FOI 202500483086 Annex A

From: [redacted section 38]
Sent: 14 August 2025 17:39
To: [redacted section 38]
Cc: Linda Pollock <Linda.Pollock@prisons.gov.scot>; Deputy Director Community Justice <DeputyDirectorCommunityJustice@gov.scot>; [redacted section 38] Teresa Medhurst <Teresa.Medhurst@prisons.gov.scot>; [redacted section 38]

Subject: RE: Capital and Carbon Budget Planning [SEC=OFFICIAL-SENSITIVE]

OFFICIAL
OFFICIAL-SENSITIVE
Hi [redacted section 38]
Our apologies for not being able to send this on yesterday.
To see answers in [italics] below with thanks to [redacted section 38] and her team.
Kind regards
[redacted section 38]

From: [redacted section 38]
Sent: 12 August 2025 16:29
To: [redacted section 38]
Cc: Linda Pollock <Linda.Pollock@prisons.gov.scot>; HQ CE Executive Secretariat <HQCEExecutiveSecretariat@prisons.gov.scot>; DeputyDirectorCommunityJustice@gov.scot; [redacted section 38]

Subject: RE: Capital and Carbon Budget Planning [SEC=OFFICIAL-SENSITIVE]
Hi [redacted section 38] and colleagues
Thank you for providing this. A few things I need to check:

HMP Highland and HMP Glasgow – the return suggests that the figures held by central finance are still correct. Is that definitely the case? [redacted section 30(b)]

As discussed, this was populated from SG colleagues based on remaining capital commitments. [redacted section 30(b)]
We have not adjusted these figures as the spreadsheet says these figs should not be adjusted. These comments could be added into the comment section if helpful.

Against this backdrop, the Scottish Government has committed almost £1 billion to the replacement of Barlinnie with the new HMP Glasgow. I note that the original estimates for this project were around £100–170 million in 2014–15, rising to £387 million in 2019, and now stand at almost £1 billion. To put this in perspective, that figure is close to the £1.2 billion it cost to build the five-star, 800-room Atlantis The Royal Hotel in Dubai. While I recognise the need to address capacity issues across the prison estate, many of my constituents view this stark disparity as the Government prioritising a luxury development in Glasgow while leaving HMP Greenock to decline

I can assure you that the cost of HMP Glasgow is comparable to other large-scale prison projects across the UK. The construction industry has faced significant price

rises from labour and material shortages, with data from the Department for Business and Trade shows a 40% increase in construction material between 2019 and 2024 in the UK. SPS engaged in a process of scrutiny and due diligence to ensure the price from the contactor represents market value and the programme for construction is optimal.

SPS will need to transition over 14 publicly managed prisons, two community custody units, one privately managed prison (HMP Addiewell - which will come back into SPS ownership in 2032), one storage/training facility and one college site (equating to over 400,000m2 of floor area) to zero carbon direct emissions in the next 13 years. Work is currently ongoing to redevelop 2 of the 14 publicly managed prisons, HMP Highland and HMP Glasgow, transitioning these establishments to be the first zero carbon direct emissions prisons, leaving 17 further sites.

HMP Glasgow and HMP Highland – Monthly Finance Reporting – deadline around 22nd every month

From: [redacted section 38]
Sent: 02 September 2025 16:58
To: [redacted section 38]
Subject: Meeting to discuss reporting

Hi [redacted section 38]

On the HMP Glasgow reporting, would you be happy to meet with me, [redacted section 38] and [redacted section 38] (and whoever else from your side) to discuss how we can improve the reporting in light of comments on the Board today? If so let me know when would suit.

Thanks a lot

[redacted section 38]

Infrastructure Investment Pipeline covering 4 years (listing projects tied to Capital allocations incl. HMP Highland and HMP Glasgow)

HMP Highland, HMP Glasgow - review of governance in progress

HMP GLASGOW
The new HMP Glasgow will deliver a meaningful and lasting benefit to the community, through improved rehabilitation, reducing the risk of reoffending; by creating jobs and business for supply chains in the city; and delivering a valuable community resource for people living in the area.
It will increase prison capacity, transform how prisoners are rehabilitated, improve staff working conditions and generate up to £450m worth of economic benefits.
HMP Glasgow will have a design capacity of 1344, which will add 357 places to the overall prison estate.

