

## Scottish Prison Service

### Publication of duties under sections 31 and 32 of the Public Service Reform (Scotland) Act 2010.

#### Statement of Expenditure for the year ended 31 March 2019

The Public Services Reform (Scotland) Act 2010, imposes mandatory duties on SPS to publish certain information on certain areas of expenditure. This legislation came into force on 1 October 2010 and the disclosure requirements include publishing details of spend on the following:

- Public Relations;
- External Consultancy;
- Hospitality and Entertainment;
- Overseas Travel;
- Staff Remuneration in excess of £150,000;
- Payments of more than £25,000.

In addition, the Act requires us to publish a statement of the steps that we have taken during that financial year:

- to promote and increase sustainable growth; and
- to improve efficiency, effectiveness and economy.

The statement covering 12 months to 31 March 2019 is set out below:

Activity	2018-19	2017-18
	£	£
Public Relations	72,372	61,792
External Consultancy	90,798	2,552
Hospitality and Entertainment	29,785	29,655
Overseas Travel	5,335	11,041
Staff Remuneration in excess of £150k	Nil	Nil

#### Public Relations

The expenditure includes web site support, in-house staff costs and publication of the quarterly Gallery Magazine and Annual Report and Accounts.

In 2018-19 expenditure of 16k (2017-18 NIL) was incurred in relation to attendance at the GLEE garden and outdoor living trade show.

#### External Consultancy

External Consultancy costs include review of the SPS Digital Strategy, evaluation of the suicide prevention strategy and sick absence research.

The 2017-18 costs are in relation to the Prison Officer Professionalisation Programme.

#### Hospitality and Entertainment

The expenditure includes costs of events hosted in prisons. The cost of gifts above the de-minimis threshold of £25 are included under this category.

### **Overseas Travel**

Expenditure includes costs related to SPS staff travel on business related activities and repatriation of prisoners.

In 2018-19 expenditure of £119k was incurred during officer deployment to the British Virgin Isles to provide assistance at the prison following devastation caused by a hurricane. These costs were recovered in full from the Foreign & Commonwealth Office and so are not included in this report.

### **Staff Remuneration in excess of £150,000**

No employees received remuneration in excess of £150,000 in financial year 2018-19. Details of the remunerations and pension interest of the board members are published as part of the Annual Report and Accounts for the financial year ended 31 March 2019.

### **Payments with a value over £25,000**

Details of payments made over £25,000 are published separately on the SPS website.

### **Statement of the steps taken by the Scottish Prison Service (SPS) to promote and increase sustainable growth through the exercise of its functions in 2018-19**

#### **STAFF**

The SPS employs approximately 4,500 people across Scotland. This creates valuable employment opportunities, especially in remote and rural areas. The organisation also provides significant employment opportunities through its partners including the 2 privately managed prisons at HMP Addiewell and HMP Kilmarnock; the Court Custody and Prisoner Escort Service; Social workers; education providers; the NHS and many other contractors, suppliers, service providers and voluntary workers.

#### **Workforce Planning**

The Civil Service Commission (CSC) regulates selection for appointment to the Civil Service to provide public assurance that appointments are made on merit on the basis of fair and open competition, as required by Parliament. In the 2018-19 reporting year, the SPS recruited 248 individuals externally (6% increase); accounting for 0.46% of all Civil Service recruitment within the period. No breaches were identified. Furthermore, a reduction in the number of appointments by exception to the CSC's *Recruitment Principles* was achieved, demonstrating a continued downward trend in this area.

In April 2018, the SPS published its first Workforce Plan (2018-23) outlining interdependent themes, which underpin organisational capacity and capability and detailing actions which will positively influence our organisational reputation, culture, sustainability and performance.

As a result of the Plan, and within the 2018-19 reporting year a number of positive recruitment actions were taken, including the publication of revised Recruitment and Selection Policy with supporting guidance, the introduction of a suite of standard recruitment forms and templates and the delivery of an annual self-assessment programme to assess compliance at each recruiting establishment. Our revised Recruitment and Selection policy supports the organisation in complying with employment, equality and human rights legislation, the Civil Service Management Code and the Civil Service Recruitment Principles, whilst promoting best practice in recruitment and selection, including the introduction of name blind recruitment.

