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FOREWORD

The Scottish Government projects a clear and compelling vision for Scotland: a nation in which there is fairness, safety, prosperity and opportunity for all its citizens. I firmly believe that the Scottish Prison Service has a major part to play in the realisation of that vision.

The challenge facing the SPS is to create an environment and a range of supports which will empower those in our care to unlock their true potential and to transform their lives as fully enfranchised and contributing citizens. Unlocking Potential and Transforming Lives will not only bring huge benefits for those in our care; those same benefits will also make a real and positive impact on those communities most affected by crime and more generally, society as a whole.

The men and women of the Scottish Prison Service are uniquely placed to help catalyse the opportunities for change amongst those who are sent to custody. Our staff can help those in their care to develop positive aspirations and turn them into real and sustainable life plans for the future.

Creating the opportunities, circumstances and respectful relationships that make such fundamental transition possible will require a degree of skill and professionalism that has not before been made available in the prison setting. This document sets out how and why SPS will make the ground-breaking journey towards making all of this not only possible, but a reality.

The Scottish Prison Service embraces both the challenge and opportunity to play a crucial role in achieving our Government’s vision for a Safer and Stronger Scotland.

Colin McConnell

COLIN McCONNELL
CHIEF EXECUTIVE, SCOTTISH PRISON SERVICE
The Scottish Prison Service (SPS) is an Executive Agency of the Scottish Government. We provide secure accommodation for those people who are committed to our care by the Courts, when a custodial sentence is deemed appropriate. We provide a wide range of services to care for and support those sent to prison and their families.

We have 15 prisons located across Scotland, 13 of which are directly operated by SPS, and two by private sector contractors. Our headquarters are located in the central belt.

Our operating budget in 2015-16 was £328.7 million and we directly employ 4,651 staff across Scotland.

We are part of the wider justice family and are accountable to the Cabinet Secretary for Justice.
SCOTLAND’S PRISONS

01 Addiewell
02 Barlinnie
03 Castle Huntly
04 Cornton Vale
05 Dumfries
06 Edinburgh
07 Glenochil
08 Grampian
09 Greenock
10 Headquarters
11 Inverness
12 Kilmarnock
13 Low Moss
14 Perth
15 Polmont
16 Shotts
THE PROBLEM

Collectively, as a justice community and society, we are letting down some of Scotland’s most vulnerable citizens. A deeply entrenched cycle of offending and reoffending continues to have corrosive consequences for Scotland. We can and must break this cycle.

CRIME BRINGS ECONOMIC AND SOCIAL COSTS

Last year almost 15% of Scottish adults were victims of crime. Crime costs the country an estimated £4.85 billion annually1, damages communities and wastes human potential.

MANY PEOPLE IN SCOTLAND EXPERIENCE CUSTODIAL SENTENCES AND COME INTO THE CARE OF THE PRISON SERVICE

A total of 106,507 people were convicted last year in Scotland, the second consecutive annual increase in convictions. Custodial sentences represent around 13% of all convictions and have remained relatively stable over the last ten years2.

THE PRISON POPULATION IS NOW HIGH BUT STABLE

Scotland’s daily prison population was 7,675 last year and remains among the highest per head of population in Western Europe3. Projections suggest that the prison population will remain stable over the next decade, averaging 7,800 annually4.

THE MAKE-UP OF THE PRISON POPULATION IS CHANGING

There is a particularly strong link between offending and the disadvantages that people in custody have previously experienced, with two-in-five prisoners coming from the most deprived parts of Scotland5. These circumstances are no longer acceptable if we are to deliver on the Scottish Government’s vision for an equal Scotland.

PEOPLE IN CUSTODY HAVE A COMPLEX RANGE OF NEEDS6

These require a diverse range and interaction of services and service providers. There are hopeful signs that with the right leadership, direction and collaboration across the justice community we can make a significant difference – this is already evident, for example, there has been a 59% reduction over the last decade in young men aged under 21 receiving a custodial sentence, and the associated drop in reconviction rates7.

