

UNLOCKING POTENTIAL
TRANSFORMING LIVES



ANNUAL DELIVERY PLAN
2014/15



THIS IS THE FIRST YEAR OF A THREE YEAR
CORPORATE PLAN WHICH ENGAGES ALL OF US
IN THE TRANSFORMATION OF THE ORGANISATION

INTRODUCTION

I am delighted to introduce the Scottish Prison Service's Annual Delivery Plan for 2014-15 which sets out our key high level priorities for the next 12 months. This is the first year of a three year Corporate Plan which engages all of us in the transformation of the organisation following the publication of the Organisational Review Report – *Unlocking Potential – Transforming Lives*, launched in 2013, which set out a challenging and ambitious roadmap for the re-definition of the role and purpose of the SPS.

In moving forward with this ambitious agenda, we will focus on enhancing the capability of the new Directorates to achieve the ambition of the new Vision, developing a complimentary People Strategy that ensures our staff have the knowledge and skills to undertake new roles, whilst guiding the development of new models of service provision. This will enable us to more appropriately and sensitively target our efforts to improve wellbeing, and to empower people in our care through helping and supporting them to unlock their potential and transform their lives.

I believe that through working effectively with our partners to deliver this Plan, we will be able to improve the impact of the services we provide to those who are sent to custody both whilst they are in our care, and as they transition back to the community. I am confident that our Plan, when delivered, will make a significant contribution towards reduced levels of reoffending, and in so doing, make a real and positive difference to the lives of the people of Scotland.

Colin McConnell

COLIN MCCONNELL

Chief Executive
Scottish Prison Service

OUR VISION

The SPS has a Vision of:

- > Helping to build a safer Scotland - Unlocking Potential - Transforming Lives

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 reoffending 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 reintegration on release
- > Professionalise and invest in SPS staff as effective change agents

NATIONAL OUTCOMES

Our contribution to creating a safer and stronger Scotland

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 strong 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. A society where individual and collective rights are supported and disputes are resolved fairly and swiftly.

STAKEHOLDER ENGAGEMENT

We will engage with stakeholders locally, nationally and internationally, and work closely with a wide range of bodies to help shape our services and provide thought leadership within the justice system. Our partners include:

- > Community Justice Authorities
- > Community Planning Partnerships
- > Education Scotland
- > Employers
- > Local Authorities
- > NHS
- > Police
- > Scottish Government
- > Skills Development Scotland
- > Third Sector
- > Universities

DIVISIONAL/TEAM STRUCTURE

We will deliver the Annual Delivery Plan through the new Directorate structure which was created following the *Unlocking Potential, Transforming Lives* Report:

- > **The Office of the Chief Executive** – Performance, Risk Management and Audit, Compliance and Legal Services, Financial Policy and Services, Communications and Branding, and Corporate Change
- > **Directorate of Strategy and Innovation** – Policy Development and Commissioning, Development of Offender Services and Interventions, Research, Planning and Innovation, and Corporate Planning, Delivery and Performance Measures
- > **Directorate of Operations** – Governors in Charge of Operational Delivery, Public Protection and Significant Case Reviews, Private Prisons, Prison Services, and Planning and Contracts
- > **Directorate of Corporate Services** – Human Resource Management and Organisational Development, Procurement Policy and Services, Information Technology, Information Systems and Assurance, and Estates Strategy, Management and Development

STRATEGIC PRIORITIES 2014 – 2017

We have identified 7 strategic priorities to be taken forward:

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

NEXT 12 MONTHS

This is the first year of our initial three year strategy to deliver the transformational change set out in *Unlocking Potential – Transforming Lives* Report. Our priority in year one is to establish firm foundations to realise our ambitions of being an efficient and effective, outcome focused service. To do this, we will implement the organisational structures, develop strategy and policy on purposeful activity, extend our reach into the community to support offender transitions, and develop our staff to ensure they have the knowledge and skills to deliver the new service. Over the following two years the focus will be to build on this through implementing strategy, delivering operational excellence, increasing partnership working to improve offender transitions, and continuing to deliver our People Strategy to further support our staff to deliver new approaches to offender management.

