

NOTE OF THE SCOTTISH PRISON SERVICE ADVISORY BOARD MEETING HELD ON WEDNESDAY 25 NOVEMBER 2020

On the line: Brigadier Hugh Monro, Non-Executive Director and Advisory Board Chair
Teresa Medhurst, Interim Chief Executive, SPS
Prof Kay Hampton, Non-Executive Director
Gill Stillie, Non-Executive Director
Sarah Angus, Branch Head, Chief Executive's Office
Rob Molan, Non-Executive Director
Gavin Scott, Risk Monitoring and Audit Committee (RMAC) Chair
Sue Brookes, Interim Director of Strategy and Stakeholder Engagement, SPS
Caroline Johnston, Interim Director of Corporate Services, SPS
Martin McGoldrick, Head of Corporate Risk and Change, SPS
Melanie Allan, Head of Financial Policy and Services, SPS

Apologies: Ali Purdie, Interim Director of Operations, SPS

Introduction and Welcome

1. Brigadier Monro welcomed all to the meeting, updating the Board that since the last meeting he has visited HMP Inverness and HMP Grampian noting he was impressed by the response to Covid-19 and commitment to this from all staff.
2. Brigadier Monro noted his conversation with the Chief Inspectorate of Prisons, and her intention to attend this Advisory Board meeting of January 2021; Ms Angus confirmed she will ensure Wendy Sinclair-Gieben will have all relevant details of this meeting and access to the papers to be discussed.

Action: Ms Angus

Apologies for Absence

3. Ali Purdie offered his apology for absence.

Declarations of Interest

4. There were no declarations of interest.

Minutes of Previous Meeting Held on 30 September 2020

5. The Board agreed the minute of the meeting held on 30th September as a true record of events.
6. Brigadier Monro referred to the action log; Mr Molan confirmed the action regarding absence dismissal compensation can now be closed after Mrs Johnston's provision of information.

Operational Update

7. On behalf of Mr Purdie, Mrs Johnston provided an overview of the population numbers and the Scottish Court Custody and Prisoner Escort Service.

Key points included:

- On Friday 20 November 2020 there were 7548 (7568 as of today) people in our care, 51 higher than in the previous week and 715 lower from this period last year.
- There was a total of 313 women in our care on Friday 20 November 2020, 12 higher than the previous week and 93 lower from this period last year.

- There were 234 Young People in our care on Friday 20 November 2020, this is 81 lower than during this period last year. This total is comprised of 226 Young Men and 8 Young Women, none of whom were younger than 18.
- Following a period where a number of GEOAme staff were required to self-isolate, staffing levels have now returned to enable delivery of business as usual.
- Commercial agreements are now in place to ensure continuity of GEOAme staffing during the Pandemic.
- HMP Addiewell- SPS is continuing to purchase 15 Additional Prisoner Places at HMP Addiewell, allowing a total of 715 people to be accommodated. Commercial relief from the impact of the pandemic has been in place in line with government guidance. An element of relief will continue until restrictions are removed.
- HMP Kilmarnock- SPS has recently purchased 48 Additional Prisoner Places from HMP Kilmarnock, allowing a total of 548 people to be accommodated. Commercial relief from the impact of the pandemic has been in place in line with government guidance. An element of relief will continue until restrictions are removed.

8. Mrs Medhurst raised her concerns regarding the current Remand population explaining this is a standing agenda item for the weekly Cabinet Secretary meeting. Further, Mrs Medhurst updated the Board on current pieces of work regarding the current population dynamics and isolation, including a deep dive into the increase in prisoner violence and reinstating the regime within HMPYOI Polmont.

9. In relation to isolation concerns, Mrs Stillie raised the potential for Prison Officers to be considered as “Health Care workers” and so to be within the priority group for the Covid-19 vaccine. Mrs Medhurst was grateful of this insight and noted clarity will be sought on the definition of “Health Care workers”.

Items for Advice

10. Brigadier Monro noted the following three papers refer to the Governance of the business.

Advisory Board Self-Appraisal: Launch Plan

11. Mr McGoldrick advised the Board on the background of this paper, explaining this is a two yearly process, agreed as a Government process, first completed in 2016, 2018 and now in 2020. This is a chance for the Board to provide input as to the Advisory Board process across the last two years; the Non-Executive Directors were asked to complete the appraisal form and submit back to Mr McGoldrick by 16 December.