1. Refers to the economic and social cost of crime derived from the Costs of the Criminal Justice System in Scotland Dataset, September 2016
3. 145 incarcerations per 100,000 population based on International Centre for Prison Studies World Prison Brief, 2014
5. Based by an analysis of SPS data in March 2012
6. See the SPS Scottish Prisoner Survey 2015 for further evidence
COMPLEX NEEDS TO ADDRESS

MENTAL HEALTH

HEALTH

RELATIONSHIPS WITH FRIENDS AND FAMILY

ATTITUDES TO OFFENDING

EDUCATION & TRAINING

EMPLOYMENT

SUBSTANCE MISUSE

AVAILABILITY OF SUITABLE HOUSING

FINANCIAL DIFFICULTIES
REOFFENDING IS A CONTINUING PROBLEM IN SCOTLAND

While reoffending is at its lowest level for many years, 42% of people who leave Scotland’s prisons are reconvicted within two years. More than one-in-five people convicted have ten or more previous convictions.

People who commit relatively low-level crimes but in high volumes are more likely to be reconvicted, and be awarded short sentences.

OUR COLLECTIVE CHALLENGE

£4.85 BN THE ECONOMIC AND SOCIAL COSTS OF CRIME IN SCOTLAND

£36,724 AVERAGE COST OF A PRISON PLACE

106,507 CONVICTIONS IN SCOTTISH COURTS

13,977 PEOPLE CONVICTED AND SENT TO PRISON

256,350 RECORDED CRIMES IN SCOTLAND

15% CHANCE THAT A SCOTTISH ADULT WILL BE A VICTIM OF CRIME

63% OF CITIZENS NOT VERY OR NOT AT ALL CONFIDENT PRISONS ARE EFFECTIVE AT REHABILITATION

58% OF PEOPLE WHO LEAVE PRISON ARE NOT RECONVICTED WITHIN 2 YEARS

42% OF PEOPLE WHO LEAVE PRISON ARE RECONVICTED WITHIN 2 YEARS

7,675 AVERAGE DAILY PRISON POPULATION

285 DAYS AVERAGE CUSTODIAL SENTENCE
The current level of re offending has significant implications for criminal justice and other public services. For example, research carried out by the Scottish Government conservatively estimated that the total cost of re offending over a ten-year period by a single cohort of people in custody who had three or more previous convictions was £5.4 billion\(^\text{11}\).

While the problem is now reasonably well understood, there has historically been a mismatch between the services available to prisons in Scotland and those required to reduce re offending. The activities and opportunities available have been subject to variability, largely based on the historic characteristics of the custodial population, and driven by outdated assumptions and goals. This means that people in custody have had access to services based on historical precedent and not targeted interventions to reduce the risk of re offending. There remains a large group of short-term prisoners who are not routinely entitled to support to desist from offending on release and, where support is offered, the take-up is low\(^\text{12}\).

REDUCING REOFFENDING: THE EVIDENCE

There is a strong body of evidence on what is effective in reducing re offending\(^\text{13}\):

- Relationships between workers and people in custody that are based on mutual respect and trust; are flexible and non-judgemental; and sustained in the move between prison and the community.
- Adopting a holistic approach tailored around individuals and their particular needs, recognising these may change.
- Supporting people to find employment; to improve relationships with their families and with the communities they live in; and to manage their own lives better.

OUR THEORY OF CHANGE

Our goal is to make Scotland safer by protecting the public and reducing reoffending. We achieve this by ensuring delivery of secure custody; safe and ordered prisons; decent standards of care; and opportunities for those citizens in our care to develop in a way that helps them to successfully integrate with the community on release.

Together with our Corporate Plan published the following year, our Review charted a new direction for the Scottish Prison Service. It introduced a more person-centred, desistance-focused and collaborative approach to our work, where we play our full part in a ‘whole system’ approach to justice. Our People Strategy was then developed and launched in 2014 to support the development of the staff and the culture to deliver this.

Our Theory of Change is now well-defined and has received almost universal acceptance. The chain of cause and effect set out on the following pages describes the destination we are aiming for (Outcomes) and the journey we must make to get there (Activities).