STRATEGIC PRIORITIES	OBJECTIVES	DELIVERABLES	LEAD	TIMESCALE			
				Q1	Q2	Q3	Q4
1. Embedding the New Vision	1.1. Review and implement new organisational structures to deliver the outcomes of <i>Unlocking Potential, Transforming Lives</i>	1.1.1. Establish and embed the new directorate structures, sub-structures and the Corporate Change Unit	All				■
		1.1.2. Redefine the relationship between HQ and establishments focusing on the structure of business reviews and the delivery of outcomes	Operations		■		
		1.1.3. Carry out an analysis of the current, and future roles and responsibilities of staff within the new directorate structures, and recruit and allocate staff into roles	All				■
	1.2. Drive forward cultural change and align behaviours and ways of working to achieve the new Vision	1.2.1. Develop and agree a TUS People Strategy Communications Plan	Corporate Services		■		
		1.2.2. Review and update the TUS Partnership Agreement	Corporate Services				■
		1.2.3. Develop new behaviours as part of a cultural change programme that will underpin a continuous improvement culture as part of the People Strategy	Corporate Services				■
	1.3. Implement governance structures to ensure effective strategy and to embed project management processes to ensure effective delivery of outcomes	1.3.1. Establish and agree the terms of reference and workplan for the Strategy Development Board	Strategy & Innovation	■			
		1.3.2. Carry out a review of the approach to the development of strategy and implement the outcomes	Strategy & Innovation		■		
		1.3.3. Implement governance structures and embed a project management approach across the Directorates	The Office of the Chief Executive		■		
		1.3.4. Develop and implement a project tracker to oversee and monitor activity across SPS	The Office of the Chief Executive			■	
		1.3.5. Carry out a critical review of business processes to ensure systems are fit for purpose	All				■

STRATEGIC PRIORITIES	OBJECTIVES	DELIVERABLES	LEAD	TIMESCALE			
				Q1	Q2	Q3	Q4
2. Investing in SPS People	2.1. Implement a People Strategy to align our people resource to enable delivery of the organisational review	2.1.1. Develop and implement communications and engagement strategies to ensure staff are aware of developments and publish clear delivery plans for culture, professionalism, leadership and HR effectiveness (see 5.3.1.)	Corporate Services		■		
		2.1.2. Establish a Staff Panel and Think Tanks to continue staff communication and engagement in the development of the People Strategy (see 5.3.2.)	Corporate Services		■		
		2.1.3. Deliver the People Strategy	Corporate Services				■
	2.2. Support staff to develop the level of skills and expertise required and ensure SPS have the right staff with the right skills at the right time	2.2.1. Issue the Invitation to tender and award the contract to identify options for a professional model for prison officers	Corporate Services		■	■	
		2.2.2. Put into place a workforce planning process, develop and publish delivery plans to ensure the organisation has staff with the correct knowledge and skills to support the delivery of a person-centred, asset based approach (see 5.3.3.)	Corporate Services				■
		2.2.3. Agree leadership ethos and develop a leadership skills framework	Corporate Services				■
	2.3. Review policies and local training and delivery plans to ensure they are fit for purpose and aligned to the People Strategy	2.3.1. Develop a work plan, that allows HR policies to be updated in conjunction with the TUS	Corporate Services			■	
		2.3.2. Review local training plans to ensure they meet the needs outlined in the People Strategy	Corporate Services			■	
		2.3.3. Undertake Equality and Human Rights Impact Assessments at the beginning of the development of all new and revised policies, practices, procedures and functions	Corporate Services				■

