

Scottish Prison Service

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

The Public Service 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;
- To improve efficiency, effectiveness and economy.

The statement covering 12 months to 31 March 2020 is set out below:

Activity	2019-20	2018-19
	£	£
Public Relations	71,220	72,372
External Consultancy	98,940	90,798
Hospitality and Entertainment	23,215	29,785
Overseas Travel	Nil	5,335
Staff Remuneration in excess of £150k	Nil	Nil

Public Relations

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

The expenditure also includes costs of £12k (2018-19 £16k) incurred in relation to attendance at the GLEE Garden and Outdoor Living trade show.

External Consultancy

Costs include expert advice to support the organisational review of Control & Restraint, an Estates review and IT hosting advice.

2018-19 expenditure includes a review of the SPS Digital Strategy, evaluation of the suicide prevention strategy and sick absence research.

Hospitality and Entertainment

The expenditure includes costs of events hosted in prisons. The costs 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. No costs were incurred in 2019-20.

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 2019-20. Details of the remunerations and pension interests of the Advisory Board members are published as part of the Annual Report and Accounts for the financial year ended 31 March 2020.

Payments with a value over £25,000

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

SUSTAINABLE ECONOMIC GROWTH

Statement of the steps taken by the Scottish Prison Service (SPS) to promote and increase sustainable growth through the exercise of its functions in 2019-20.

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 2019-20 reporting year, 329 individuals were recruited externally via fair and open competition (32% increase on previous year) and 16 individuals were appointed by exception (more than double the number in the previous year); accounting for 0.8% of all Civil Service recruitment within the period. This year brought an end to the trend of a year on year decrease in the number of appointments by exception which started in the 2012-13 reporting year. Appointments by exception remain at a reasonably low level, accounting for 5% of all external appointments within the 2019-20 reporting period.

A strategic workforce planning management group monitors delivery of the Workforce Plan and determines the Recruitment Delivery Plan. The Recruitment Delivery Plan is driven by business analytics which monitors trends and business needs and drives the recruitment programme over a 12-18 month period. Turnover increased significantly over the past year but still remains statistically lower than other comparable sectors such as health and social care and other prison jurisdictions. Within the 2019-20 reporting year a number of positive actions were taken to improve performance including: introduction of socio-economic monitoring for Prison Officer roles; implementation of

values based recruitment practices, including the introduction of a situational judgement test for all Prison Officer roles and values based interviews for Prison Officer and management roles; delivery of assessor training to 77 new assessors, with a focus on understanding and eliminating bias from the recruitment and selection process as well as on assessing values; and removal of the minimum qualification requirements for Prison Officer roles, supporting our commitment to advancing equality of opportunity and eliminating social mobility barriers. At this stage the impact of these implemented changes cannot be statistically measured but they have been recognised by the commissioner as very positive.

Staff Learning and Development

Revised training standards were introduced for all staff on 01 April 2019. At the same time SPS launched a new Virtual Learning Environment 'MyLO'. The increased use of digital learning with the revised training approach has enabled staff to complete their required learning standards more efficiently with less time needed away from their roles, without an impact on competence levels. The new training platform has greatly increased efficiency in management of training information with real time reporting possible on both compulsory and continuing professional development.

A revised approach to managing spend of external training was introduced in 2019-20. All training spend for the SPS was centralised under the management of SPS College. A cross-functional committee was established to review any external training spend to ensure equity and fairness of access and, critically, good use of funds. As well as significantly increased scrutiny, this group has identified areas of efficiency through being able to recognise cross-organisational trends. A full review of the impact of this committee and approach will be undertaken at the end of 20-21 to allow a full financial year of operation.

ESTATES

Capital projects

During the reporting period, the SPS has progressed the delivery of major capital projects, including the commencement of construction works for the Women's National Facility that will replace HMP YOI Cornton Vale and the award of contracts for construction of two Community Custody Units in Glasgow and Dundee, as part of the new strategy for women in custody. In addition, the planning application for HMP Glasgow was submitted (as the planned replacement build for HMP Barlinnie) and there has been continued progress on HMP Highland (as the planned replacement of HMP Inverness). Amongst the expected benefits to SPS, these new facilities will secure investment and continued direct employment within their local as well as wider areas.

The Women's National Facility contractor has 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. Similarly, for the Community Custody Units, commitments have been made by the contractor to meet the proposed community benefits targets set during the tender stage, such as payment of the living wage, delivery of apprenticeships, the offering of work placements and engagement with local supported businesses.

Carbon Management Strategy 2015–2021

The SPS continues to make good progress on its commitment to reduce carbon emissions by 25% by 2021 compared to the baseline year of 2014-15, as set out in the SPS' Carbon Management Strategy 2015–2021.

During the reporting period the SPS recorded a 22.9% reduction in CO₂e emissions by 2019-20 compared with the baseline year, 2014-15. SPS will continue to support and contribute to the Scottish Government's net zero greenhouse gas emissions reduction policies and targets.

