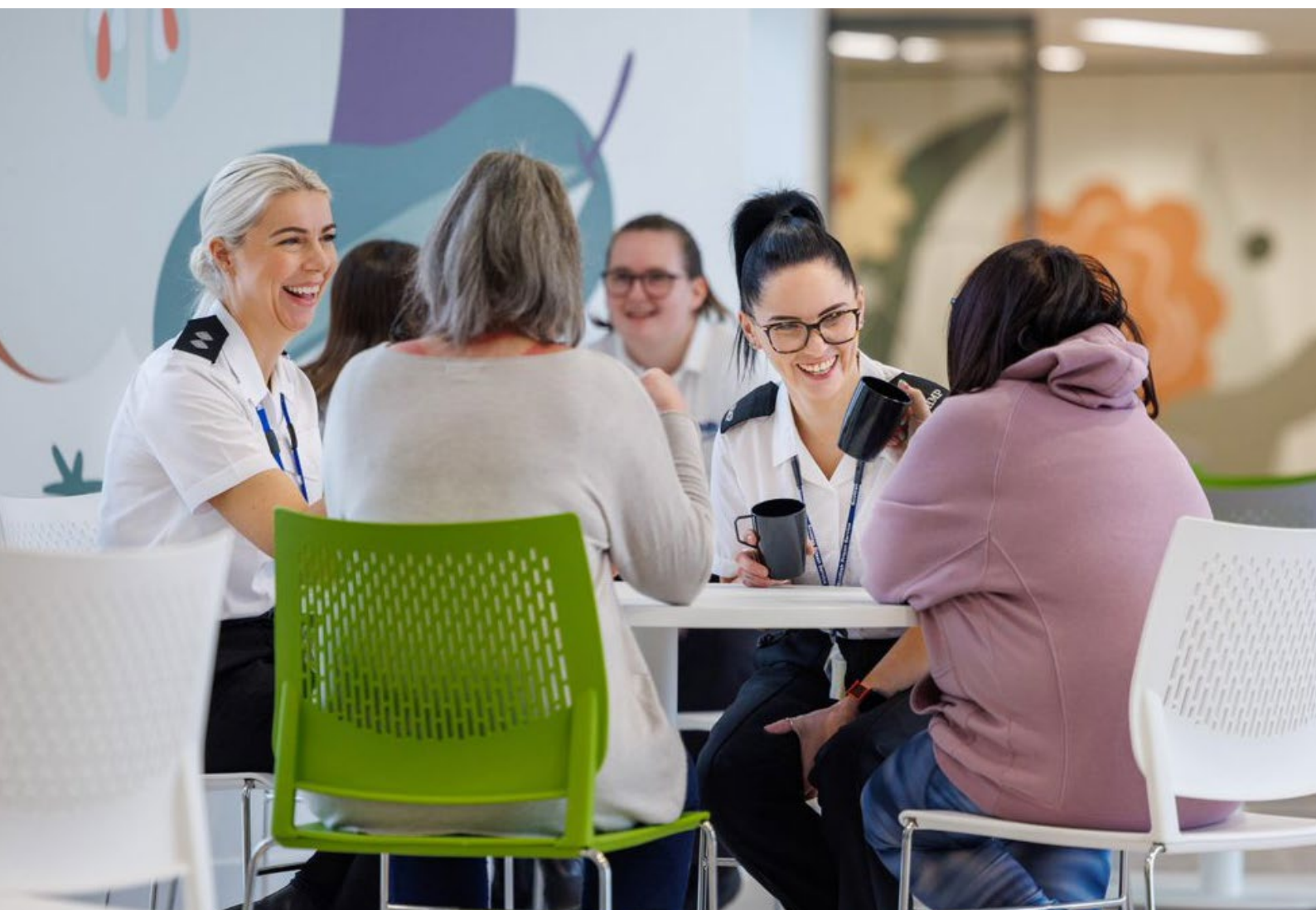


Corporate Plan 2023-28



SEIRBHEIS PHRÌOSAIN
NA H-ALBA
UNLOCKING POTENTIAL
TRANSFORMING LIVES





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Introduction



Teresa Medhurst,
Chief Executive

This Corporate Plan, which is my first full strategic plan as Chief Executive of the Scottish Prison Service (SPS), is published at a time when the shadow of the Covid pandemic continues to loom over us, and the cost of living crisis stretches out in front. The past few years have tested the SPS in a way none of us have experienced before, but have provided another opportunity for this organisation, and our staff, to demonstrate our immense resilience and agility. We continued to operate Scotland's prisons in circumstances that required innovation, rapid decision making, and close partnership working, but also with the compassion and understanding that are the hallmarks of the relationships our staff have built with those in our care. We now have an opportunity to take the lessons of the pandemic and use them to deliver even more positive outcomes for people in custody, the wider justice system, and Scotland's communities.

Like much of the public sector and wider Scotland, we face a cost crisis, with rising inflation, rising energy bills, and uncertain supply chains for goods and services. Like Scottish families and businesses we are counting the pennies, budgeting carefully, and looking to make smart decisions so we can continue to deliver our statutory duties. I am determined we find the right mix of innovation and pragmatism to continue to improve Scotland's prisons, reduce reoffending, and make Scotland's communities even safer.

They say necessity is the mother of all invention, and the pandemic was certainly a tough lesson for us all. However, through necessity, we have learned so much. I am excited about what we can now achieve, as a prison service and a wider justice system, by putting those lessons into practice. There are many examples of excellent policy and practice being developed throughout the SPS and many examples of people delivering their roles with integrity, respect, and dedication. This plan seeks to capture and build on all of that of that good work.

It is our people who make the SPS what it is. We work in challenging environments, and with some of the most complex and vulnerable people in our society. It is work which often goes unseen by the wider public, but it is crucial to their safety and security. It is also work which is valued by myself, and everyone working together in the Scottish Prison Service, and I'd like to take this opportunity to thank every single one of them. I am committed to ensuring they have the tools and support they need as we continue to improve our service.



The key to our success is the relationships staff have with those in our care. These relationships, built on respect and understanding, will continue to be central to all we do, and how we will realise the ambitions set out in this plan. They will also be key to us becoming a truly trauma-informed organisation, where we carry out our work in ways that recognise the impact traumatic experiences has on individuals' behaviour as we support and encourage their personal development.

It is a huge challenge, but not one we face alone. I am grateful for the excellent partnership work and collaboration that takes place across the public and voluntary sectors, in health, social work, and justice.

As we move into the delivery phase of this plan, translating our intent and objectives into actions through our Annual Delivery Plans. Over the next five years, we will remain focussed on the three objectives this plan outlines:

- People in our care live in establishments that are safe, secure and suitable;
- The health, wellbeing, and care of people who live in Scotland's prisons are better promoted, managed, and tailored to individual needs;
- People in Scotland's prisons are better supported to follow an individualised pathway towards release, in ways that prioritise public protection.

But we are also aware that, as Covid taught us, we must be adaptable and agile. By doing this and working to deliver best possible outcomes for those in our care, we will continue to play a central role in helping create a safer Scotland.



It is our people who are the single biggest factor in SPS' success. Our staff carry out their work in complex environments and with some of the most vulnerable people in our society.



Who we are



17 prisons
4,600 staff

The Scottish Prison Service (SPS) is an Executive Agency of the Scottish Government. There are currently seventeen operational prisons located across Scotland: fifteen directly operated by SPS and two operated by private sector operators under contract to SPS (although one of these, HMP Kilmarnock, will move back into public operation during the course of this plan). We directly employ around 4,600 staff.

