform outlined in the Commission on the Future Delivery of Public Services underpin what we do.

Success in achieving our Vision will contribute very directly to the following national outcomes:

- We live our lives safe from crime, disorder and danger
- We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others
- Our public services are high quality, continually improving, efficient and responsive to local people’s needs

These national outcomes are reflected in the Strategy for Justice in Scotland. We have a lead role to play in the delivery of the vision in this strategy to contribute positively to a flourishing Scotland, helping to create an inclusive and respectful society in which all people and communities live in safety and security. Where individual and collective rights are supported and disputes are resolved fairly and swiftly.
WHO WE ARE

Established in April 1993, SPS is an Executive Agency of the Scottish Government. We accommodate those who are committed to our care by the Courts, when a custodial disposal is deemed appropriate. We also manage the contract for the Scotland-wide Court Custody and Prisoner Escorting Service on behalf of multi-agency justice partners. The SPS is part of the wider justice family and is accountable to the Cabinet Secretary for Justice.

We provide a wide range of services to care for and support those sent to prison and their families, and in addition we also operate the Victim Notification Scheme for registered victims of crime.

We have 15 prisons located across Scotland, 13 are directly operated by SPS and 2 by private sector operators under contract to SPS. Our operating budget in 2013-14 was £364.5 million and we directly employ 4500 staff Scotland-wide.
OUR VISION

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

In delivering our Vision and Mission, our Operating Task is:

Helping to protect the public and reduce re-offending through the delivery of safe and secure custodial services that empower offenders to take responsibility and to fulfil their potential

We deliver this through:

- **Custody**
  - Managing safe and secure custodial environments
- **Order**
  - Providing stability and order that helps offenders to transform their lives
- **Care**
  - Supporting wellbeing and treating with respect and humanity all in our care
- **Opportunity**
  - Providing opportunities which develop the potential of our staff, our partnerships and the people in our care

The Vision and Mission provide a driving ambition and clarity of direction, establishing our commitment to:

- View ourselves as part of the ‘whole system’; we cannot do this on our own
- Develop a person-centred, asset-based approach; to unlock the potential of our people and those in our care
- Encourage and support our staff and those in our care to be all they can be
- Together with partners strengthen links into communities and support re-integration on release
- Build and market the professionalisation of SPS, and invest in staff as effective change agents

“I’VE CHANGED, BUT SOCIETY’S GOT TO CHANGE TOO.”
Create a workforce planning process and annual capability plan.

Develop staff roles aligned to the People Strategy.

Deliver operational excellence.

Develop strategies for offenders.

An asset-based approach underpins Purposeful Activity.

Engage with local authorities and partners.

Community facing prisons support population management.

Embed the new Directorate Structure.

Drive forward cultural change.

Implement new governance structures and project management processes.
“I FEEL THERE’S A LOT OF POSITIVE THINGS IN PRISON IF YOU ARE WILLING TO USE THEM.”

OUR VALUES

The need for clear Values that are the foundation of how we behave are important in our organisation and reflect our commitment to respecting human rights. Living by strong Values, consistent with the unique nature and responsibilities of our business, will be key to delivering our Mission and are at the heart of every decision we make.

Our staff have contributed to defining our core Values which are:

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.
STRAEGIC PRIORITIES AND OUR COMMITMENTS FOR ACTION OVER THE NEXT THREE YEARS

We have focused on the areas in which we believe we can make the strongest contribution, given our particular role in the Justice System. We have defined this contribution in terms of seven strategic priorities for action.

SEVEN STRATEGIC PRIORITIES
To deliver the Vision and Mission, SPS will focus on seven strategic priorities:

• Embedding the New Vision
• Investing in SPS people
• Delivering effective and efficient services
• Developing a collaborative, outcome focus
• Developing a person-centred, asset-based approach
• Becoming a learning organisation
• Promoting public confidence in SPS

Our strategic priorities directly support the delivery of our Vision and Mission. They define in more specific terms the key ways in which we believe that we can have the most positive impact, in support of the collective national desire to live our lives safe from crime, disorder and danger.