STRATEGIC PRIORITIES	OBJECTIVES	DELIVERABLES	LEAD	TIMESCALE			
				Q1	Q2	Q3	Q4
3. Delivering effective and efficient services	3.1 Deliver operational excellence through ensuring effective management of resources to meet regulatory requirements and a focus on the individual Offender's journey	3.1.1. Establishment Quarterly Business Reviews (QBR) with a focus on offender services delivery and operational excellence	Strategy & Innovation	■	■	■	■
		3.1.2. Develop and implement individual Establishment Annual Delivery Plans aligned to the Corporate Plan	Operations		■		
		3.1.3. Undertake a review of operational policies, update and develop new policies as necessary	Operations				■
		3.1.4. Update the PR2 system to enable increased use of IT to support the management of offender records	Operations				■
	3.2 Develop and implement strategies for offenders, and in particular women and young people, with a focus on self-help during and through custody	3.2.1. Develop and implement a Young People's Strategy	The Office of the Chief Executive			■	
		3.2.2. Develop and implement an approach to professional development for Young People	The Office of the Chief Executive			■	
		3.2.3. Develop quality indicators for Young People in custody	The Office of the Chief Executive				■
		3.2.4. Develop and implement a Women's Strategy	The Office of the Chief Executive			■	
		3.2.5. Develop and implement an approach to staff professional development for working with women offenders	The Office of the Chief Executive				■
		3.2.6. Finalise and implement the National Parenting Strategy	Strategy & Innovation				■
	3.3 Develop and implement a strategy for Purposeful Activity utilising an asset-based approach to meet the needs of offenders to support successful reintegration	3.3.1. Agree and finalise the recommendations from the review of Purposeful Activity, and agree a framework to take forward the recommendations (see 5.1.1.)	Strategy & Innovation and Operations		■		
		3.3.2. Establish the management structures and undertake stakeholder engagement to agree joint work-streams to deliver the outcomes of the Purposeful Activity Review	Strategy & Innovation and Operations		■		
		3.3.3. Scope work to identify and agree appropriate performance measures in relation to Purposeful Activity and the mechanisms for data capture	Strategy & Innovation and Operations			■	
		3.3.4. Commission short-life projects to support improved outcomes with regard to key areas, such as: case management; health; family contact; learning; employability and education; citizenship; volunteering; reparation; life-skills; and resilience	Strategy & Innovation and Operations			■	
		3.3.5. Develop and publish a strategy and action plan to implement the recommendations from the Purposeful Activity Review across establishments (see 5.1.2.)	Strategy & Innovation and Operations				■

STRATEGIC PRIORITIES	OBJECTIVES	DELIVERABLES	LEAD	TIMESCALE			
				Q1	Q2	Q3	Q4
	3.4 Work with local authorities, NHS and partners to establish improved processes for the management and throughcare of offenders to support successful reintegration	3.4.1. Review the role and remit of the National Prisoner Health Improvement Group and develop an action plan to take forward key priorities	Strategy & Innovation and Operations	■			
		3.4.2. Implement the Better Health, Better Lives framework for offenders held in custody in Scottish prisons	Strategy & Innovation and Operations		■		
		3.4.3. Develop in collaboration with partner agencies the Better Health, Better Lives framework for offenders in the community to support transition arrangements from prison into the community	Strategy & Innovation and Operations			■	
		3.4.4. Review the Service Level Agreement with Local Authorities	Strategy & Innovation and Operations				■
		3.4.5. Review throughcare and community Integration initiatives	Strategy & Innovation and Operations				■
	3.5 Align our estates strategy and population management to inform the future shape and capacity of the service	3.5.1. Issue the Invitation To Tender and award the contract for the construction of training and conference facilities at SPS college	Corporate Services	■	■		
		3.5.2. Issue the invitation to tender and award the contract for the construction of HMP Inverclyde	Corporate Services		■		■
		3.5.3. Develop and publish a population management model for SPS taking into account the needs of women and sex offenders	Operations			■	

