

# SERCO JUSTICE & IMMIGRATION HMP KILMARNOCK



## LEARNING, DEVELOPMENT & ENGAGEMENT PLAN

2016



INVESTOR IN PEOPLE

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## **GLOSSARY OF TERMS USED IN THE REPORT**

CPD	Continuous Professional Development
ITC	Initial Training Course
PCO	Prisoner Custody Officer
SMS	Serco Management System
COM	Custodial Operations Manager
WRAP	Workshop to Raise Awareness of Prevent
PDA	Personal Development Award

# 1 DIRECTOR'S FOREWORD



Serco continues to progress through a period of considerable change which brought about a significant number of new annual learning requirements for all staff. The Company is now firmly focusing on five key market segments: Justice & Immigration, Defence, Transport, Citizen Services and Healthcare and in conjunction with this has set up new Centres of Excellence.

At HMP Kilmarnock we commenced last year by stripping back to basics and refocusing on the everyday mechanical outputs of getting our simple daily tasks right at the point of delivery. Moving this forward to the next step for 2016, we are now focusing on what I call 'Jail Craft', so what is Jail Craft and how do we get it?

Jail Craft is that 'in built sixth sense', the thing that gives us all a situational awareness which keeps us right and keeps us all safe at each point of the working day and that ensures that our key processes, practices and behaviours are in keeping with the ethos and required standards of our business. In other words it is our culture.

It is not acceptable in today's business environment to stand still. We operate in an increasingly competitive market place and it is vital that we continuously improve our service through encouraging our staff to grow and develop within their roles, encouraging participation and innovation, Rupert Soames our CEO has advised that our vision for 2016 as a business is firmly set on preparing the pipeline of growth moving forward, and to grow we must deliver excellent levels of service in existing contracts including HMP Kilmarnock that we can expand from.

The 2016 Learning and Development Plan has been designed to enable HMP Kilmarnock to embrace our progression and will focus on key Serco mandatory training requirements in addition to locally recognised training needs which are needed to maintain and enhance our prison.

In addition to the "Jail Craft" theme, HMP Kilmarnock will also focus on Custodial Operations Manager (COM) development, which in turn will support the succession planning process to ensure that career development pathways are available for those staff demonstrating the required outputs and wishing to apply to progress.

A handwritten signature in black ink, appearing to read 'Craig Thomson'.

Craig Thomson  
**Director**

## **2 PLAN OVERVIEW**

During 2015, our focus was on “Back to Basics”, ensuring that all staff were able to demonstrate the key basic skills and knowledge to deliver our core business. This theme will continue into 2016 and the good work already underway will be built upon. 2016 will focus on the development of “Jailcraft”, ensuring all staff are provided with the opportunity to further develop their prison environment awareness.

Serco Essentials Training, the key basic training identified by Serco within the Serco Management System (SMS) was delivered consistently across the prison to all staff and is now a key feature of annual refresher training, ensuring that all staff are reminded of the basic knowledge and attributes that they are required to display as service providers in Serco’s current operating environment.

A key focus for 2016 will be continued management development training following the consolidation of all operational management roles to the newly designated post of Custodial Operations Manager. All 19 of our managers affected will undergo a Skills Assessment in the first quarter of the year and this will be followed by Personal Development Plans, designed to meet individual training needs.

Aspiring managers will be invited to apply to join the re-invigorated LEAP programme. This programme offers our staff the opportunity to develop their managerial skills whilst working within a multi-disciplinary project team consisting of members from across our divisions.

## **3 COMPOSITION OF THE LEARNING AND DEVELOPMENT PLAN**

The Plan reflects the needs of all disciplines/staff groups within the establishment. It:

- takes account of the strategic direction of HMP Kilmarnock and has been developed in conjunction with any service changes, legislative requirements, staff needs, and customer focus
- reflects the major development needs of staff as identified through the Performance Development Review process
- focuses on “Essentials” training as laid down by Serco
- reflects mandatory training requirements in line with our Contract with the Scottish Prison Service
- reflects specialist training requirements to ensure that staff maintain Continuous Professional Development (CPD)

- facilitates the process of prioritising development to underpin the succession planning process

The Plan provides a view of the main learning and development activities being undertaken by the establishment for the current year. It will be regularly reviewed against progress, and this will be used to provide feedback to the Learning and Development Committee.