Notable highlights from the period include:

- Delivery of carbon reduction projects contributing an 10% drop in grid supplied electricity during the reporting period 2019-20 compared with 2014-15 baseline;
- Commencing the installation of a solar photovoltaic system at SPS's Central Stores site, which is capable of providing up to 30% of the annual electricity consumption of the facility;
- Renewable electricity generation from our solar photovoltaic systems increasing year on year, bringing the total number of installations to ten with a combined capacity of 0.9MWp;
- Continuing the replacement and upgrading of artificial lighting at SPS's establishments to LED type systems, including work at HMP Glenochil, HMP Grampian and the Open Estate; and
- Commencing the phased roll-out of electric vehicle smart charging points, which will ultimately cover all SPS sites, to allow the SPS to adopt zero or ultra-low emitting vehicles as part of our future fleet vehicle mix. Phase 1 included the installation of charging points at the following four prisons during 2019-20;
 - HMP Shotts;
 - HMP Edinburgh;
 - HMP Glenochil; and
 - HMYOI Polmont.

Food Waste

SPS are continuing to work in partnership with Zero Waste Scotland (ZWS) on ways to tackle food waste in its 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

Steps taken include:

- HMP Glasgow
 - Taking forward plans for the redevelopment of a 22-hectare brownfield site in Glasgow and securing employment in the east end of Glasgow.
 - Planned remediation of one of the largest contaminated sites within the Glasgow City Council area.
- SPS Headquarters
 - Re-assessment and downsizing of future space requirements for the potential relocation of SPS Headquarters (also outlined under Smarter Working below).
- Women's Estate Strategy
 - The two sites for the Community Custody Units are brownfield sites and require ground remediation measures as part of their redevelopment and return to use.

The SPS has also replaced critical building services and infrastructure in 19-20 as part of the 5-year rolling maintenance programme. Work carried out included:

- cold water storage tanks to reduce water wastage and improve water quality;
- fire and smoke detection systems to protect life and property; and
- boiler replacements to enhance efficiency and reduce fuel consumption and cost of ownership.

The above work has been carried out not only to ensure business continuity and user comfort but also to focus on energy efficiency and reduction of demand, supporting the SPS' Carbon Management Strategy.

The maintenance programme addresses systems and installations at the end of their economic life which are uneconomic to repair/maintain or at the end of the manufacturer's support 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.

SPS has also invested in improvements to its asset management processes, with a full asset identification survey completed and the computerised maintenance management system database updated. This provides efficiencies in maintenance planning and reporting.

In addition, the introduction of electronic Personal Data Assistance (PDA) devices to maintenance teams across the SPS estate has been approved following a successful trial at HMP Low Moss. Investment in PDAs will realise efficiency savings including: improved service response times, reduction in paper use, efficient allocation of reactive and planned maintenance work to maintenance staff, reduction in the associated administration time, provide real time management information on work status and progress and allow maintenance staff access to relevant health and safety information.

EFFICIENCY, EFFECTIVENESS AND ECONOMY

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 2019-20.

OPERATIONS

The SPS continued to operate a safe, secure and stable estate, against a challenging background of an increasing and complex prison population; a large 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 prisons. Throughout 2019-20, the SPS successfully:

- Purchased additional Rapiscan Itemiser machines in 19-20. Two machines were delivered in February 2020. The Rapiscan Itemiser plays a key role in assisting the detection of illegal substances which may have been concealed in items of mail and personal property being sent into prisons.
- Responded to the demands of increased imprisonment by monitoring the changes in an increasing population and responding accordingly.
- Supported Scotland's drive to tackle serious organised crime by safely accommodating a significant number of people in custody with current associations to such groups.
- Significantly increased Virtual Court usage in establishments to facilitate court proceedings from 32 Courts across Scotland. The installed digital technology allows SPS to efficiently facilitate the attendance of individuals in custody at virtual court hearings.

Private Contracts

GEOAmeY, who deliver the Scottish Court Custody and Prisoner Escort Services Contract introduced a new fleet of vehicles 2019. These vehicles are anticipated to operate with greater fuel efficiency as they have improved emission specifications than the previous fleet.

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); and Community Benefits within relevant contracts. Consideration is also given as to how procurement activity can generally contribute to SPS's corporate objectives.

The SPS published its [Annual Procurement Report \(2019-20\)](#) on its 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.

Social / Economic

In the year 2019-20, the SPS procurement team awarded 106 new contracts to a value of £88m. SPS's overall external expenditure on Goods, Services and Works in the year was £153m. SPS paid 99.1% of invoices within the payment terms stated in the contract.

