



S C O T T I S H  
P R I S O N  
S E R V I C E

# **SCOTTISH PRISON SERVICE**

## **DELIVERY PLAN**

**2011/12**

## Vision

*Making Scotland safer by protecting the public and reducing reoffending*

## Mission Statement

*The mission statement of the Scottish Prison Service is:*

- *To keep in **custody** those committed by the courts;*
- *To maintain good **order** in each prison;*
- *To **care** for prisoners with humanity;*
- *To encourage prisoners to take **opportunities** which will reduce the likelihood they re-offend and help reintegrate them back into their community.*

## Our Values

- **Respect:** *We work with fairness, justice and honesty and have proper regard for others' needs and rights.*
- **Integrity:** *We apply high ethical, moral and professional standards in our conduct.*
- **Teamwork:** *We work together and with partners to provide safety, support, efficiency and improved outcomes.*
- **Equality:** *We work together to embed the principles of equality, diversity and inclusion to promote a culture of openness, transparency and fairness in all we do.*

# SCOTTISH PRISON SERVICE DELIVERY PLAN 2011-12

The Scottish Government is committed to a Scotland where we can live our lives safe from crime, disorder and danger. The Scottish Prison Service has a key part to play in contributing to public safety through reducing reoffending and protecting the public.

In pursuit of our mission:

- We will maintain secure custody and good order; and we will care for offenders with humanity and provide them with appropriate opportunities to address their risks and needs;
- We will be recognised as a leader in offender management services for prisoners that help reduce reoffending and offer value for money for the taxpayer; and
- We will work with Justice and Learning in particular and wider Scottish Government, Community Justice Authorities, NHS, Local Authorities, ACPOS, ADSW and other partners in the public, private and voluntary sectors to improve the quality and delivery of offender services, “joining up” to deliver better outcomes across Scotland.

The SPS Delivery Plan sets out our planned activities for 2011/12. Our plans for the year are aimed at managing a range of challenges and risks and improving the operation of our service. The SPS has identified a number of key strategic themes which underpin our activities.

- Delivering our mission while managing the projected growth in the prisoner population;
- Delivering a fit for purpose estate;
- Building the capability and motivation of our staff to meet new service demands;
- Ensuring an operational structure that visibly supports offenders and contributes to reducing reoffending;
- Developing an integrated offender management process that responds to offenders’ risks and needs and contributes to better outcomes;
- Delivering and maintaining our operational focus during a period of significant change; and
- Maximising our efficiency and living within budget.

# The SPS Operating Context

## *Contribution to National Performance Framework*

1.1 The Scottish Prison Service (SPS) is a public service led delivery agency which is legally required to deliver custodial and rehabilitation services for those sent to it by the courts. The SPS Framework Document, available on our website, provides the policy and resources framework set by the Scottish Ministers, within which we are required to operate. Our Delivery Plan provides an overview of the SPS's planned activities for 2011/12 in support of the Scottish Government's Purpose and relevant National Outcomes.

1.2 The Plan demonstrates our continuing commitment and contribution to the delivery of relevant Ministerial outcomes, the Scottish Government Business Strategy and the objectives of the improvement programmes sponsored by the Justice Outcomes Group, in particular those related to the Reducing Reoffending Programme and Making Justice Work.

1.3 Our core activities aimed at reducing reoffending and protecting the public contribute directly to the Scottish Government's national target of reducing overall reconviction rates and crime victimisation rates. The following sections outline what the SPS is doing to directly contribute to the key National Outcomes for the Justice System. Priority outcomes are:

- We live our lives safe from crime, disorder and danger;
- We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others; and
- Our public services are high quality, continually improving, efficient and responsive to local people's needs.

1.4 Our organisation also has contributions to make to other national Outcomes. The most relevant areas of contribution by the SPS are reflected in Section 3 of our plan.

1.5 The SPS contributes to national outcomes both through delivery of its own key performance indicators<sup>1</sup>, and through wider work with our delivery partners to improve how we measure, manage and report performance.

1.6 The National Offender Outcomes<sup>2</sup> are at the heart of SPS's approach to service delivery, particularly the strategic objective of 'Safer and Stronger Scotland'. We also contribute to the agreed local Action Plans for the eight Community Justice Authorities (CJAs) and the agreed national strategic aims to:

- Improve joint working practice;

---

<sup>1</sup> The Key Performance Indicators are summarised in Annexes B.

<sup>2</sup> Offender outcomes are summarised in Annex C.

- Improve information sharing;
- Improve community integration; and
- Improve the shared management of resources and policy development.

1.7 During 2011/12 we will be reviewing our Performance Management Framework to ensure:

- a stronger linkage between our strategic and operational planning and controls,
- improved alignment with the Scottish Government National Performance Framework and;
- continuous improvement in operational performance, effectiveness and efficiency.

### ***Working Across Government***

1.8 Our plans for 2011/ 2012 take account of the new challenges and opportunities that Scotland and the Civil Service face. We will be working to:

- Help to inform strategic policy choices through improved evidence and analysis;
- Ensure efficient and effective performance, working across boundaries to improve outcomes and value for money;
- Improve the delivery and value of our services; and
- Build our organisation and the capability of our people in line with our values and new service demands.