We are responsible for those who are committed to our care by the Courts and are accountable to the Scottish Parliament for the delivery of custodial care in accordance with The Prisons and Young Offenders Institutions (Scotland) Rules 2011.

Our operating context is dynamic, demanded, and extremely complex. Prisons are small communities, which operate 24 hours a day, 7 days a week. They are also the working environment for our staff and as such, there are a range of regulatory and legal requirements that must be met.

However, the impact of our work is also felt beyond the prison walls. SPS works with multiple partner agencies, including third sector organisations, to keep the public safe and to support people to live crime-free lives. We operate the Victim Notification Scheme for registered victims of crime, who have the right to receive information about the progression and eventual release of people convicted of the offence against them. We also manage the contract for the Scotland-wide Court Custody and Prisoner Escorting Service for the provision of safe and secure transport for those in custody to and from courts, and appointments on behalf of multi-agency justice partners.



SPS works with multiple partner agencies to support people to live crime-free lives



We deliver our work in accordance with our seven organisational values:

Belief

we believe that people can change



Respect

we are inclusive, respecting the needs, rights and voices of everyone equitably



Openness

we work with others to achieve the best outcomes



Integrity

we have high ethical, moral and professional standards



Compassion

we care about people and believe that positive relationships are a critical enabler of change



Humility

we cannot do this on our own, we recognise that we need to work with and learn from others



Innovation

we continually find ways to improve the delivery of prison services in Scotland



Our staff – our biggest asset



SPS employs approximately 4,600 staff across our prisons, headquarters, college, and training and storage facility at Fauldhouse. The hard work of our staff is the most critical component in the successful delivery of Scotland's prison system, and the ambitions this plan sets out.

With the challenges that we are likely to face over the coming years, it is essential that our staff not only have the skills and knowledge to carry out their roles, but are supported to do so. It is important that staff feel a sense of satisfaction from work, are engaged with and understand organisational change, are enabled to provide a contribution to SPS's future, and can see that their contribution is recognised. To do this, we will develop a Fair Work Strategy which seeks to promote employee voice, opportunity, wellbeing, equalities and respect, fulfilment, and employment security and benefits. Our continued participation within the annual Civil Service People Survey will enable us to better understand the lived experiences of those who work within the SPS, and we will embed this evidence into the development of our employee policies.

Our efforts to become a trauma-informed organisation will embed an understanding of how our work can better respond to the impact traumatic experiences have on the behaviour of those in our care (see page 20 of this plan for more on this), as well as ensuring a better understanding of the role of trauma in workplace wellbeing.

Throughout the next five years, we need to carefully consider workforce planning within the context of wider service development. We will look for solutions that ensure we maintain high quality prison services while recognising the needs of our current staff and those who will join in the future. We know that to navigate our changing population and the environment in which we deliver our services, reviewing our operating model will be necessary. In order to be both achievable and sustainable, this must be accompanied by a good understanding of our workforce and careful workforce planning.

It is vital that we improve the diversity of our workforce, so we can be truly representative of the society we serve. A more gender-balanced organisation with a mix of ethnicities, ages, sexual orientations, faiths, and backgrounds, will ensure we have a wider range of experiences, and a healthy mix of ideas and viewpoints. This will lead to better informed decision making, and, in turn, an improvement in the quality of the services we offer. For these reasons we continue to be committed to increasing the levels of diversity within our workforce.

The learning, support, and development of our staff, and the role of effective leadership by and for staff, are two of our 'Enablers of Success' for this plan, as described below. All this work will lead to a more diverse and inclusive working culture, in which creating a safe environment to innovate, question, and actively identify solutions is valued and promoted.

SPS is committed to continuing to work in partnership with trade unions who represent our staff throughout the course of these developments.



It is vital that we improve the diversity of our workforce, so we can be truly representative of the society we serve.



Where we've been

Our last Corporate Plan initially covered the years 2019-2022. It was then extended by a year, to the end of March 2023, in order to provide an opportunity for reflection on the pandemic and the Scottish Government's Vision for Justice, which was published in February 2022. During the four-year period of that plan, we worked hard to keep staff, and those in our care, safe during the pandemic, while also improving Scotland's prison system. Some of our achievements and highlights included:

- Continuing to safely deliver services to those in our care and protect the public during Covid by:
 - Introducing a range of regime changes and operating procedures within prisons, supported by an enhanced communications strategy;
 - Building on our partnership with the NHS to support the delivery of prison healthcare;
 - Introducing a number of measures to support those in our care and their families during this challenging time. This included the successful roll out of Virtual Visits, authorised mobile phones, the implementation of a facility to accept online payments to people in our care from family and friends and the SPS Families Helpline;
 - Putting in place a range of COVID-specific staff process and procedures;
 - Implementing additional governance/oversight groups to support the continued delivery of service, such as our National Coronavirus Response Group (NCRG).
- Keeping our establishments safe and secure by:
 - Improving our liaison with, and support from, Justice partners and the Scottish Government through intelligence gathering and Police Scotland's early alert to SPS of the arrest of a high risk individuals before entry to prison estate;
 - Trialling new non-pain-inducing control and restraint techniques.
- Improving our service delivery and practice for specific population groups by:
 - Publishing our [Vision for Young People in Custody](#);
 - Publishing our [Strategy for Women in Custody 2021-25](#);
 - Opening the Bella and Liliacs Community Custody Units;
 - Introduced a new suite of professional development materials for staff working with women and young people;
 - Construction on HMP & YOI Stirling, a new Women's National Facility.
- Supporting the mental and physical health and wellbeing of those in our care by:
 - Beginning a programme of training to improve understanding of trauma-informed practices;
 - Introducing a new Mother and Baby Policy.

Where we're going

To describe our direction over the life of this plan, we have developed a statement of 'Strategic Intent' for 2023-8:

The Scottish Prison Service (SPS) will deliver prison services in a way that is focussed on being person-centred, inclusive, trauma-informed, and rights-based. We will better promote the health, safety, and wellbeing of all people who live in Scotland's prison system. Our skilled and dedicated staff will be supported and have the knowledge to do their jobs well. We will carry out our role and duties in support of a just, safe, and resilient Scotland.

By pursuing this intent, SPS will further minimise the risk of harm that can come with serving a sentence, and work with those in our care to ensure that any risk they pose to the public and other people is effectively managed. We will do this in a way that is respectful of, and considers as fully as possible, the individual circumstances that each person brings with them into our care.

Over the course of this plan, there will be four particularly transformative developments:

1. Relationship-centred service delivery:

The key to realising our ambitions is the high-quality professional relationship between staff and those in our care. Evidence tells us that the nature of these relationships can have a real impact on reducing re-offending, recovery from substance use, and broader wellbeing. People in our care have told us that having good, stable relationships with staff is important to helping them understand how the prison works, and how they can engage in activities. Mutual respect is key to these relationships. Over the next five years, we will continue to find ways of prioritising respectful and rewarding relationships.

2. Leadership:

High quality, adaptable leadership practices and

behaviours will be important to delivering this vision in the complex and uncertain environment we operate in. This leadership must be collaborative, inclusive, and recognise that collective effort is needed to bring about positive change.

3. Technology:

Providing those in our care with in-cell telephony and technology has the potential to vastly improve options and accessibility for maintaining relationships with families and communities, education and skills development, and supporting health and wellbeing. It should also lead to improvements in service efficiency.

4. Buildings:

Over the life of the plan, a number of major building projects will come to fruition. This will allow us to manage the prison population more effectively, while also making shifts in practice towards more trauma-informed ways of working.

