

From: Iain McMenemy
Sent: 14 November 2018 12:00:46
To: scottish.ministers@gov.scot
Subject: Message for Humza Yousaf MSP

Dear Humza,

It was good to meet you a couple of weeks ago when you visited the G4S National Electronic Monitoring Centre in Uddingston.

I hope you found that meeting useful and informative. I know we briefly discussed the messages around Electronic Monitoring (EM) and how there are a number of misconceptions out there, and the view in some quarters that EM is a soft option. In 2015/16 I was a member of the EM Working Group (Comms sub-group) that was established by Michael Matheson, and I eventually drafted a comms plan for the EM Working Group that was adopted by the Scottish Government in September 2016. There were a number of suggestions in there as to how the Scottish Government, and indeed many other justice partners, could change some of the perceptions that are out there. I'd be pleased to give you an overview on this at some point.

In that respect, I thought it might be useful if we could meet so that I can give you that overview, as well as a brief introduction and update on other matters and other clients that I work with that would fall under your brief as Cabinet Secretary for Justice. I used to meet your predecessor intermittently and we both found these meetings very useful.

As you'll know from your visit to G4S earlier this month, I am external to G4S and work with them to provide media and external relations support on the Electronic Monitoring contract which they operate on behalf of the Scottish Government. I also work with G4S in a similar role for the Court Custody and Prisoner Escorting Service contract (CCPBS). The CCPBS contract will of course transfer over to a new provider, GEOArney, at the end of January 2019. At that point, I will provide media and external relations support to GEOArney which will help ensure continuity in that side of the contract.

Finally, away from my day to day business, I am also involved with Scottish football. I am Chairman of my local football club Steinhilshouse FC, and serve on a couple of working groups within the SPL. I am a passionate believer in change within Scottish football, and for the governing bodies to take more responsibility for the way the game is run, for the behaviour of some supporters, and for modernising the game. I find the football authorities incredibly frustrating to work with at times, and am always looking at ways those of us who feel similarly can work together to drive the change that is so badly needed.

As mentioned previously, I would value to opportunity to meet to introduce you to the above, give you a very brief overview on all these matters, and hopefully build a good working relationship going forward.

Best
Iain

Iain McMenemy

Phone 11 ER & Communications
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

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PS Minute

ADVICE FOR: HUMZA YOUSAF

MACCS Case Number:	2018/0039983	Respond by: 13/12/2018
Correspondent/Organisation:	Iain McMenemy, Figure 11 Communications	
Date and time of Event:	Date is flexible	
Location of Event:	Request for meeting	
Overview of invitation and audience profile:	-How many people and from what backgrounds - What is the role - speech, meeting, interview, etc.- - Is the event in the Ministers Constituency?	
Has the Minister been asked to attend of behalf of FM?	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
RECOMMENDATION:	Decline - offer officials meeting	
	Comments: Officials are currently considering how to collate and promote positive stories of electronic monitoring. Given the stage of development, it is better to meet at official level at the time being.	
	If recommendation is to accept, has this advice been agreed with your Head of Division? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	
Has another Minister been asked to attend:	No	
Main theme that the event supports:	Meeting to discuss communications around Electronic Monitoring	
Main purpose of attending: <i>(Tick as many as apply)</i>	<ul style="list-style-type: none"> • Explain new policy or a major policy shift <input type="checkbox"/> • Reinforce or illustrate existing policy <input checked="" type="checkbox"/> • Improve relations with stakeholders <input type="checkbox"/> • Encourage participation in consultation <input type="checkbox"/> • Recognise contribution to policy implementation <input type="checkbox"/> • Announce funding <input type="checkbox"/> • Other (please specify): <input type="checkbox"/> 	
Main message to communicate:	N/A	
Most appropriate type of Ministerial input:	Meeting	
Private Office view:	Diary should be checked as that may influence whether another Minister should be asked to take	
	Private Office contact:	Insert Name
Communications Office view:	Comments:	Better to meet with officials
	Communications Office contact:	[REDACTED]
Action Officer:	[REDACTED]	

PS Minute

Rùnaire a' Chathleit a'psoh Ceartaie
Cabinet Secretary for Justice
Humza Yousaf BPA/MSP



Scottish Government
Riaghaltas na h-Alba
gov.scot

F/T: 0300 244 4000
E: scottish.ministers@gov.scot

Mr Iain McMenemy
[REDACTED]

Ar faidhle/Our ref: 2018/0039983
08 December 2018

Dear Iain

Thank you for your email to Humza Yousaf, Cabinet Secretary for Justice, requesting a meeting to discuss communications surrounding electronic monitoring.

The Cabinet Secretary would be pleased to meet you. I would be grateful if you contact his Diary Secretary, [REDACTED] at CabSecJustice@gov.scot to make the necessary arrangements.