Our Organisational Review Report in 2013, Unlocking Potential: Transforming Lives challenged us to think more deeply about the type of organisation we are and must become.
KEY ASSUMPTION

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, re-constructing lives, encouraging community cohesion, reducing future victims, and lowering the cost and threat of crime.
The Theory of Change:

**INPUTS**

- Leadership
- Legislation
- Policies
- People
- Finance
- Estate
- Technology
- Partnerships
- Prisoners
- Evidence

**ACTIVITY - OUTPUTS**

- Person-centred engagement
- Constructive interactions
- Offending Behaviour interventions
- Support planning
- Asset-based case management
- Community engagement and support
- Increased stability and self-sufficiency
- Increased motivation to engage and change
- Increased life management skills
- Increased interpersonal skills
- Increased pro-social attitudes
- Improved mental health and new thinking styles
- Increased personal agency and self-efficacy
- Developing a non-criminal identity
- Increased skills for learning and employment
- Increased connection with family, friends, community

**SHORT-TERM OUTCOMES**

- Life skills activities
- Citizenship activities
- Wellbeing activities
- Learning and work activities

**INDIVIDUALISED ACTIVITY**

- Security and order
INTERMEDIATE OUTCOMES*  
LONG-TERM OUTCOMES  
NATIONAL CONTRIBUTION

TRANSFORMED LIVES*

Responsible citizens

Responsible citizens

Responsible citizens

Healthy citizens

Connected citizens

Selected Justice Outcomes

Low levels of crime

Low Levels of fear, alarm and distress

People and communities respect each other, exercising both rights and responsibilities

National Outcomes

Lives safe from crime, disorder and danger

Strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others

* Linked to Nine ‘National Offender Outcomes’:
1. Sustained or improved physical and mental well-being
2. The ability to access and sustain suitable accommodation
3. Reduced or stabilised substance misuse
4. Improved literacy skills
5. Employability prospects increased
6. Maintained or improved relationships with families, peers and community
7. The ability to access and sustain community support, including financial advice and education
8. The ability to live independently if they choose
9. Improvements in the attitudes or behaviour which lead to offending and greater acceptance of responsibility in managing their own behaviour and understanding of the impact of their offending on victims and on their own families
PERSON-CENTRED ACTIVITIES

Our Theory of Change involves co-designing, prioritising and sequencing appropriate interventions.

Key features of this include:

– A steadfast focus on maintaining secure custody and order in prisons, to provide the safe environment in which we can work with those in our care.
– Professional staff that lead by example, to motivate and constructively challenge those in our care – interacting with people in a way that capitalises on the countless opportunities to influence lives.
– Individually tailored support packages for everyone – one person, one plan – facilitated by an ongoing and supportive case management role.
– Access to purposeful activities and behavioural interventions that take account of the unique strengths and needs of each individual.
– A collaborative way of working that brings together a complex network of relationships, community resources and opportunities around the individual.

We continue to design our organisation, our systems and procedures so that they are, in themselves, components of a life-changing approach. In this, we are realistic about the complexity and difficulty of the process of individualising support for change.

UNLOCKING POTENTIAL

Our Theory of Change encompasses the immediate and tangible changes that we can expect through a more person-centred and desistance-focused approach.

We know that with the right motivation, support and opportunities people can make the journey to realise their potential as citizens. Such success is underpinned by the right relationships in the right place at the right time.

A combination of evidence and experience tells us that we can hope to see:

– An early stabilisation of circumstances
– The rekindling of hope and belief
– Increased motivation to engage and change
– The development of agency (or self-determination)
– Increased pro-social attitudes, skills and behaviours
– Improved mental health and new ways thinking
– The developing of a non-criminal identity and self-perception
– Increased skills to support learning and employment
– A strengthening of family and social networks

These and other changes represent a continuum, from 'just doing time' through the necessary turning points to realising their full potential as citizens.