The SPS is committed to advancing equality of opportunity and within 2018-19, we achieved the Level 2 award as a Disability Confident Employer.

### ***Staff Learning and Development***

A review of required training for all staff in the SPS was conducted in 2018-19. This review was aimed to improve the effectiveness of training and to maximise benefits from alternative approaches and structures for development (e.g. increased use of digital learning). The changes agreed created significant efficiencies, with the training commitment for a Prison Officer significantly reduced without an impact on core-to-role competence. This ensures Prison Officers have more time in role, and provides additional capacity for continuing professional development activities.

In 2018-19, SPS' Executive Management Group also approved the centralisation of all training budgets. This exercise was undertaken to scrutinise and maximise the value gained through spending on external training and development. Requests for spending on training are now reviewed and approved by a cross-functional Learning and Development Committee, providing a clear governance and audit trail. A key benefit is the ability to identify areas of efficiency and while a full review of benefits gained will be undertaken at the end of 2019-20, early indicators are that this process has reduced spend and promoted equality of access to training.

### **ESTATES**

During the reporting period, the SPS progressed the delivery of major capital projects, including the Women's National Facility that will replace HMPYOI Cornton Vale (as part of the new strategy for Women in Custody) and HMP Glasgow (as the planned replacement for HMP Barlinnie). Amongst the expected benefits, these two new facilities will secure investment and continued direct employment within their local as well as wider areas.

The SPS has engaged with community groups and supported business as part of the planning and procurement process for the Women's National Facility, with the focus for supported businesses on utilising their services in the construction stage, either directly through SPS procurement or through the main contractor. Local supported business are also listed in the invitation to tender documents for the Community Custody Units planned for Dundee and Glasgow and commitments have been made by tenderers to meet the proposed community benefits targets set within these documents, such as payment of the living wage, delivery of apprenticeships and offering work placements.

For the Women's National Facility, the tenders received have made a commitment to work with local stakeholders, including Stirling Council to hold procurement support events for local businesses (as part of their community benefits plan), to utilise locally identified priority groups for employment and to commit to upskilling the local area workforce through training schemes operated during the construction of the new facility.

The SPS has a Carbon Management Strategy 2015–2021 (draft) to guide organisational climate change activities. During the reporting period the SPS completed a mid-term review of progress in delivering the strategy, identifying that there has been a 22.6% reduction in CO<sub>2</sub>e emissions by 2018/19 compared with our baseline year, 2014-15. SPS will continue to support and contribute to the Scottish Government's greenhouse gas emissions reduction policies and targets. Notable highlights include:

- Delivery of carbon reduction projects contributed to an 8.8% drop in grid supplied electricity during the reporting period 2018/19 compared with 2014-15;
- The installation of a solar photovoltaic system at HMP Open Estate (Castle Huntly), which is capable of providing up to 16% of the annual electricity consumption of the establishment, leading to a significant reduction in annual energy bills;
- Renewable electricity generation from our Solar PV systems increasing year on year, bringing the total number of installations to ten with a combined capacity of 0.9MWp;
- Replacement and upgrading of heating systems at a number of establishments such as at HMP Barlinnie; and
- Use of gas oil within prisons being reduced significantly, down by 49% during the reporting period 2018-19 compared with 2014-15.

SPS are working in partnership with Zero Waste Scotland (ZWS) on ways to tackle food waste in our prisons, seeking to deliver on the aims of the Scottish Government's food waste reduction action plan and support staff and prisoners to minimise food waste.

Further steps taken to promote and increase sustainable growth include;

- HMP Glasgow –
  - Taking forward plans for redevelopment of a 22Ha brownfield site in Glasgow and securing employment for the east end of Glasgow.
  - Planned remediation of one of the largest contaminated sites within the Glasgow City Council area.
- Women's Estate Strategy
  - The new Women's National Facility being built on the existing HMPYOI Cornton Vale site with demolition so far achieving a 99% recycling rate
  - The Lillias Centre, Community Custody Unit in Maryhill Glasgow, commencing with the site clearance of former NHSGCC Health Centre achieving 99% recycling rate.

