

SCOTTISH PRISON SERVICE

Annual Delivery Plan

2026/27



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INTRODUCTION

Scottish prisons are continuing to endure a period of sustained high and complex population pressures that is testing every element of our organisation. However, it is important to recognise what we still manage to achieve as an organisation.

This Annual Delivery Plan captures the next steps ambition towards an increasingly modern Scottish Prison Service.

It is a testimony to the professionalism, dedication and innovation of SPS staff and our partners that we have taken huge strides in such challenging times.

As we look to the future, we expect to continue to make improvements including continuing construction of HMP Highland and HMP Glasgow, rolling out our innovative approach to control and restraint, continuing with implementation of Fatal Accident Inquiry recommendations and mobilising a new prisoner escort service across Scotland.



WHO WE ARE

The Scottish Prison Service (SPS) is an Executive Agency of the Scottish Government. There are currently seventeen establishments located across Scotland: sixteen directly operated by SPS and one operated by private sector operators under contract to SPS. We employ around 5,000 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, demand-led, 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.

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



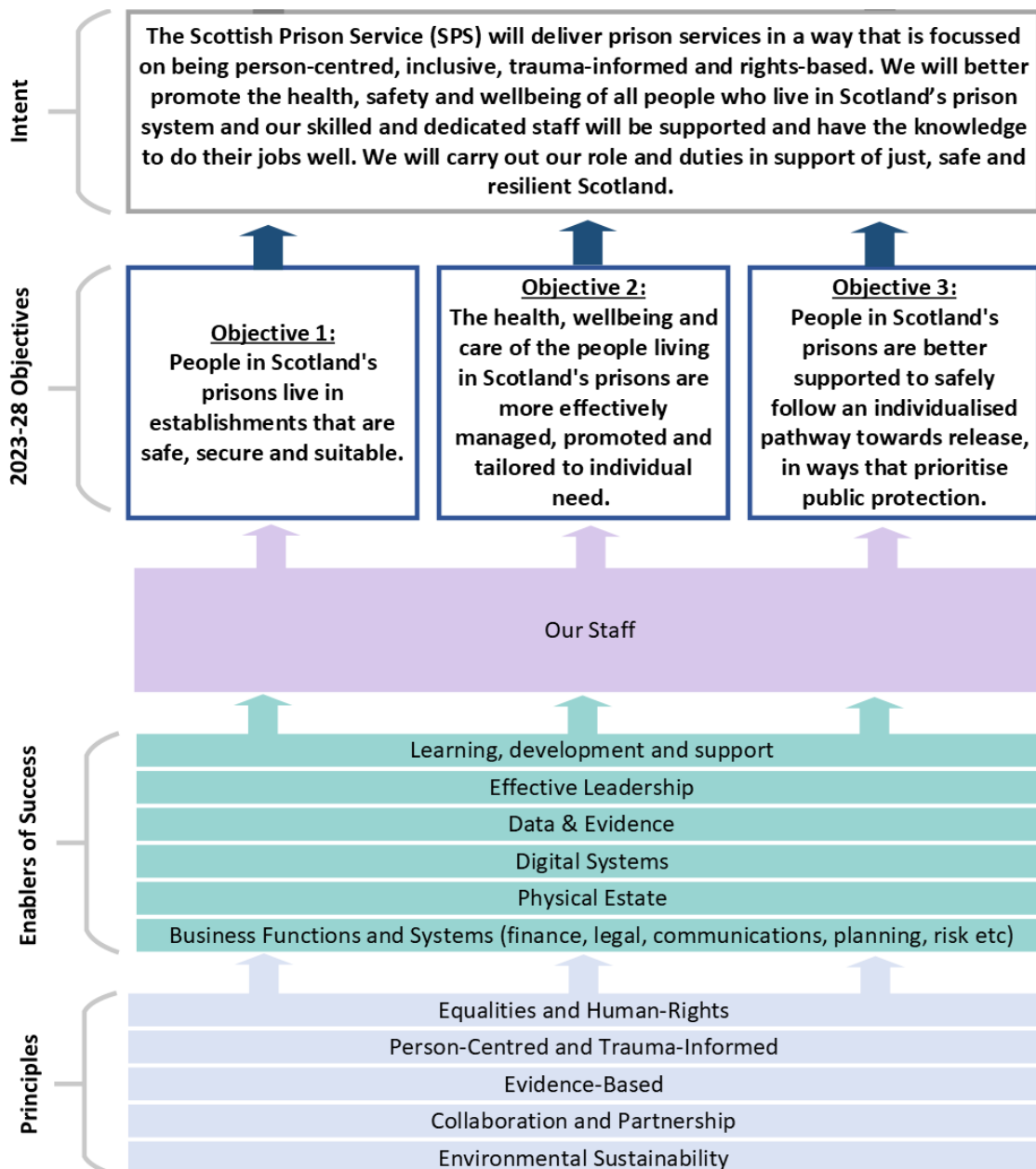
Innovation – we continually find ways to improve the delivery of prison services in Scotland