These developments will contribute to a wider review of our overall operating model.

One of the greatest challenges we face will be the pressure on public finances and, consequently, our own resources. It will therefore be critical that we carefully prioritise our work, to deliver value for money for the public, our staff, and those in our care.

Strategic context

The role of Scotland's prisons is derived from two key documents: the Scottish Government's 'Vision for Justice in Scotland 2022' and the Scottish Sentencing Council's 'Purposes of Sentencing'.

The Scottish Government's [Vision for Justice](#) states:



There will always be a need for prison where a risk of serious harm is posed and custody can provide an important opportunity for rehabilitation... imprisonment for short periods is counterproductive and our evidence consistently shows that those serving short-term sentences reoffend more often, although it should be noted that those who receive community sentences have often committed less serious crimes. The long-term aim is that people should only be held in custody where they present a risk of serious harm.



The government's vision makes it clear that Scotland 'must look to redefine the role of custody in the context of needing to better support individuals' rehabilitation, by taking a trauma-informed and person-centred approach whilst also ensuring public safety.' Our Strategic Intent, described on the previous page, commits us to this vision of custody.

It is important that we also set out our role – and priorities – against the purpose of sentencing in Scotland ([SSC guideline](#)):

- **Protection of the public:** Scotland's prisons protect the public while people are in our care. This plan recognises the importance of secure prison environments and pathways to release that are underpinned by effective risk management.
- **Punishment:** Our priority is an environment that is safe, healthy, secure, and meets our human rights obligations. We operate prisons as punishment, not for punishment.
- **Rehabilitation of individuals:** Prison safety and security is paramount; this plan recognises the need to ensure health, wellbeing, and individuals' development are managed in a person-centred and trauma-informed way.
- **Giving the individual the opportunity to make amends:** Some people in our care view prison as being more about serving a sentence than reparation. This plan recognises the key role our staff play in engaging people in a person-centred and trauma-informed way, as they prepare them for the day they return to their communities.
- **Expressing disapproval of offending behaviour:** Imprisonment does this, but it does not serve as a deterrent for many people. This plan recognises that giving people a stake in society is crucial to behavioural change.

As an executive agency of Scottish Government, our work contributes to the delivery of the national outcomes specified in the National Performance Framework. In particular, our work aligns with the following outcomes within that framework:

- We live in communities that are inclusive, empowered, resilient, and safe.
- We respect, protect, and fulfil human rights and live free from discrimination.

We also deliver actions that contribute to realising the National Strategy for Community Justice.



The government's vision makes it clear that Scotland 'must look to redefine the role of custody in the context of needing to better support individuals rehabilitation.'



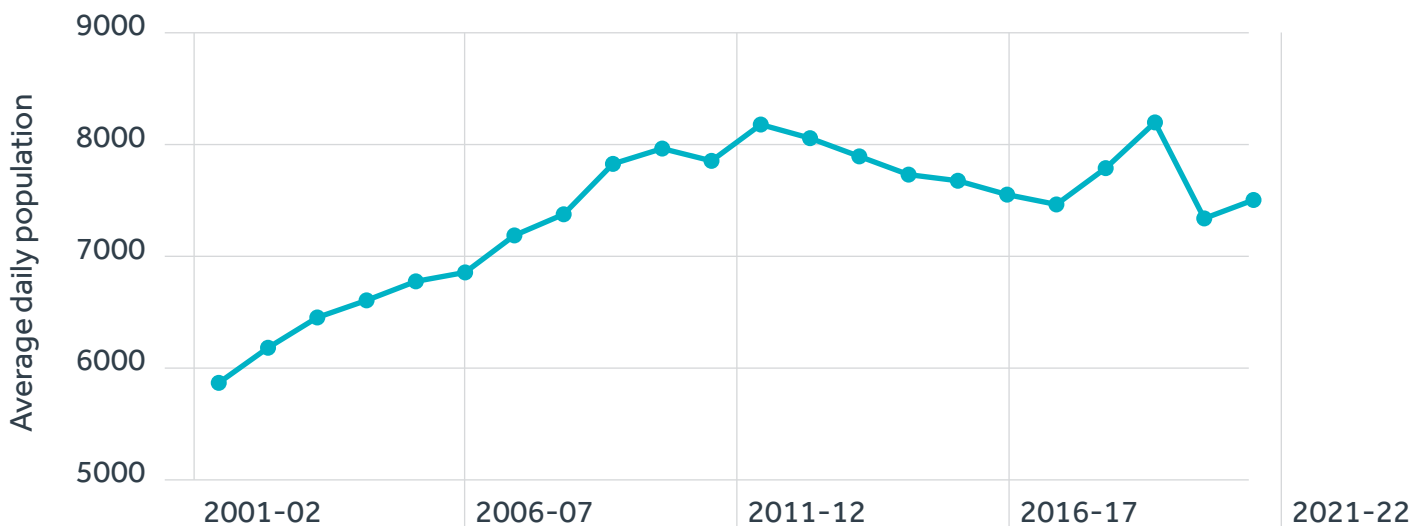
Changing prison demand

There are a number of significant trends affecting the demand on prisons in Scotland that will inform our work over the next five years. These are¹:

(a.) Overall Prison Population

Figure 1: After a decade of growth, the prison population began to fall from 2011, before rising again between 2017 and 2020. Covid measures saw a rapid drop in 2020-21, and the following year saw a small increase. The population has been broadly stable over the period since.

Figure 1: Long-term trends in the average daily prison population, 2000-01 to 2021-22