### ***Managing our Service***

1.9 As a public sector services delivery agency the SPS manages a range of operational services aimed at implementing the strategic objectives and policies of Scottish Government. To support the delivery of these objectives, SPS agrees a service framework with each public sector prison and manages private sector providers of prisons and custodial services under contract arrangements.<sup>3</sup>

1.10 Currently there are 13 publicly managed prisons, 2 privately managed prisons and a private sector provider of Court Custody and Prison Escort services to the SPS, Police and Courts. A new public sector prison, HMP Low Moss, is being constructed and is due to open in March 2012<sup>4</sup>.

---

<sup>3</sup> The Service Framework and contracts are available on the SPS website.

<sup>4</sup> The location of each prison is at Annex A

## Financial Planning

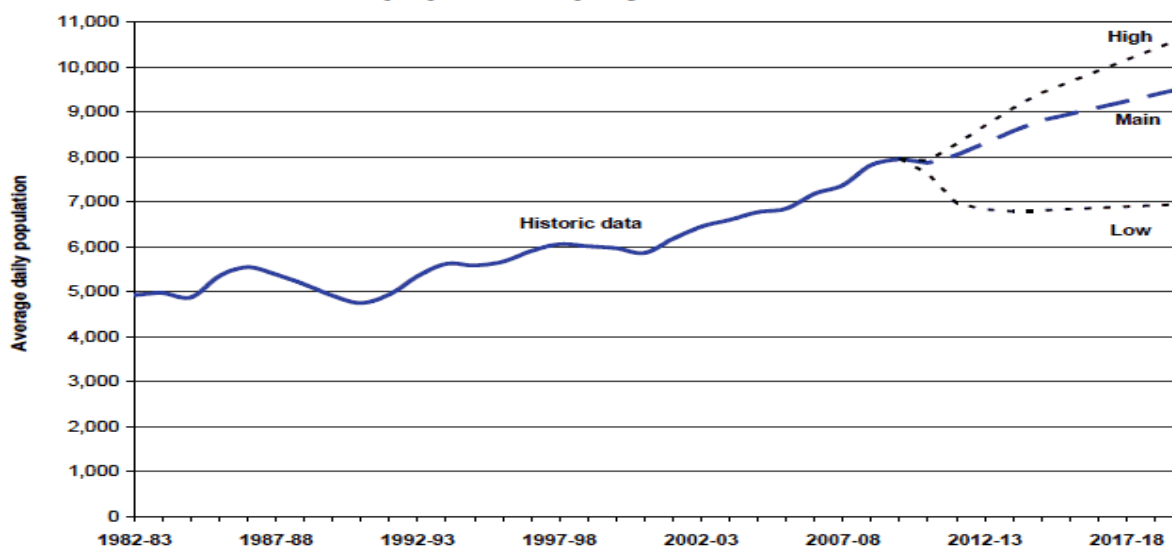
1.11 The SPS budget for 2011-12, as approved by the Scottish Parliament, is shown in the following table.

	2010-11 Budget £m	2011-12 Budget £m
<b>Current expenditure</b>	333.1	318.0
<b>Capital spending</b>	136.8	47.5
<b>Total</b>	<b>469.9</b>	<b>365.5</b>
<i>of which:</i>		
<b>DEL Resource</b>	333.1	318.0
<b>DEL Capital</b>	136.8	47.5
<b>AME</b>		

1.12 The Scottish Government have agreed to supplement the above budget in 2011-12 with a further £21m to support the contractual commitments at HMP Low Moss and HMP Shotts.

## Managing our Prisoner Population

1.13 The average daily prison population has risen from around 6,000 in 2000 to around 8,300 in 2010. The latest projections of prisoner population, published by the Scottish Government in March 2011, suggest that the daily prison population in Scotland will rise to 9,500 by 2019-20. The population projection graph is reproduced below.



### Prison population projections: 2010-11 to 2019-20<sup>5</sup>

<sup>5</sup> <http://www.scotland.gov.uk/Publications/2011/03/01104348/1>  
SPS Delivery Plan 2011/12

1.14 The SPS has continued to operate against this backdrop of high prisoner numbers and overcrowding. In 2010/11 up to 8,059 men, women and young people (16-21 year olds) were in custody across the 15 prisons in Scotland on any one day, with up to a further 423 on Home Detention Curfew. Managing the pressures that such numbers create is a difficult task, made all the more complex by the additional segregation and classification of different groups of prisoners.

1.15 Our prisons need to accommodate not only volume but the various needs and eligibilities of different types of prisoners. Women currently constitute around 5% of the prison population in Scotland but volumes have shown a much sharper rate of growth than the global population, practically doubling over the last ten years. Such a growth rate has placed particular pressure on our sole specialist prison for women offenders at Cornton Vale. This is a current and important focus for the SPS.

### ***Managing our Estate***

1.16 At the start of 2011/12, the prison population has continued to be above the level of the current useable design capacity of 7,194. Such overcrowding places significant pressures on the estate, the regimes that we operate and on the services that we deliver.

1.17 Additionally about half of our current useable design capacity requires redevelopment to make it modern and fit for purpose. Progress made to date in relation to Estate Development plans is summarised at Section 5.