Here we set out what this all means for what we will do over the next three years; what we intend to take forward in each of our strategic priorities; how we will achieve them and how we will measure success.

1. Embedding the New Vision
Making certain that the new Vision is a fully integrated part of all that we do is critical. We will take forward a number of actions to ensure that there is a shared understanding across SPS, of what the Vision means and how we intend to achieve it.

We will:

• Embed the redesigned Directorate structure ensuring that resources are aligned to deliver the outcomes of the Organisational Review Report
• Drive forward cultural change to embed encouragement, engagement, and continuous improvement, and align behaviours and ways of working to the achievement of our ambitious Vision
• Implement governance structures to embed project management processes that will be used to develop strategy and assess future investment proposals, ensuring a co-ordinated approach to estate development, population and financial management planning

We will achieve this through:

• Reviewing the organisational structure to align Directorates with the new Mission which enables increased inter-directorate working maximising the use of resources
• Our People Strategy will create cultural programmes facilitating the adoption of new ways of working, focusing on an asset-based approach for staff and offenders, encouraging innovation and continuous improvement
• Designing governance structures and integrating the change function across the organisation to facilitate change, and embed a project management approach

We will demonstrate successful delivery through:

• Stakeholders and staff providing feedback on the benefits of the new structure, and increasing inter-directorate delivery
• Staff and offenders demonstrating new approaches and behaviours which result in service improvement
• Governance structures and project management techniques being fully adopted within the organisation

2. Investing in SPS People
We recognise that our staff are our key resource. We need to ensure that they have the best possible training and support so that they will have the skills and expertise they need to be real agents of change for the people in our care.
We will:

- Create a workforce planning process and an annual capability plan that will ensure that our staff have clear roles and responsibilities, and help us better understand the knowledge, skills and experience of our staff
- Support staff in further developing the level of knowledge, skills and expertise required, and in introducing new ways of working

We will achieve this through:

- Developing and implementing a People Strategy and workforce planning process that will enable us to have practices designed to attract, nurture and empower teams of talented people who are recognised internally and externally as among the best in their profession
- Developing professional models which will enable recognition of the new roles required by staff throughout the organisation, and the identification of skills and learning interventions that are aligned with our People Strategy to enable staff to have the competence and skills required

We will demonstrate successful delivery through:

- Staff accessing systems that are fit for purpose and up to date, and having clarity on recruitment, selection, succession planning, and talent management through our workforce planning process and People Strategy
- Staff using professional models to plan learning and training and continuing professional development. Individuals taking personal responsibility for their professional practice and development, and provide opportunities to celebrate success

3. Delivering effective and efficient services

To be the best that we can be as an organisation, we not only need to understand our business, we also need to deliver our services in the most effective and efficient ways. While we strive to improve what we do, we also have to understand the needs of those who are committed to our care, and ensure that those needs are recognised and addressed, and that each individual is prepared for re-integration into the community as a citizen.

We will:

- Deliver operational excellence through ensuring effective management of resources to meet regulatory requirements, and focus on the individual offender’s journey
- Develop strategies for those in our care which focus on helping people help themselves, with a particular focus on women, young people, older people, and offenders with disabilities
- Use an ‘Asset-based’ approach to underpin ‘Purposeful Activity’ to ensure that the range of activities and supports that we provide best meet the needs of those in our care, and are tailored to support successful re-integration
- Together with local authorities and other partners improve throughcare of those in custody, recognising that our care must extend into re-integration into the community
- Align our Estates Development Strategy and population management to inform the future shape and capacity of the service focusing on a community facing approach
- As part of our People Strategy invest in enhancing staff training and conference facilities at SPSC

We will achieve this through:

- Allocating resources to prisons and YOIs which enable quality offender services to be delivered locally
- Developing and implementing a new strategy for ‘Purposeful Activity’ which will promote citizenship, develop learning and employability skills, build life skills and resilience, address wellbeing, and motivate personal engagement with both prison and community based services
- Engaging with local authorities, the NHS and wider partners to strengthen inter-agency working to improve service delivery to better support the throughcare of offenders and re-integration into the community
- Managing the development of community facing prisons which will enable better population management and support for transition to the community