[REDACTED]
[REDACTED]
Private Secretary

The Ministers na h-Alba, an luchd-comhairleachaidh sònraichte agus an Rùnaire
Maireannach fo chumhachan Achd Eòl teachaidh (Alba) 2016. Faicibh www.lobbying.scot

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Taigh Naomh Andraids, Rathad Regent, Dùn Èideann EH1 3DG
St Andrew's House, Regent Road, Edinburgh EH1 3DG
www.gov.scot



[REDACTED]

From: [REDACTED]
Sent: 17 January 2019 15:35
To: Iain McMenemy
Subject: RE: Meeting with Cabinet Secretary

Hi Iain

That's useful to know, thanks.

Hopefully when it comes to football I'll not be nursing a bruising defeat to your team in the Scottish Cup, again!

Thanks

[REDACTED]

From: Iain McMenemy [REDACTED]
Sent: 17 January 2019 14:33
To: [REDACTED]
Subject: RE: Meeting with Cabinet Secretary

Hi [REDACTED]
All well thanks, hope all is good with you and that it's not too late in the month to wish you all the best for the year ahead.
I was going to mention comms around EM and SCCPEs. G4S are of course the provider for EM, and GEOAmev take over the SCCPEs contract on 26th January. I was also going to talk about Scottish football and some of the issues around fan behaviour etc.
Nothing particularly in depth, just an overview and to make the contact which might assist with anything that comes up further down the road.
Best
Iain

From: [REDACTED]
Sent: 17 January 2019 14:04
To: Iain McMenemy [REDACTED]
Subject: Meeting with Cabinet Secretary

Hi Iain

Hope you're well.

Just wanted to check in with you ahead of your meeting with Mr Yousaf at the start of next month to see if there was anything in particular you wanted to chat about, other than comms around EM?

Thanks

[REDACTED]

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Dh'fhaodadh gum bi teachdaireachd sam bith bhò Rìaghaltais na h-Alba air a chlàradh neo air a sgrùdadh airson dearbhadh gu bheil an siostam ag obair gu h-èifeachdach seo airson adhbhar laghail eile. Dh'fhaodadh nach eil beachdan anns a' phost-d seo co-ionann ri beachdan Rìaghaltais na h-Alba.

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MINISTERIAL ENGAGEMENT BRIEFING: HUMZA YOUSAF

Engagement title	Meeting with Iain McMenemy, Figure 11 Communications	
Engagement timing	06 February 2019 - 1415	
Venue and full address	T4.02 Scottish Parliament	
Background/Purpose include invitation history	You met Iain McMenemy at G4S when you visited their offices in November 2018. At that meeting, you expressed a wish for some more positive communications around electronic monitoring.	
Attendees	Iain McMenemy – Figure 11 Communications	
Annexes	Annex A – Agenda Annex B – Electronic Monitoring Annex C – Prisoner Escorting Contract Annex D – Football Annex E – Issue to avoid Annex F – Biography	
Media Handling include mobile number(s)	N/A	
Official Support include mobile number(s)	[REDACTED]	

Agenda

There is no set agenda for the meeting. However, Mr McMenemy has indicated that he likely to discuss:

- Communications around electronic monitoring;
- Communications around the prisoner escorting contract; and
- Issues around fan behaviour in Scottish football.

Electronic Monitoring

1. Electronic Monitoring was initially rolled out in Scotland in 1998, as a pilot, before being rolled out nationally in 2002 with the introduction of Restriction of Liberty Orders (RLO), which are imposed by the Courts. Home Detention Curfews (HDC) were introduced in 2006.
2. Since its introduction, Electronic Monitoring has been carried out using Radio Frequency (RF) technology. This allows for the presence, or absence, of an individual at a specified location to be monitored. It does not allow general location monitoring.
3. G4S have provided the EM service in Scotland, under contract to the Scottish Government, since 1 April 2013. The contract will expire on 31 March 2020, with work underway on the procurement of the next contract. We expect G4S to bid for the next contract.
4. There are currently around 1000 individuals being monitored, up from around 700 at the start of the contract. In 2017, there were more than 4500 tags fitted. Between them, RLOs and HDCs account for over 95% of all EM orders made (HDC – 240; RLO – 899).
5. In addition to HDC and RLO, EM is also used as a Condition of (Parole) Licence, as part of a Drug Treatment and Testing Order, as part of a Movement Restriction Conditions imposed by a Children's Panel and as a Restricted Movement Requirement (RMR) forming part of a Community Payback Order (CPO).
6. In 2017 82% of men and 88% of women who were made subject to an RLO successfully completed their order. In the same period, 81% of men and 80% of women successfully completed a period on HDC.
7. In February 2018 the Management of Offenders Bill was introduced to the Scottish Parliament. Part 1 of the Bill seeks to extend the uses of EM by including Home Leave granted by the Scottish Prison Service and allowing an RMR to be imposed at the point of initial imposition of a CPO – currently it can only be used where a CPO has been breached.
8. In addition, the Bill also aims to allow for the introduction of additional forms of EM technology – GPS and alcohol monitoring systems. Both of these are currently used in England & Wales, as well as a number of other countries globally.
9. Should the Bill be passed by Parliament, the new uses and technology will allow sentencers and order makers greater flexibility in the way in which EM can be used to support public safety and rehabilitation & reintegration. The Stage 1 debate for the Management of Offenders Bill is taking place on Thursday 7 February.
10. We are currently working with Big Deal Films, who will shortly be filming a feature on electronic monitoring. The feature will be broadcast on the BBC 'One Show' at a future date. The feature will look at the challenges of being tagged and, subject to a suitable person being identified, speak to a person with a positive experience of having been tagged.