The content of the Learning and Development Plan is presented under the following headings:

- Induction
- CPD & Mandatory Requirements
- Serco Essentials
- Leadership and Management Development
- Skills Development
- IT Systems
- Statutory and Legislative Requirements

## **4 KEY THEMES OF THE PLAN**

### **4a INDUCTION**

All staff including partner agency staff are required to undertake a minimum of 40 hours Induction training. This training is designed to cover the critical skills and knowledge required to work in a prison environment.

The training requirements are defined within the Contract with the Scottish Prison Service and cover key aspects in relation to safety, decency and security. Aspects of the training, such as security awareness, suicide awareness, health and safety and personal protection are refreshed annually to ensure staff awareness and competency is maintained and complacency and conditioning are avoided.

Training is provided in-house by staff instructors who are experts in their subject areas. All have either undergone or will be undergoing accreditation via the Level 3 Award in Education and Training. In addition, certified trainers are required to undertake regular re-accreditation with the relevant Training bodies.

All PCO-trained staff are required to undergo an 8 week Initial Training Course which incorporates the Induction. The ITC, which is linked to Custodial Care Occupational Standards, is also facilitated by internal staff instructors. On successful completion of the programme and where the relevant standards and behaviours have been met, candidates are awarded the Diploma in Custodial Skills and Knowledge

#### **4b CONTINUOUS PROFESSIONAL DEVELOPMENT (CPD) AND MANDATORY TRAINING**

All Prisoner Custody Officers are required to attend a minimum of 6 training days per annum to ensure their skills and expertise are maintained and their PCO licence remains valid.

The key areas covered include Control and Restraint, First Aid, Suicide Awareness, Health & Safety, Intelligence Gathering, Incident Command and Security Awareness. Training is mainly provided by in-house trainers, with C&R and Incident Command training supported by the Scottish Prison Service.

All non-custodial staff must also attend up to 4 days of refresher training per annum.

Many staff within the prison undertake specialist roles and CPD is a critical element of their ongoing competence and skills base. For many of these roles, it is a requirement to provide evidence of ongoing training and development. Relevant support and access to training is provided whenever required, for example to specialists such as Psychology staff, Drug Dog Handlers, Physical Training Instructors etc.

#### **4c SERCO ESSENTIALS TRAINING**

As a key part of the Serco change process, a suite of mandatory training modules has been developed that must be undertaken by all staff on joining the Company, and then refreshed annually thereafter. These modules focus on the key areas that Serco believe will equip our staff to deliver their duties in an appropriate, ethical and professional manner.

As a minimum, all staff are required to complete the following modules:

- Health, Safety and Environment
- Data Protection
- Equality and Diversity
- Code of Conduct
- Think Privacy

Further modules which may be required dependent on role are:

- DSE Risk Assessment
- Drivewize modules (if employee drives)
- Fire Warden/Fire Essentials
- Manual Handling
- Slips/Trips and Falls

In addition, all line managers must complete additional modules relevant to their work areas and levels of responsibility.

#### **4d LEADERSHIP AND MANAGEMENT DEVELOPMENT**

Following the operational management restructure which took place in 2015, all operational supervisors and managers were re-rolled to the position of Custodial Operations Manager. This requires specific training to be provided to each manager involved to ensure that all involved meet the required standards of the new role within a 3 year period.

Assessment Centres are planned for the first quarter of 2016 and following this programme, all managers will receive an individual Training Plan designed to meet their specific needs.

The LEAP programme is being re-launched in early 2016 and all staff have been provided with the opportunity to apply to the Scheme which is designed to assist staff to prepare for their first step into management.

