

MINUTES OF THE SCOTTISH PRISON SERVICE ADVISORY BOARD MEETING HELD ON WEDNESDAY 29 JANUARY 2020 IN THE BOARD ROOM, CALTON HOUSE

Present: Brigadier Hugh Monro, Non-Executive Director and Advisory Board Chair
Teresa Medhurst, Interim Chief Executive, SPS
Melanie Allan, Head of Financial Policy and Services, SPS
Prof Kay Hampton, Non-Executive Director
Kate Hudson, Interim Director of Strategy and Stakeholder Engagement, SPS
Hayley Keir, Corporate Change Administrator, SPS
Jim Kerr, Director of Operations, SPS
Martin McGoldrick, Head of Corporate Risk and Change, SPS
Rob Molan, Non-Executive Director
Gavin Scott, Risk Monitoring and Audit Committee (RMAC) Chair
Gill Stillie, Non-Executive Director

Apologies: Caroline Johnston, Interim Director of Corporate Services, SPS

Introduction and Welcome

1. The Chair welcomed all to the meeting, and offered a particular welcome to Teresa Medhurst as the interim Chief Executive. The Chair thanked Ms Medhurst for her measured contribution across the organisation, and noted his gratitude for her reaction at short notice. The Chair continues to send his best wishes to Colin McConnell.
2. The Chair updated the Board on the Non- Executive Director meeting with the Cabinet Secretary on 15 January 2020, noting this was a useful meeting and that the Cabinet Secretary asked for another meeting in the Spring of 2020.
3. The Advisory Board discussed the Scottish Government lead strategy to promote and instil value of the worth of SPS and the work that it does through better use of communications and the Third Sector. Ms Stillie explained the Scottish Government believed their Communications team need to have a strategic discussion regarding this approach.
4. The Chair noted that the discussion was wide ranging and included: budget allocation; HMP Glasgow; the Community Custody Units and the opportunities of these; prison numbers; individuals on remand; presumption against short sentences; and early release and community disposals.
5. Ms Medhurst thanked the Chair regarding the communications progress, but added that considered language ought to be a thread through the entire Justice process.

Apologies for Absence

6. The Chair noted Ms Johnston offered apologies for absence.

Declarations of Interest

7. There were no declarations of interest.

Draft Minutes of the Advisory Board Meeting Held on 27 November 2019 (AB(MIN)06/19) and Action Points

8. The minutes of the meeting held on 27 November were agreed as a true record, and the completed actions were noted.

Operational Update

9. Mr Kerr provided an update on operational issues and noted:
- the number of individuals in our care was 8,077 as at Friday 24 January;
 - the number of young people in our care was 300 as at Friday 24 January;
 - there had been 59 significant incidents reported across the SPS Estate during the period 22 November 2019-24 January 2020. This included 9 deaths in custody and 7 incidents at height within the period.
10. Mr Kerr provided members with an update regarding the performance of the private contracts. Mr Kerr noted a new Interim Director is in post at HMP Addiewell with a permanent appointment to be confirmed February 2020. Mr Kerr advised that SPS continues to monitor staffing levels and has purchased 96 additional Prisoner places.
11. Mr Kerr noted a new permanent Director has been appointed at HMP Kilmarnock and SPS have purchased the final 96 additional Prisoner places from HMP Kilmarnock.
12. Mr Kerr also noted the performance improvement of GEOAmev with an action plan in place focussing on the day-to-day management of the service.

Items for Monitoring

AB(JAN)01/20: Financial Update/Budget Monitoring

13. Ms Allan provided the members with a financial update which focussed on the Financial Planning 2020/21 and the indicative figures in terms of resource and capital, noting the Spring budget is yet to be finalised.
14. Ms Allan highlighted the risks associated with the 2019-20 budget, noting concerns in relation to pay outturn fluctuations before year-end. With this, Ms Allan also noted concern for fluctuations in additional funding requested for essential maintenance, cost pressures and capital requirements in relation to utilising the funding by year end.
15. The members discussed the necessary preparations with staff to ascertain their position and align their budgets appropriately.