The design and construction contractor has committed to providing a range of community benefits, particularly in terms of employment, including apprenticeships, training, and work placements for ex-offenders.
The Scottish Government is committed to delivering value for public money and these plans mean HMP Glasgow will include spaces for the local community, bringing benefits for local people. These will not be used by those in custody.
I welcome plans for HMP Glasgow to work with a wide range of charities, support organisations, community groups, and even MSPs, all dedicated to meeting the needs of people in custody, as well as their families and the wider community.
His Majesty's Inspectorate of Prisons for Scotland said in their report on HMP Barlinnie published 8 April [QUOTE]: “The need for a replacement prison through the planned new HMP Glasgow therefore remains overwhelming and urgent.”

The cost of HMP Glasgow is comparable to other large-scale prison projects across the UK.
A recent report by the National Audit Office shows that costs per prison place has increased up to 259% between initial business cases and expected costs in England and Wales.
The price per place has risen to between £610,000 and £840,000 in England and Wales - the price per place of HMP Glasgow sits in the middle of this of range at £740,000.
The earliest HMP Glasgow estimates were based on a much smaller 700 place prison and on market conditions in the early 2010s when the construction prices were low in the aftermath of the financial crisis, without knowledge of the site that would be used.
The construction industry has faced significant price rises from labour and material shortages as a result of Brexit, the pandemic, and the war in Ukraine.
Data from the Department for Business and Trade shows a 40% increase in construction material between 2019 and 2024 in the UK.
ONS reports a 35% increase the number of vacancies in the construction industry between 2019 and 2024, driving an increase in the price of labour.
[redacted section 30(b)]

TIME-SCALES
HMP Glasgow is a complex project and it took time to ensure we had the right site and the right plan for the prison
An initial consideration was rebuilding on the current site, but that was not feasible due the size of the population of HMP Barlinnie and the level of disruption the building work would bring.
The current site was chosen because of its location within Glasgow City, its size, and suitability.
Following work to assess the site and gain planning permission, the site was purchased in late 2020.
The project to construct HMP Glasgow on this site commenced in 2021.
The Stage 2 construction contract is now signed with construction completion scheduled for 2028

From: [redacted section 38]
Sent: 15 August 2025 12:32
To: [redacted section 38]

Subject: FW: Briefing and Speech Contribution - Scottish Justice Sector Equalities Conference 2025 on 28 August 2025 - Due by COP 15 August 2025

Hello [redacted section 38]

“SPS continue to progress with improvement in the prison estate and infrastructure with positive progress towards construction of the 2 new build prisons - HMP Highland and Glasgow, which are expected to be completed in 2026 and late 2028 respectively.”

Thanks.

[redacted section 38]

From: [redacted section 38]
Sent: 13 August 2025 11:39
To: Prison Policy Unit [redacted section 38]
Subject: Briefing and Speech Contribution - Scottish Justice Sector Equalities Conference 2025 on 28 August 2025 - Due by COP 15 August 2025

SPS continue to progress with improvement in the prison estate and infrastructure with positive progress towards construction of the 2 new build prisons - HMP Highland and Glasgow…. In January, Kier Construction, was awarded the contract to build HMP Glasgow following approval from Scottish Government. Enabling works continue the site following the contract award. The prison is expected to be completed in late 2028.

Many thanks

[redacted section 38]

The 2025/26 budget will provide £355m of capital funding to SPS, this will enable SPS to progress the estate priorities of HMP Highland and HMP Glasgow.
The Stage 2 construction contract for HMP Glasgow was signed in January this year with construction completion scheduled for 2028.
HMP Glasgow will have a design capacity of 1344, which will add 357 places to the overall prison estate. The total project cost is £998m.