The GROW and LEAD programmes for middle and senior managers will be recruiting again in 2016. These programmes, like LEAP, provide internal developmental opportunities for existing managers who wish to progress.

Work is currently ongoing within Serco Custodial Services to streamline management development training to ensure a consistent path is available for all staff within the Division. This programme will define a clear route for staff who wish to progress within the Company.

#### **4e SKILLS DEVELOPMENT**

Many staff in the prison undertake specialist roles which require ongoing skills maintenance and development. This is particularly relevant in areas such as Industries where PCOs are required to work with forklift trucks and lifting equipment, Education staff who are required to keep abreast of ongoing changes to educational models and SVQ programmes and PTI's who must keep abreast of new trends in fitness.

The prison is committed to ensuring staff receive the necessary training to keep their particular skills up to date.

#### **4f IT SYSTEMS**



HMP Kilmarnock, like most employers in today's modern environment, relies heavily on technological processes to operate efficiently. There is therefore a significant need for ongoing IT training to ensure that new staff are initially trained and existing staff are updated as programmes change and improve. The IT Systems Administrator provides specific support for specific software packages (i.e. PR2, CMS, MyHR).

An IT Apprentice joined the prison in October 2015 and his training will be conducted over a two year period.

In addition, external training is sourced as and when required to provide training that cannot be provided in-house.

At present, the training area houses 6 computers for training use.

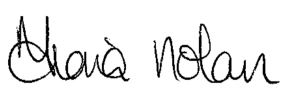
**4g STATUTORY AND LEGISLATIVE REQUIREMENTS**

Due to the nature of the work environment, it is important that there is ongoing awareness of changes in legislation and staff are kept updated appropriately. Much of this training is covered under the heading of Mandatory Training. However, there is a need to ensure that other relevant information, such as changes in Employment Law and Diversity and Equality are passed on to staff and supported wherever necessary by appropriate training.

During 2015 the Equality and Diversity training package delivered to all new staff was reviewed and refreshed and was accredited by Highfield. A certificate at Level 2 is now presented to all staff who successfully complete and pass the programme.

As there are continually ongoing changes to Health, Safety and Fire Regulations, in addition to an array of new legislative changes and recommendations in relation to Environmental issues, particularly recycling, these issues remain high on the training agenda.

It should be noted that the Learning and Development Plan which follows, reflects that training which was planned at the commencement of the year. However, as new training needs are identified, this list will be expanded and enhanced.



Fiona Nolan  
**AD – Staff Performance and Development**

## 5 LEARNING PLAN 2016

### INDUCTION

Learning & Development Requirements	Identified Learning Solutions	Expected Outcomes	Target Audience	Estimated no. of events per year	Timescale
Prisoner Custody Officers	PCO Induction Training Course	PCO's graduate after 8 week programme and achieve the Diploma in Custodial Skills and Knowledge	New PCO recruits	1	<b>Commencing August</b>
Non-Custodial	Non-Custodial Induction Training Course	Staff fully compliant after 6 day course	Non-Custodial staff	6	<b>January, March, May, July, September, November</b>
Serco Essentials	E-Learning	Staff to understand corporate standards and behaviours	All Staff	Ongoing	<b>Ongoing</b>
Serco Essentials Plus	E-Learning	Managers to understand expected corporate standards	All staff	Ongoing	<b>Ongoing</b>

## CONTINUOUS PROFESSIONAL DEVELOPMENT AND MANDATORY REQUIREMENTS

Learning & Development Requirements	Identified Learning Solutions	Expected Outcomes	Target Audience	Estimated no. of events per year	Timescales
Control & Restraint Instructors Re-licensing	Scottish Prison Service (SPS) assessment	All instructors are fully competent to continue in house delivery of C&R	C& R Instructors x 9	3	<b>January - February</b>
Control & Restraint Instructors	SPS ORM External Training Course	More flexibility within Instructor Group	PCO staff	1	<b>January</b>
Control & Restraint Phase 1	SPS accredited programme run internally by HMP Kilmarnock	All PCO staff fully competent	PCO Staff x approx 180	22	<b>Ongoing</b>
Control & Restraint OST Foundation	SPS accredited programme run internally by HMP Kilmarnock	All PCO staff fully competent	PCO Staff x approx 180	21	<b>Ongoing</b>
Control & Restraint OST Advanced	Scottish Prison Service (SPS) assessment	PCO staff fully competent	PCO Staff x 48 once per year	8	<b>February-March and September-November</b>
Personal Protection Refresher	SPS accredited programme run internally by HMP Kilmarnock	Non-custodial staff fully competent	Non-Custodial staff x approx 140	24	<b>August-September</b>