Prisoner Escorting Contract

1. The Scottish Court Custody and Prisoner Escort Services (SCCPES) contract was awarded to GEOAmey PECS Ltd (GEOAmey) and commenced operations on 26 January 2019. The contract is for 8 years with a possible extension of 4 years. The value of the contract, which will employ around 700 individuals of a full-time basis, is estimated to be £27.9m in the first full year, and £234.5m in the initial 8 year term. This is the third generation prisoner escort contract in Scotland. Previous contracts have been with Reliance and G4S.
2. The services provided under the contract include the escorting of those in police or prison custody to court or to any other location, including hospitals and other prisons. GEOAmey also provide hospital bed watches when those in custody are detained for medical treatment.
3. GEOAmey will undertake around 180,000 movements per year with a fleet of 153 vehicles in Scotland.
4. SCCPES is managed by Scottish Prison Service (SPS) on behalf of Multi-Agency Liaison Group partners, which are SPS, Police Scotland, Scottish Courts and Tribunals Service and the Crown Office and Procurator Fiscal Service.
5. GEOAmey is a joint venture between GEO Group and Amey, with each parent company a 50% shareholder. In December 2018, adverse media reports were published in relation to GEO Group, one of GEOAmey's parent companies. These reports highlighted accusations of abuse in some US correctional facilities operated by GEO Group. The contract in Scotland is for a different service, in a different jurisdiction, operated by a separate company.
6. GEOAmey operate prisoner escort services in England & Wales, holding contracts with the Ministry of Justice for 3 of the 4 regions.
7. The contract includes a number of additional benefits:
 - 90% of the cost to SPS will be spent by the contractor in Scotland;
 - Employability opportunities will be created in Amey for those liberated from prison;
 - Work placements will be provided for people currently in custody; and
 - Supported businesses will be utilised for the provision of some services.

Service Delivery

8. A number of IT specific issues occurred on Monday 28 January 2019 which delayed the deployment of GEOAmey's fleet on that day. There was no impact upon Tuesday's court business. However, service performance improved markedly as the week progressed, with service delivery now approaching routine levels.
9. SPS will continue to closely monitor the delivery of the contract until it reaches a steady state, and has a team of escort monitors to keep the service under review for the duration of the contract.

Annex D

Football – Unacceptable Conduct

1. We recognise there continue to be issues with unacceptable conduct in Scottish football. Recent incidents involving coin throwing and threats to referees have brought this to the fore again – although there have been long-standing and deep-rooted issues with sectarianism.
2. We engaged with the Scottish FA, SPFL, leading clubs and other key partners following the disorder at the 2016 Scottish Cup Final.
3. New rules and guidelines were introduced and we are now for the first time receiving data on incidents in grounds, which will allow us to consider how effective these measures have been and whether further action is required.
4. While progress has been made, there is no doubt that problems remain.
5. I explored possible additional measures when I met the Scottish FA and SPFL on 19 December. There is a range of action the football authorities and clubs could take immediately, and there is action that we could take.
6. We are continuing to engage with all parties, and I'd welcome your thoughts – I know you are critical of the lack of substantial action on this issue.
7. I know you have a strong relationship with our Strategic Football Lead, and [REDACTED] [REDACTED] has emphasised he would be happy to meet you after we have spoken to discuss these issues in more detail

Issues to avoid

Annex E

Procurement of future EM contract

The current EM contract expires in just over 12 months' time, with work underway on developing the requirements for the future EM contract. Officials recently held a Supplier Day where the timescales and basic requirements were discussed with attendees, which included Q4S.

Biography

Iain McMenemy – Figure 11 Communications

Iain is a self-employed communications specialist in his own consultancy – Figure 11 PR & Communications based in Edinburgh. Figure 11 Communications works with a number of clients in Scotland, but has also supported projects in the rest of the UK and in the US. Former First Minister the Rt Hon. Henry McLeish often works with Iain on specific projects in Scotland and the US.