We recognise, however, that changing the behaviour of people in our care is challenging and can take time. We know that the journey is different for every individual. We are therefore realistic about our ability to affect sustained change in all cases, but we also know that we can never give up in our efforts to achieve our ambitions for every individual.
TRANSFORMING LIVES

Our Theory of Change points to the intermediate steps that we can hope for as the people pass through our care and begin to Resettle in their community.

Our goal is to assist these returning citizens to become:

- **Responsible** citizens, who accept responsibility, make reparation, and are empathetic and active contributors to their community.
- **Resilient** citizens, who have the ability to cope and the life skills needed to access support, seize opportunities, and overcome the obstacles that inevitably arise.
- **Employable** citizens, who have the knowledge, skills and attitude required to navigate employment opportunities and secure and hold down a job.
- **Healthy** citizens, who have the knowledge and ability to make good lifestyle choices and sustain positive physical, mental and social wellbeing.
- **Connected** citizens, who have a place in society, including a home, and positive attachments to family, friends and neighbours.

We know that successful reintegration depends on many factors, some within the control of the returning citizen and others dependent on the forgiveness, acceptance and support they receive from their community.

CONTRIBUTING TO NATIONAL OUTCOMES

Our Theory of Change confidently asserts that by unlocking potential and transforming lives we can make a direct and positive contribution to community reintegration and to a reduction in reoffending within a safer Scotland.

This in turn contributes to lower levels of crime; ameliorated perceptions of crime; and increased cohesion and respectful behaviours across our communities. These are key intended outcomes of the Justice Strategy for Scotland.

Ultimately, the Scottish Prison Service plays its part in ensuring safer and stronger Scottish communities. This is at the heart of the Scottish Government’s stated purpose and is embodied in national outcomes.
DELIVERING ON POTENTIAL

We have seized the opportunity to unlock our own potential and in doing so, begin to transform the lives of others. A portfolio of transformative activity is underway within the Scottish Prison Service, and at the point of interface with other agencies and the community at large.

CATALYST FOR CHANGE

Like other parts of Scotland’s public sector, we are committed to ensuring that our services are high quality, continually improving, efficient and responsive to people’s needs.

This commitment has led us to redefine the role and purpose of our organisation. Our 2013 Organisational Review set out a challenging and ambitious agenda for change. With its key message of hope and transformation, it offered a clarion call to the service; a call that has inspired and lifted our people.

Building on our strong track-record of delivering effective custody and sound operational management, we are now working to:

- Embed our new vision and operating model
- Professionalise and invest in SPS staff as effective change agents
- Develop effective and efficient custodial and Throughcare services
- Cultivate a more collaborative, outcome-focused style of working
- Introduce a person-centred, asset-based approach
- Become a more evidence-informed, learning organisation
- Promote public confidence in the Scottish Prison Service

Over the last three years, we have continued to deliver impressive levels of performance – maintaining custody, order, care and opportunity – while taking measurable strides towards becoming the type of organisation that we aspire to be.
The transformation of the Scottish Prison Service is now gathering pace, with work underway to strengthen our focus on **person centred**, **performance**, **partnership**, and **people** – an agenda aligned to the four pillars of public service reform. The scale and importance of our work is such that it will require an evolving portfolio of transformational activity over several years.
EMBEDDING DESISTANCE-FOCUSED PRACTICE

An emphasis on desistance is essential if we are to help prevent reoffending. As such, we have developed, tested and evaluated new asset-based, desistance-focused techniques. We have revised the Core Screen assessment process (used when people first enter prison) and we are now considering the potential of a Short Term Prisoner Integrated Case Management process that has operated successfully at HMP Perth. AIRMAPS (Asset Inquiry Reports) have also been successfully embedded in HMP Low Moss since opening and now rolled out across six pilot sites for further testing. Also, as part of our People Strategy, staff who have joined the Scottish Prison Service in the last 18 months have received additional educational input to help support their understanding of desistance, and how best to work with those in their care to promote positive outcomes.