<b>Learning &amp; Development Requirements</b>	<b>Identified Learning Solutions</b>	<b>Expected Outcomes</b>	<b>Target Audience</b>	<b>Estimated no. of events per year</b>	<b>Timescales</b>
Incident Command: Local Negotiator refresher	SPS ORM External Training Course	Staff in Local Negotiator role fully competent	6 staff	3	<b>January and November</b>
Incident Command: Local Negotiator	SPS ORM External Training Course	Staff in Local Negotiator role fully competent	5 staff	1	<b>February</b>
Incident Command: NegCo Refresher	SPS ORM External Training Course	Co-ordination of local negotiator team	1 staff	1	<b>February</b>
Incident Command: Operational Support Team Leader Refresher	SPS ORM External Training Course	Staff in OSTL role fully competent	4 staff	4	<b>Ongoing</b>
Incident Command: Operational Section Leaders	SPS ORM External Training Course	Staff in OSTL role fully competent	4 staff	4	<b>TBC</b>
Incident Command Table Top Exercises	Internal scenario and practical assessments	Staff in various roles understand Incident management	All staff	6 (bi monthly)	<b>Bi-monthly</b>
Incident Command Level 2/3 Incident Exercise	Training day / programme from SPS ORM run within HMP Kilmarnock	Provide all ICT roles with skills & knowledge to operate under level 2/3 conditions	All ICT Roles	1	<b>September/October</b>
Incident Response Workshop Training	2 day SPS training package	Incident management	Custodial Operations Managers	4	<b>TBC</b>

Learning & Development Requirements	Identified Learning Solutions	Expected Outcomes	Target Audience	Estimated no. of events per year	Timescales
Dog Handling	Strathclyde Police	Update skills of handler and dog	Dog Handler x 3	4 weeks per year	<b>TBC</b>
Fire Safety	Programme run internally by HMP Kilmarnock	All staff fully competent	Staff x approx 400	Ongoing bi-annually	<b>Ongoing</b>
First Aid at Work	Programme run internally by HMP Kilmarnock	All PCO staff fully competent	PCO Staff x approx 180	Every 3 years	<b>Ongoing</b>
ACT2Care refresher training	Programme run internally by HMP Kilmarnock	All staff competent	All staff	Ongoing	<b>TBC</b>
Prevention of Suicide in Prisons (PSIPS)	Programme run internally by HMP Kilmarnock	All staff fully competent	All operational staff	Ongoing annually	<b>April</b>
Security Awareness	Programme run internally by HMP Kilmarnock	All staff fully competent	All staff	Ongoing annually	<b>Ongoing</b>
VQ Assessor Awards	A1 Assessor Qualification (L&D9DI)	To assess internal qualifications for prisoners	VT staff x 2	1	<b>TBC</b>
Ongoing Professional Development	Chartership – British Psychological Society	To upgrade professional qualifications	Trainee Psychologists x 2	1	<b>Ongoing</b>
Ongoing Professional Development	Chartership enrolment – British Psychological Society	To upgrade professional qualifications	Trainee Psychologist x 1	1	<b>TBC</b>