Iain has worked with G4S in Scotland since 2012 on the contract held with Scottish Government for Electronic Monitoring. Iain deals with all media and political enquiries. He previously also worked with G4S on the Court Custody & Prisoner Escorting Service which is held with the Scottish Prison Service. Since its transfer to GEOAmev, Iain has continued to work with the new provider.

Iain supported the Scottish Government's Working Group on Electronic Monitoring and wrote the communications plan for the introduction of enhanced use of Electronic Monitoring which was adopted by the Scottish Government in September 2016.

Iain has worked in private communications consultancy since 2003, prior to this he worked in politics.

He was a member of the Territorial Army, and served in Iraq in 2003.

Away from comms, he is involved in Scottish Football and is Chairman of Stenhousemuir FC.

[REDACTED]

From: [REDACTED]
Sent: 20 November 2018 07:34
To: [REDACTED]
Cc: Communications Justice, [REDACTED]
Subject: RE: Figure 11 request to meet Cab Sec J

Hi [REDACTED]

[REDACTED] replacing [REDACTED] who has left us, with [REDACTED]

I agree, both that the Cab Sec would not be likely to have any difficulty in discussion with Iain but that, in the context of Mr Yousaf's current diary pressures and wider workload, this would not seem to be the best use of his limited time. I can't comment on the football side as I'm not sure how much of any of it sits in Justice, but I would be happy for me to call [REDACTED] perhaps with [REDACTED] to meet/conf call Iain to discuss his ideas and what further work might be done around EM as the MoO Bill progresses.

[REDACTED]

-----Original Message-----

From: [REDACTED]
Sent: 19 November 2018 11:14
To: [REDACTED]
Cc: [REDACTED]
Subject: RE: Figure 11 request to meet Cab Sec J

Thanks [REDACTED]

I have no difficulty with Iain as a stakeholder (I previously met with him as a follow up on the comms Plan developed for the EM working group) although I would question whether there is any benefit for the Cab Sec to meet him at this stage. His background is PR/ Comms and I hope that I am not doing him an injustice but he simply seems to be offering his overview of EM in Scotland and how we might improve our messaging. Not sure that this would take us beyond the comms plan he has already provided.

[REDACTED]

-----Original Message-----

From: [REDACTED]
Sent: 19 November 2018 11:06
To: [REDACTED]

Cc: [REDACTED]

Subject: RE: Figure 11 request to meet Cab Sec J

[REDACTED]

I've got a strong relationship with Iain - he's helpful and progressive and is unlikely to cause Mr Yousaf any difficulties if they meet. He thinks the football authorities could demonstrate more leadership and forward-thinking on a range of issues - which is a view I suspect the Cabinet Secretary would share.

Although Iain is a member of the Working Group on Football and is well-regarded in football, his influence at the top of the game is fairly limited.

No issues with any meeting from my perspective - please come back if you need anything else.

Thanks

[REDACTED]

-----Original Message-----

From: [REDACTED]

Sent: 19 November 2018 10:33

To: [REDACTED]

Cc: [REDACTED]

Subject: Figure 11 request to meet Cab Sec J

All

Please see attached letter from Iain McMenemy of Figure 11 Communications, requesting to meet with Mr Yousaf to discuss common opportunities around electronic monitoring and the prisoner escorting contract. He is also chairman on Stanhousemuir, so football related issues may also be in his mind.

Grateful for any thoughts, comments, views on whether to recommend acceptance, or not, of the request.

Deadline on MACCS is 28 November, so grateful for responses by close on Friday (23rd).

Thanks

[REDACTED]



[REDACTED]

From: [REDACTED]
Sent: 19 November 2018 14:15
To: [REDACTED]
Subject: RE: Figure 11 request to meet Cab Sec J

[REDACTED]

I think there is a question about whether should be done at Ministerial or official level? I think official in first instance maybe? What is new or different since the last EM comms recommendations?

I do think it would be useful for have a chat about what comms we might want to have to accompany the passage of the Bill and any new uses of EM at some point. As you know we aren't yet clear on what those new uses might be. No harm in hearing his thoughts in the meantime thought?

Thanks

[REDACTED]

-----Original Message-----

From: [REDACTED]
Sent: 19 November 2018 10:38
To: [REDACTED]
Cc: [REDACTED]
Subject: Figure 11 request to meet Cab Sec J

All

Please see attached letter from Iain McMenemy of Figure 11 Communications, requesting to meet with Mr Yousaf to discuss comms opportunities around electronic monitoring and the prisoner escorting contract. He is also chairman on Stenhousemuir, so football related issues may also be in his mind.

Grateful for any thoughts, comments, views on whether to recommend acceptance, or not, of the request.

Deadline on MACCS is 28 November, so grateful for responses by close on Friday (23rd).