UNLOCKING THE POTENTIAL OF YOUNG PEOPLE

We know that a young person’s time in custody can either adversely affect their future prospects or offer a rare chance to become successful learners, effective contributors, and responsible citizens. This is the basis of our vision *Young People in Custody*, which is now delivering tangible progress. There has been substantial investment to improve the learning facilities, activities, and youth work support within HMYOI Polmont.

Increasing numbers of staff have also now been trained to work with young people on the development of their individual plans. This is already leading to improving relationships and increased motivation and engagement with young people in our care.

We have embarked on a decisive shift towards person centred – prioritising and investing in actions that will reduce future demand by preventing problems arising or dealing with them early on. Critical to this is the way that we are now working with children, young people and families, and embedding a focus on desistance across everything we do.
ENGAGING WITH CHILDREN AND FAMILIES

We recognise that a family member’s imprisonment can have a traumatic effect on vulnerable children and that we must intervene early to mitigate lasting impact. We have therefore developed a holistic family-based approach, providing child-centred visits to prison and ongoing community support. Family Help Hubs are now located in a growing number of Scotland’s prisons. Parenting intervention programmes are also operating in many prisons and there are further initiatives emerging across all prisons.
We have initiated a sharp focus on strengthening performance, through evidence-informed process improvements and the redesign of key activities and services. This approach has allowed us to seize the opportunity to make considerable progress on a number of fronts.

DEVELOPING OUR LEARNING AND SKILLS ENVIRONMENT
A commitment to learning is vital if we are to prepare people to meet the challenge of responsible citizenship on their release. As such, our new Learning and Skills Strategy has fuelled considerable progress in bringing about a richer curricula choice, motivating and increasing participation in learning, and developing new generation contracts for the delivery of learning services in prisons. Considerable innovation is evident throughout the custodial environment, including New College Lanarkshire’s award-winning, prisoner-led ‘STIR Magazine’ and Fife College’s numeracy development programme ‘Money for Life’.

STRENGTHENING PAROLE SERVICES
We have taken the opportunity to work with justice partners to design and introduce efficiency improvements to the administration of the national parole system. As part of the Parole Change Project, we have tested a new Parole Dossier Service in HMP Shotts. Based on learning, we are putting in place changes to our parole responsibilities across the prison estate, ensuring that our Case Conference, Risk Management, and Progression Guidance are fit-for-purpose.

RETHINKING PURPOSEFUL ACTIVITY IN PRISONS
We are working to make a major shift from prison-led, generic programmes to individualised activities that can engage and inspire everyone. Our Purposeful Activity Strategy is a long-term change process that is being prioritised and sequenced. Priority initiatives include the review of psychological services, Throughcare service development, health improvement, and enterprise, employability and work opportunities. Strengthened relationship building and individualised case management by prison officers will be central to making the most of our redesigned activities and opportunities.
We have made significant and historic progress in forging the localised partnerships and collaborative activities that will deliver better outcomes for the people passing through our care. This is now set within the context of plans for a more locally empowered and consequential model of continuity, engagement and delivery across Scotland.

SUPPORTING COMMUNITY JUSTICE REFORM
The justice landscape has been changing fast and we are both leading and responding. We are supporting the development of Community Justice Scotland and working with Justice and Community partners to play our full part in community planning arrangements. These new partnership arrangements will help us ensure that the journey from custody to community for those in our care achieves the best possible outcomes for both the person and the system.

TESTING PUBLIC SOCIAL PARTNERSHIPS
We recognise the vital role that the third sector plays. Our strategic Public Social Partnership (PSP) at HMP Low Moss enabled us to work with Turning Point Scotland and other third sector partners to co-design and test a ‘pathway’ of Throughcare support. The evaluation evidence from Low Moss has demonstrated how a model of embedded and co-ordinated Throughcare support can improve services to people who serve short-term sentences and contribute to improved reintegration. It has also generated important design and implementation lessons for establishing effective Throughcare pathways.