1.18 A new prison, HM Prison Low Moss, is under construction and is currently scheduled to accept its first prisoners in the first quarter of 2012. It is proposed that this prison will provide spaces for 700 adult males predominantly from the North Strathclyde Community Justice Authority (CJA) area. By design:

- The prison will be one of the most efficient in Scotland.
- The outputs expected from the prison, including prisoner activity, will be amongst the highest in the SPS.
- The prison will have a distinct community focus and will align with its CJA; and
- The additional capacity will provide some relief from immediate population pressures.

1.19 Our current prison modernisation programme has made around half of our prisons fit for purpose. The new prison at Low Moss should bring the SPS to around 65% of its prisons being of a standard suitable for a modern prison service.

1.20 However SPS continues to face challenges in court for alleged breaches of prisoners' human rights including those claims lodged by prisoners before 2 November 2009 for single cell slopping out conditions. The Court of Session considered, at the end of 2010, petitions for 3 illustrative cases for conditions of detention at HMP Peterhead and a judgment *issued in May 2011*.

## ***Managing Equalities***

1.21 The Equality Act 2010 describes protected characteristics which are the grounds upon which discrimination is unlawful. These are sexual orientation, disability, race, sex, gender reassignment, marriage and civil partnership, religion or belief, pregnancy and maternity and age. The Equality Act 2010 sets out the public sector equality duty which requires the SPS to have due regard, when carrying out its public functions, to the need to:

- eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act;
- advance equality of opportunity between people who share a relevant protected characteristic and people who do not share it; and
- Foster good relations between people who share a relevant protected characteristic and people who do not share it.

1.22 SPS are ensuring compliance with the 2010 Act by developing and implementing an outcome and impact based Equality and Diversity Single Equality Scheme.

## ***Managing our Environment***

1.23 The Climate Change (Scotland) Act 2009 aims to reduce greenhouse gas emissions and transitioning to a low carbon economy to help create a more successful Scotland. This merits a significant challenges for the SPS including an interim target of 42 per cent reduction in greenhouse gas emissions by 2020 and an 80 per cent reduction by 2050. The SPS is taking work forward to deliver on targets and for the first time this year, has introduced a key performance indicator to reflect this commitment.

## ***Managing Change: Healthcare Transition***

1.24 Those arriving in custody have, on average, much poorer health than the general population. Almost three quarters of prisoners arrive in custody testing positive for drugs and the 2009 Prisoner Survey highlighted that 41% had a history of drug dependence – this compares with around 1 in 10 of the general population who may use drugs in any given year. 21.5% of all prisoners are on a methadone prescription, compared with 0.4% of the general population. 50% of prisoners admit to being drunk at the time of their offence and 43% to having an alcohol problem. Recent screening (Prison Health Needs Assessment for Alcohol Problems, Feb 2011) suggests that 73% are likely to have mild to severe alcohol problems. In the general population 13% of men and 7% of women have a similar level of alcohol problem. Other serious health needs are more prevalent in the prisoner population than in the general population. 14% of prisoners have a history of severe psychiatric disorder, and severe dental decay in men is three times worse than that of the general population and for women is 14 times worse than the general population.



1.25 Following a decision by the Cabinet Secretaries for Health and Community Care and Justice, responsibility for prisoners' healthcare is scheduled to transfer to the NHS in November 2011. Scottish Government Health Directorate of Primary Care has stewardship of the change programme, engaging fully with Health Boards and prisons. A number of Workstreams across the range of services and responsibilities programmed to transfer have been established under the auspices of a National Programme Board. Representation of Health Care staff and other Prisons staff have been secured on these working groups to ensure appropriate representation. The primary focus of the Health and Care Directorate in 2011-12 will be the planning and implementation of the transition of services, to ensure and assure continuity of service and operational stability throughout.

### **Summary**

1.26 The SPS will face significant challenges in the year ahead however our commitment is to continue to improve the delivery of services aimed at reducing reoffending and to maintain a stable and secure prison system. By doing this we will contribute to wider Scottish Government priorities to:

- Reduce crime;
- Make Justice work more efficiently; and
- Reassure the public about the effectiveness of our services.

1.27 The remaining sections highlight planned work for 2011/12 and begin the process of shaping up plans for future years.

## **2. Protecting the public and reducing reoffending: Activities for 2011**

*We live our lives safe from crime, disorder and danger*

*We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others.*

2.1. We will provide a secure, ordered, safe and caring environment for offenders and staff and maintain an environment within which we can work with offenders to address their risks and needs that lead to offending behaviour. We will provide a range of services and support for :

- Offender motivation;
- Housing and accommodation;
- Health (including mental health and addictions);
- Learning (including literacy and numeracy), skills, employability and employment;
- Families and relationships;
- Mentoring and support;
- Money / debt management.