Thanks

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

From: [Redacted]
Sent: 19 November 2018 11:14
To: [Redacted]
Cc: [Redacted]
Subject: RE: Figure 11 request to meet Cab Sec J

Thanks [Redacted]

I have no difficulty with Iain as a stakeholder (I previously met with him as a follow up on the comms Plan developed for the EM working group) although I would question whether there is any benefit for the Cab Sec to meet him at this stage. His background is PR/ Comms and I hope that I am not doing him an injustice but he simply seems to be offering his overview of EM in Scotland and how we might improve our messaging. Not sure that this would take us beyond the comms plan he has already provided.

-----Original Message-----

From: [Redacted]
Sent: 19 November 2018 11:06
To: [Redacted]
Cc: [Redacted]
Subject: RE: Figure 11 request to meet Cab Sec J

[Redacted]

I've got a strong relationship with Iain - he's helpful and progressive and is unlikely to cause Mr Yousaf any difficulties if they meet. He thinks the football authorities could demonstrate more leadership and forward-thinking on a range of issues - which is a view I suspect the Cabinet Secretary would share.

Although Iain is a member of the Working Group on Football and is well-regarded in football, his influence at the top of the game is fairly limited.

No issues with any meeting from my perspective - please come back if you need anything else.

Thanks

[Redacted]

-----Original Message-----

From: [Redacted]
Sent: 19 November 2018 10:33

To [REDACTED]
[REDACTED]
[REDACTED]

Co [REDACTED]
[REDACTED]

Subject: Figure 11 request to meet Cab Sec J

All

Please see attached letter from Iain McMenemy of Figure 11 Communications, requesting to meet with Mr Yousef to discuss comms opportunities around electronic monitoring and the prisoner escorting contract. He is also chairman on Stenhousemuir, so football related issues may also be in his mind.

Grateful for any thoughts, comments, views on whether to recommend acceptance, or not, of the request.

Deadline on MACCS is 28 November, so grateful for responses by close on Friday (23rd).

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

[REDACTED]

From: [REDACTED]
Sent: 19 November 2018 11:06
To: [REDACTED]
Cc: [REDACTED]
Subject: RE: Figure 11 request to meet Cab Sec J

[REDACTED]

I've got a strong relationship with Iain - he's helpful and progressive and is unlikely to cause Mr Yousef any difficulties if they meet. He thinks the football authorities could demonstrate more leadership and forward-thinking on a range of issues - which is a view I suspect the Cabinet Secretary would share.

Although Iain is a member of the Working Group on Football and is well-regarded in football, his influence at the top of the game is fairly limited.

No issues with any meeting from my perspective - please come back if you need anything else.

Thanks

[REDACTED]

-----Original Message-----

From: [REDACTED]
Sent: 19 November 2018 10:33
To: [REDACTED]
Cc: [REDACTED]
Subject: Figure 11 request to meet Cab Sec J

All

Please see attached letter from Iain McMenemy of Figure 11 Communications, requesting to meet with Mr Yousef to discuss comms opportunities around electronic monitoring and the prisoner escorting contract. He is also chairman on Stenhousemuir, so football related issues may also be in his mind.

Grateful for any thoughts, comments, views on whether to recommend acceptance, or not, of the request.

Deadline on MACCS is 28 November, so grateful for responses by close on Friday (23rd).

Thanks

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

From: [REDACTED]
Sent: 08 January 2019 15:41
To: [REDACTED]
Subject: RE: Cab Sec Meeting with Iain McMenemy, Figure 11 Communications

Hi [REDACTED]

I don't have any particular suggestions for the meeting, beyond wondering whether we might want to make sure someone from Comms is at this as well? Would be good to have input from their perspective?

Thanks

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

From: [REDACTED]
Sent: 20 December 2018 09:41
To: [REDACTED]
[REDACTED]
Cc: [REDACTED]
Subject: RE: Cab Sec Meeting with Iain McMenemy, Figure 11 Communications

Hi [REDACTED]

Sorry, I should have attached the original MACCS case that gives the background to the meeting and who Iain is; I've attached it now.

Thanks

[REDACTED]

From: [REDACTED]
Sent: 20 December 2018 06:53
To: [REDACTED]
[REDACTED]

From: [REDACTED]
Sent: 07 December 2018 11:07
To: Public Engagement Unit <CorrespondenceUnit@gov.scot>
Cc: [REDACTED] Cabinet Secretary for Justice
<CabSecJustice@gov.scot>
Subject: FW: Replying on Behalf of the Cabinet Secretary for Justice - 2018/0089988

Please see below response to the above case.

Thanks,
[REDACTED]

From: [REDACTED] On Behalf Of Cabinet Secretary for Justice
Sent: 07 December 2018 10:48
To: [REDACTED]
Cc: Cabinet Secretary for Justice <CabSecJustice@gov.scot>
Subject: Replying on Behalf of the Cabinet Secretary for Justice - 2018/0089988

Dear Mr McManemy,

Please find attached a response to your letter of 14 November to the Cabinet Secretary for Justice.