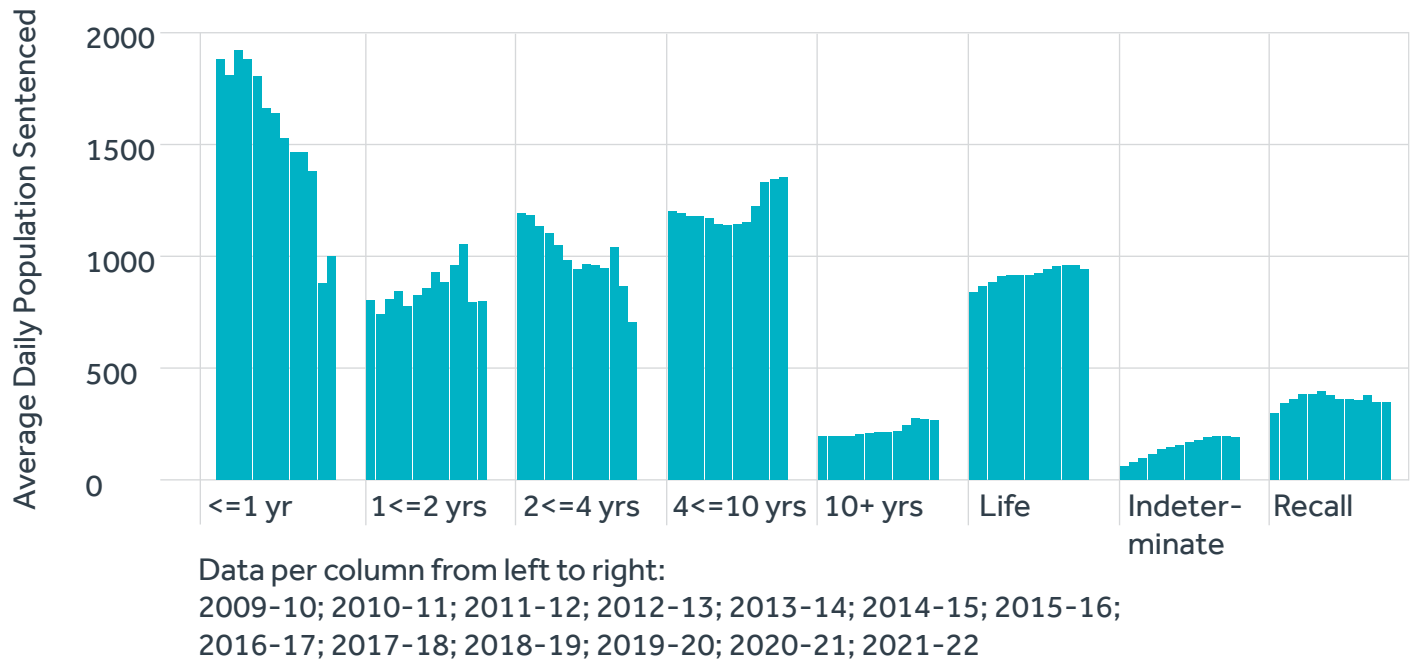


¹ (a), (b), (c), (d) and (e) below make use of the [Scottish Prison Population Statistics, 2021-22](#).

(b.) Sentence Length

Figure 2: In recent years, we have seen the number of people serving shorter sentences fall, but an increase in those serving longer sentences. The number of people with sentences of four to ten years, of more than ten years, and with life and indeterminate sentences all show an upward trend.

Figure 2: Index sentences – Average Daily Populations, 2009-10 to 2021-22



(c.) Offence Type

Amongst the over-arching categories of offence for which people are sent to prison in Scotland (non-sexual crimes of violence; sexual offences; crimes of dishonesty; damage and reckless behaviour; crimes against society; antisocial offences; miscellaneous offences; road traffic offences), all but one show a stable or downward trend. The exception to this is sexual crimes, which has shown a rapid upward trend over a number of years.

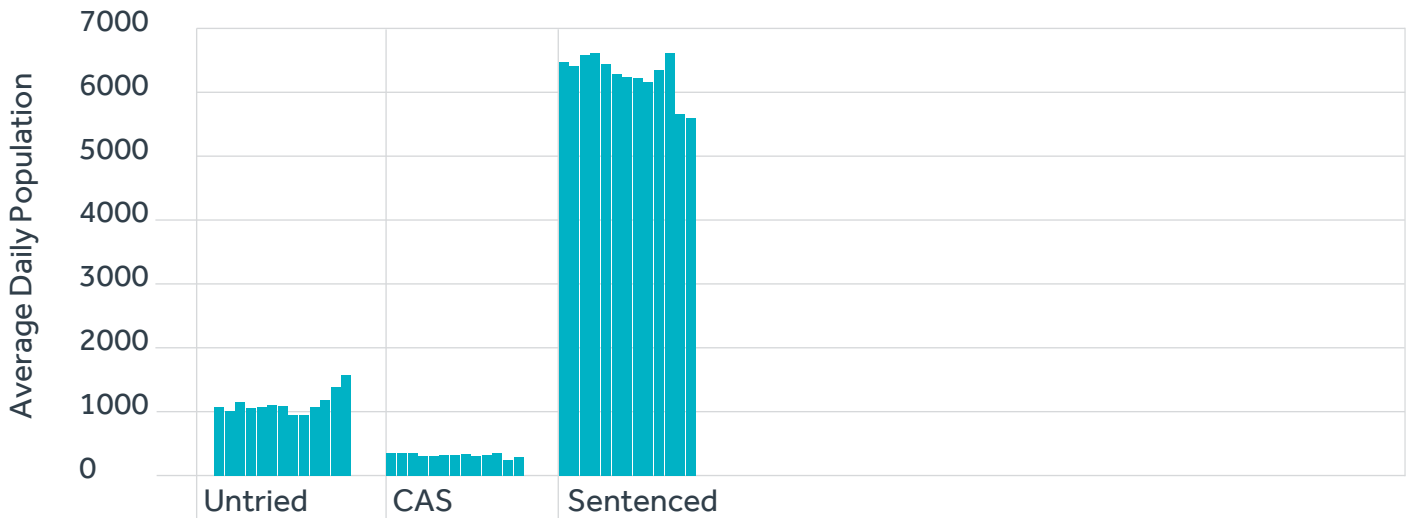
(d.) Age

For a number of years, the average age of those serving custodial sentences has gradually increased. The proportion of the population aged 55 or older, for example, has more than doubled in the last ten years, from 3.5 per cent to 8.1 per cent. Policy and practice changes within the justice system have also led to a significant decrease in the number of young people (under 21) in prison.

(e.) Legal Status

Figure 3: Recently, the number of untried people held in Scotland’s prisons has increased. In the year 2021-22, around 25 per cent of the prison population were on remand, which is the largest proportion on record.

Figure 3: Legal Status - Average Daily Populations 2009-2010 to 2021-22



Data per column from left to right:
 2009-10; 2010-11; 2011-12; 2012-13; 2013-14; 2014-15; 2015-16;
 2016-17; 2017-18; 2018-19; 2019-20; 2020-21; 2021-22

What this means for SPS

These changes in the Scottish prison demographic bring significant challenges. Our population is increasingly complex and with greater individual needs. We have a greater proportion of people serving longer sentences, and for more serious crimes. These people require more intensive individual management and support than those on short sentences. The overall population will continue to be impacted by a range of interacting factors.

An older population, with more people serving longer sentences, also requires greater health and social care services and support. We have more people that require to be accommodated separately from the main population, either due to age and social care needs; the nature of their offending history, particularly sexual offences; or because they are on remand and untried. This all makes managing the prison population within the limitations of our prison estate ever more challenging.

Delivering better outcomes for those in our care

The Vision for Justice in Scotland envisages a 'person-centred justice service'. It emphasises the importance of recognising that people are the experts in their own lives, stating: 'We must transform our justice services, ensuring services are designed for and by those who need them.'

This intention chimes with the principles set out in the [Scottish Approach to Service Design \(SAatSD\)](#) which envisages a future where 'the people of Scotland are supported and empowered to actively participate in the definition, design, and delivery of their public services'.

Therefore, our work must understand and meet the needs of **those in our care**. We will seek to uphold the fundamental human rights of those in our care, many of whom have experienced significant mental health problems or trauma, or have learning difficulties, or speech, language, and communication needs. We will support each individual in our care to give them the best possible chance of re-joining society as a good neighbour, friend, colleague, and/or parent. Importantly, the results of this work offers benefits to:

- **Victims of crime** – who need to be supported in their journey to healing and recovery.
- **The wider public** – who need to feel safe in their communities.

We also engage actively with SPS **staff** – because it is their relationships with people in our care, and the knowledge and skills they bring, that shape prison services in Scotland.