The SPS has also replaced critical building services and infrastructure in FY 2018-19 as part of the 5-year rolling maintenance programme, with projects including lighting, heating systems and boiler replacements. These work packages are designed to not only ensure business continuity and user comfort but also focus on energy efficiency and reduction of demand with a view to supporting the SPS's Carbon Management Strategy. The replacement lighting fittings for example are more energy efficient (utilising LED technology), and included new installations at HMP & YOI Polmont (Blair Hall), HMP Glenochil (Regimes facility) and HMP Edinburgh (Ratho Hall).

The maintenance programme addresses systems and installations at the end of their economic life that are uneconomic to repair/maintain or are at the end the manufacturer's supported period. Efficiency and effectiveness of replacement equipment is often enhanced through a combination of advancement in technology and specification requirements, driven by changes in legislative requirements.

**Statement of the steps taken by the Scottish Prison Service (SPS) to promote and increase efficiency, effectiveness and economy through the exercise of its functions in 2018-19**

## **OPERATIONS**

The SPS continues to operate a safe, secure and stable estate, against a challenging background of an increasing and complex prison population; the increasing number of individuals with links to serious and organised crime in our care; and the impact of Psychoactive Substances and substance misuse is having within our prisons. Throughout the year, the SPS has successfully:

- responded to the demands of increased imprisonment by extending its daily capacity to 8,492.
- applied the removal of all tobacco products from its prisons in 2018 whilst implementing a range of smoking cessation services to those people in its care.
- led the commissioning of a new prisoner escorting service for Scotland.
- supported Scotland's drive to tackle serious organised crime by safely accommodating a rise in the number of people with current associations to such groups.

## PROCUREMENT

An updated SPS Procurement Strategy 2019-22 was launched in May 2019. This maintains the position of SPS procurement activity seeking to address the various requirements flowing from the Procurement Reform (Scotland) Act 2014 in respect of the Sustainable Procurement Duty (SPD). Core to the SPD is a need to consider, where relevant and proportionate to the subject matter of the intended contract, factors such as: Climate change / carbon management outcomes; Equality & Diversity obligations; Fair Work (including Living Wage); Community Benefits within relevant contracts; and considering Scottish Government policy regarding healthy eating and the sourcing of food products, etc.

The SPS published its Annual Procurement Report (2018-19) in Aug 19 on our website. This illustrates how the organisation has promoted and increased sustainable growth through the exercise of its procurement function and steps taken to support efficiency, effectiveness and the economy.

The SPS Procurement team maintains a Sustainability Prioritisation Tool covering the range of contract types. The prioritisation provides procurement staff and internal stakeholders with a theme based framework to ensure that relevant objectives flowing from the SPD are considered and, where appropriate, reflected into tenders, tender evaluation criteria and into the performance of the contract itself by the contractor.

### **Social Economic**

**Fair Work.** The SPS continues to hold accreditation as a Living Wage Employer by the Living Wage Foundation. Fair Work forms part of the SPS Procurement Strategy and the SPD. The procurement team ensure that contractors whose staff regularly work in SPS premises pay them at least the Scottish living wage. We monitor compliance on an ongoing basis.

**SME engagement.** SPS procurement continues to encourage SME engagement by advertising contract opportunities above £20k via the Public Contracts Scotland website and encouraging competition from this sector. We continue our usage of the e-enabled Public Contracts Scotland Tender (PCS-T) system to support the electronic exchange of bid information as being a more efficient method for both buyer and supplier to engage. Approximately 54% of the suppliers used annually by the SPS are classed as SMEs; there being additional SMEs within main contractor supply chains.

**Supported Businesses.** SPS Procurement and some prisons have successfully utilised the relationship with British Association of Supported Enterprises (BASE) members and Community Jobs Scotland (CJS) to secure employment opportunities for some prisoners by these partner organisations. In parallel, SPS Procurement have worked to proactively consider opportunities for SPS's use of reserved contracts and purchases from this sector.

**Smarter Working.** The SPS Procurement team are part of the group piloting Smarter Working options in SPS. This uses mobile technology, working from other SPS locations, and flexible

working to reduce the travel to work impact for staff whilst maintaining productive output (workload) and management of the team. The project seeks to inform alternative ways of effective working for HQ based staff thereby positively affecting SPS's carbon footprint.