ENABLING COMMUNITY PARTNERSHIPS
We are empowering our leaders across the prison estate and enabling successful community partnerships to flourish. For example, the Paws for Progress project with Fife College and the University of Stirling is successfully engaging with young people in HMYOI Polmont to train rescue dogs for rehoming. Our partnership with Freedom Bakery in HMP Low Moss is providing prisoners with the skills and qualifications needed to become artisan bakers. Our work with Glasgow Together is creating the opportunity for employment and construction skills training for men moving on from HMP Barlinnie.
DEVELOPING OUR PEOPLE

We are working to unlock the full creativity and potential of colleagues across our organisation and beyond. Whilst still early in our organisational change programme, a significant proportion of our people have already embraced emerging opportunities, by performing new and more change-enabling roles. These changes are already beginning to add capacity and impact to the contribution we make.

CONTINUING PROFESSIONAL DEVELOPMENT

We are creating targeted learning and development opportunities to improve key services. For example, in the last year, 400 staff at HMYOI Polmont have accessed specialised training programmes to support Young People in Custody; 266 staff from across prisons have been trained in Understanding Desistance; 59 staff have completed our Women in Custody course; and a further 48 staff have undergone training in Enhanced Throughcare Responsibilities. The nature and delivery of training is evolving to meet the needs of the people we care for. To supplement traditional face-to-face training, over 11,000 hours of online learning was undertaken by our staff over the same period.

INTRODUCING A PROFESSIONAL QUALIFICATION

Our frontline staff are our most important asset and instrumental in our transformation towards becoming a fully developed wrap-around, end-to-end, ‘Citizen Recovery’ service. As such, we have worked towards the development of a new higher education qualification for prison officers comprising a series of modules in a 240-credit qualification. A provisional curriculum has been developed and we are moving into the detailed development phase. Our ‘Shaping Our Future’ project will introduce this as part of a wide-ranging package of activities that will professionalise our workforce.
We have recognised that the experience of custody goes beyond the prison gate. The right support in the days, weeks and months after liberation is both fundamental and crucial in helping people to re-establish themselves as they adapt and adjust to the challenges they face. We have developed and tested new partnership, engagement and support approaches. Following the success of a pilot project at HMP Greenock, we have invested substantially in the development of a dedicated team of 41 Throughcare Support Officers who are active throughout Scotland. In the last year alone, this has resulted in over 1,000 short-term prisoners engaging in voluntary Throughcare arrangements, accessing tailored support during the high-risk transition phase from custody into the community.
SHAPING OUR FUTURE

SPS is on a demanding and ground-breaking journey of reform; rethinking the nature, practice and purpose of custody. The proposals embodied in the Shaping Our Future initiative – which deploys the principle of form following function – will deliver the skilled, professional and flexible workforce needed for this journey.

THE CURRENT SITUATION

We have a workforce with a strong public sector ethos and a staff team that demonstrates strong alignment with the purpose of our work. People take pride in their vocation, with a job in the Scottish Prison Service providing a real sense of personal accomplishment. However, there is a mismatch between the culture, roles, and competences currently in place, and those we will need for future success:

- Front-line staff are not enabled to work to their full potential. We continue to operate through a restrictive, hierarchical system that has traditionally rewarded ‘command and control’ type behaviours. Our prison officers work within rigid job functions and are afforded limited power, responsibility or control over their work.

- Front-line staff are not yet fully equipped or supported to deliver the outcomes we aspire to. Traditionally, our focus has been on equipping officers to maintain security, order and decent standards of care. Our current framework of competences does not encompass the relational skills, leadership behaviours and motivational ‘agent of change’ toolkit now needed to realise our ambitions. Required knowledge and skills are far too concentrated in a relatively small cadre who carry out specific roles. This is hugely limiting.

- Opportunities are being missed to meaningfully and positively transform lives. Our current job roles, systems of operational deployment and legacy-bound case management limit the opportunity to constructively interact with people with a renewed focus on personal change and growth. Also, within our current operating model and skillset, we cannot easily redirect resources and activity towards the productive, desistance-focused efforts that evidence tells us will be most effective.

The feedback from both our staff and the people in our care offer encouraging signs that change is already underway but that we must do more; do it more quickly; and be determined to sustain improvements for the longer-term.