Guided by the SAatSD, we will therefore:

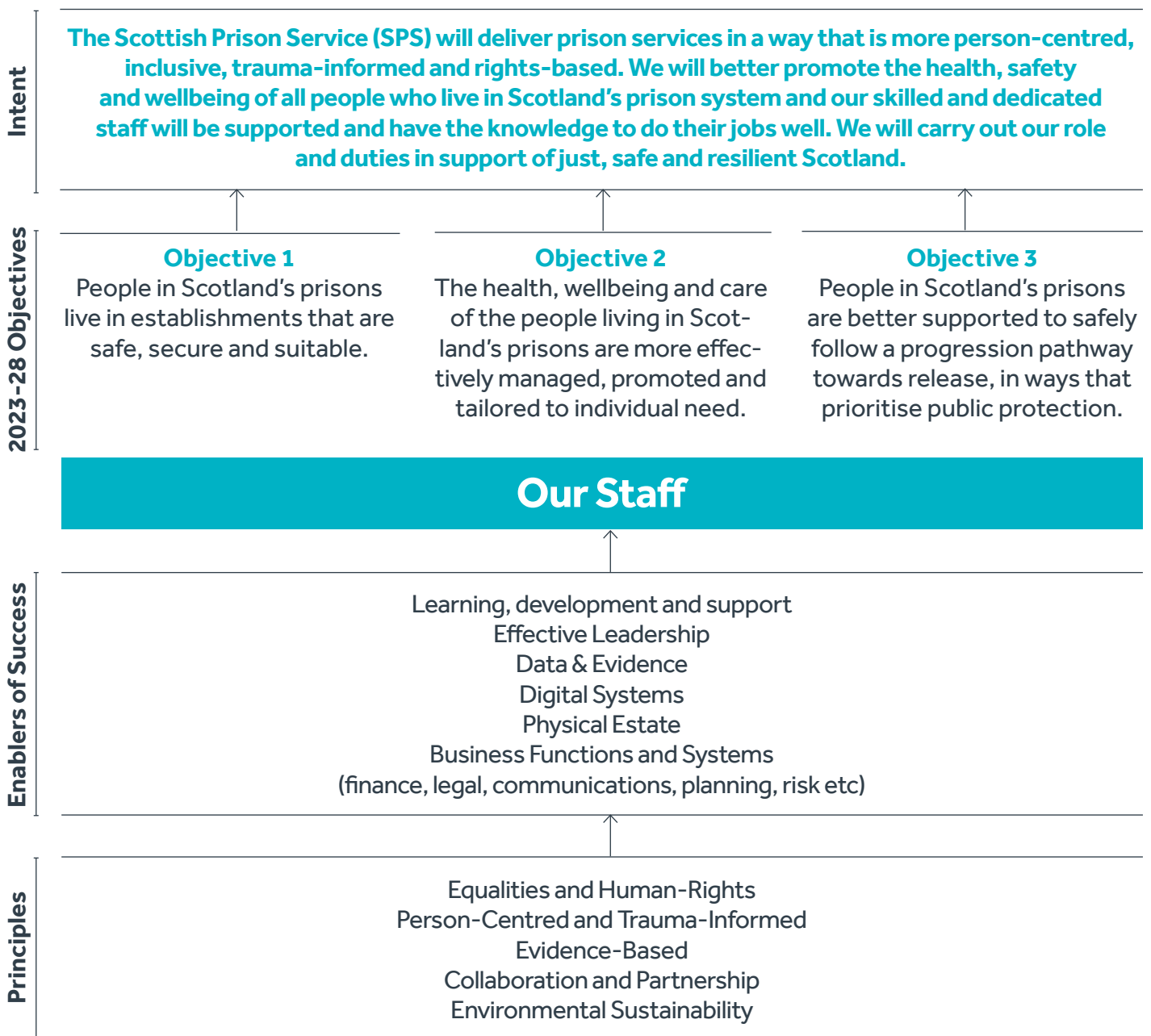
- Focus on those key groups – those in our care, victims, the public, and staff – and the life events and problems they need the service to solve before we design solutions.
- Seek to give those in our care and staff meaningful choice and a voice in decision-making processes at every stage of development, and not just at the start or the end.
- Use inclusive, accessible, and ethical research and design methods so that our key groups can participate fully and meaningfully.
- Recognise the importance of relationships for those in our care - both with members of staff, and their families and communities. We will use the impact of relationships to reduce re-offending, support recovery from substance use, and enhance broader wellbeing. We will replicate good practice where we see it.
- Take time to understand and make sense of research insights and share them openly wherever possible.
- Embed a culture of continuous improvement through effective training, constructive feedback, and support.

SPS is committed to putting people at the heart of service design, delivery, and improvement, consistent with our Social Impact Pledge and wider public body obligations.

2023-28 plan: overview

Over the next five years, we will focus our efforts on the delivery of three **strategic objectives**. Our key **principles** describe the ways in which we will deliver, and the **enablers of success** identify the things that need to be in place – and improve – to deliver well. These principles and enablers are delivered by, and exist to support, our staff, as together we bring about cultural change and improved outcomes for all.

All of these will help us to move towards our **strategic intent**, the overarching strategic aim we will pursue.



The pages that follow explore our plans in more detail and key areas for action for the plan are included on page 17.

Objective 1

People in Scotland's prisons live in establishments that are safe, secure, and suitable

Our Key Partners in this objective:

Police Scotland

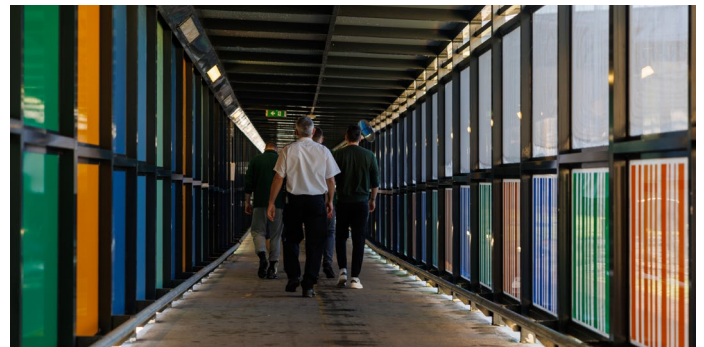
Scottish Courts and Tribunals Service

Scottish Government

The changing nature of crime and sentencing in Scotland, in recent years, has created a number of challenges for Scotland's prison system. The day-to-day organisation of the prison population has become a more complex task. Groups and individuals in our care require specific management, accommodation, or interventions. This may be due to them having a particular characteristic (for example, young people), having been sentenced for certain offence types, or being at a particular stage in the justice process (for example, held on remand). This puts pressure on our estate, some of which is old, and was not designed for the prison population we now see. Some of our older buildings are difficult to maintain, which impacts on the living and working conditions of prisoners and staff.

The complexity of this population management is something that we must address. We will need to think innovatively and creatively about where those in our care serve their sentence, so we can run prisons efficiently and deliver the best possible outcomes. This will require us to make better use of the data we have available, including forecasting. We will also continue to develop our approaches to the management of specific populations. This will include exploring models of custody for young people in our care.

Amid the challenges are opportunities. We will design a new operational model that better fits the complexity of our total population, turnover, service delivery specification and justice system obligations. While this will be a significant undertaking, and will impact on all areas of SPS, we must ensure that Scotland's prisons are operationally sustainable for the future. It will be necessary to develop this alongside workforce plans.



The safety of those in our care is fundamental to a high quality prison system that is grounded in human rights. We will therefore continue to promote and develop safe prison buildings and environments that prioritise good order and violence reduction. Through physical and dynamic security measures and intelligence, we will continue to keep Scotland's prisons secure and meet our responsibility to protect the public. These are core foundations of our service.

A programme of development of our prison estate, including new building projects, and improvements in the availability of technology within prisons, will continue to improve conditions in our establishments over the next five years.

Objective 2

The health, wellbeing, and care of people who live in Scotland's prisons are better promoted, managed, and tailored to individual needs

The health and social care needs of our prison population are becoming greater and more challenging to meet. This is in part due to the aging prison population and the increased proportion of people serving lengthier sentences. In recent years, there has been considerable focus from scrutiny and inspection bodies on the importance of good quality health and social care within prisons and this has resulted in a significant number of recommendations for improvement.