Learning & Development Requirements	Identified Learning Solutions	Expected Outcomes	Target Audience	Estimated no. of events per year	Timescales
Delivery of Prisoner programme	HCR-20v3 Violence Risk training – Forensic Network	To provide training for prisoners	Trainee Psychologist x 1	1	<b>March</b>
Delivery of Prisoner programme	RSVP; Risk of Sexual Violence Protocol training – Forensic Network	To provide training for prisoners	Trainee Psychologist x 1	1	<b>March</b>
Critical Incident Stress Debriefing	To be explored	To provide post-incident support to staff	Staff Support Co-ordinator + 1	1	<b>TBC</b>
Offending Behaviour Groupwork Skills	Offending Behaviour Programme Group Work Skills (OBPGS) - SPS	To provide group support to prisoners	Psychology/Offender outcomes staff x 3	1	<b>TBC</b>
Substance Related Offending Behaviour programme delivery	Substance Related Offending Behaviour Programme (SROBP) - SPS	To provide group support to prisoners	Psychology/Offender outcomes staff x 2	1	<b>TBC</b>
Constructs delivery	Constructs Training -SPS	To provide offender behaviour programme to prisoners	Psychology/Offender outcomes staff x 2	1	<b>TBC</b>
CARE (Controlling Anger and Regulating Emotions) delivery	CARE Training - SPS	To provide offender behaviour programme to prisoners	Psychology/Offender outcomes staff x 2	1	<b>TBC</b>

## LEADERSHIP AND MANAGEMENT DEVELOPMENT

Learning & Development Requirements	Identified Learning Solutions	Expected Outcomes	Target Audience	Estimated no. of events per year	Timescales
Career Development	Serco LEAP programme	Exposure to wider Serco. Involvement in projects to facilitate business improvement	Staff who are ready to prepare for promotion	1	Ongoing
Career Development	Serco GROW programme	Exposure to wider Serco. Involvement in projects to facilitate business improvement	Middle Managers preparing for the next step up.	1	Ongoing
Career Development	Serco LEAD Programme	Exposure to wider Serco. Leading on projects to facilitate business improvement	AD's preparing to become Deputy/Contract Directors	1	Ongoing
Career Development	Detached Duty/Secondment	Exposure to other businesses to build skills and knowledge.	Staff who wish to prepare for promotion	1	Ongoing
Professional Development	PCO/Operational Training	PCO Certification in order to undertake Duty Director role.	AD – Offender Outcomes and Throughcare	1	TBC
Career Development	Masters in Criminology, Penology and Management	To prepare for career progression within prison environment	AD – Performance & Compliance	1	Ongoing

## SKILLS DEVELOPMENT

Learning & Development Requirements	Identified Learning Solutions	Expected Outcomes	Target Audience	Estimated no. of events per year	Timescales
X-Ray Initial	TLT Security Solutions	Gain knowledge & understanding of X-ray security	Security, Reception and Gate PCO staff	2	<b>February and April</b>
X-Ray Refresher	TLT Security Solutions	Gain knowledge & understanding of X-ray security	Security, Reception and Gate PCO staff	4	<b>June and July</b>
CCTV Operator Training	Course to be identified	Increased staff competence	All staff who operate CCTV cameras	6	<b>TBC</b>
Staff Support Training Refresher	In –house – delivered by Psychology Team	To empower Staff Support Team to provide appropriate support to staff	Staff Support Team	1	
Boxercise Train the Trainer Course	One-Day training event	To deliver Boxercise classes	Prisoners	1	<b>January</b>
Intelligence Operator Training	A1 Intelligence	Continuous Professional Development	Intelligence Unit staff	1	<b>March</b>
Intelligence Analyst Training	PDA	To upskill Intelligence Unit Administrator	Intelligence Administrator	1	<b>TBC</b>



