SCOTTISH PRISON SERVICE
PEOPLE STRATEGY 2014 - 2017
OUR PEOPLE

CULTURE
THE OPPORTUNITY TO THRIVE

LEADERSHIP
THE ABILITY TO TRANSFORM

BUILDING PROFESSIONALISATION
THE POTENTIAL TO DEVELOP

HR EFFECTIVENESS
THE SOLUTIONS TO SUPPORT

THE OPPORTUNITY TO THRIVE
I am pleased to publish the Scottish Prison Service’s People Strategy. In this document we outline the strategic direction which will develop our workforce and meet the challenge of delivering our agenda for change, as published in our Organisational Review Report: Unlocking Potential – Transforming Lives, and our Corporate Plan 2014–17. We are striving to deliver a professional, outcome-focused service that will transform the lives of those in our care and make a difference to the people of Scotland.

In producing this Strategy we consulted widely with a variety of stakeholders and at an early stage, we involved staff across the organisation, drawing from the expertise of people from a broad range of roles and responsibilities. This collaborative approach uncovered key issues and helped to identify possible solutions. I would like to thank all those who took part for their candour and commitment to this process.

Our People Strategy articulates what we aim to achieve by 2017, with work already underway to implement the necessary changes to succeed in achieving this. The Executive Group will agree the People Plan that supports this Strategy, which will set out key targets and timelines against which we will measure and report progress.

Our people are our most valuable asset and investing in our staff will help to support the integration of prisoners back into communities and reduce reoffending. I very much look forward to working with colleagues in the Scottish Prison Service and our partner organisations to ensure that we achieve maximum impact from our collective efforts.

Catherine Topley
Director of Corporate Services
Our People Strategy sets out how we will harness and develop the talents of our people, ensuring that as an organisation, we are well-placed to respond to the challenge of Unlocking Potential – Transforming Lives.

The Strategy incorporates the development of an asset-based approach that seeks to empower both individuals and communities, to recognise and make use of their own strengths, helping eradicate future inequalities and generational offending. It also incorporates the importance of understanding desistance and working to support desistance in all staff training and delivery so to further create opportunities for individuals to break the cycle of reoffending.

This Strategy is derived from the 2013 Organisational Review and supports the 2014-17 Corporate Plan. It is informed by the many challenges we face in meeting the future needs of our prisoner population and supports the delivery of the Scottish Government’s strategy for a Safer and Stronger Scotland through supporting desistance from crime. The People Strategy will evolve through feedback from staff events, our staff survey, the Corporate Plan and the Justice Strategy for Scotland.

However, our Vision can only be achieved with the trust and co-operation of those in our care. Therefore SPS will retain, develop and recruit our workforce to consistently display our Values:

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<tr>
<td><strong>BELIEF</strong></td>
<td>We believe that people can change.</td>
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<td><strong>RESPECT</strong></td>
<td>We have proper regard for individuals, their needs and their human rights.</td>
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<tr>
<td><strong>INTEGRITY</strong></td>
<td>We apply high ethical, moral and professional standards.</td>
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<td><strong>OPENNESS</strong></td>
<td>We work with others to achieve the best outcomes.</td>
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<tr>
<td><strong>COURAGE</strong></td>
<td>We have the courage to care regardless of circumstances.</td>
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<tr>
<td><strong>HUMILITY</strong></td>
<td>We cannot do this on our own; we recognise we can learn from others.</td>
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Our People Strategy will deliver a model that will deliver our Values across the organisation, taking account of the Vision and priorities detailed in the Corporate Plan.
In order to deliver our ambitious organisational Vision, *Helping to Build a Safer Scotland – Unlocking Potential – Transforming Lives*, we must develop, nurture and grow our people.

Our People Strategy will be underpinned by an annual People Plan for each of the next three years, which will set out clear actions, timescales and measures for success.

**In the delivery of this Strategy we will:**

- Create an environment in which our people can thrive professionally.
- Nurture a high-performing workforce, who are proud to be making a difference in Scotland.