Regards,
[REDACTED]

[REDACTED]
Office of Munza Yousaf, Cabinet Secretary for Justice

Scottish Government, Room 1W.11, St Andrew's House, Regent Road, Edinburgh, EH1 3DG | 0181 244 5141 |
CabSecJustice@gov.scot | www.gov.scot |

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[REDACTED]

From: [REDACTED]
Sent: 18 January 2019 11:34
To: [REDACTED]
Cc: [REDACTED]
Subject: RE: Cab Sec Meeting with Iain McMenamy, Figure 11 Communications
Attachments: 19-12-2018 - briefing - Ministers meeting Scottish FA, SPFL and Police S....docx

Mr Yousaf should be pretty familiar with this, as he has recently met the Scottish FA and SPFL (briefing attached for info) and is meeting Celtic on 8 February.

A few lines below – please let me know if you or Mr Yousaf require anything else. I've tried to summarise and give him a few top-line messages just in case.

Unacceptable conduct

- We recognise there continue to be issues with unacceptable conduct in Scottish football. Recent incidents involving coin throwing and threats to referees have brought this to the fore again – although there have been long-standing and deep-rooted issues with sectarianism.
- We engaged with the Scottish FA, SPFL, leading clubs and other key partners following the disorder at the 2016 Scottish Cup Final.
- New rules and guidelines were introduced and we are now for the first time receiving data on incidents in grounds, which will allow us to consider how effective these measures have been and whether further action is required.
- While progress has been made, there is no doubt that problems remain.
- I explored possible additional measures when I met the Scottish FA and SPFL on 19 December. There is a range of action the football authorities and clubs could take immediately, and there is action that we could take.
- We are continuing to engage with all parties, and I'd welcome your thoughts – I know you are critical of the lack of substantial action on this issue.
- I know you have a strong relationship with our Strategic Football Lead, and [REDACTED] has emphasised he would be happy to meet you after we have spoken to discuss these issues in more detail.

Thanks

[REDACTED]

From: [REDACTED]
Sent: 18 January 2019 10:17
To: [REDACTED]
Cc: [REDACTED]
Subject: RE: Cab Sec Meeting with Iain McMenamy, Figure 11 Communications

All

I've spoken to Iain McMenemy about what he is wants to mention to Cab Sec when he meets him early next month. As well as comms around EM, he will mention the same about the new prisoner transfer contract, which GEOAmev take over from 26 January. [REDACTED] - would you be able to provide something on this, or point me in the direction of who at SP5 would be able to?

He also plans to mention Scottish football, in particular some issues around fan behaviour [REDACTED] - can you provide a couple of lines on this?

[REDACTED] - given the focus on comms, would either of you be able to attend the meeting?

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Thanks

[REDACTED]

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

From: [REDACTED]

Sent: 19 December 2018 13:40

To: [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

Subject: Cab Sec Meeting with Iain McMenemy, Figure 11 Communications

All

Cab Sec will be meeting Iain McMenemy at 1400 on 6 February 2019, with briefing due by 1600 on 4 February. If anyone has any contributions for the briefing, please could you let me have it by 1700 on Friday 25 January.

Thanks

[REDACTED]

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

From: [REDACTED]

Sent: 07 December 2018 11:10

To: [REDACTED]
[REDACTED]

[REDACTED]
[REDACTED]
Subject: FW: Replying on Behalf of the Cabinet Secretary for Justice - 2018/0039983

All - to see Cab Sec has accepted a meeting with Iain McMenemy from Figure 11 Comms.

Once a date has been arranged, I'll let you know and get any contributions for briefing.

Thanks

[REDACTED]
From: [REDACTED] On Behalf Of Cabinet Secretary for Justice
Sent: 07 December 2018 11:07
To: Public Engagement Unit <CorrespondenceUnit@gov.scot>
Cc: [REDACTED], Cabinet Secretary for Justice <CabSecJustice@gov.scot>
Subject: FW: Replying on Behalf of the Cabinet Secretary for Justice - 2018/0039983

Please see below response to the above case.

Thanks,

[REDACTED]
From: [REDACTED] On Behalf Of Cabinet Secretary for Justice
Sent: 07 December 2018 10:48
To: [REDACTED]
Cc: Cabinet Secretary for Justice <CabSecJustice@gov.scot>
Subject: Replying on Behalf of the Cabinet Secretary for Justice - 2018/0039983

Dear Mr McMenemy,

Please find attached a response to your letter of 14 November to the Cabinet Secretary for Justice.