[redacted Section 25]

From [redacted section 38]
Sent: 03 September 2025 08:19
To [redacted section 38]
Subject: Re: Major Capital Projects Data Update – August 2025 - COMMISSION

OFFICIAL

Hi [redacted section 38]

I hope you're well. Our intended response is:

HMP Glasgow:
Progress at August 2025: No change to project cost or completion dates since last report (as per FBC).

Thanks
[redacted section 30b]

The Scottish Prison Service is currently taking forward HMP Highland and HMP Glasgow which will provide modern rehabilitative facilities and increase the number of prison places in the estate. As with assets in other areas, the focus over the next ten years is to enhance prison maintenance and switch to more preventative rather than responsive maintenance. In light of the high and rising prison population, ensuring the prison estate is fit for purpose for the future is a key priority.

HMP Glasgow - Suggested comments and questions

[redacted section 30(b)]
When would be a good time to update the Cabinet Secretary?
What was the result of the critical friend review which took place in July?

From: [redacted section 38]
Sent: 19 August 2025 15:58
To: Deputy Director Community Justice <DeputyDirectorCommunityJustice@gov.scot>
Cc: [redacted section 38]
Subject: RE: HMP Glasgow Project Board Wednesday

Hi James

Thanks for sharing the HMP Glasgow Project Board Papers. There is mention of a Cost Management and Change Control Process draft being circulated to Board members but can't see this amongst the papers. Was that sent out separately? Change control is as you know one of the key areas we want to be assured on.

[redacted section 30(b)]:
[redacted section 33]
[redacted section 30(b)]
Happy to discuss and will be good to get a readout after

Thanks a lot
[redacted section 38]

From: James McLellan <James.McLellan@gov.scot> On Behalf Of Deputy Director Community Justice
Sent: 18 August 2025 16:52
To: [redacted section 38] Deputy Director Community Justice <DeputyDirectorCommunityJustice@gov.scot>
Subject: RE: HMP Glasgow Project Board Wednesday

Thanks v much [redacted section 38] Attaching the papers from SPS that just came in today. Once you've had a skim of these let me know if there's anything else you think it would be helpful to raise in the meeting.

From: [redacted section 38]
Sent: 18 August 2025 16:49
To: Deputy Director Community Justice <DeputyDirectorCommunityJustice@gov.scot>
Cc: [redacted section 38]
Subject: HMP Glasgow Project Board Wednesday

Hi James

Ahead of HMP Glasgow Project Board on Wednesday, a few bullet points in case that's helpful:

[redacted section 30(b)]

I've attached last month's reporting as reference. I understand the Project Board signs off this month's reporting so assuming you get that during the meeting.

Let me know if you want to discuss

[redacted section 38]

From: [redacted section 38]
Sent: 02 September 2025 14:28
To: Deputy Director Community Justice <DeputyDirectorCommunityJustice@gov.scot>; DG Education & Justice <dgej@gov.scot>; Director of Justice <DirectorofJustice@gov.scot>; [redacted section 38]
Subject: [redacted section 30(b)]

Hi All

I thought in today's meeting we learned a lot of good news about the HMP Glasgow project [redacted section 30(b)]

I thought it would be useful to summarise the information based on the data received via the Monthly Finance Report on the HMP Glasgow Project. This pertains to the usage of Allowances and Risk Pots.
[redacted section 30(b)]

I hope you find this information helpful.

Kind regards

[redacted section 38]

Provide £347 million in 2025-26 to invest in our prison estate to progress the next delivery phase of HMP Glasgow and HMP Highland which will increase design capacity in the estate by 464 places.
HMP Glasgow construction completion scheduled for 2028.
[redacted section 30(b)]

HMP Glasgow is being built as a replacement for HMP Barlinnie. With a projected completion date of 2028, this new prison will accommodate 1,344 prisoners, adding 357 places to the prison estate.