We will demonstrate successful delivery through:

- Prisons and YOIs being well managed establishments that meet regulatory requirements with an increased emphasis on individual offender programmes and offender transitions into the community
- Offenders engaging through case management and wider purposeful activity in ways which will have enabled them to plan a route through, and post custody that moves them into a positive outcome, and supports a reduction in offending
- Improved partnership working resulting in better processes for offender integration into the community
- Our approach to population management and estates strategy supporting offenders, and improving transitions to the community

4. Developing a collaborative, outcome focus

We recognise that none of us can do this on our own. All of us who work in the Justice Sector share a common responsibility to deliver a better outcome for the people of Scotland. Through better collaboration and working across traditional boundaries we can achieve much more together than any of us can do on our own.

We will:

- Enhance our engagement with staff, trade unions, other stakeholders, and the community to improve services for offenders
- Ensure a more robust approach to public consultation and engagement, promoting participation, and developing a wider public understanding of the challenging work we undertake for the people of Scotland

We will achieve this through:

- Developing a Partnership Strategy to enhance relationships with stakeholders and increase partnership working to improve services for offenders
- Developing an engagement plan that sets out the blueprint for working with stakeholders and the people of Scotland to improve communications and engagement to help inform the future shape of services

We will demonstrate successful delivery through:

- Stakeholders having clarity on our strategy to increase partnership working, and on roles and responsibilities to improve, and increase services for offenders
- Stakeholders and the people of Scotland being more effectively engaged in shaping services through consultation and engagement, understanding and supporting SPS on its change journey
5. Developing a person-centred, asset-based approach

Traditionally the Scottish Prison Service, in common with many other jurisdictions has seen the need to address the deficits of those coming into custody as its key focus. Our new approach recognises that every individual has their own asset-base which provides a positive and powerful basis for positive growth. To facilitate that growth, and build on these assets.

We will:

- Embed an asset and desistance-based approach at the heart of purposeful activity, creating the systems and processes that will support its introduction and on-going development.
- Engage our prison population in shaping prison services for offenders.
- Understand the knowledge and skills of our staff, creating a map of these assets to identify opportunities for development.
- Ensure that our staff have the knowledge, skills and behaviours necessary to enable the provision of one-to-one engagement with offenders from admission through to their return to the community.

We will achieve this through:

- Developing and implementing an asset and desistance-based approach for working with offenders.
- Developing and implementing a Communication and Engagement Strategy that will improve communications with offenders and staff.
- Developing knowledge and skills programmes for staff to enable one-to-one engagement to support transitions in and through custody.
- Working with staff to understand the knowledge and skills required to undertake asset and desistance-based approaches.

We will demonstrate successful delivery through:

- Offenders accessing a desistance and asset-based approach which will help reduce re-offending.
- Offenders having improved communications on what services are available within the prison service, and the measures to support them back into the community.
- Staff having the skills to provide one-to-one support to aid transitions.
- Staff having access to training and development that supports continuous improvement, enables the delivery of the desistance and asset-based approach to offenders, and encourages new ways of working.

6. Becoming a learning organisation

We recognise the need to learn from others, as well as from our own successes and failures. Realising our Vision will take time but being open to new ideas and building upon what we learn has a key role to play in realising that Vision.

We will:

- Build on good practice, learning from our work with others and creating an environment for continuous improvement.
- Use research to inform strategy and policy, and engage with academia to develop innovative thinking on approaches to offender rehabilitation.
- Develop new tools to provide more meaningful measurement of our performance, and outcomes for those in our care.

We will achieve this through:

- Identifying and sharing good practice within SPS and with our partners, developing our skills and knowledge of continuous improvement for offender services.
- Developing and implementing a Research Strategy and research programme.
- Carrying out horizon scanning and benchmarking to continually improve our services for offenders.
- Developing and implementing a new corporate Performance Management Framework to support the delivery of our Vision and Mission and practice.