2023-28 PLAN: OVERVIEW

Over the next five years, we will continue to focus our efforts on the delivery of three **strategic objectives**. Our five key **principles** describe the ways in which we will deliver, and the six **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. As an Executive Agency, our work contributes to the delivery of **national outcomes** in the National Performance Framework (NPF). As the NPF is currently under review and the current version archived, we have not identified specific outcomes here.

Further detail on all of these elements, and the context in which they were developed, is available in our Corporate Plan 2023-28.



DELIVERY PLANS 2026-27

SPS has five key Directorates / function areas, each of which is responsible for a portfolio of work that is necessary to maintain our operations and ensure that the organisation is legal, safe, and secure; this is our 'business-as-usual'. Each Directorate also delivers developmental, improvement, and reform work designed to deliver on the strategic intent of our Corporate Plan, deliver significant change, and respond to situations in our environment and operations that are outside of the norm; these are our 'key activities'. Due to the nature of our work, the volume of our business-as-usual work can change significantly and place limitations on our ability to deliver the other key activities. For this reason, we will - as in previous years - keep our delivery plans under review through the year.

Our Business-as-Usual

Below is a summary of the business-as-usual work undertaken in each directorate. This is not intended to be exhaustive but give an indication of the varied work undertaken across the organisation, all of which place pressure on our resources.

Directorate / Function Area	Core Business-As-Usual
Operations	Consisting of most of the staff of SPS, Operations is responsible for the running of our establishments and for turning policy and the Prison Rules into everyday practice. They also lead on our public protection functions and manage a number of large private contracts.
Policy	The Policy Directorate take the organisational lead on policy, strategy and position development for key thematic areas. These include health (including death in custody processes); progression and case management (including psychology management); specialist population management; and wider justice partnership working.
Organisational Development	Our staff are the focus of the Organisational Development Directorate. They manage recruitment, training and development (including the operations of the SPS College), attendance management, industrial relations, management of the pay award, and workforce planning.
Finance	The Finance Directorate is responsible for our financial and procurement operations, policy, governance and strategy. This includes key activities such as budgeting, financial reporting, and supporting the whole organisation to access the supplies and services it needs.
Engagement & Change	Change & Engagement includes oversight of Fatal Accident Inquiry activity and our strategy and governance teams, who cover organisational governance, ministerial and parliamentary liaison and wider organisational scrutiny, data, research, and communications.
Key Enabling Functions	Formed of a variety of specialist teams and functions, our Key Enabling Functions include: the management of major projects; communications; digital services; legal advice; information management; estates and climate change.

Key Activities 2026-27

The tables below lay out our key priority activities for 2026-27; each activity area is assigned a lead business area:

- Engagement & Change (E&C)
- Enabling Functions (EF)
- Finance (Fin)
- Operations Directorate (Ops)
- Organisational Development Directorate (OrgDev)
- Policy Directorate (Policy)

Objective 1: People in our care live in establishments that are safe, secure and suitable		Lead Function
1.1	Continue to monitor the impact of the high prison population on the prison system and develop short-term tactical solutions, including best use of our estate	Ops
1.2	Develop options for medium- and long-term responses to prison population pressures	E&C / Ops
1.3	Undertake a programme of early release of eligible prisoners, in accordance with legislation	Ops / Policy
1.4	Continue the construction of HMP Highland	Ops
1.5	Continue the construction of HMP Glasgow	Ops
1.6	Continue to implement a revised Control & Restraint approach	Ops
1.7	Progress a locally-driven Regime & Roster Review to establish safe, stable and resilient prison regimes	Ops
1.8	Implement solutions for the management of SOCG activity, including drone threats	Ops
1.9	Begin to roll-out body-worn video cameras across SPS establishments	Ops

