

## 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 2021 is set out below:

Activity	2020-21	2019-20
	£	£
Public Relations	37,763	71,220
External Consultancy	43,443	98,940
Hospitality and Entertainment	4,523	23,215
Overseas Travel	Nil	Nil
Staff Remuneration in excess of £150k	Nil	Nil

### Public Relations

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

2019-20 expenditure also included publication of the Annual Report and Accounts.

### External Consultancy

The expenditure includes a review of audit services (£23k), review of Custodial Management Platform (£11k) and review of Victim Notification Portal (£10k).

2019-20 costs include expert advice to support the organisational review of Control & Restraint, an Estates review and IT hosting advice.

### 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**

No costs were incurred in relation to overseas travel in financial year 2019-20 or 2020-21.

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

No employees received remuneration in excess of £150,000 in financial year 2020-21. 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 2021.

**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 2020-21.

**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 recruitment to the Civil Service, providing public assurance that appointments are made on merit after fair and open competition, as required by Parliament. In the 2020-21 reporting year, 281 individuals were recruited externally via fair and open competition, this is a 14% decrease from the previous year. The decrease is likely attributed to the period between March and August 2020 when all non-essential recruitment was paused due to the impact of Covid-19. SPS recruitment accounted for 0.3% of all Civil Service recruitment within the reporting period. 20 individuals were appointed by exception (20% increase on the previous year). Although there has been an increase in the number of exceptions in the reporting year, appointments by exception remain at a reasonable level, accounting for 7% of all external appointments within the 2020-21 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 informs the recruitment programme over a 12-18 month period. Turnover for 2020-21 across all roles is below historical levels and projected figures. This change is largely attributed to the impact of Covid-19 on the job market. It is anticipated that turnover will increase within the next reporting year, in line with economic recovery, to reflect 2019 levels.

Within the 2020-21 reporting year the roll out of values based recruitment has continued and remains the organisation's primary recruitment principle. Following the introduction of the values based situational judgement test in 2019, further adverse impact analysis has been undertaken

which continues to demonstrate no adverse impact across gender, ethnicity and disability. A similar exercise was undertaken for the ability stage of our processes, with the same results. SPS remains committed to removing barriers for under-represented groups and ensuring recruitment practices do not have in-built bias. In support of the Civil Service Commission's stated priority with regards to diversity of the Civil Service, SPS has extended external recruitment routes to include both types of Prison Officer role as well as prison based middle management roles. This continues to increase the talent entry points and enhances the opportunity to diversify the workforce and support cultural change at all levels.

### **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 and with less time needed away from their roles. The new training platform has greatly increased efficiency in management of training information. The 2020-21 introduction of digital teaching platforms Microsoft Teams and Adobe Connect has further supported the organisation's capacity to deliver staff training and development across establishments and again lessening the impact on time away from roles. It also allows an expansion in attendance numbers and the ability to deliver simultaneously, across multiple sites, contributing to an increase in training access and delivery throughout the organisation.

A revised approach to managing spend of external training was introduced in 2019-20. All training spend for the SPS is 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 providing significantly increased scrutiny, this group has identified areas of efficiency through being able to recognise cross-organisational trends. A structural and impact review of this committee is currently underway with recommended changes being implemented throughout the next financial year.

## **ESTATES**

### **Capital projects**

During the reporting period, the SPS has progressed the delivery of major capital projects. This has included the re-commencement (following suspension of contracts as a result of the Covid-19 pandemic) of construction works for the Women's National Facility that will replace HMP YOI Cornton Vale and the construction of two Community Custody Units in Glasgow and Dundee, as part of the new strategy for women in custody. 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.

In addition, the early development of the HMP Glasgow project (as a replacement for HMP Barlinnie) commenced and a number of refurbishment works in the existing prison were initiated as a short term measure.

Condition surveys of our older establishments are being undertaken to aid 'Development Plans' as a framework for investment decisions and prioritisation of maintenance projects to secure medium term improvements.

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 businesses. The means of delivery of these commitments has been impacted by the Covid-19 pandemic, however the contractors have been delivering using virtual on-line portals where necessary and appropriate.

### **Carbon Management Strategy 2015–2021**

This year sees the SPS achieve in 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.