To accomplish each of these aims we will continually measure the success of our People Strategy, making adjustments and improvements as they are needed along the way. The Strategy is designed to grow and evolve along with transformational change seen in SPS and our people.
The People Strategy covers all employees of the Scottish Prison Service. It seeks to describe the working environment that each member of staff should recognise and contribute to, and is split into four interrelated themes:

**AIM**

**CULTURE**
We aspire to a culture where continuous improvement is the responsibility of all staff, and which provides the opportunity for our people to thrive professionally.

**LEADERSHIP**
We will embed a leadership and management model that is inclusive and aligned to our organisational Values and behaviours, promoting openness and transparency at all levels.

**BUILDING PROFESSIONALISATION**
Our staff will be able to develop their skills in order that they can contribute to our strategic priorities.

**HR EFFECTIVENESS**
We will deliver coherent and streamlined HR policies and procedures to support the delivery of the People Strategy.

Outlined in the SPS Organisational Review, and underpinning the delivery of the strategic priorities identified in the 2014-2017 Corporate Plan, these themes represent the way in which we expect all staff to contribute to strategic priorities, to demonstrate creativity and innovation and to deliver operational excellence.
How will we achieve this?

This will be achieved through a fit for purpose organisational staffing and leadership structure.

The People Plan that underpins the delivery of this Strategy will include clear actions, timescales and measures for success. The successful implementation of the People Plan will be achieved through working in partnership with staff groups, including think tanks, trade unions and the People Strategy team.
Our People Priorities
Our Values, culture and ethos are driven by the unique environment in which our staff work. Our Values will be the foundation of how we behave, treating each other and those in our care with respect and dignity. We must set the highest professional standards and foster a truly inclusive culture so that we have the moral and legal authority to deliver our contribution to reducing reoffending and be recognised and valued by all in society.

Key activities will include:

■ Working in partnership with our staff and our recognised trade unions to develop a supportive culture, where everyone encourages and reinforces behaviours aligned to our organisational Values.

■ Maintaining a dialogue with our staff by being actively visible through surveys, consultations and events, recognising and responding to ideas and opportunities to change.

■ Supporting SPS’ commitment to equality and diversity and health and wellbeing.

■ Contributing to wider social objectives through the active promotion of apprenticeships and the role of communities in the rehabilitation of those in our care.

■ Harnessing digital and other technologies that will enable the most effective work practices and provide more meaningful and relevant interventions with those in our care.

■ Capturing and sharing stories of best practice in the use of asset and desistance based approaches; ensuring staff understand their unique role in supporting offenders.

■ Reviewing our organisational structures to reinforce the role of leaders and managers in supporting cultural change.

■ Developing new ethical and behavioural standards.

■ Creating a staff culture that challenges negative attitudes and behaviours and promotes positivity and learning.
Exemplary leadership skills and behaviours from all staff are essential in the successful delivery of our People Strategy. We will develop leadership capability for all staff to ensure that they understand their leadership style, impact and individual contribution to the Corporate Plan. A greater emphasis is to be placed on preparing staff to deliver change effectively and promptly.

**Key activities will include:**

- Defining and publishing a new leadership model.
- Ensuring all staff have outcome-based objectives linked to the Corporate Plan within their Performance Reviews.
- Developing the leadership capability and skills of all staff and encourage shared learning to embed transformational change.
- Reviewing the role, training and support of First Line Managers and their operating context.
- Investing in all staff in order that they can inspire, influence and lead others.
- Providing a transparent and accessible career and succession planning model.
- Expanding and embedding the existing coaching and mentoring network, utilising the experience of our existing staff to support each other across all areas.
- Promoting flexible, interdisciplinary team working with secondments to give staff the opportunity to broaden their experience, skills and knowledge and operate effectively in an increasingly cross-functional work environment.

To embed a leadership and management model that is inclusive and aligned to our organisational values and behaviours, which promotes openness and transparency at all levels."
All of our staff are professional and hard-working, with our work being varied and wide-ranging. This means we operate honestly and always show integrity; that we are accountable for our decisions and are willing to recognise and be responsible for our performance.