Action: All NEDs

Role of Non-Executive Directors

12. Mrs Johnston outlined the paper, explaining it was requested to understand the expectations of the NEDs. It was appreciated this paper ought to be taken in hand with the *Executive Management Group: Structure, Delivery and Governance* paper as discussed below.

13. Brig Monro stated the baseline for the improvement of Governance should be the final report by Jan Polley on the 2016 Governance Review, a document that has stood the test of time. He went on to say that this discussion ought to be seen as an opportunity to ensure the SPS is getting the best out of the platform and process in place, with the best use of the most suitable NEDs for each project.

14. Mr Molan explained his understanding of this as an opportunity to support management in terms of real time decision making. Brigadier Monro added this is about scrutiny to help delivery of the Corporate direction. The Board agreed there is a lack of awareness organisationally of the supportive function of the

Advisory Board, and so this is timely to refresh the understanding of the role of the NEDs, to make them more visible to colleagues and bring the NEDs as part of the SPS team with a common goal.

15. The Board agreed that to facilitate this, a workshop with the NEDs and Mrs Medhurst to understand the current horizon scan of pieces of work, priority, and resource requirement, would enable NEDs to be assigned to specific areas to support dependent on their expertise and interest; this would allow for the NEDs to be more involved in work upcoming and therefore reduce the opinion of being the critic rather than supportive role. To do this the NEDs agreed for all to send their CVS to Caroline Johnston by early December.

16. Mrs Medhurst explained the benefit of NED engagement with Nigel Ironside to learn the progress of the digital strategy for the organisation, and so asked the NEDs to engage with Nigel Ironside in December.

17. The NEDs agreed the workshop discussed, would then benefit if it were in January 2021, with the above information at the fore, to allow for assured allocation of support from the NEDs to each area of change. Ms Angus agreed to bring this workshop together, noting the requirement for virtual break out rooms to encourage appropriate discussion.

Action: All NEDs/Ms Angus

Executive Management Group: Structure, Delivery and Governance

18. Ms Angus noted the essence of this paper being recognition that the EMG's function has moved from tactical to strategic, and so the need to focus more on the strategic direction going forward, appreciating the benefits seen from the National Coronavirus Working Group in connecting the Directorates. Ms Angus explained that part of this move in direction was to assign the Head of Strategy and Improvement as an EMG member, this is now in place and so the next step is the development of the EMG working group.

19. The NEDs were supportive of this, advising that "horizon scanning" remains at the literal top of the agenda to ensure focus is maintained on that.

20. Brigadier Monro offered the NEDs to assist with the Working Group once their CVs have been received. The appropriate NEDs should then be able to assist as required.

Items for Monitoring

Financial update/ Budget monitoring

21. Mrs Allan introduced the paper and noted the high level areas considered priority for Finance currently, including:

- Financial Performance Summary as at 31 October 2020;
- 2020-21 Year to Date Spend as at 31 October 2020;
- 2020-21 Forecast Resource Outturn;
- Pay;
- Covid-19 Costs;
- Private Sector Expenditure;
- Capital Budget 2020-21;
- Risks;
- Spring Budget Revision;
- Annually Managed Expenditure (AME);
- Financial Planning 2021/22.

22. Mrs Allan explained Directors have been engaged with to understand pay utilised and not utilised, the Finance Business Partner is currently mentoring those new to their Finance teams across the Establishment as to allow for specific Directorate financial support there has been a recruitment drive to make sure there are more capabilities with more capacity to give assurance on the financials produced.

23. The Board appreciated the continued uncertainty with Covid-19.

Performance Monitoring

24. Mrs Brookes outlined the paper, noting the change in respect of re-building in regime and development, continuous focus on people engagement, sustaining complement challenges, training challenges, emerging digital services and increasing focus on Establishments ensuring we are in dialogue with the Prison group.

25. Mrs Brookes also noted the estate development with ongoing conversations regarding HMP Glasgow, HMP Highland, and the National Women's Facility in order to improve living conditions for all and support the complex population with engagement with Scottish Government.