The award of major contracts in late 2019-20 for the new Women's National facility in Stirling and the two Community Custody Units (Glasgow and Dundee) reflects significant investment by the SPS. Construction will roll out during 2020 and 2021 as Covid restrictions allow. When considering Community Benefits around employability, the projects used the benchmarks provided by the Construction Industry Training Board (CITB) and the National Skills Academy. SPS also proactively encouraged use of Supported Business, social enterprise and local sub-contractors in the supply-chain. This will build on some Meet the Buyer events held with the relevant councils at the pre-contract stage. Future SPS Annual Procurement Reports will address the community benefit outcomes realised by these projects.

The programmes of all these projects were impacted by the Covid-19 outbreak at the end of the period and the ensuing lockdown. However, we look forward to the projects resuming at the earliest opportunity in 2020 in line with Scottish Government's Restart and Recovery plan.

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. SPS continue its 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 suppliers to engage. Approximately 50%-60% of suppliers used by the SPS are classed as SMEs; there being additional SMEs within main contractor supply chains.

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.

Supported Businesses. SPS Procurement continued to proactively consider opportunities for SPS's use of Reserved contracts and purchases from this sector. For example, in 2019-20, SPS awarded a 3 year Reserved Contract (Non-Regulated) to CCL (North) Ltd for the uplift and recycling of WEEE waste. The appointed court custody and prisoner escort contractor (Geo Amey) continued to use several Scottish supported businesses within its supply chain. The ability to

leverage this value-add from SPS engagement with contractors is an area we continue to actively pursue.

Third Sector. SPS appreciates the distinctive and vital role that the third sector plays in supporting people in our care, or leaving custody. There are multiple examples of successful ongoing engagement with third and independent sector organisations providing activities as diverse as addiction services, the operation of the family visit centre at some prisons, mental health and counselling, and employment opportunities within the voluntary sector.

The Scottish Government continued in 19-20 to fund three Public Social Partnerships (PSPs) to help people serving short term, non-statutory sentences and who are leaving prison to reintegrate with their community by providing mentoring services, on a voluntary basis, across Scotland: 'New Routes' project for males, 'Shine' for females (also work with those on remand) and 'Moving On' for young males aged 16-21.

Smarter Working. SPS has made good progress towards smarter working, providing greater opportunity for staff to be remotely based, supported by more widely allocated mobile technology, helping to maximise flexibility and efficiency in working practices. Feedback from staff has demonstrated the effectiveness of homeworking, supported by fit for purpose technology and an appetite to continue doing so as a key element of a distributed workforce. Homeworking contributes towards staff job satisfaction and wellbeing, appreciable savings in commuting time and costs, and contributes meaningfully to a reduction in carbon footprint. The success of homeworking has also enabled SPS to consider a further reduction in HQ floor space requirements. SPS intends to relocate to a new Headquarters, when the lease on the current premises expires. Anticipated benefits include savings on premises costs and further reductions in carbon footprint.

Social Value: Employability. The Head of Procurement with colleagues from the SPS Strategy & Stakeholder Engagement Directorate and HMP Edinburgh continued to support the project led by the Scottish Building Federation (which was funded by the Construction Industry Training Board) to develop a Scottish Construction Pathway. The pathway is intended to provide routes to employability for those in and leaving custody and will link in with the construction phase of the new Women's facility and Community Custody Units.

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. For example, 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. There is similar work based activity at HMP Edinburgh. Other workshops refurbish used bicycles for sale and re-use in the community through the Bike Station.

The above examples reflect SPS aligning some in-prison activities to provide meaningful work experiences and a positive contribution to society in terms of the circular economy.

Environmental: Climate Change / Carbon Management

The Scottish Government's National Performance Framework sets out a number of National Outcomes and Sustainable Development Goals in relation to Climate Change and Environment / carbon management. The relative improvements in SPS energy efficiency and minimising waste are captured and reported by Estates & Technical Services (E&TS) as part of the SPS's general Climate Change Report.

In 2019-20 SPS continued its programme of targeted energy efficiency investments. These led to contracts being awarded for the installation of a 300 panel (100KW) photovoltaic (PV) system at SPS Fauldhouse, and for the installation of electric vehicle charging points at a number of SPS sites. There is an ongoing programme to add charging points to the remaining SPS sites.

The installation of charging points supports decisions taken by SPS to 'green' the vehicle fleet when this was tendered in late 2019. The new fleet contract will lead to 22 hybrid and 3 new electric vehicles replacing existing diesel pool cars.

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.

HUMAN RESOURCES

In April 2019 SPS published the 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 its Corporate Planning and Performance activities and continues to monitor progress against its Equality Outcomes. SPS' new Equality Outcomes (2020-23) are in the final stages of development and approval, prior to publication, as per *Equalities Commission* requirements.

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 is currently developing a holistic staff engagement strategy which will provide employees with meaningful information in relation to wellbeing, employee opportunity and organisational developments. The strategy will also signpost employees to a number of other organisations and SPS employee benefits.

SPS 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). SPS carries out EHRIA's as part of its approach to policy review and development,

allowing SPS to consider how its 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 Network “PRSIM” contributes towards the Stonewall Index assessment, alongside supporting the wider equality and diversity activities across SPS.