SPS has recorded a 28.7% reduction in CO<sub>2</sub>e emissions 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 and are in the process of developing a road map that sets out how the SPS is to achieve net-zero carbon emissions by 2045 through a staged development of corporate objectives and targets.

During the same period electricity consumption from non-renewable sources has reduced significantly (by approximately 10%).

Notable highlights from the period include:

- SPS's renewable energy potential continues to increase year on year and SPS has now produced over 3.4 million kWhrs of electricity from solar photovoltaics (PV) installations. Income generated from the solar PV "Feed in Tariff" scheme (FiT) now exceeds £271k, whilst saving a further £465k through offsetting grid supplied electricity costs (as at October 2020).
- Our ground source heat pump system at HMP Grampian produces "low carbon" space heating for the prison. This heating system has been accredited "Renewable Heat Incentive" (RHI) compliant by OFGEM. As such SPS benefits from an RHI income of circa £38k per annum, index linked and guaranteed for 20 years.
- Energy and carbon projects delivered and/or beginning to generate a saving during 2020/2021 include:
  - Central Stores, Fauldhouse - 100kWp Solar PV Installation;
  - HMP Castle Huntly - LED Lighting Upgrade;
  - Central Stores, Fauldhouse - Warehouse Roof Lights (replacing the old roof lights with clear panels);
  - HMP Glenochil - Estates, Visits & Gatehouse LED Lighting Upgrade;
  - HMP Grampian - LED Lighting Upgrade;
  - Electric Vehicles Charging Points (Polmont/Glenochil/Edinburgh/Shotts);
  - HMP Edinburgh – Association Area Lighting Upgrade.

### **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 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 to be the first Net-Zero prison in Scotland.
- SPS Headquarters
  - Downsizing of future space requirements for relocation of SPS Headquarters by 60%.
- Women's Estate Strategy
  - The two sites for the Community Custody Units are brownfield sites and required ground remediation measures as part of their redevelopment and return to use.

The SPS has also replaced critical building services and infrastructure in 20-21 as part of the 5-year rolling maintenance programme. Work carried out included:

- Upgrade of shower controls to reduce water consumption and wastage;
- Replacement of steam generation plant to increase laundry efficiency;
- Fire and smoke detection systems to protect life and property; and
- Plant room replacements to enhance efficiency and reduce the 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.

In addition, the introduction of electronic Personal Data Assistance (PDA) devices to maintenance teams across the SPS estate has been successfully implemented. Investment in PDAs has realised efficiencies 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, provided real time management information on work status and progress and allows 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 2020-21.

## **OPERATIONS**

The SPS continued to operate a safe, secure and stable estate, against a challenging background that was exacerbated by the Covid-19 pandemic, and the subsequent effect this had on the regimes of SPS establishments, as well as the physical risks this presented staff and those people in our care.

Other challenges that have evolved over the past year have been:

- A change in population demographics, i.e. the rise in Remand numbers;
- An increased number of individuals with links to serious and organised crime;
- The impact of Psychoactive Substances within establishments, and
- Mental health and social isolation issues aggravated as a result of the Covid-19 pandemic.

We adjusted the nature of our business to ensure appropriate levels of care were afforded to all of those who either work or live within an SPS setting.

The SPS also introduced a number of areas of digital transformation that has helped to increase business efficiency, and reduce carbon emissions in society.

Throughout 2020-21, the SPS successfully:

- Purchased a range of Capital equipment to replace aging equipment that was inefficient to continue to operate, however critical to the effective running of SPS establishments. This includes replacing 96 items of Catering equipment, 87 items of Gym equipment, 35 industrial Washing Machines and Tumble Dryers, and 96 Multi-Functional Devices.
- 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 throughout the challenges of the COVID19 outbreak, which partners in the Scottish Court Service were keen to collaborate with us on.
- Introduced mobile phones for those in our care to help maintain strong and supportive links to family and friends.
- Introduced a new Virtual Visit platform with opportunities for those in our care to help maintain meaningful contact with family and friends, reducing carbon emissions and the level of travel to and from establishments.
- Provided the opportunity for online banking to all SPS establishments. easing the burden on family and friends, reducing carbon emissions from significantly reduced use of travel and helped to maintain financial support to those in our care.