We will do this by:

- Continuing to strengthen and ensure appropriate security and safety arrangements are in place to prevent escapes or security breaches, maintain order and control, respond to and manage any incidents quickly and appropriately and minimise bullying and assaults.
- Using appropriate and proportionate risk assessment to assign all prisoners an appropriate supervision level and placing them in conditions of security commensurate with the risk of harm they pose to the public and the likelihood of their trying to escape. Specifically we will review our case management and progression systems to ensure that they provide the right levels of support and protection for both offenders and the public, taking into account recent recommendations from Her Majesty's Chief Inspector of Prisons (HMCIP) as part of that process.
- Exchanging intelligence and information with the police, Crown Office and Procurator Fiscal Service (COPFS) and other criminal justice organisations to prevent, detect and contribute to the successful prosecution of crime. Contributing to ongoing work with Scottish Government to improve co-

ordination of Information Technology (IT) and management information across Justice.

- Working in partnership with Community Justice Authorities (CJAs), local authorities, community justice social workers, third sector and other agencies to share information and to help prepare offenders to make a successful transition back to their communities. This includes contribution to the Community Reintegration workstream of the Reducing Reoffending Programme.
- Implementing the SPS Strategic Frameworks for Women Offenders in Custody and for Young Offenders. The SPS will monitor and progress underpinning work ensuring that the Frameworks remain relevant and are delivering improvements, with a particular focus on the management of our female prisoner population.
- Planning and managing the eventual relocation of sex offenders from HM Prison Peterhead as part of the estate development programme. Building the capacity of HM Prison Glenochil and other prisons to ensure that public protection and risk management processes are robust and fit with the national strategy for the management of sex offenders in Scotland.

2.2 We will work with criminal justice and community partners to improve our approaches to assess prisoners' individual risks, needs and responsivity. We will provide interventions and services that reduce risk and help offenders identify and address the causes of their offending behaviour.

We will do this by:

- Implementing by December 2011 a revised Interventions Strategy for the SPS. This strategy will provide a delivery framework for providing appropriate and proportionate supports for prisoners such as nationally accredited programmes to address substance misuse, violent and sexual offending and approved activities to help prepare prisoners for release and address underlying causes of offending behaviour. The framework will include robust evaluation measures, will be complimentary to the aims of the Reducing Reoffending Programme, and will ensure efficiency, prioritisation and appropriate linkage into community provision.
- Supporting the introduction of common risk assessment approaches across the criminal justice system. This includes the full roll out of the Level of Service/Case Management Inventory (LSC/MI) during 2011 and associated risk management awareness training through the year.
- Evaluating the pilot of the "Good Lives", Sex Offender Treatment Programme currently under development at HMP Peterhead. We will finalise the programme and roll out to selected treatment sites from Autumn 2011. The programme will be absorbed into the developing framework for the

management and treatment of sex offenders whilst in custody that will be formalised by September 2011. We will also work with Scottish Government and Local Authorities to develop, extend and share the programme as appropriate between prisons and the community and seek joint national accreditation in 2012.

- Developing the SPS approach to supporting Scottish Government strategies for tackling domestic violence issues ensuring compatibility with service provided in the community. We will formalise our approach by February 2012.
- Supporting prisoners and their families to cope with imprisonment and the transitions from custody back to the family unit. We will complete our review of the current good practice guidelines by July 2011. We will introduce and pilot a new parenting and relationship interventions in January 2012.
- Reviewing and updating national induction programme and the Core Plus model to ensure relevance and fit with the Intervention Strategy Framework and other case management improvements by March 2012.

### 2.3 We will work to improve public protection.

We will do this by:

- Continuing to improve the systems for prisoner progression, risk management and access to the community, by working through the Reducing Reoffending Programme to support the Risk Management Authority (RMA) to implement a Framework for Risk Assessment, Management and Evaluation (FRAME)
- Review and refresh the role of the Personal Officer to ensure prisoners receive necessary support and motivation. Relevant training to be made available throughout 2012.
- Managing, with community justice social workers, the reoffending risk of all long-term prisoners when they prepare to return to the community through planning actively for accommodation, employment, learning, family re-integration, ongoing drug support treatment and other appropriate intervention and supports.
- Improving public protection through better information sharing, risk management and multi-agency arrangements, including working with statutory partners through the Multi-Agency Public Protection Arrangements (MAPPA) to share information, risk assessments and action plans relating to sex offenders.
- Delivering appropriate ongoing training for improved risk assessment and management across the SPS to strengthen public protection arrangements and to improve decision making.

- Implementing during 2012 a revised Core Screening process and Community Integration Plan to support desistance from offending after release, particularly in addressing the needs of short term offenders.
- Continuing to fulfil our statutory duty to provide appropriate information to victims of crime through the Victim Notification Scheme.

#### 2.4 We will aim to improve the links between custody and the community.

We will do this by:

- Working with the eight Community Justice Authorities to support local community justice outcomes for offenders and developing further the 'community facing' approach with greater alignment of prison and locally based statutory and support services.
- Taking forward regime development work for Scotland's first fully community facing prison at HM Prison Grampian, working with partners to align prison and community based services to meet the local needs of those from Northern Community Justice Authority. Currently scheduled for delivery in 2014.
- Working with North Strathclyde Community Justice Authority to develop services with better outcomes for local offenders at HM Prison Low Moss, scheduled to become operational in March 2012.
- Working in partnership with relevant Local Authorities to agree and implement new Service Level Agreements for the delivery of prison based social work services across publicly operated prisons by December 2011.
- Conducting a Prisoner survey during summer 2011 and using that information to inform future strategy.