We will demonstrate successful delivery through:

- Having a culture of continuous improvement that will identify and share good practice within SPS, and with partners which will improve the outcomes for offenders.
- Research that informs policy and strategy enabling SPS to be a leading voice on offender rehabilitation.
- Horizon scanning and benchmarking that influences and improves services for offenders through identifying best practice, and comparing outcomes and approaches with other jurisdictions.
- Having a corporate Performance Management Framework which provides us with the evidence we need to assess our progress.
- Improved services for offenders through enhancing our knowledge and skills on continuous improvement to inform the development of our performance framework.

7. Promoting public confidence in SPS

Public confidence and support for what we do is vital if we are to achieve the kinds of positive outcomes we want for Scotland. We need to ensure that the people of our nation accept that positive outcomes for those in custody are positive outcomes for society as a whole. Reducing re-offending by successfully re-integrating those in custody back into the community makes Scotland a safer and better place for us all.

We will:

- Provide the public with information about our Prisons, and the positive outcomes that transforming the lives of those in our care can bring to the community at large.
- Communicate effectively with our partners in Scottish Government and the wider justice community including the third sector.

We will achieve this through:

- Developing communications channels to improve public knowledge and awareness of the transformative work being undertaken with offenders, and the benefits to the community.
- Developing and implementing new communications approaches with Scottish Government, the wider Justice community, and the third sector will allow better alignment of policy and services for offenders.

We will demonstrate successful delivery through:

- The public having improved knowledge and awareness of the changes to offender management, the impact on the rates of re-offending and communities.
- Increased understanding by Justice and wider community partners of the offender services being delivered by SPS which will enable better alignment of services and policy making.
FINANCIAL PLANNING

Our budget covers expenditure associated with operating the prison system (both publicly and privately managed prisons), and the provision of a Court Custody and Prisoner Escorting Service on behalf of Scottish Courts, Police Scotland and the wider justice system.

The SPS budget for 2013-16, as approved by the Scottish Parliament in the last spending round, is shown in the table below.

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Allocating Resources

In 2014-15 and 2015-16 we will focus our resources on:
- Implementing the programme of change resulting from the SPS Organisational Review
- Taking forward work to plan the replacement of HMP Barlinnie and HMP Inverness
- Implementing key recommendations from the Commission on Women Offenders, including ensuring suitable fit for purpose prison accommodation tailored for the needs of women
- Completing the disposal of HMP Aberdeen
THE STRATEGY FOR JUSTICE IN SCOTLAND

PURPOSE
To focus government and public services on creating a more successful country, with opportunities for all of Scotland to flourish, through increasing sustainable economic growth.

VISION
Our vision is of a justice system that contributes positively to a flourishing Scotland, helping to create an inclusive and respectful society in which all people and communities live in safety and security, individual and collective rights are supported and disputes are resolved fairly and swiftly.

NATIONAL OUTCOMES

- We live our lives safe from crime, disorder and danger
- We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others
- Our public services are high quality, continually improving, efficient and responsive to local people’s needs

JUSTICE OUTCOMES

- We experience low levels of fear, alarm and distress
- We are at a low risk of unintentional harm
- Our institutions and processes are effective and efficient
- Our public services respect the rights and voices of users

PRIORITIES

- Reducing crime, particularly violent and serious organised crime
- Reducing re-offending
- Tackling hate crime and sectarianism
- Enhancing efficiency
- Supporting victims and witnesses
- Widening access to justice and advancing law reform

- Reducing the damaging impacts of drug and alcohol problems
- Preventing offending by young people
- Reducing the harm from fires and other emergencies
- Increasing public confidence and reducing fear of crime
- Strengthening community engagement and resilience
- Transforming civil and administrative justice

APPROACH

- Building safer communities
- Getting it right for every child
- Whole system approach
- Making justice work
- Victims and witnesses legislation
- Reducing re-offending II

- Road to recovery
- Equally well
- Early years framework
- Achieving our potential
- Reassuring the public
- Police and fire reform