STRATEGIC PRIORITIES	OBJECTIVES	DELIVERABLES	LEAD	TIMESCALE				
				Q1	Q2	Q3	Q4	
4. Developing a collaborative, outcome focus	4.1 Develop a partnership strategy to increase engagement with stakeholders to improve access to services for offenders	4.1.1. Carry out a review of stakeholders and partnerships at national level, and develop a partnership management strategy (see 7.2.1.)	Strategy & Innovation			■		
		4.1.2. Develop and publish a communications and engagement framework with staff and TUS	Corporate Services		■			
	4.2 Enhance engagement and consultation with the public to promote participation and increase awareness and understanding of the SPS	4.2.1. Re-launch the Corporate website with content specifically designed to meet the need of relevant audiences	The Office of the Chief Executive		■			
		4.2.2. Develop and publish a social media strategy	The Office of the Chief Executive			■		
		4.2.3. Develop a policy for engagement with schools	The Office of the Chief Executive				■	
	5. Developing a person-centre, asset-based approach	5.1 Develop the strategic approach for the development of an asset and desistance based approach, creating the systems and processes to enable delivery	5.1.1. Agree and finalise the recommendations from the review of Purposeful Activity, and agree a framework to take forward the recommendations (see 3.3.1.)	Strategy & Innovation and Operations		■		
			5.1.2. Develop and publish a strategy and action plan to implement the recommendations from the Purposeful Activity Review across establishments (see 3.3.5.)	Strategy & Innovation and Operations				■
5.1.3. Develop and implement a new approach for the creation of Throughcare Support Officer (TSO) models			Corporate Services, Strategy & Innovation and Operations			■		
5.2 Engage our prison population in shaping services for individuals		5.2.1. Develop and agree an approach for engaging the prison population in service development	Chief Executive's Office			■		
5.3 Map staff knowledge and skills and develop new opportunities for continuing professional development		5.3.1. Develop and implement communications and engagement strategies to ensure staff are aware of developments and publish clear delivery plans for culture, professionalism, leadership and HR effectiveness (see 2.1.1.)	Corporate Services		■			
		5.3.2. Establish a Staff Panel and Think Tanks to continue staff communication and engagement in the development of the People Strategy (see 2.1.2.)	Corporate Services		■			
		5.3.3. Put into place a workforce planning process, develop and publish delivery plans to ensure the organisation has staff with the correct knowledge and skills to support the delivery of a person-centred, asset based approach (see 2.2.2.)	Corporate Services				■	

STRATEGIC PRIORITIES	OBJECTIVES	DELIVERABLES	LEAD	TIMESCALE				
				Q1	Q2	Q3	Q4	
6. Becoming a learning organisation	6.1. Share good practice, and create an environment for continuous improvement	6.1.1. Set up Think Tanks to give staff a voice on engagement to support a continuous improvement culture	Corporate Services		■			
		6.1.2. Identify good practice in establishments and disseminate across the estate to encourage innovation and the roll out of pilot projects	Operations		■			
		6.1.3. Undertake benchmarking nationally and internationally on key SPS indicators to assess service effectiveness and share good practice	Strategy & Innovation			■		
		6.1.4. Agree and support a range of SPS projects to embed continuous improvement across the organisation	Operations Strategy & Innovation			■		
	6.2. Carry out research activities to inform policy and strategy, and thought leadership on offender services	6.2.1. Develop and publish a Research Strategy and programme that enables evidence based policy development and thought leadership on offender services	Strategy & Innovation		■			
	6.3. Develop a balanced scorecard and key performance indicators to measure organisational performance	6.3.1. Develop and publish an agreed approach to corporate and annual planning, and performance monitoring	Strategy & Innovation			■		
		6.3.2. Propose an approach for the development of performance indicators and an outcome focused balanced scorecard which is aligned to the National Performance Framework	Strategy & Innovation			■		
		6.3.3. Publish action plans to take forward the implementation of the performance management framework and balanced scorecard	Strategy & Innovation				■	
	7. Promoting public confidence in SPS	7.1. Provide the public with information on prisons and outcomes to increase knowledge and awareness of the work of SPS by the public	7.1.1. Develop and publish a communications plan to increase knowledge and awareness of the work of SPS by the public	The Office of the Chief Executive			■	
		7.2. Develop closer working relationships and improve communications with the Scottish Government, the 3rd sector and stakeholders to better align services and policy making	7.2.1. Carry out a review of stakeholders and partnerships at national level, and develop a partnership management strategy (see 4.1.1.)	Strategy & Innovation			■	

BUDGET

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, Scottish police and the wider justice system.

Our annual budget for 2014/15:

Current expenditure	368.9
Capital Spending	13.4
Total £m	382.3