### **3. Contribution to other National Outcomes:**

#### **EMPLOYMENT and LEARNING**

3.1 In addition to contributing to the key outcome and indicators highlighted above, the following activities relate to a number of other Scottish Government Outcomes.

*We realise our full economic potential with more and better employment opportunities for our people; and*

*We are better educated, more skilled and successful, renowned for our research and innovation.*

3.2 We will contribute by improving access to the Purposeful Activity Programme access in our prisons. We will do this by:

- Commencing a new Learning, Skills and Employability Contract with an increased emphasis on improving literacy and numeracy in August 2011.
- Introducing, a new literacies screening and levelling tool in August 2011.
- Working to maximise the *participation, productivity and contribution* of prisoners by providing a range of integrated and flexible purposeful work and training opportunities to address the essential skills needs of prisoners.
- Making available a full range of educational opportunities based on the principles of the Curriculum for Excellence to support improvement in prisoners' employment prospects and allowing prisoners to gain access to appropriate educational activities linked to recognised qualifications.
- Working with Scottish Government partners to build on the agreed recommendations of the independent Review of Offender Learning commissioned as part of the SG Skills Strategy *Skills for Scotland*.
- Giving prisoners access to employment support services as part of their pre-release programme. SPS is working with Jobcentre Plus to develop a service level agreement including developing shared Key Performance Indicators (KPIs) with the aim of introducing shadow measures during 2011/12.

#### **HEALTHCARE**

3.3 The SPS also has a contribution to make to the health of Scotland and the related objectives.

*We live longer, healthier lives*

3.4 We will provide health assessment and identify those at risk of harm, including self-harm, as well as offer services to prevent illness and disability, maintain and improve health, and enable prisoners to take informed decisions on matters affecting their own health. The major task for this year will be supporting the NHS Healthcare transition process and ensuring continuity of service at “start up”.

We will do this by:

- Delivering plans to transfer responsibility for health care to the NHS in November 2011, building on the strength of current services and maintaining integration of health with other prison-based and community-based services.
- Ensuring that prisoners’ physical and mental health needs are properly assessed within 24 hours of admission.
- Providing enhanced primary care services, including dental, optical, mental health and pharmaceutical elements with appropriate access to specialist health care, and opportunities for care following release.
- Supporting prisoners to stabilise their addictions with assessment, diagnosis, treatment and interventions which join-up with services pre and post-custody.
- Supporting Government plans to promote recovery from drug addiction, tackle alcohol problems and Hepatitis C, and to narrow health inequalities.
- Providing a Keep Well Health Assessment to those aged 35 and over and in custody for a period of 3 months or more, as an extension of the national programme.

3.5 We will also promote healthy living by:

- Ensuring an environment where staff and prisoners feel safe, with good working relationships and provide information and opportunities for a positive lifestyle.
- Providing a better choice with a varied and nutritionally healthy dietary menu, encompassing all religious, ethnic, cultural and medical requirements.
- Ensuring that each prison has a programme of physical education, and activities for all levels of ability, linked to healthcare services.
- Providing pastoral care through the Chaplaincy Service, ensuring that prisoners are able to participate in worship and other religious activities that encourage a greater openness to spiritual and personal development in preparation for release.
- Providing services that can respond to the risk and needs of all prisoners while ensuring that services are age and gender appropriate and are impact assessed in terms of equality and diversity.

## **YOUNG PEOPLE**

3.8 We also have a contribution to make to better outcomes for young people.

***Our young people are successful learners, confident individuals, effective contributors and responsible citizens; and***

***We have improved the life chances for children, young people and families at risk.***

We will do this by:

- Implementing the actions resulting from the strategic framework for young people in custody. We will continue to work closely with Youth Justice, statutory and third sector partners to improve transitions back into the community and enhance the chances of positive outcomes for young people who have offended.
- Build upon the success of opening of Blair Hall at HM YOI Polmont, with its specific regime for 16 & 17 year olds, ensuring that similar opportunities are available for young female offenders.
- Developing a new rolling and modular offending behaviour programme targeted at young persons in custody and the particular issues that they present in terms of reoffending. Implement for under 18s by October 2011
- Working towards full compliance with the United Nations Convention on the Rights of the Child to ensure that young people in prison get the right kind of care, accommodation, health and education during their time in custody.
- Developing and implementing revised child protection policies and procedures by September 2011.



## 4. Organisational capacity

*Our public services are high quality, continually improving, efficient and responsive to local people's needs*

4.1. SPS aims to evidence the quality of its services, and to develop services in a way that is responsive to stakeholder and user need. We will do this by:

- Seeking to deliver relevant Scottish Government's efficiency targets.
- Working closely with trade union partners to identify and implement opportunities for improved efficiency.
- Ensuring our staff have the skills they need and that we have the leadership capability and focus to deliver.
- Developing the SPS Service Framework for publicly operated prisons as a tool for continuous service improvement and to support the new Performance Management Framework and associated measures during 2011/12.
- Monitoring of contracted services and those provided through service agreements. SPS has published its prisoner escorting and private sector prisons contracts on its website.
- Planning and delivering a comprehensive programme of risk-based internal audit, covering operational as well as financial aspects of the Service, to support management assurance arrangements over service compliance, quality, risk mitigation and delivery.
- Rolling out the new Court Custody and Prison Escort Contract and ensuring continuation of services and effective contract handover at the expiry of the current contract in January 2012.
- Contributing to wider Scottish Government activities to share procurement and recruitment expertise and services.
- Effective engagement with our stakeholders about our staff and service delivery through surveys and consultation processes. This will include a full prisoner survey commencing in May 2011 with publication by December 2011.
- Supporting the Scottish Government Third Sector team in considering new approaches to public social partnerships and other justice initiatives
- Aligning the SPS Key Performance Indicators with the Scottish Government's National Performance Framework, Offender Outcomes and the work of the Justice Outcomes Group.