In the next five years, we will prioritise and make progress on those recommendations, working with partners to deliver in a coordinated and achievable way. Our work will align with key national strategies on addressing Scotland's health and inequalities challenges, and with major policy objectives – such as the introduction of the National Care Service. We want to improve outcomes and reduce the risk of harm and ill health that can come with serving a prison sentence, and we know that mental health and recovery from addiction will need to receive particular attention in this regard.

Our Key Partners in this objective:

NHS

Public Health Scotland

Local Authorities

Third and Private Sector Social Care Providers

Promoting good health and wellbeing is about more than interventions. It requires a prison environment and culture that have positive relationships at their centre. We will support those in our care to stay better connected to their communities and families – including continuing their parenting role where appropriate and helping families to be involved in the lives of those in our care – and build on the relationships with staff to create more positive outcomes and experiences. We will move beyond traditional models of service delivery and will re-evaluate our practices and policies through a trauma-focused lens that prioritises trusting, mutual relationships. We will develop and test a staff supervision model to support this within our operational context.

Our partnership work with the NHS is, of course, crucial to the delivery of this objective and we will continue to collaborate at both the strategic and delivery levels. Using data to improve our understanding of the needs of people in prison will be one specific area of collaboration.



Objective 3

People in Scotland's prisons are better supported to follow an individualised pathway towards release, in ways that prioritise public protection

One of the core responsibilities of the SPS is to prepare those in our care for release and return to their communities. This must be done in a way that carefully manages risk and balances the safety of the public and potential victims with the human rights of those in our care. Case management – the identifying, planning, and providing support to those in our care based on their individual needs – is the central part of this process. This involves a team of professionals that represent a range of organisations with responsibility for the management of those in our care but fundamental to successful case management is effective relationships between staff and those in our care and the opportunities to develop those relationships.

We will start work over the next five years on shifting to a revised model of pathways to release that is based on risk, rather than sentence length. This model would be informed by a wider body of individualised evidence and which supports those in our care to demonstrate their needs are being met and their risk is being reduced.

We will look to have a greater focus on supporting those in our care to achieve the goals that are personal to them and those that will make the most difference to their life when they are released, such as improving employability or developing parenting skills, and building links with their communities and the services that are available when released. This shift in model will take time and will extend beyond

Our Key Partners in this objective:

Local Authorities
Third Sector providers
Police Scotland
Scottish Government
Risk Management Authority
Parole Board for Scotland
Social Work Scotland
Community Justice Scotland
Employability partners, including DWP

the timeframe of this plan. The improvements require a number of changes, additional training for staff, and substantial collaboration with our justice partners. We know that effectively preparing for release can be particularly challenging for those in our care who have learning difficulties, and this will be a key focus for us.

We also have specific legal duties around release pathways and the process called 'progression', in which a series of controlled stages can be used to prepare someone for release. These may involve moving them to less secure custody conditions, increasing contact with the community, and undertaking learning designed to reduce re-offending. We will continue to fulfil these legal duties, while looking to improve the quality of our release pathways, increase access to case management opportunities for those in our care, reduce the time that it takes for them to safely complete the steps needed to be prepared for release, and better manage and understand the pathways that are being followed through data. We will also review our learning and skills provision and introduce digital education opportunities to widen access and availability.

We will continue to help reduce reoffending, protect the public, and create safer communities by contributing to the aims and priorities of the National Strategy for Community Justice, undertaking actions identified in the Delivery Plan for the strategy as appropriate.

Delivering our plan

Our key areas of action for this plan will be phased in two broad stages. In the first stage, years one and two, we will: create the conditions for longer-term shifts in practice; put in solutions to immediate issues; develop a number of strategies and plans; and carry out analysis to understand our challenges better. In the second stage, over years three to five, we will look to make progress on longer-term shifts in what, and how, we deliver.

Years 1 and 2

Creating the conditions
for change

Objective 1 (Safe, Secure and Suitable) Key Activity Areas

- 1a. Addressing population management challenges.
- 1b. Improving conditions in establishments.
- 1c. Enhancing specialist population approaches.
- 1d. Ensuring safe, secure and orderly buildings and prison environments.

Objective 2 (Health, Wellbeing and Care) Key Activity Areas

- 2a. Delivering on scrutiny and recommendations.
- 2b. Improving the management of mental health and addiction recovery.
- 2c. Keeping those in our care connected to families and communities.
- 2d. Introducing and embedding trauma-informed working.
- 2e. Improving NHS collaboration.
- 2f. Improving our health and care data.

Years 3, 4 and 5

Making long-term shifts

Objective 3 (Pathways to Release) Key Activity Areas

- 3a. Consolidating and improving progression, case management and release arrangements.
- 3b. Developing education, skills and employability provision.
- 3c. Improving multi-agency partnership work in case management.
- 3d. Supporting links to, and collaboration with, communities.
- 3e. Shifting to new models of release pathways and arrangements, based on risk.

Enablers Key Activity Areas

- 4a. Improving staff learning, development and support.
- 4b. Embedding effective leadership.
- 4c. Developing our use of data and evidence.
- 4d. Improving our digital systems.
- 4e. Maintaining and upgrading our physical estate.
- 4f. Developing our organisational support systems and processes.

More relationship-centred services

A sustainable operating model

A more diverse, inclusive organisational culture and leadership

Improved value-for-money

Delivery of our statement of 2023-28 strategic intent and objectives

We know we are entering a period of financial challenge and uncertainty. We will therefore keep our activity under review and reflect any changes through our Annual Delivery Plans.

Enablers of success

To deliver on the objectives outlines above, there are a number of essential elements that need to be in place to ensure a stable foundation. These are our 'enablers of success' and describe functions and characteristics of the organisation that we need to have in place over the next five years. The success of these enablers will be seen not only by the extent to which we deliver, but also by their ability to adapt, develop, and improve over time.

Learning, Development and Support

It is fundamental to the delivery and improvement of our service that our staff are knowledgeable, skilled, and supported. Over the lifetime of this plan, we will create learning and development pathways for staff at all levels that are adapted to meet the needs of individual job roles, while encouraging staff to take ownership of their professional development and embrace learning opportunities. We will develop and test models of staff supervision and wellbeing support through reflective practice as part of trauma-informed service delivery. We will focus on the role of relationship-building as a key skill, looking in particular at case management and the role of the Personal Officer, and embed trauma-informed ways of working into our learning and development. We will look for opportunities to utilise digital and hybrid learning, where appropriate, to ensure our staff are equipped to carry out their roles. Creating the organisational environment that is supportive of trying new things and generating and testing ideas will be key to delivering change over the next five years.

Effective Leadership

Effective leadership built on trust will be critical to the successful delivery of our strategic ambitions. We must be agile to manoeuvre through an increasingly complex operating environment, and meet our obligations as an executive agency of the Scottish Government, a public body, and a prison service with duties set in legislation. To support this, we will be implementing a Leadership Strategy over the coming years that puts relationships and values at the heart of everything we do. It will promote personal and professional learning and development, and encourage collaborative and collective leaders who explore and develop their ways of working in order to support an inclusive culture that allows everyone to deliver at the best of their ability.

Data & Evidence

To deliver, and improve Scotland's prison system, we must start by understanding what works well, and what could be better. We need to understand how the system could be different and what we could learn from others, and use this to continually improve our service and organisation. All of this is reliant on robust data and evidence. This evidence will come to us in a range of forms and from a variety of sources. We will build on our structured research programme and focus on how we best use our data to improve our services. Speaking and, more importantly, listening to people with lived experience, having spent time in our care or knowing somebody who has, is fundamental to effective public service design, delivery, and improvement, and something that we will further embed in our work. Good evidence is also generated through, and dependent on, solid assurance and audit processes. We will therefore be introducing an improved 'Planning, Assurance and Control' model within SPS to support this across the organisation.