Regards,

[REDACTED]
Office of Humza Yousaf, Cabinet Secretary for Justice

Scottish Government, Room 1W.11, St Andrew's House, Regent Road, Edinburgh, EH1 3DG | [0131 244 5141](tel:01312445141) | CabSecJustice@gov.scot | www.gov.scot |

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[REDACTED]

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Tha am post-d seo (agus faidhle neo ceanglan eòmhail ris) dhan neach neo luchd-aimichte a-mhàin. Chan eil e ceadichte a chleachdadh ann an dòigh sam bith, a' toirt a-steach còraichean, foillseachadh neo sgaoileadh, gun chead. Ma 's e is gum d'fhuair sibh seo gun fhiosd', bu chòir cur às dhan phost-d agus lethbhrac sam bith air an t-siostam agaibh agus fios a leigeil chun neach a sgaoil am post-d gun dàil. Dh'fhaodadh gum bi teachdaireachd sam bith bhò Riaghaltas na h-Alba air a chlàradh neo air a sgrùdadh airson dearbhadh gu bheil an siostam ag obair gu h-èifeachdach neo airson adhbhar laghail eile. Dh'fhaodadh nach eil beachdan anns a' phost-d seo co-ionann ri beachdan Riaghaltas na h-Alba.

Background

The Scottish Court Custody and Prisoner Escort Services (SCCPES) contract was awarded to GEOAmey PECS Ltd (GEOAmey) and commenced operations on 26 January 2019. The contract is for 8 years with a possible extension of 4 years.

The value of the contract is estimated to be £27.9m in the first full year, and £234.5m in the initial 8 year term.

The contract in Scotland will employ around 700 individuals on a full-time basis.

The services provided under the contract include the escorting of those in police or prison custody to court or to any other location, including hospitals and other prisons. GEOAmey also provide hospital bed watches when those in custody are detained for medical treatment.

GEOAmey will undertake around 180,000 movements per year.

GEOAmey operate a fleet of 153 vehicles in Scotland.

SCCPES is managed by Scottish Prison Service (SPS) on behalf of Multi-Agency Liaison Group partners, which are SPS, Police Scotland, Scottish Courts and Tribunals Service and the Crown Office and Procurator Fiscal Service.

The SCCPES contract is the third generation prisoner escort contract in Scotland. Previous contracts have been with Reliance and G4S.

GEOAmey is a joint venture between GEO Group and Amey, with each parent company a 50% shareholder. In December 2018, adverse media reports were published in relation to GEO Group, one of GEOAmey's parent companies. These reports highlighted accusations of abuse in some US correctional facilities operated by GEO Group. The contract in Scotland is for a different service, in a different jurisdiction, operated by a separate company.

GEOAmey operate prisoner escort services in England & Wales, holding contracts with the Ministry of Justice for 3 of the 4 regions.

The contract includes a number of additional benefits:

- 90% of the cost to SPS will be spent by the contractor in Scotland;
- Employability opportunities will be created in Amey for those liberated from prison;
- Work placements will be provided for people currently in custody; and
- Supported businesses will be utilised for the provision of some services

Service Delivery

A number of IT specific issues occurred on Monday 28 January 2019 which delayed the deployment of GEOAmey's fleet on that day. There was no impact upon Tuesday's court business.

Service performance improved markedly as the week progressed, with service delivery now approaching routine levels.

SPS will continue to closely monitor the delivery of the contract until it reaches a steady state, and has a team of escort monitors to keep the service under review for the duration of the contract.

[REDACTED]

From: [REDACTED]
Sent: 30 April 2019 16:29
To: [REDACTED]
Subject: FW: Cab Sec Meeting with Iain McMenemy, Figure 11 Communications

From: [REDACTED]
Sent: 21 January 2019 10:56
To: [REDACTED]
Subject: RE: Cab Sec Meeting with Iain McMenemy, Figure 11 Communications

Thx [REDACTED]
Let's catch up before this. Also might be worth checking what, if any, contact [REDACTED] have had with Iain ahead of the prisoner transfer contract.

[REDACTED] communications Manager (Justice & Safer Communities) Scottish Government | [REDACTED]

Updates from SG Justice & Safer Communities @ScottGovJustice
I work half-day Mon (AM), Tue-Fri. Telephone with urgent queries, as above, or outwith office hours via 0131 556 8400.

From: [REDACTED]
Sent: 21 January 2019 10:51
To: [REDACTED]
Cc: [REDACTED]
Subject: RE: Cab Sec Meeting with Iain McMenemy, Figure 11 Communications

Hi [REDACTED]
Thanks for this -- I can attend for comms and report back to [REDACTED] on the football part,

From: [REDACTED]
Sent: 18 January 2019 10:17
To: [REDACTED]
Cc: [REDACTED]
Subject: RE: Cab Sec Meeting with Iain McMenemy, Figure 11 Communications

All
I've spoken to Iain McMenemy about what he is wants to mention to Cab Sec when he meets him early next month. As well as comms around EM, he will mention the same about the new prisoner transfer contract, which GEOAmev

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He also plans to mention Scottish football, in particular some issues around fan behaviour. [REDACTED] - can you provide a couple of lines on this?