### ***HMP Castle Huntly***

HMP Castle Huntly has a pivotal role to provide those in our care opportunities to be more “employment ready” as they transition from custody to community. The prison Employability Team is taking forward activity around Community Projects where those in custody can develop skills, self-confidence and self-efficacy before accessing appropriate Community Work Placements. Whilst there is a well-established network of Community Work Placements, the Employability Team are also developing partnerships with Skills Development Scotland (SDS) and Remploy. This work will provide supported opportunities that will develop individual potential and the transitional work skills that can aid the move towards employment opportunities on release.

### **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. Early indications measured via the Quarterly Business Meetings (QBR's) is that the fuel efficiency has improved by both a reduction in CO<sub>2</sub> omission by over 8% and an increase in miles per litre by over 9% compared to quarter 1 of the reporting year.

## **PROCUREMENT**

The SPS Procurement Strategy 2019-22 sets out how SPS procurement activity will seek 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 First (including Living Wage); use of Supported Business; and Community Benefits within relevant contracts. The strategy also considers how procurement activity can contribute more generally to SPS's corporate objectives.

The 2020-21 period was of course dominated by the response to the Covid-19 pandemic. This presented significant challenges for society generally, not least those living and working in prisons in Scotland. The response to Covid-19 required the SPS to undertake expedient and sometimes innovative, procurement activity. This ranged from the sourcing of Personal Protective Equipment, to underpin safe working across the service, to the upscaling of a range of IT systems and infrastructure to support business continuity. SPS also introduced solutions to support those in our care to maintain family contact when physical prison visits were closed. This gave rise to ground-breaking projects for the SPS such as virtual (video) visits and the procurement and rapid deployment of a new prison-specific secure mobile phone system. SPS also managed numerous contracts disrupted by Covid-19 and worked with the suppliers to enable them to retain capacity and capability to fully perform contracts when conditions allowed. The role of SPS Fauldhouse (Central Stores) expanded to include the management of SPS's corporate stockholding of PPE and other Covid-19 related materials, along with the successful introduction of a stockholding service for Police Scotland for its PPE.

During this past year, the UK also completed its Brexit transition (31st December 2020). The advanced preparation by SPS and its suppliers led to this passing relatively smoothly for our organisation. However, work remains ongoing to address some of the commercial and supply chain issues which emerged towards the end of the reporting period due a combination of Brexit, Covid-19 and other factors.

The SPS published its latest **Annual Procurement Report (2020-21)** (APR) on its website. The APR illustrates how the SPS continued to promote and increase sustainable growth through the exercise of its procurement function and steps taken to support efficiency, effectiveness and the economy. Key areas include:

### **Social / Economic**

The SPS' approach to procurement recognises the important contribution that SMEs and local suppliers make, by advertising contract opportunities whose value is above £20,000. SPS consistently notes that more than 50% of the 1,100-1,250 suppliers used annually are classed as SMEs. In the year 2020-21, the SPS procurement team awarded 124 new contracts to a value of £49m. SPS's overall external expenditure on Goods, Services and Works in the year was £177.45m.

This included the award of a contract for a programme of refurbishment and building improvement at HMP Barlinnie.

The major contracts awarded in late 2019-20 for the new Women's National Facility (WNF) in Stirling and the two Community Custody Units (Dundee and Glasgow) reflect significant investment in the prison estate. These projects recommenced following suspension due to Covid-19 lockdown restrictions and are progressing towards completion. To date there has been £30.8m of local SME expenditure (i.e. within 30-40 miles of the sites) by the main contractors. These projects are also delivering a range of social value community benefits including employment opportunities – these outcomes are narrated through the APR.

### **Fair Work First**

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 Business**

SPS Procurement continue to proactively consider opportunities for SPS's use of Reserved contracts and purchases from this sector, and to encourage use of Supported Businesses by main contractors as part of their supply-chain. Supported Businesses were used to source a number of requirements to support the SPS response to Covid-19. As part of WNF project, Morrison Construction and the British Association of Supported Businesses (BASE) have established a relationship and Morrison is exploring how it can develop the use of Supported Business in its wider supply chain.

### **Third Sector**

SPS's contracted services with the Third Sector were affected by Covid-19 restrictions. Throughout the period, SPS worked with a number of Third Sector organisations to agree Supplier Relief which enabled them to retain capacity and capability, and to restart the contracts when conditions allowed using virtual technology as part of a revised service delivery model.