The SPS People Strategy has put engagement, learning and development at the forefront of our path to continued success. Aligned to this, ‘Shaping Our Future’ was developed in consultation and will help change culture, build organisational and individual capabilities, and improve service outcomes as part of a coherent approach to professionalisation.
PROFESSIONALISATION

If we really are to unlock the potential of those in our care, and truly become a ‘Citizen Recovery’ service, then it is our front-line team who will be the driving force. It is the role of corporate leaders to give every staff member the necessary tools and skills to do their job alongside appropriate levels of discretion to help them do so effectively and sensitively.

Our goal is therefore to unlock the full potential of our frontline staff. This means developing the potential of prison officers towards achieving the status of Justice Professional, while recognising and supporting the important contribution of non-operational staff.

To achieve this we are proposing the professionalisation of our front-line workforce through class-leading re-design of training and education; a professional code of practice; and clearer and more efficient means of deploying highly skilled and professionally responsible staff members as agents of positive change. We will do so in a way that contributes to the realisation of our vision for the Scottish Prison Service to unlock potential and transform lives.

This change-challenge is being engaged for four vital reasons:

1. It is a mission-critical reform. We have made considerable progress so far but, put simply, we cannot realise the full potential of a desistance-focused approach without associated changes in our people, skills and processes.

2. We are transforming from a good organisation to a great one. This requires highly skilled and talented people in strategic, operational and non-operational support roles to make our ambitions a reality.

3. It is our public duty and responsibility as an employer. We recognise that specialist skills and competences are required for the increasingly specialist and complex work that we will do. We have a responsibility to equip, protect and support staff to carry out this work.

4. We owe it to our Government and to the people of Scotland to make sure that we maximise the effectiveness of our organisation and our relationships towards making Scotland safer and more inclusive for future generations.
THE EMERGENCE OF A JUSTICE PROFESSIONAL

The changes we propose are about placing highly skilled, flexible and qualified people at the heart of our work, ensuring that they are continuously developed and supported.

This journey will lead to wide-ranging and expanded expectations for job role and impact, working across traditional boundaries; continuous learning and qualifications; and high standards of personal responsibility in professional behaviours.

Over time, the changes we introduce will lead to the role of prison officer in particular being more widely regarded as a profession in its own right and consequently, a highly attractive and socially valued career choice. The future Justice Professional will acquire a similar public status to that of other caring professions – nurses, paramedics and teachers – all of which have already been on a similarly beneficial journey of professionalisation.

The proposed changes and expected chain of results arising from ‘Shaping Our Future’ are illustrated on the following pages. The diagram illustrates the major corporate activities required to develop job roles, management arrangements, training and development infrastructure, and communication across the workforce. These in turn will lead to a series of short, intermediate and longer-term benefits.
SHAPING OUR FUTURE

INPUTS

ACTIVITY - OUTPUTS

SHORT-TERM OUTCOMES

INPUTS

ACTIVITY

REACH

Change in job role definitions and pay structure
Expanded range of relational & Throughcare tasks for officers
Introduction of a Dynamic Day for Prison Officers
Establishment of a Higher Education Diploma
Learning and development for middle and senior managers
New management support and supervision model
Enhanced SPS training and development infrastructure
Strengthened case management approach & tools
Conversion of training time to self-managed CPD
New Total Workforce Management system
Ongoing communication of change across the workforce

Justice and Third Sector Partners
Scottish Prison Service
People in Our Care
The Public (Family, Community & Media)

People in Our Care

PRISON OFFICERS

SPS LEADERSHIP
LEGISLATION
POLICIES
STAFF
FINANCE
TECHNOLOGIES
PARTNERSHIPS
EVIDENCE BASE

Confidence in SPS professionalism
Information shared efficiently and securely
Better understanding of prison service
Greater access across the prison estate
Increased joint planning and delivery
Enhanced role for the third sector

Professional capacity in place
Improved operational deployment
Empowered leadership at all levels
Engagement with short-term & remand group
Greater reach beyond prison walls
More responsive, individualised services
Asset-based, desistence-focused approach