Digital Systems

Recent years, particularly during the pandemic, have demonstrated how essential it is for us to embrace the opportunities and efficiencies that can be achieved through improvements to, and more effective use of, our digital systems. We will apply lessons from the pandemic response to further explore how best to do this to free up more staff time to focus on case management, risk management, progression, and release management through technology. In-cell cabling and digital services will give people in our care more choice over how and when they access prisoner services. This will allow for more personal agency, as they take greater ownership of their own education and welfare plans. We will incorporate new technologies into our new-build establishments and undertake digital infrastructure improvements to ensure our systems are reliable, secure, and cost effective, and introduce developments that will allow us to better understand, exploit, and share our data.

Physical Estate

We directly operate fifteen prisons across Scotland. The buildings that make up these are extremely varied and range from the 15th century castle that now serves as HMP Castle Huntly, to Victorian halls at HMP Barlinnie, to the Bella and Lilius Centres, which were completed in 2022. Each building in the estate presents its own unique challenges to the effective running of a prison service fit for modern standards of living, and which fulfil our legal and human rights obligations.

Over the next five years we will complete a number of major capital projects designed to alleviate pressure on some of our older buildings, and enable new ways of working. Construction of HMP & YOI Stirling, HMP Highland and HMP Glasgow will be completed, and these establishments will become operational. HMP



Kilmarnock, currently run by a private contractor, will also transition to be operated by SPS. We will continue to maintain, refurbish, and redevelop our existing buildings, as well as undertake important improvements to support positive outcomes for those in our care, such as the provision of technology.

Business Functions and Systems

Like every organisation, SPS has a range of systems, processes, and functions that exist to ensure it is run effectively, legally, and transparently, and pays appropriate care and attention to the management of a public service. This includes business areas such as finance, risk management, HR, procurement, information governance, assurance, legal services, and communications. These functions will continue to deliver and develop over the course of the plan, adapting to the emerging environment as necessary, and offering support across the organisation to enable the effective and efficient fulfilment of our legal duties and obligations and the delivery of a high-quality prison service. In particular, we will look to embed more robust organisational assurance mechanisms and improve our business risk management. We will also continue to plan and execute its procurement activity in accordance with the relevant legislation and in particular to exercise the Sustainable Procurement Duty. We will plan and deliver the procurement programme in line with our published Procurement Strategy and to report procurement performance and outcomes through our Annual Procurement Report. SPS will continue to generate social value outcomes and community benefits, particularly where this supports disadvantaged groups including those in or leaving our care.

Cross-cutting principles

The cross-cutting principles describe the approaches we will use in our work over the period of this plan. They are based on our duties as a public body and key agency in the delivery of the Vision for Justice.

Equalities & Human Rights

SPS is a rights duty-bearer, with a responsibility to protect and promote the human rights of those in our care. SPS is fully committed to embedding and promoting the principles of equality and to protecting the human rights of people in its care, staff, and others who come into contact with us. We value and support diversity and inclusion, tackle inequalities, and promote and respect equality and human rights. Through a structured, evidence-based approach, we embed a commitment to equalities and human rights into prison strategy, policy, and practice and recognise the added positive impact that human rights and non-discriminatory approaches and practices can have to make prisons safer, fairer, and more efficient. As a public body, and in line with our obligations under the Equality Act 2010 (Specific Duties) (Scotland) Regulations, we have a duty to have due regard to the need to eliminate discrimination, advance equality of opportunity, and foster good relations between different people when carrying out their activities. The delivery of our services contribute to the advancement of equality and good relations. This results in positive outcomes for people in our care.

We are committed to improving how we deliver on our human-rights obligations by: ensuring all staff better know what the rights of those in our care are and how to protect those rights; enabling those in our care to understand and claim their rights; and having robust accountability systems that promote good practice and prevent rights violations.

Person-Centred and Trauma-Informed

As the Vision for Justice notes, it is now recognised that “many of the issues that bring people to the justice system are very traumatic”. Similarly, we know that there is a high prevalence of adverse childhood experiences amongst prison populations. Moving towards a more trauma-informed approach to the delivery of our work will help minimise the further harm and distress that comes from re-traumatisation. Trauma-informed practice is a way of working that “is grounded in, and directed by, a complete understanding of how trauma exposure affects service user’s neurological, biological, psychological, and social development.”²

The trauma referred to here is specific to an individual and “results from an event, series of events, or set of circumstances that is experienced by an individual as physically or emotionally harmful or life threatening and that has lasting adverse effects on the individual’s function and mental, physical, social, emotional, or spiritual well-being”. Being trauma-informed challenges us to “reframe complex behaviours as potential responses to trauma-related triggers”, for which we must “prioritise the building of trusting, mutual relationships above all else”. This approach is central to our Strategy for Women in Custody and our Vision for Young People in Custody. But our ambition goes further still, and we will seek to embed trauma-informed practice across the whole of the prison service. Staff training and supported practice models will be essential to helping us become trauma-informed over the next five years.

² Quotes on this page are taken from the Scottish Government / NHS Scotland’s *Trauma-Informed Practice: A Toolkit for Scotland*

Complementing this, we must also make improvements to ensure those in our care are viewed “as a whole”, with the complexity and intricacies of their individual circumstances, needs, and priorities respected, valued, and acted on. We have examples of good practice from such individualised approaches already within SPS, such as the pastoral and spiritual care provided by our Chaplaincy team.

Evidence-Based

We recognise that we deliver a service on behalf of, and for, the Scottish public and that this must be done credibly and responsibly. Central to this is ensuring that our decisions, plans, and actions are informed by sound evidence and that we track progress, evaluate our work, and learn from what we find out. As described above, we will engage with a range of evidence and explore how to better use lived experience as part of our organisational evidence. We will undertake improvements to how we use data to understand and develop our service.

Collaboration & Partnership

SPS is one of many public and voluntary sector organisations working within the Scottish justice system. Our role requires us to work effectively and collaboratively with these organisations at both the strategic and delivery levels. These partner relationships are essential to supporting transitions into and out of prison, and to providing support, opportunities, and connections while in our care. We know, however, that the differing local arrangements and contexts in which our establishments operate can present challenges to achieving consistency.

We will continue to play an active role in the strategic justice environment, with the aim of ensuring that victims of crime, and the wider public, feel safe and have confidence in SPS and the Scottish criminal justice system, and to understand and share effective practice across the Scottish justice system. We will continue to work to rebuild the justice system after the pandemic through our on-going contribution to the Transformational Change Programmes multi-agency work.

Environmental Sustainability

The global climate emergency is a strategic national priority, recognised by the Scottish Government and public bodies across Scotland. In 2019, the Scottish Government declared “A Climate Emergency” which led to The Climate Change (Emissions Reduction Targets) (Scotland) Act 2019, which includes an increased ambition to reduce greenhouse gas emissions to net-zero by 2045. SPS has a statutory duty to support the Scottish Government’s commitment to tackle climate change. There is an expectation from the government that public bodies will lead by example and take the necessary steps to address climate emergency and delivery against the Scottish targets in a way that is fair and creates a better future for everyone.