- Further developing partnering relationships with third sector providers by building on the work of the Partnership Development Initiative and extending use of the Partnership Development Toolkit in establishing sustainable initiatives aimed at contributing to a reduction in reoffending.
- Maintaining and developing an effective IT network which increasingly allows direct, electronic sharing of suitable information with criminal justice partners, prioritising criminal justice social work and the police, and supports the introduction of initiatives such as the implementation of LS/CMI and the scoping and development of an Offender Management Network Information system (OMNI).
- Including work with Justice Partners to develop a more strategic platform for information management and data exchange across the criminal justice system.
- Taking forward specific work with justice partners on extending the use of videoconferencing.
- Responding to inspections of SPS services by Her Majesty's Inspector of Prisons.

## **5 Sustainability and our Estate**

5.1 The Scottish Government and SPS remain committed to delivering a prison estate fit for purpose and for the 21st Century. This estate will allow SPS to meet its environmental obligations and ensure compliance with the UK and Scottish Government Legislation.

### **Sustainable Development**

***We reduce the local and global environmental impact of our consumption and production.***

***We live in well designed, sustainable places where we are able to access the amenities and services we need.***

5.2 The SPS fully understands its obligations and duties in relation to Government policies on Climate Change and Sustainability.

We will demonstrate this by:

- The SPS Carbon Management Programme Board continuing to promote the development of policies and strategies relating to climate change and sustainability.
- On-going participation within the Public Sector Carbon Management Programme.
- Ensuring that the SPS Carbon Management Strategy, published in 2010 is used as a road map to support and contributes to the UK and Scottish Government's policies and targets for tackling climate change.
- Further developing processes, procedures and systems which will ensure compliance with the UK and Scottish Government legislation, in particular Part 4 of the Climate Change (Scotland) Act 2009.
- Continue collaboration with the Scottish Government to monitor and report on carbon emissions under The CRC Energy Efficiency Scheme.
- Adopting and progressing the 10 steps for Sustainable Procurement detailed in the Scottish Government's Sustainable Procurement Action Plan.
- Delivering an SPS estate that is fit for purpose for the 21<sup>st</sup> century by developing corporate objectives and targets which will reduce operating costs through increased efficiency and use of energy.
- Producing a Sustainability Report as part of our Annual Report.

## Estate Development

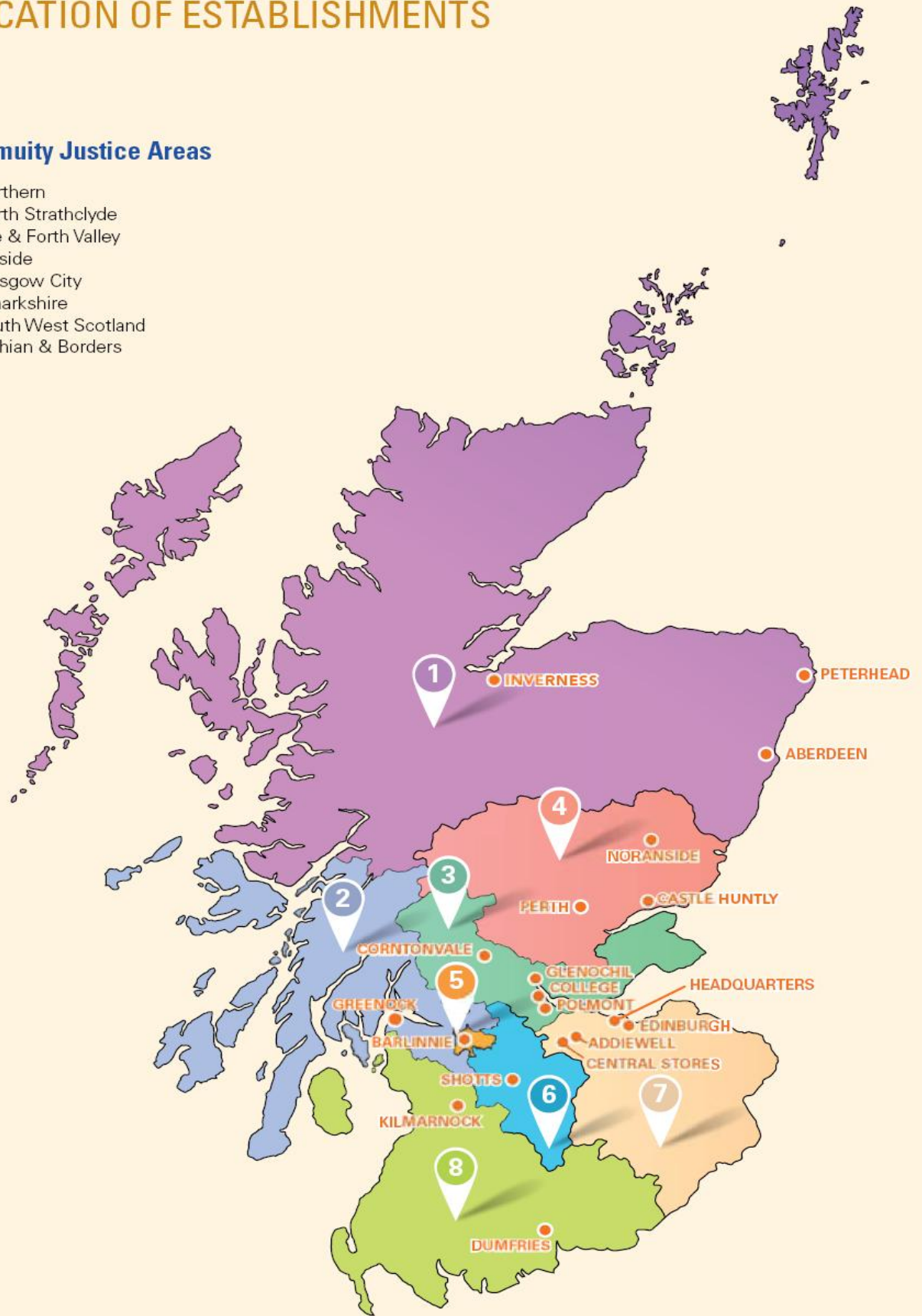
5.3 The planned estate development programme is outlined in the Scottish Government Infrastructure Investment Plan 2008 which was published in March 2008. During 2011/12 we will review and refresh our Estate Strategy to inform longer term estate development planning. Our progress can be evidenced by progress of the SPS Estate Development programme, which includes:

- HMP Edinburgh redevelopment completed in 2009/10;
- HMP Shotts redevelopment being progressed in 2011-12;
- HMYOI Polmont redevelopment completed in 2010-11;
- HMP Glenochil redevelopment being completed in 2011-12;
- HMP Perth redevelopment being completed in 2011-12;
- HMP Low Moss construction being completed in 2011-12;
- HMP Grampian design and construction procurement process in progress;
- HMP Highland preferred site selected; and
- HMP Inverclyde site acquired and planning permission in principle obtained.

# LOCATION OF ESTABLISHMENTS

## Community Justice Areas

- 1 Northern
- 2 North Strathclyde
- 3 Fife & Forth Valley
- 4 Tayside
- 5 Glasgow City
- 6 Lanarkshire
- 7 South West Scotland
- 8 Lothian & Borders



## Annex B

Key Outcomes	KPI	Definition	Related National Outcomes	Related National Indicators
<b>SPS maintains secure custody and good order</b>				
<p>We live our lives safe from crime, disorder and danger.</p> <p>Our public services are high quality, continually improving, efficient and responsive to local people's needs.</p>	<b>1. Escapes</b>	a) Extreme risk. b) All other supervision levels.		Reduce overall re-conviction rates by 2 percentage points (by 2011).
	<b>2. Unlawfully at Large</b>	c) Absconds. d) Incidents of failure to return.		Reduce overall re-conviction rates by 2 percentage points (by 2011)
	<b>3. Assaults</b>	a) <b>Serious prisoner on staff assaults.</b> b) <b>Serious prisoner on prisoner assaults.</b> c) <b>Other prisoner on staff assaults.</b> d) <b>Other prisoner on prisoner assaults.</b>		Reduce overall re-conviction rates by 2 percentage points (by 2011).
<b>SPS cares for prisoners with humanity and offers them appropriate opportunities</b>				
<p>We live our lives safe from crime, disorder and danger.</p> <p>Our public services are high quality, continually improving, efficient and responsive to local people's</p>	<b>4. Purposeful Activity Hours</b>	Any supervised and/or structured activity that contributes to reducing re-offending.	<i>We realise our full economic potential with more and better employment opportunities for our people.</i>	Reduce overall re-conviction rates by 2 percentage points (by 2011).
	<b>5. Increase in Literacy and Numeracy</b>	a) The percentage of prisoner learning hours delivered with a primary aim of developing literacy skills.  b) The percentage of prisoner learning hours delivered with a primary	<i>We are better educated, more skilled and successful, renowned for our research and innovation.</i>  <i>Our young people are successful learners, confident individuals, effective contributors and responsible citizens.</i>  <i>We live longer, healthier lives.</i>	Reduce overall re-conviction rates by 2 percentage points (by 2011).  Reduce the number of working age people with severe literacy and numeracy problems.