- Introductions and Apologies
- Previous Minutes and Actions
- Project Highlight Report
- Decision Log (any documents / submissions for review or discussion)
  - SG Critical Friend Review Report
  - Cost Management and Change Control Process
- AOB

Project Board Core Members Michael Stoney – Senior Responsible Owner / Project Executive [redacted section 38] – Project Director [redacted section 38] Linda Pollock - Deputy Chief Executive Sarah Angus – Director of Policy Amy McDonald – Director of Finance [redacted section 38]

Introductions and Apologies MS introduced all to the Project Board, introducing our new Project Board members. Amy McDonald – Director of Finance [redacted section 38] – Scottish Futures Trust [redacted section 38] Prison Policy Team Leader, Scottish Government in attendance in place of JMcM. Apologies were sent by GMcK who is on annual leave

[redacted section 33]
MS then thanked all project board members for their patience in relation to the new Project Status Highlight report template being created and hopes that everyone will find it more visual and interactive compared to the old reporting format. MB presented the new Project Status Highlight report for discussion. Project Status Highlight Report June 2025 SF advised the project board that the report is built using Power BI so a live version will be available for key individuals within the project and a static version will be issued to all project board members in advance of the monthly Board meeting. SF then went on to speak through the new report format in detail.

[redacted section 33]
[redacted section 30(b)]
As well as this, there is work ongoing to benchmark the benefits noted in the Business Case to ensure we are able to measure these going forward as part of our Benefits Realisation Plan [redacted section 30(b)]

MS moved on to provide a project resourcing update, informing the Board that a Finance Manager has been appointed and negotiations are underway with their current establishment to agree a start date. Technical Advisor (temporary) should be in place in the next week or so. Project Manager, scope is with the SPS Procurement team and should move forward in the next reporting period [redacted section 30(b)]

About this report This report is an evidence-based snapshot of the programme's/project's status at the time of the review. It reflects the views of the independent review team, based on information evaluated over the review period, and is delivered to the SRO immediately at the conclusion of the review.

This assurance review was arranged and managed by: Portfolio, Programme and Project Assurance Hub Scottish Government Directorate of Internal Audit and Assurance Victoria Quay Edinburgh EH6 6QQ More information about the Portfolio, Programme and Project Assurance Hub and guidance on the requirements for integrated assurance and approvals is available from: PPPAssurance@gov.sco

Stage Gate Assessment Amber Green Successful delivery appears probable.
[redacted section 30(b)]
The recommendations in this report are made with a view to further enhancing an already sound approach, recognising that the project is at the start of a long delivery period, new risks will arise over the course of that delivery and currently recognised risks will require constant close management attention to mitigate any materialisation into major issues impacting delivery of both the build and the associated operational and change preparation necessary to deliver the benefits.

2. Summary of concerns, evidence and recommendations
[redacted section 30(b)]

All recommendations should be categorised as Critical, Essential or Recommended: Critical (Do Now): To increase the likelihood of a successful outcome it is of the greatest importance that the programme/project should take action immediately. Essential (Do By): To increase the likelihood of a successful outcome the programme/project should take action in the near future. Recommended: The programme/project should benefit from the uptake of this recommendation. ACTION PLAN - You must within three weeks of the final report provide your intended actions for addressing each recommendation. You should then share it with the relevant Scottish Government Portfolio Accountable Officer and copy it to the SG`s Portfolio, Programme and Project Assurance Hub (PPPA). Thereafter, you are responsible for implementing the actions in response to the recommendations. If the review has identified serious deficiencies or difficulties (including probable failure to meet the planned budget) within the programme the appropriate Officer should inform the relevant Minister/s.

[redacted section 30(b)]

4. Comments from the SRO
SRO Comments
I am pleased to accept the amber/green status and that the content of this report confirms the project has a good solid approach to Governance and specifically active management and awareness of risk. The recommendations are about enhancements to our process and not acknowledgments of gaps. I am content to accept all recommendations with the caveat that our approach to achieving the intent of recommendations 3, 4, and 7 may well be different to that suggested in the report.