**Social Value: Employability.** The SPS Head of Procurement was a speaker at a workshop event in June hosted by Recruit with Conviction which brought together Community Justice Scotland and a number of Local Authorities. The focus of the event was to share ideas how public procurement could serve to assist engaging those who have been in custody or are at risk of custody towards positive employment destinations.

SPS tenders specifically encourage Community Benefit outcomes which seek to engage with those in, or leaving custody, or which engage with community partners who work with disadvantaged persons (which includes those who may have been in custody).

The development of the new National Women's National Facility (WNF) and the two Community Custodial Units (CCU) in Dundee and Maryhill Glasgow will provide opportunities for contractors to explore and deliver relevant social value outcome the SPS and local authority partners.

#### **Environmental: Climate Change / Carbon Management**

SPS has continued to engage in a programme of targeted investment in LED lighting across the estate, lighting control replacements, BEMS and HVAC for heating and ventilation control improvements, the installation of (PV) photo-voltaic solar panels, energy efficient laundry equipment, boilers and controls, and water control measures. All such investments variously involve procurement activity and contracts.

**Demolition of HMP Cornton Vale.** As part of the phased close-down of the prison the SPS rehomed and reused a range of equipment and materials from HMP Cornton Vale to other Scottish prisons e.g. prison bed-frames were refurbished and reused. The demolition of the old facility, whilst a small project (£250k) in construction terms, reflected a number of sustainability / environmental provisions including that:

- Approx. 8,000 tonnes of masonry and concrete materials were crushed and reused on the site as granular filling and sub-base. This reflects the use of recycled and secondary aggregates, thereby reducing the demand for virgin material in the construction of the new prison.
- 337 tonnes of mixed materials were also removed from site for recycling (approx. 95% recycled).
- 136 tonnes of timber and 261 tonnes of metal were diverted from landfill and recycled. A 100% recycle rate for each.

**Waste Recycling.** The SPS procurement team utilised the Scotland Excel framework to award (April 17) a 3-year contract for Recyclable and Residual Waste. SPS's contracted waste carrier (ENVA) provides various containers to support waste streaming. ENVA provides closed loop recycling & reporting to the SPS Sustainability Manager to support SPS's climate change reporting around the end use of materials. ENVA is committed to maximising recycling of the different waste streams generated:

- General / Residual waste materials: Bulked & processed as Refuse Derived Fuel (RDF) to MVV and EEW Energy.
- Glass: Collected & processed into pellets or ground glass sand to be used in flooring or construction.
- Wood: Wood is processed through the ENVA timber recycling plant where materials chipped and sold on to make biofuel briquettes or sent for the manufacture of MDF.
- Metals: Metals are segregated and then processed as a commodity.

- Green Waste: Is bulked and then sent for composting to Buchley Eco or GP Environmental.
- Dry Mixed Recyclables (DMR): Segregated at each geographical location bulked & sold directly as commodities
- Food Waste: Processed for anaerobic digestion through Energen Biogas.

SPS prisoner work parties also contribute significantly by sorting and baling prison waste streams so that SPS optimises rebate revenue from waste. Diversion from landfill and securing rebates for relevant saleable waste saves SPS approximately £100k per annum. A number of SPS prisons train those in custody to accredited standards in terms of waste handling and sorting.

**Timber.** SPS has an ongoing commitment to purchase timber from sustainable, managed sources. Timber used by the SPS for Prison Industries timber product manufacturing activities is either accredited to the Programme for the Endorsement of Forest Certification (PEFC) or the Forest Stewardship Council (FSC) standards.

**Vehicles.** The vehicles used by the Scottish Court Custody & Prisoner Escort Service (GEO Amey) all meet the latest Euro 6 standards. All (152) vehicles have passed the latest Worldwide Harmonized Light Vehicle Test Procedure, (WLTP), Real World Testing conditions, which prove that whilst travelling loaded the emissions are as clean as possible and when idling the emissions are minimal. The fleet vehicles used by Geo Amey are now the most environmentally friendly vehicles available (*having replaced an aged fleet used under the last contract which was generally Euro 4 or Euro 5 compliant*).