SPS has already taken positive steps to improve its performance on climate change and, in particular, on energy reduction targets. Many of the ‘easy’ wins have already been achieved. The next phase of Net Zero, and responding to the climate emergency, will require a step-change and a redoubling of efforts, as part of a renewed corporate commitment to an updated set of Net Zero strategies, plans and actions.

Duties, regulation & scrutiny

As an executive agency and public body in Scotland, and due to the nature of SPS's work, we have a range of duties and obligations beyond the delivery of custodial care that we are required to carry out and help us deliver an effective, transparent and meaningful public service. These duties, which we will continue to deliver and develop over the course of this plan, include:

- Contribution to Scotland's Net Zero targets and biodiversity aims
- Freedom of Information
- Risk management
- Financial and business planning, management, and reporting
- Corporate parenting
- Procurement compliance and reporting
- Public records management
- Complaints handling
- Fairer Scotland Duty obligations.

We will also engage with, and implement, any legislative changes that may come about during the five years of the plan.

The treatment of, and conditions for, those in our care are scrutinised by HM Inspectorate of Prisons for Scotland (HMIPS) in line with United Nations Optional Protocol to the Convention against Torture and other Cruel, Inhuman and Degrading Treatment or Punishment (OPCAT). HMIPS inspects prisons in Scotland according to nine standards:

1. Lawful and transparent custody;
2. Decency;
3. Personal safety;
4. Effective, courteous, and human use of authority;
5. Respect, autonomy, and protection against mistreatment;
6. Purposeful activity;
7. Transitions from custody into the community;
8. Organisational effectiveness;
9. Health and wellbeing.

We will continue to work collaboratively with HMIPS and ensure inspection and monitoring reports are appropriately considered and responded to.

SPS is also subject to wider scrutiny, such as from the Scottish Human Right Commission, Mental Welfare Commission, and Scottish Parliament. We recognise that ambitions for, and expectations of, Scotland's prison system are rightly high, and that in a resource-constrained environment we will need to be realistic about improvements that can be made in response to recommendations and will always seek to deliver these productively and positively.

Resources

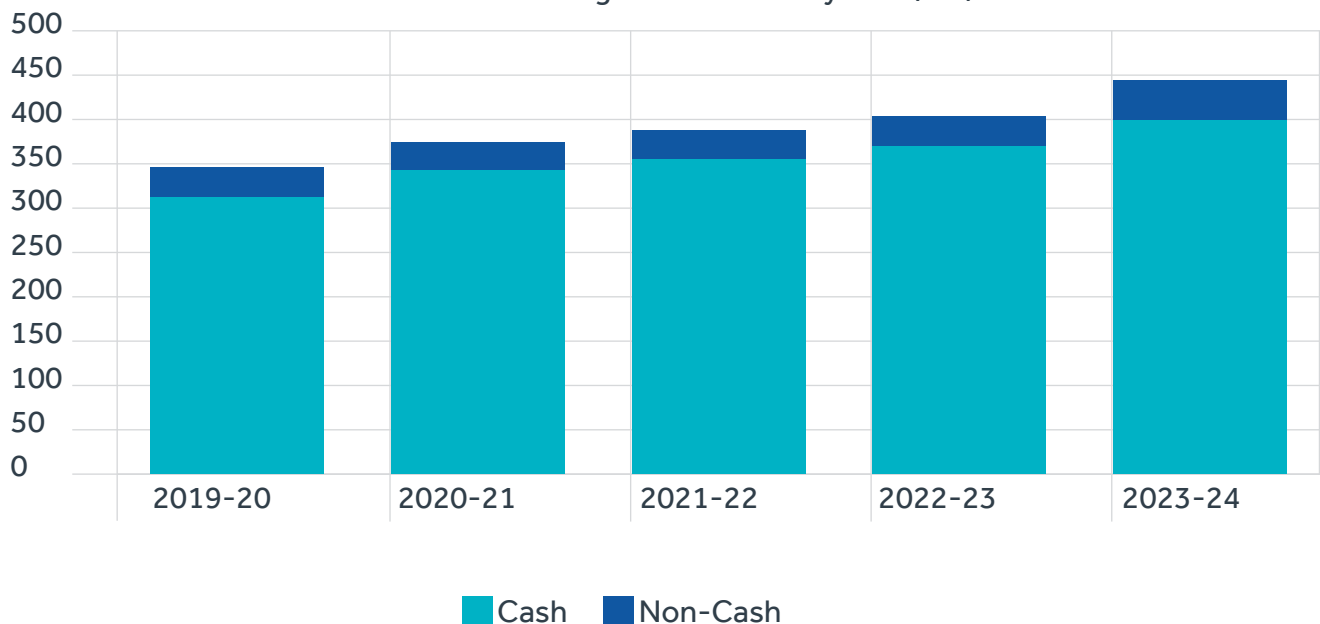
The Resource Budget for the SPS in 2023/24 is £398.6m. This covers the cost of staff, service delivery contracts by external providers, buildings and energy, prisoner food and other costs, and administration. Our budget has, and will continue to be, under pressure due to a number of challenges, including providing a pay award above the Public Sector Pay Policy in 2022/23, the rising cost of living – particularly in increased energy bills and prisoner food costs – and wider inflationary pressures. There is a non-cash allocation of £45.2m, primarily made up of depreciation.

The capital budget for 2023/24 is £97m. Capital allocations each year are based on forecast capital projections from the capital spending review. The current capital programme includes the replacement of HMP & YOI Cornton Vale, replacement for HMP Inverness, the replacement for HMP Barlinnie, and the provision of in-cell telephony with the potential for in-cell technology.

Although the SPS budget allocation has increased in recent years, the effect of these increases is lessened by the challenges of the growing complexity of our work that have been described earlier in this plan, contractual and legal obligations, and the need to improve our service delivery.

However, despite operating in a challenging financial environment, we will aim to maintain our improvement agenda that will continue to drive efficiency and increased effectiveness within the SPS while maintaining our commitment to meeting our human rights obligations.

SPS Resource Budget Allocations by Year (£m)



Measuring and monitoring our progress

In this plan, we have set out three high-level objectives that describe our priorities over the next five years. To monitor and manage our progress against their delivery, we will continue to use – and improve – a range of approaches.

Our Annual Delivery Plans will specify the actions for each year of the plan. This plan will be complemented by plans within SPS directorates and teams. Management of the corporate deliverables is undertaken by the Executive Management Group and monitored by our Advisory Board. Within directorates and teams, consistent monitoring practices will be introduced across the organisation through our new 'Planning, Assurance and Control' model.

Major projects within SPS are overseen by the Major Projects Management Group and other strategically significant pieces of work – as well as linkages across projects in the plan – will be overseen by the Strategic Delivery Group.

SPS has a set of organisational Key Performance Indicators (KPIs) to monitor performance. As part of the implementation of this plan, these will undergo development and refinement to better align with the objectives described above. Specifically, we will look to better balance qualitative and quantitative measures of success and capture not just the work we are doing, but how that work is experienced and the impact it has. Some of our key measures of performance will only be available once a dependent piece of work (for example, a specific strategy) is completed. To support this, we will publish a performance framework in the first year of the plan.

On a quarterly basis, we will continue to produce integrated performance reporting and publish key information through the Public Information Page (PIP), available on our website.

These arrangements notwithstanding, the Chief Executive of SPS is, as Accountable Officer, personally accountable to Scottish Parliament for the performance of the organisation.



In this plan, we have set out three high-level objectives that describe our priorities over the next five years.





Scottish Prison Service
Headquarters
One Lochside
1 Lochside Avenue
Edinburgh
EH12 9DJ

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