Learning & Development Requirements	Identified Learning Solutions	Expected Outcomes	Target Audience	Estimated no. of events per year	Timescales
Internal Auditor training Refresher	9001	To ensure all members of the Performance and Compliance team are skilled in conducting internal audits	Performance and Compliance Team members	4	
Forklift Driving	Scottish Forklift Truck Training Services to provide in-house training	Staff competent	Industries/Stores staff	1	<b>TBC</b>
Trailer Training	DVLA Approved course	Competence to drive vehicle with trailer	C&R Instructors	1	<b>TBC</b>
Warrant & Sentence Calculations	Warrant & Sentence Calculations (internal & external)	How to identify and calculate warrant data competently	Duty Directors, Head of Ops & Reception Staff	7	<b>Ongoing</b>
Control of Release of Prisoners	Briefing /Awareness Session	To update relevant staff to changes in legislation and processes	COM's, Warrant staff, Reception PCO's	2	<b>January</b>
Skills to train other staff	Certificate in Education and Training	Best practice training delivery to support staff learning	All staff who deliver in-house training	3	<b>March, August and November</b>
Mental Health Awareness for Managers	NHS approved course	Managers to understand and identify Mental Health issues	All Managers	2	<b>February and August</b>

Learning & Development Requirements	Identified Learning Solutions	Expected Outcomes	Target Audience	Estimated no. of events per year	Timescales
Mental Health Awareness	Internal delivery of Mental Health First Aid	Staff to understand and identify Mental Health issues	All staff	4	TBC
Catering Skills	Cooking for dietary needs	Special diets support	Chef	1	TBC
Food Hygiene	Intermediate	Mandatory Competence	Chef	1	TBC
Pro-Social Modelling	Internal course delivered by Psychology Team	To refresh and further develop PCO skills	Trainee PCO's and experienced staff groups	2/3	TBC
Risk Management Training	Internal course delivered by Psychology Team	To refresh and further develop PCO skills	Offender Outcomes, Residential and SRU staff groups	2/3	TBC
Motivational Interviewing	Internal course delivered by Psychology Team	To refresh and further develop PCO skills	Offender Outcomes, Lifer Support Officers, Personal Officers and SRU staff groups	2/3	TBC
Peer Support Training	Internal course delivered by P Howie	To train new Peer Support recruits	Staff	As required	TBC

## I.T. SYSTEMS

Learning & Development Requirements	Identified Learning Solutions	Expected Outcomes	Target Audience	Estimated no. of events per year	Timescales
PC Basics	Internal training module	Understand PCs and how to use	Any staff who require training	1	Ongoing
Excel	Internal training module	Intermediate spreadsheet management	Any staff who require training	1	Ongoing
PR2	Internal training module by area	Ensure staff coverage of key data input	Any staff who require training	Ongoing	Ongoing
CMS	Internal training module by area	Ensure staff coverage of key data input	Any staff who require training	Ongoing	Ongoing
Systems Analyst Training	VMWare Skills for Operators	To upskill the IT Systems Team	System Administrator and IT Apprentice	1	TBC
Systems Analyst Training	Information Security Management Systems (ISMS)	To develop skills to ISO 27001 standards	System Administrator	1	TBC
IT Apprentice	Microsoft Certified Systems Engineer (MCSE)	To upskill the IT Systems Administrator	IT Assistant	1	October 2014 – October 2016

## STATUTORY & LEGISLATIVE REQUIREMENTS

Learning & Development Requirements	Identified Learning Solutions	Expected Outcomes	Target Audience	Estimated no. of events per year	Timescales
Equality and Diversity Training	Level 2 module	Increased knowledge and awareness	Operational Staff	1	<b>September</b>
WRAP Training	1 hour awareness session	Increased knowledge of legislative requirements	All staff	20	<b>Ongoing</b>