26. Mrs Brookes explained the ongoing work with community service provision from partners to help bridge the gap from custody to community, Mrs Brookes highlighted housing and homelessness as the most significant area in terms of throughcare and noted this is currently being reviewed and considered to understand what can be done to support this area.

27. Mrs Brookes noted the current focus on Mental Health within our population, and the current ongoing discussions highlighting where the gaps are to engage with Scottish Government focussing on filling these gaps in support through discussions as to what this could look like. Further the Young People Vision is currently being drafted through commission and will support the SPS approach to the mental health of Young People. Mrs Medhurst added that this is a top priority for Governor's currently, while working closing with health and substance use colleagues. Mrs Brookes noted mental health models utilised in other Scottish Government business that she is eager to take learning from and employ.

Private Sector Contracts Report

28. Mrs Medhurst presented this paper on behalf of Alistair Purdie.

29. Mrs Medhurst noted the collaboration between the Contract Management Unit and Procurement to ensure all guidance has been complied with during the Covid-19 period; referring specifically to approaching regime delivery, core day, implications of service credits and staff availability in terms of available resource and as such the enabling of continuation of service post Covid-19.

30. Mrs Medhurst continued that current thinking includes the return of HMP Kilmarnock to the public sector with the scoping of this in the time frame, HMP Addiewell contract price annual increase, and the newly appointed Head of Data of GEOAmev. Mrs Medhurst explained managing resource allocation will be a priority to maximise resource cross-over, utilising learning from colleagues in England and Wales who have successfully moved Establishments from Private to Public ownership.

31. The NEDs discussed any potential and the benefits of retaining the contract to ensure all possibilities have been considered, the Board appreciated advantages and disadvantages of each model and also contractual obligation.

Items for Noting

RMAC Minutes (05/20) and Chair's Verbal Report

32. Mr Molan referred to the RMAC minute shared as part of the paper dissemination of this meeting and noted two additional updates:

Mr Molan explained that Audit Scotland have advised they will not be proceeding with a Section 22 report this year.

Mr Scott noted he has expressed his concern to Azets regarding performance within the last year and that he is currently awaiting a response on this; Mr Molan highlighted the time delay with sign-off of

the accounts with Mrs Medhurst signing these in August and Aztec signing these in October. The Board agreed this delay was disappointing.

33. The Board discussed the current ongoing review of the Internal Audit function, Mr McGoldrick explained interviews are ongoing, and will confirm with the lead of this review the expected date of completion. The Board agreed the results of this would be beneficial to feed in to the workshop.

Any Other Business

Draft agenda for January Advisory Board meeting

34. The draft agenda for 21st January 2021 was noted and accepted with the below amendments:

- The Board agreed the Prisoner Survey would be removed as an Agenda item for the January Advisory Board.

Action: Sharon Lawson

- The Board discussed the People Survey appreciating the drive to encourage staff to feel they are part of the wider Civil Service, recognising this is difficult working from home. Mrs Johnston explained that while the People Survey is not an SPS Product they took the opportunity to include SPS relevant questions where possible this year. Mrs Johnston noted her appreciation of other means of staff engagement and highlighted the two Worksmart surveys this year, collecting staff opinion on working from home during the current pandemic and moving forward. Mrs Johnston noted the benefit of the information collected from those two surveys.

- Brigadier Monroe also noted that during his visit to HMP Grampian he had learnt the Family Visitor Centre had lost its funding from the local authority, Brigadier Monroe was keen to learn if other Establishments had been affected by this. Mrs Brookes agreed to look in to this.

Action: Sue Brookes

Close and depart

35. Mrs Medhurst and Brigadier Monroe thanked Hayley Keir for her secretariat support of the Advisory Board with her tenacity and accuracy, and wished her well in her new role within S&SE and Business Manager.

36. Mrs Medhurst and Brigadier Monroe noted Martin McGoldrick will be moving on from the SPS. Mrs Medhurst thanked Mr McGoldrick for his contribution to the SPS' Risk culture, and involvement across the multiple areas of the business. Brigadier Monroe iterated his thanks to Mr McGoldrick with the Board unanimous in wishing the best for his next position.

37. Brigadier Monroe and the rest of the Board also warmly welcomed Sarah Angus to the Board and wished her well in this post.

38. Brigadier Monroe thanked all for their attendance and contribution to this meeting.