Geo also uses routing / scheduling tools to optimise efficient journey planning for the range of daily prisoner movements across the Police Scotland, SPS and Scottish Court Service estate. In-cab fleet management tools provide the contractor with oversight of driver behaviour, performance and will allow re-routing based on live-information of the prevailing road conditions. Separately, the SPS continues to make use of video conference links between some prisons and courts to minimise the requirement for some prisoners to travel at all. SPS is also in the process of installing additional charging points for electric vehicles within the prison estate to support a move towards use of 'greener' fleet vehicles within SPS.

SPS continue to utilise relevant Scottish Government collaborative frameworks (e.g. IT equipment, Utilities – gas, electricity & water) where sustainability outcomes have been included in the Framework Specification.

**Circular Economy: Offender Engagement and Employability.** SPS continues to operate a number of work based activities around recycling and reuse as part of addressing climate change and supporting the circular economy. Outcome delivery is very much undertaken at a local prison level. Partner engagement and contract processes have, where required, been supported by staff within SPS procurement.

A workshop at HMP Glenochil refurbishes large domestic appliances for sale through a Fife based Third Sector partner (Castle Enterprise) to those on low incomes. In its first year of operation it has refurbished more than 1,400 washing machines (estimated “diverted from landfill” of 433 tons). The workshop trains and engages up to 15 prisoners in the activity. One ex-prisoner has secured employment with the Third Sector partner repairing electrical appliances, and two others undertake community work placements there. There is a similar workshop at HMP Edinburgh which engages with a number of Third Sector organisations in the Edinburgh / Fife area.

Engagement with the Bike Station (various prisons) and Oskars (HMP Greenock) to refurbish used bicycles for sale and re-use in the community. Prisoners are trained to an accredited standard by the SPS and undertake work to ensure the bicycles are in safe, roadworthy condition. The workshops process approx. 1,500+ bicycles per annum (with others used to provide donor parts).

The above examples reflect innovative thinking to align some of the SPS's in-prison activities to provide a series of meaningful work experiences for some of those in custody. This working with third sector social enterprises enables prisoners to contribute positively to society in terms of the circular economy.

## **HUMAN RESOURCES**

In April 2019 SPS published its Mainstreaming, Gender Pay Gap and Equality Outcomes 2017 – 20 Progress Report. The report sets out the progress made in mainstreaming equality into the SPS' corporate and day to day activities, alongside the progress made to achieving the Equality Outcomes. All SPS establishments have local Equality and Diversity groups who lead on events and activities which contribute towards eliminating discrimination and promoting equality. Activities undertaken include celebrations of the Festival of 'Eid to foster understanding and positive relationships across all cultures and religions; Recovery Walks to increase awareness of recovery and reduce stigma for those battling addictions; and Cultivating Futures, a project enabling participants to increase confidence and self-esteem, improving social and emotional health.

The SPS has made a clear commitment to equality and diversity through our corporate Planning and Performance activities and continues to monitor progress against its Equality Outcomes. The SPS is a family friendly organisation and has a range of policies that support its employees in achieving a work life balance, including flexible working, flexi-time, dependent care leave, parental leave and career break opportunities. The organisation has developed an Employee Wellbeing policy and intranet site which provides employees with information pertaining to work life balance, alongside signposting employees to other organisations and SPS benefits. We partner with the NHS Healthy Working Lives programme designed to promote healthy living and reducing absences from the workplace and we continue to prioritise reducing the stigma of, and supporting those with, mental ill health. The SPS supports young people in custody increasing their participation in learning activities, designed to gain skills for both work and life, aligned to the Scottish Government priorities including "Getting it Right for Every Child and Young Person (Scotland) Act 2014" and the "Curriculum for Excellence for young people in custody – Confident Individual – Responsible Citizen – Successful Learner – Effective Contributor".

The SPS continues to be committed to developing policies and procedures with full consideration of equality issues with Equality and Diversity being considered within SPS projects, tendering of contracts and through the completion of its Equality and Human Rights Impact Assessments (EHRIA's). We carry out EHRIA's as part of our approach to policy review and development, allowing SPS to consider how our policies impact on groups or individuals in relation to one or more protected characteristic.

The organisation is recognised as a Diversity Champion by Stonewall and undertakes the annual Stonewall Index assessment, enabling SPS to benchmark the impact of diversity activities against other organisations. The SPS Staff Networks, "PRSIM", "Inspire" and "Women in SPS" contribute towards the Stonewall Index assessment, alongside supporting the wider diversity activities across SPS.