## 6 HMP KILMARNOCK VIEWPOINT ACTION PLAN 2016

<b>PATHWAY 7 ATTITUDES, THINKING &amp; BEHAVIOUR</b>	SMART Objectives	Functional Lead	Manager(s) Responsible	Champion	Target Date(s)	Comments	
<b>ENGAGEMENT</b>	Local Departmental Meetings to be held by all areas at least once per month, with Minutes taken and circulated around staff in the Dept. All staff to receive a copy to ensure that everyone in the team receives the same information.	SMT	SMT	Fiona Nolan	31.12.2016		
<b>ENGAGEMENT</b>	Continue Project Group opportunities to provide staff development for aspiring managers via LEAP, LEAD and GROW programmes.	Fiona Nolan	SMT	Fiona Nolan	30.06.16		
<b>ENGAGEMENT</b>	To continue to implement a staff rotation procedure for operational staff to ensure that staff gain the opportunity to develop skills and experience, and equally to prevent complacency and de-motivation.	John Carroll	Ian Lochhead	John Carroll	31.12.16		
<b>ENGAGEMENT</b>	To continue to improve staff work life balance via ongoing review of shift rosters to identify where rosters can be improved.	John Carroll	Ian Lochhead	John Carroll	31.12.16		
<b>ENGAGEMENT</b>	To continue to improve internal staff communications to ensure staff are kept well informed and up to date with contract information, issues and progress	SMT	All Managers	Director	31.12.16		
<b>ENGAGEMENT</b>	To re-energise the Staff Engagement Team to ensure that effective two-way communication takes place between management and staff and provide further opportunities to improve staff engagement.	Fiona Nolan	Fiona Nolan	Director	31.03.16		

## 6 HMP KILMARNOCK VIEWPOINT ACTION PLAN 2016

<b>PATHWAY 7 ATTITUDES, THINKING &amp; BEHAVIOUR</b>	SMART Objectives	Functional Lead	Manager(s) Responsible	Champion	Target Date(s)	Comments	
<b>BUSINESS MANAGEMENT</b>	To undertake a talent review process to facilitate the development of a clear Succession Plan for managers within HMP Kilmarnock to ensure business continuity.	Laura Glanville	Laura Glanville	Director	30.06.2016		
<b>ENGAGEMENT</b>	To ensure staff are provided with opportunities to be involved in consultation processes regarding workplace issues which are relevant to them, in particular via the use of the Blueprint Project Philosophy multi-disciplinary approach to problem solving.	Billy Menzies	All AD's	Director	31.12.16		
<b>ENGAGEMENT</b>	To conduct an internal staff survey to determine staffs' connection to HMP Kilmarnock and in turn their loyalty and commitment to the contract.	Fiona Nolan	Fiona Nolan	Director	31.03.16		
<b>MANAGEMENT DEVELOPMENT</b>	Following the recent amalgamation of the Supervisor and Operational Manager roles to the COM role, to conduct Assessment Centres to identify developmental needs and then develop and implement individual Development Plans for each manager.	John Carroll	John Carroll	Director	30.06.16		
<b>HEALTH &amp; WELLBEING</b>	To progress the Healthy Working Lives Award agenda to continue to provide health and fitness opportunities for staff, both in and out of the workplace.	Fiona Nolan	HWL Committee	Fiona Nolan	31.12.16		

## 6 HMP KILMARNOCK VIEWPOINT ACTION PLAN 2016

<b>PATHWAY 7 ATTITUDES, THINKING &amp; BEHAVIOUR</b>	SMART Objectives	Functional Lead	Manager(s) Responsible	Champion	Target Date(s)	Comments	
<b>ENGAGEMENT</b>	To expand the Modern Apprenticeship Programme to provide career development opportunities for young people from the local community.	Director	Fiona Nolan	Fiona Nolan	30.06.16		
<b>ENGAGEMENT</b>	To introduce Pro-Social Modelling training for COM's to promote improved staff/manager relationships and improve staff recognition.	Fiona Nolan	John Carroll	John Carroll	31.12.16		
<b>BUSINESS MANAGEMENT</b>	To continue to improve stakeholder engagement via regular liaison with the customer locally to share local feedback in order that issues may be identified and addressed.	Director	Director	Director	31.12.16		
<b>TRAINING &amp; DEVELOPMENT</b>	To continue to review and revise the initial PCO Training Programme to ensure the best possible training is being provided to new operational staff to ensure ongoing operational effectiveness.	Garry Regan	Fiona Nolan	Karen Blackwell	31.12.16		
<b>ENGAGEMENT</b>	All Managers to ensure that they are visible around the prison and accessible to all staff.	Director	All Managers	Director	31.12.16		