Objective 2: The health, wellbeing and care of the people living in Scotland's prisons are more effectively managed, promoted and tailored to individual need.		Lead Function
2.1	Continue to engage with national health and social care agenda contributing specifically on developing SPS health and Social Care models in partnership	Policy
2.2	Continue to develop and deliver the implementation plan and benefits realisation outcomes for the SPS Mental Health Strategy	Policy
2.3	Continue to develop and deliver the implementation plan and benefits realisation outcomes for the SPS Alcohol and Drug Recovery Strategy	Policy
2.4	Continue to prioritise response to FAI Determination recommendations with implementation of SPS FAI Taskforce work	E&C

2.5	Test revised approaches to addressing and preventing bullying in custody	E&C / Policy
2.6	Develop targeted training and tools that support consistent delivery of suicide prevention and safer custody practices and strengthen staff capability and confidence	E&C / Policy
2.7	Continue to develop improvements to the design, monitoring and management of the physical prison environment to minimise and uphold dignity.	E&C
2.8	Explore and pilot digital and technological solutions that enhance safety, communication, and operational effectiveness within the prison environment	E&C
2.9	Continue to overhaul the Talk to Me (TTM) crisis response strategy and associated governance and documentation.	E&C / Policy

Objective 3: People in Scotland's prisons are better supported to safely follow an individualised pathway to release, in ways which prioritise public protection.		Lead Function
3.1	Continue to identify and take opportunities to incorporate an awareness of trauma in our work, training, and strategies.	Policy
3.2	Carry out work to support release reform, as required by legislation	Policy / Ops
3.3	Continue to realise and monitor the benefits delivered through the Learning for a Better Future strategy and Development & Learning Contract	Policy
3.4	Continue to develop our Prisoner Pathway model to improve preparation for release processes	Policy
3.5	Undertake work to reduce backlog in access to programmes	Policy / Ops
3.6	Further develop the SPS psychology strategy and models of delivery	Policy

Objective: Our Staff		Lead Function
4.1	Continue to develop and provide employee health and wellbeing provisions	OrgDev
4.2	Continue to implement the SPS Leadership Strategy	OrgDev
4.3	Continue to implement our HR Transformation Programme	OrgDev
4.4	Continue to deliver an annual programme of prison officer recruitment and training to support the effective operation of our prisons	OrgDev
4.5	Undertake activity focussed on organisational culture	OrgDev

Objective: Enablers		Lead Function
5.1	Finalise, and begin to implement, our Climate Response Strategy	EF
5.2	Continue to deliver improvements in our cyber security and resilience	EF
5.3	Continue to deliver improvements to information management and security	EF
5.4	Explore PR2 Technology stack phase 2 options for transformation of PR2 data discovery mapping to an open-source cloud-hosted data platform	EF
5.5	Mobilise the new Justice Partners Escort and Court Custody Scotland (JPECCS) contract	Ops
5.6	Continue to prepare for the launch of in-cell digital services across the SPS estate	EF
5.7	Investigate options for the provision of additional accommodation within the existing SPS estate	EF
5.8	Finalise our Medium-Term Financial Strategy	Fin

RESOURCES

On the 6th March 2026, the Scottish Government published the Scottish Budget 2026 to 2027. In this, the Operating Budget for the SPS in 2026/27 is £553.9m. £509.3m of this is fiscal resource and £44.6m is non-cash. This Operating Budget covers the cost of staff, service delivery contracts by external providers, buildings and energy, prisoner food and other living costs, organisational administration, and the provision of the Scottish Custody Court and Prisoner Escort Service on behalf of a multi-agency justice partnership.

The capital budget for 2026-27 is £458.5. The current capital programme includes activity such as the construction of HMP Highland and HMP Glasgow.

MEASURING AND MONITORING OUR PROGRESS

In this plan, we set out the activities that we will focus our attention on two operating years. Any substantive in-year changes will be reported either by the publication of a revised version of this plan and/or noting in our Annual Report and Accounts. This plan is complemented by plans within SPS directorates and teams. Management and oversight of the corporate deliverables is undertaken by the Executive Management Group and reported to our Advisory Board. Within directorates and teams, Annual Delivery Plans and business meetings provide oversight of planned delivery.

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

SPS Organisational Performance Framework			
Objective	1. Safe, Secure, Suitable	2. Health and Wellbeing	3. Pathways to Release
Delivery	Monitoring and Reporting of Key Activities from Annual Delivery Plan		
Voice	Service User Involvement, Stakeholder and Staff Feedback		
Metrics - KPIs	Escapes and Abconds	Deaths in Custody	Case management processes
	Operational Costs	Self-Harm and Suicide Prevention	Use of the Open Estate and HDC
	Cell Sharing	Substance Misuse	Educational Activity
	Assaults	Complaints	Purposeful Activity



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

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