The role of the Prison Officer is changing. In the future the Prison Officer will support a reduction in reoffending by supporting desistance using an asset based approach in a demanding and challenging environment.

In order to achieve this we need to ensure our staff are equipped with the relevant underpinning knowledge and core skills so that they are able and empowered to become catalysts for change.

Key activities will include:

- Identifying the skills, behaviours and knowledge required for a modern and responsive service.
- Developing a professional development framework and equipping our staff with the products and tools to achieve success.
- Reviewing and aligning recruitment practices to our Values and aspirations.
- Promoting internal and external recognition of the valuable role of all prison staff.
- Developing and training staff to improve outcomes by promoting a desistance approach.
- Designing and delivering Prison Officer training packages to support case management, promote professional approaches and encourage advocacy.
- Recognising the diversity in our prisoner population and designing and delivering bespoke training for specific prisoner groups.
- Developing structures to support reflective practice and shared learning.
- Investing in improving our training and conference facilities at the Scottish Prison Service College and extending our academic accreditation status.
- Identifying opportunities for delivering Cross-Justice Training collaboratively with partner organisations.
- Developing and publishing our corporate training plan.
As SPS transforms, so must our HR services in order to ensure people management is integrated within overall business planning in support of the Corporate Plan. We aim to provide HR support that seamlessly integrates with the delivery of our strategic priorities and the work of the wider justice community and networks.

**HR EFFECTIVENESS**

**Key activities will include:**

- Reviewing and embedding performance management linked to the delivery of the Corporate and Annual Delivery Plans.
- Changing the culture and behaviours around performance by supporting managers to conduct meaningful performance reviews.
- Producing and integrating coherent HR policies that are robust, simple and effective.
- Integrating HR strategies within the Corporate Plan – anticipating, leading and embedding transformational change.
- Launching a new e-HR system and management information systems. Allowing greater user ownership of data and improvement of management information.
- Working closely with our trade union partners to introduce the necessary changes to our industrial relations landscape that support the People Strategy.
- Introducing new methods of recognising success for one-off impact success stories, consistent high achievers and those staff that excel in their role.
- Reviewing and expanding innovative reward systems.
- Encouraging and celebrating innovation in local reward and recognition practices.
We will evidence success for every activity within our People Strategy. This will be undertaken through both qualitative and quantitative measures which will include performance indicators, such as staff survey results and management information, such as turnover data.

This will be achieved through:

- SPS staff fully embracing the organisational Values and behaviours and demonstrating this through their interactions with those in our care, colleagues, the public and key stakeholders.

- Our leadership team across SPS demonstrating strong and effective leadership to drive forward change and to ensure delivery of our Corporate Plan.

- Staff having access to training and development opportunities to help them develop the skills and competencies to support asset and desistance based approaches.

- Our HR policies and procedures supporting the retention and recruitment of staff, focused on the needs of attracting and retaining a highly skilled workforce.

- Evidence of well-managed change programmes, collected by audits, feedback or pulse-surveys of specific programmes and in staff survey feedback.
The publication of this strategic framework document is part of the transformational journey, a journey that began in November 2013. A tremendous amount of work has been undertaken already in exploring what is required, understanding the needs of SPS and engaging with staff to shape our delivery plans.

This Strategy will only be realised by continuing to work in partnership, ensuring our staff are fully consulted and involved in the decisions that affect them. To support staff in keeping up to date with progress and involved in the shaping of the delivery plans we have created a dedicated intranet site.

This site can be accessed via the main SPS intranet. Staff will be able to keep abreast of all the latest information and find answers to questions they will have, as we progress the development and implementation of our People Strategy.

Additionally, staff will be able to feed back their views and comments through a ‘have your say’ area, as well as accessing other key documents from which the People Strategy is derived, including:

- The Organisational Review
- Corporate Plan 2014-17
- Annual Delivery Plan 2014-15
OUR VISION CAN ONLY BE ACHIEVED WITH THE TRUST AND CO-OPERATION OF THOSE IN OUR CARE."

Catherine Topley
Director of Corporate Services
Executive Sponsor – The People Strategy