Staff empowered and motivated
Embrace responsibility and culture change
Increased understanding of needs
Skills and competences developed
Increasingly exercise professional judgement
Constructively interact and advocate
Build a network of collaborative relationships
Continuous improvement in practice

Motivation to engage and sense of hope
Access to better person-centred services
Skills for life, learning and employment
Pro-social attitudes and non-criminal identity
Mental health and new thinking styles
Personal agency and self-efficacy
Stronger links with family and community

Increased family involvement activities
More interaction with community & media
Better understanding of people’s situation
Changing public perceptions
Greater confidence in safety & rehabilitation
Effective communication
Co-ordinated planning
Resource alignment
Joined-up interventions
Responsive system

More flexible and adaptive
Efficient resource allocation
Sustained service innovation
Better performance/outcomes
Effective partnerships

Sense of mission
Enhanced qualifications
Recognition and respect
Financial reward
Job satisfaction
Upward mobility

Responsible citizens
Resilient citizens
Employable citizens
Healthy citizens
Connected citizens

Stronger family unit
Positive media coverage
Local acceptance
Community support
Willingness to employ

Improved system of justice
Public services are high quality, continually improving, efficient and responsive to local people’s needs

More efficient and cost-effective prison service

Professionalised Prison Officers
Lives safe from crime, disorder and danger

Reduced reoffending

Increased community Integration
Strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others

Increased public confidence
INTENDED RESULTS

Professionalisation in the Scottish Prison Service will result in a number of main and direct benefits and outcomes. These will be evident across a range of stakeholder groups.

PRISON OFFICERS
The changes we introduce will empower, motivate and equip our frontline staff, heightening their sense of purpose and worth, whilst enhancing job satisfaction through professional recognition and associated reward.

THE SCOTTISH PRISON SERVICE
The professionalisation of our workforce will promote, embed and sustain the cultural changes already underway, add needed capacity in pursuit of our purpose, and propel us to achieve better and more cost effective outcomes.

JUSTICE AND THIRD SECTOR PARTNERS
The expanded role and professional skills that we introduce will foster greater confidence in the Scottish Prison Service among partners, and contribute to a more joined up, efficient, locally responsive and hugely better equipped system of justice in Scotland.

THE PEOPLE IN OUR CARE
Through the positive interaction and personalised support offered by prison officers and partners, the people in our care will be significantly more likely to engage, view themselves more positively, make important changes in their lives, and ultimately reintegrate back into society as contributing citizens.

THE PUBLIC (FAMILIES, COMMUNITIES, MEDIA)
Through enhanced prison officer visibility, engagement and credentials, the public will develop a greater appreciation of and confidence in, the Scottish Prison Service as a public sector agency capable of supporting and delivering positive change. This new ‘purposeful partnership’ will be capable of fostering receptiveness within communities for people with criminal convictions to re-integrate as valued returning citizens. Ultimately, professionalisation will both crystallise and strengthen the contribution of the Scottish Prison Service towards the Scottish Government achieving desired national outcomes.

"THE CHANGES WE INTRODUCE WILL EMPOWER, MOTIVATE AND EQUIP OUR FRONTLINE STAFF"
Ultimately, our value proposition to the Scottish Government is a straightforward one:

- **SYSTEMS CHANGE**
  Positive change will be observable through the refreshed justice paradigm of citizen recovery, which encompasses custody, rehabilitation and reintegration. This will arise through tackling siloed thinking and organisation, by way of a growing role for the Scottish Prison Service taking a transformative stake in the ‘whole system’ of justice.

- **BETTER OUTCOMES**
  Through maintaining public safety, transforming lives and reducing reoffending we will make significant contributions to equalities, justice and community cohesion outcomes.

- **PUBLIC CONFIDENCE**
  Growing legitimacy, trust and confidence will distil from an impactful workforce that makes a valued difference through an organisation that is sensitive, responsive and effective.

- **VALUE FOR MONEY**
  We will achieve more and better outcomes from a professionalised workforce. This optimal use of resources means that we will be spending well (increased efficiency) and spending wisely (increased effectiveness).