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Thanks

[REDACTED]

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

From: [REDACTED]
Sent: 19 December 2018 13:40
To: [REDACTED]
[REDACTED]
[REDACTED]
Subject: Cab Sec Meeting with Iain McMenemy, Figure 11 Communications

All

Cab Sec will be meeting Iain McMenemy at 1400 on 6 February 2019, with briefing due by 1600 on 4 February. If anyone has any contributions for the briefing, please could you let me have it by 1700 on Friday 25 January.

Thanks

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

From: [REDACTED]
Sent: 07 December 2018 11:10
To: [REDACTED]
[REDACTED]
[REDACTED]

[REDACTED]
Subject: FW: Replying on Behalf of the Cabinet Secretary for Justice - 2018/0039983

All - to see Cab Sec has accepted a meeting with Iain McMenemy from Figure 11 Comms.

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Thanks

[REDACTED]
From: [REDACTED] Cabinet Secretary for Justice
Sent: 07 December 2018 11:07
To: Public Engagement Unit <CorrespondenceUnit@gov.scot>
Cc: [REDACTED] Cabinet Secretary for Justice <CabSecJustice@gov.scot>
Subject: FW: Replying on Behalf of the Cabinet Secretary for Justice - 2018/0039983

Please see below response to the above case.

Thanks,

[REDACTED]
From: [REDACTED] On Behalf Of Cabinet Secretary for Justice
Sent: 07 December 2018 10:43
To: [REDACTED]
Cc: Cabinet Secretary for Justice <CabSecJustice@gov.scot>
Subject: Replying on Behalf of the Cabinet Secretary for Justice - 2018/0039983

Dear Mr McMenemy,

Please find attached a response to your letter of 14 November to the Cabinet Secretary for Justice.

Regards,

[REDACTED]
Office of Humza Yousaf, Cabinet Secretary for Justice

Scottish Government, Room 1W.11, St Andrew's House, Regent Road, Edinburgh, EH1 3DG (0131 244 5141 | CabSecJustice@gov.scot | www.gov.scot)

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[REDACTED]

From: [REDACTED]
Sent: 30 April 2019 16:29
To: [REDACTED]
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From: [REDACTED]
Sent: 21 January 2019 10:31
To: [REDACTED]
Cc: [REDACTED]
Subject: RE: Cab Sec Meeting with Iain McMenemy, Figure 11 Communications

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Sent: 07 December 2018 10:48
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Cc: Cabinet Secretary for Justice <CabSecJustice@gov.scot>
Subject: Replying on behalf of the Cabinet Secretary for Justice - 2018/0089983

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Regards,
[REDACTED]

[REDACTED]
Office of Hamza Yousef, Cabinet Secretary for Justice

Scottish Government, Room 1W.11, St Andrew's House, Regent Road, Edinburgh, EH1 3DG | [0131 244 5141](tel:01312445141) |
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[Redacted]

From: [Redacted] On Behalf Of Cabinet Secretary for Justice

Sent: 07 December 2018 11:07

To: Public Engagement Unit <CorrespondenceUnit@gov.scot>

Cc: [Redacted] Cabinet Secretary for Justice

<CabSecJustice@gov.scot>

Subject: FW: Replying on Behalf of the Cabinet Secretary for Justice - 2018/0039983

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From: [REDACTED] on Behalf Of Cabinet Secretary for Justice
Sent: 07 December 2018 10:43
To: [REDACTED]
Cc: Cabinet Secretary for Justice <CabSecJustice@gov.scot>
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[REDACTED]

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[Redacted]
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In attendance:

Cabinet Secretary for Justice
Iain McMenemy – Figure 11 Communications
[REDACTED] – Community Justice
[REDACTED] – Communications
[REDACTED] – John Smith Fellow

Electronic Monitoring

Cab Sec was keen to see more positive stories around electronic monitoring.

It was noted that SG were working with the 'One Show' on filming for a feature on EM, which would be broadcast at a future date.

IM noted that he had previously been involved in the communications sub group of the EM Expert Working Group, which did have some good news stories around how EM had benefited individuals.

Cab Sec would be keen to see an 'advisory-type' EM group established, which would be able to take forward comms, amongst other things.

Prisoner Escorting Contract

It was noted that Geo-Amey had recently taken over the escorting contract from G4S. There had been some minor issues to start with, but it had now settled down.

Football

Cab Sec noted that IM was chair of Stenhousemuir FC and asked his views on issues in Scottish football. IM noted that the issues at lower league level were slightly different from in the Premier League, but that he was happy to work to find solutions to issues. It was suggested the he follow-up with [REDACTED], Strategic Football Lead.