## Annex B

needs.		aim of developing numeracy skills.	<i>We have improved the life chances for children, young people and families at risk.</i>	
Key Outcomes	KPI	Definition	Related National Outcomes	Related National Indicators
<b>SPS cares for prisoners with humanity and offers them appropriate opportunities</b>				
<p>We live our lives safe from crime, disorder and danger.</p> <p>Our public services are high quality, continually improving, efficient and responsive to local people's needs</p>	<b>6. Vocational qualifications</b>	<p>a) Number of vocational and employment-related qualifications.</p> <p>b) Number of vocational and employment-related qualifications at SCQF level 5 or above.</p>	<p><i>We realise our full economic potential with more and better employment opportunities for our people.</i></p> <p><i>We are better educated, more skilled and successful, renowned for our research and innovation.</i></p> <p><i>Our young people are successful learners, confident individuals, effective contributors and responsible citizens.</i></p> <p><i>We live longer, healthier lives.</i></p> <p><i>We have improved the life chances for children, young people and families at risk.</i></p>	Reduce overall re-conviction rates by 2 percentage points (by 2011).
	<b>7. Increase in employability</b>	The percentage of prisoners accessing JobCentre Plus' pre-release service who move into employment, education or training within 13 weeks of release.		Reduce overall re-conviction rates by 2 percentage points (by 2011).
	<b>8. Reduced or stabilised drug misuse</b>	The number of prisoners testing positive on entry compared with the number testing positive on exit.		Reduce overall re-conviction rates by 2 percentage points (by 2011). Decrease the estimated number of problem drug users in Scotland (by 2011).
	<b>9. Integrated Case Management</b>	The percentage of case conferences held for prisoners to be released to		Reduce overall re-conviction rates by 2 percentage points (by 2011).

## Annex B

	case conferences with social work contributions	Scotland where the community Criminal Justice Social Worker attended.		
Key Outcomes	KPI	Definition	Related National Outcomes	Related National Indicators
<b>SPS offers value for money to the taxpayer</b>				
Our public services are high quality, continually improving, efficient and responsive to local people's needs.	<b>10. Average annual cost per prisoner place</b>			Improve public sector efficiency through the generation of 2% cash releasing efficiency savings per annum.
We value and enjoy our built and natural environment and protect it and enhance it for future generations.	<b>11. Reducing Carbon Emissions</b>	From 2010, a 20% reduction in carbon emissions by 2015 with anticipated savings over the 5 year plan equating to 45,335 tonnes of CO2, and £8.1m.	<i>Our public services are high quality, continually improving, efficient and responsive to local people's needs.</i>	<a href="#">Reduce to 1.32 million tonnes waste sent to landfill (by 2010).</a> <a href="#">Reduce overall ecological footprint.</a>



### OFFENDER OUTCOMES

Certain factors will reduce the chance of an individual re-offending. The Scottish Government expects agencies to work together to enhance services for offenders to achieve the following outcomes, as appropriate, prioritising the most critical factors in individual cases:

- Sustained or improved physical and mental well being.
- Reduced or stabilised substance misuse.
- Improved literacy skills.
- Employability prospects increased.
- Maintained or improved relationships with families, peers and community.
- The ability to access and sustain community support, including financial advice and education.
- The ability to access and sustain suitable accommodation.
- The ability to live independently if they choose.
- Improvements in the attitudes or behaviour which lead to offending and greater acceptance of responsibility in managing behaviour and understanding of the impact of offending on victims and families.

## KEY PERFORMANCE INDICATORS<sup>6</sup> - Past performance<sup>7</sup>

	2008-09	2009-10
<b>KPI1a Escapes: Extreme Risk</b>	0	0
KPI1b Escapes: Other	0	0
<b>KPI2a Serious Prisoner on Staff Assaults</b>	2	3
KPI2b Prisoner on Staff Assaults - Minor & No Injury <sup>8</sup>	-	177
<b>KPI2c Serious Prisoner on Prisoner Assaults</b>	62	76
KPI2d Prisoner on Prisoner Assaults - Minor & No Injury <sup>9</sup>	-	2283
<b>KPI3 Purposeful activity hours<sup>10</sup></b>	-	-
<b>KPI4a % Education classes spent delivering Literacy<sup>11</sup></b>	-	21.04%
<b>KPI4b % Education classes spent delivering Numeracy<sup>12</sup></b>	-	9.63%
<b>KPI5 Vocational &amp; Employment Related Qualifications</b>	16,673	18,406
KPI5b Work Skills Qualifications at level 5 or above <sup>13</sup>	-	1486
<b>KPI6 Employability Prospects Increased</b>	11%	10.96%
<b>KPI7 Reduced Substance Abuse</b>	42%	38% <sup>14</sup>
<b>KPI8 % ICM Case Conferences held with CJSW in attendance</b>	90%	92.6%
<b>KPI9 Average Annual Cost per Prisoner Place</b>	31,004	31,703

2010-11 performance will be published in the SPS Annual Report & Accounts for 2010-2011.

<sup>6</sup> From 2009-10, SPS moved to reporting trends rather than comparing against targets.

<sup>7</sup> Annex B provides the definition of the KPI's and demonstrates their link to Scotland's National Outcomes and Indicators.

<sup>8</sup> This KPI was new in 2009-10.

<sup>9</sup> This KPI was new in 2009-10.

<sup>10</sup> This KPI was introduced in 2010-2011

<sup>11</sup> This KPI was new in 2009-10.

<sup>12</sup> This KPI was new in 2009-10.

<sup>13</sup> This KPI was new in 2009-10.

<sup>14</sup> The data from this point forward is not directly comparable to previous years due to a change in testing methods