AB(JAN)02/20: Annual Delivery Plan

16. Mr McGoldrick provided the members with an update on the progress of the development of the Annual Delivery Plan Priority Setting 2020/21. Mr McGoldrick referred to the dynamic nature of the organisation but also highlighted the external pressures which impact or influence organisational priorities.
17. Ms Hudson expanded on the creation of the Strategic Planning Board whose role it is to prioritise organisational work, monitor and manage resources and ensure continued alignment with the Strategic Objectives. Ms Hudson noted the positive reaction from the GICs and Branch Heads to the direction and guidance this Board would provide, following a workshop on 23 January.
18. The Advisory Board were unanimous in their support for the introduction of the Strategic Planning Board and looked forward to updates in the future.

AB(JAN)06/20: Fatal Accident Inquiries

19. Ms Hudson provided an update on Fatal Accident Inquiries and noted that there are only 2 current cases where formal recommendations have been made by the Sheriff.

20. Ms Hudson provided the members with an update on the progress of the Control and Restraint review explaining the work being undertaken to ensure the application of best practice principles in this critical area. Ms Hudson noted that HMIPS is involved in this piece of work.

21. Ms Hudson then led a discussion on priority areas of focus and the implementation of measures to address the recommendations of the Sheriff.

22. The Advisory Board discussed the activity in response to the recommendations and asked for a further update on Fatal Accident Inquiries and the Control and Restraint review at the next Advisory Board.

Items for Noting

AB(JAN)03/20: People Metrics: Workforce Plan Update

23. Ms Hudson provided the members with an update on Workforce Planning with a focus on operational staffing and recruitment campaign resources. The Chair asked Ms Hudson to distribute the January EMG update to the Board.

Action: Ms Hudson

24. Ms Hudson noted the turnover rates of Operational Staff in a variety of grades. Ms Hudson noted that recent changes to the recruitment process has resulted in improved recruitment outcomes.

25. The Advisory Board discussed the recruitment campaign process and the staff resource required to support the high-volume recruitment delivery approved by the EMG.

26. The Advisory Board discussed the joined up working between the Resourcing team and Operations Directorate on wider capacity challenges in order to review and inform deployment decisions.

27. The Advisory Board thanked Ms Hudson for the quality of this work.

AB(JAN)04/20: Prisoner Survey Results

28. Ms Hudson noted the low response rate with the culture and content becoming familiar, this is similarly leading to a decline of responses amongst other large scale national surveys in Scotland.

29. The Advisory Board discussed means of engagement to increase the response rate; the Advisory Board discussed different methods and noted the project with Napier University, which should enable individuals in our care to carry out informative research.

AB(JAN)05/20: People Survey Results

30. Mr Kerr reviewed the 9 key themes covered in the survey.

31. The Advisory Board noted the response rate to this survey was the lowest response rate since the People Survey commenced in 2010. The Advisory Board discussed how to rejuvenate the survey appreciating that it is difficult to infer from this data due to the low response rates.

RMAC Chair: Verbal Update

32. The RMAC Chair noted the last meeting was 11 December 2019. The RMAC Chair noted the agreed action for the Advisory Board to receive a copy of the RMAC minutes following each meeting, and the absence of the minute for this Advisory Board meeting.

Action: Ms Keir

33. The RMAC Chair updated the Advisory Board on the topics discussed at the last meeting namely, the Estates Maintenance Risk Review and the risk profile of the organisation. Three risks were discussed at

this meeting being Absence Management, Financial Strategy, and Home Detention Curfew. Specifically, for Home Detention Curfew, the RMAC discussed the new system and training roll-out for this which is positive for leading towards further reduction in errors.

34. The RMAC Chair noted the Audit and Assurance plan is slipping but was re-assured by Gordon Allan this will be back on track soon. The next RMAC meeting will be held on 6 March.

Any Other Business

Draft Agenda for March 2020

35. The draft agenda for the March Advisory Board meeting was agreed, small amendments were requested and confirmed, namely the update regarding the Fatal Accident Inquiries and the Control and Restraint review.

Action: Ms Keir/Ms Hudson

36. The Advisory Board noted the challenges being faced by HMIPS and noted the delay to the reports for publication of the inspections of HMP Barlinnie and Edinburgh, this will now be April. Similarly, the Deaths in Custody review has also been postponed pending a confirmed date.

37. The Advisory Board also discussed progress in relation to in-cell telephony as well as the external review of SPS' RMT processes with Terms of Reference currently being written.

38. The next Advisory Board meeting will be held on Wednesday 25 March from 13.00-16.30 in the Board Room, Calton House.

Advisory Board Secretariat

January 2020