The three Public Social Partnerships (PSPs) which provide throughcare and mentoring services to those in and leaving custody were disrupted by Covid-19 lockdown restrictions. Significant work was undertaken by the PSP partners and the SPS Strategy & Stakeholder Directorate to adapt service delivery models in order to continue to support those in or leaving custody during the year. For example, PSPs provided mobile phones to service users on liberation allowing them to make contact with community services.

### **Social Value: Employability**

As part of its community benefit outcomes for the WNF, Morrison Construction is funding a Pathways to Employment qualification through the Wise Group and in conjunction with Stirling Council. This will help support the transition for women who have been in custody or individuals from the community payback scheme, into sustainable employment. Pathways provides dedicated mentors to support individuals. Collaborating with the Wise Group allows Morrison's to engage with a justice partner with pre-existing capability and the means to readily deliver these social value outcomes. The work which was delayed due to Covid-19, will proceed from summer 2021, with the intention of continuing beyond the construction phase of the new prison.

### **Circular Economy**

A number of social enterprises such as ScrapAntics in Dundee and Wood Reuse in Stirling have benefitted from the donation of surplus / scrap materials such as timber offcuts, piping, etc from



the new prison construction sites. Unfortunately, Covid-19 restrictions during 2020-21 led to the suspension of prison workshops and circular recycling activity with Third Sector partners such as Castle Enterprise, the Bike Station and others. SPS will review and seek to restart this type of activity as soon as it is operationally viable and safe to do so.

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

The Scottish Government's National Performance Framework sets out a number of National Outcomes and Sustainable Development Goals including in relation to Climate Change and Environment / carbon management. The design and construction of the new WNF and two Community Custody Units actively reflects a range of environmental and building energy performance factors within the design parameters and construction specification. The relative improvements in SPS energy efficiency and minimising waste are captured and reported by SPS Estates & Technical Services (E&TS) as part of the SPS's general Climate Change Report.

The transition to remote / home working for many SPS staff during Covid-19 was heavily supported by the procurement team and an accelerated roll-out of, various digital technology within SPS. The remote working model is likely to remain a feature of SPS activity beyond the Covid-19 pandemic and SPS will look to capitalise on both the productivity and sustainable benefits that this can bring. A project to introduce virtual video visits for the families of those in custody was also taken forward at pace in 2020 as a result of Covid-related suspension of face to face visits at prison. Following its implementation in the summer of 2020 these virtual visits have been well received by both prisoners and their families. Approximately 60k virtual visit (1/2 hour) sessions have taken place to the end of March 21. A further procurement exercise has now been completed to provide the virtual visits service on a long-term basis as part of the prison regime.

The spin-off climate reduction benefits accruing from both projects have not yet been quantified e.g. for staff; less commuting, meetings being held virtually and less business travel; and for families; travelling to visit their loved one in custody is no longer necessary to maintain contact resulting in savings of time and money.

The Wildlife and Natural Environment (Scotland) Act 2011 reflects a requirement for public bodies in Scotland to report on the steps taken to protect and enhance biodiversity. The SPS published its most recent [Bio-Diversity Report](#) in Dec 2020.

The SPS continues to run and promote a Cycle to Work scheme. 2020-21 reflects the ninth year of SPS providing this facility to staff. 76 employees used the cycle to work scheme last year to purchase a new bicycle through the scheme provider (Edenred).

### **HUMAN RESOURCES**

The SPS has made a clear commitment to equality and diversity through its Corporate Planning and Performance activities and published its new Equality Outcomes in November 2020, underpinned by the organisational Diversity Action Plan. The Diversity Action Plan sets out the equality activities SPS has committed to delivering across the next two years which contribute to eliminating discrimination and promoting equality. In April 2021 SPS published the Mainstreaming Equalities Report, the Occupational Segregation and Equal Pay Statement and the Gender Pay Gap, in line with the organisational requirements under the Public Sector Equalities Duty. Although not a requirement under the Duty, in 2021 SPS also published its Ethnicity Pay Gap, setting out its commitment to reducing the Pay Gap through its activities under both the Equality Outcomes and the Diversity Action Plan.

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 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. In 2021 SPS committed to a review of the Impact Assessment process. The review is designed to ensure SPS fully captures the socio-economic actions set out within the Fairer Scotland Duty and the equalities considerations under SPS' Fair Work activities.