[redacted section 30(b)]

1. Risk Management Processes:
5.1.1 The Review Team find that the methodologies and governance frameworks used to manage risks are appropriate and robust. In addition, the SRO and project team are constantly seeking to learn and apply lessons from other projects that will help to strengthen their risk management.
5.1.2 The management of risk is embedded in all aspects of project delivery and project delivery processes. The formal risk processes and controls in place include development and monitoring of contractor and project risk registers, regular meetings at different levels to assess the status of both risks and mitigations, including the identification of new risks. Project governance structures are in place within which there is evidence of active discussion of known and emerging risks. Escalation routes are in place where risks cannot be managed at project level although there has not yet been an occasion to use them.
[redacted section 30(b)]
4. Governance and Oversight:
5.4.1 The Review Team heard and read evidence that the Project Board is effective, well run and challenging. The Board is chaired by an SRO who is experienced in both the construction and operation of correctional facilities and is fully engaged. He is well supported by the Board members, including the experienced Project Director, and senior SPS officials including the SPS Deputy Chief Executive, SPS Finance Director, Director of Policy, Head of Procurement and Senior Portfolio Manager. The Review Team understand that the Finance Director has a construction background and other Board members have relevant experience. In recognition of the desirability of further strengthening Board engagement with stakeholders and increasing the level of construction experience, additional Board members have recently been appointed.
[redacted section 30(b)]

ANNEX A - Terms of Reference for Hybrid Review This is a Critical Friend Review. The Terms of Reference for the Review are: To review and assess the robustness of the risk management for the project, with particular reference to:
Risk Management Processes: Examination of the methodologies and frameworks used to identify, assess, and manage risks.
Costed Risk Register: Evaluation of the risk register, including the identification, quantification, and costing of risks.
Mitigation Strategies: Assessment of the effectiveness of the risk mitigation strategies.
Governance and Oversight: Review of the governance structures and oversight mechanisms for risk management
[Insert Security Classification once completed]
ANNEX B - Background
Question Answer Describe the aims of the project
The aims of the project are: To ensure delivery against the commitment and demand in Glasgow by providing a prison which will keep people safe whilst
providing access to supportive activity and contribute to the well-being and social economic impact for those within, families and the local community;

HMP Barlinnie requires an increasing amount of investment to maintain the Victorian Infrastructure. At times the ability to do remediation work is both cost and labour prohibitive. The replacement of HMP Barlinnie with HMP Glasgow will ensure effective ongoing use of public funds and value for money in the operational running and maintenance of the estate;
To ensure that in building a replacement for HMP Barlinnie, that HMP Glasgow will provide modern safe and sustainable environment where relationships between staff and prisoners flourish to work on personal support and integration;
To create capacity in resource by reducing the transactional demands which are inherent in the Victorian infrastructure of HMP Barlinnie. Creating opportunity to work to strategic aims in supporting the reduction in recidivism, providing a trauma informed and overall health and well-being approach both within the prison and the local community;
To capitalise on the use of physical design and technology which will provide a place where officers will have a significant positive impact on the people who live in the prison, engaging, motivating, and advocating to optimise the opportunities that are available in prison and the community;
To engage in new ways with public and 3rd sector partners to share services and explore opportunities to provide the best life chances for people; and. To create an environment that is fully inclusive for all, and that all activity and space is designed to recognise the risks, vulnerabilities and reservations of the population and take advantage of opportunities. Reasons for the project existence, by type and description
[redacted section 30(b)]
Project link to Scottish Government strategies or policies: The project has applied to Net Zero Public Building Standards for HMP Glasgow, which offers support, credibility, and assurance on meeting SPS and SG targets. This offers significant improvement in comparison to HMP Barlinnie as HMP Glasgow will be all electric and will develop and deliver against developing models of circular economic principles.
[redacted section 30(b)]
ANNEX D – List of Interviewees The following stakeholders were interviewed during the review: Name Organisation and role Michael Stoney SPS – Project SRO/Executive - Project Board Chair Sarah Angus SPS - Director of Policy, Project Board Member [redacted section 38] SPS – Project Director, [redacted section 38] Linda Pollock SPS –Deputy Chief Executive Neil Rennick SG – Director General, Education & Justice [redacted section 38]