



Annual Procurement Report

Summarising Financial Year: April 2024 to March 2025



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Foreword from the Head of Procurement

I am pleased to present the Scottish Prison Service's eighth Annual Procurement Report (APR), published in line with the requirements of the Procurement Reform (Scotland) Act. For 2024–25, we have refreshed the format and design of the APR to ensure it is concise, accessible, and informative for a broad audience.

The year began positively with the outcome of the Scottish Government's Procurement and Commercial Improvement Programme (PCIP) "Pulse Check". SPS achieved an 'Advanced' rating in 10 of the 11 mandatory areas—a strong endorsement of our procurement capability. More importantly, the process provided valuable opportunities to share and adopt best practice across the sector.

Significant progress was made in strengthening our corporate approach to contract management. Under the direction of the SPS Contracts Committee, Balanced Scorecards were rolled out across all 'Gold' and 'Silver' contracts, driving performance improvement and fostering collaborative relationships with key suppliers. Our commitment to robust governance was further demonstrated through the expansion of users, suppliers, and functionality within the Scottish Government's PECOS system, which became SPS's primary purchasing platform during the year. Plans are in place to extend its use even further.

During the year, a number of key contracts were awarded. This included the national contract for prisoner education ("Development and Learning") being awarded. The new supplier, PeoplePlus, is keen to build on the positive and longstanding relationship between SPS and Fife College and to assist SPS to deliver our ambitious learning strategy, *Learning for a Better Future*.

Two landmark capital contracts were also awarded: the main works for HMP Highland and HMP Glasgow. These projects represent years of planning and procurement effort, and it is exciting to see construction now underway. Beyond providing modern, fit-for-purpose facilities, both projects carry bold social value and sustainability commitments. Once complete, they will transform the environments in which SPS operates and make a lasting contribution to the communities they serve.



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Procurement in the Scottish Prison Service

The SPS is an Executive Agency of the Scottish Government. There are currently seventeen prisons located across Scotland: sixteen directly operated by SPS and one operated by a private sector operator under contract to SPS. There is also an SPS Headquarters, an SPS College and SPS Fauldhouse which serves to provide a Central Stores and operational training facility. SPS directly employs around 5,100 staff.

The SPS continues to recognise the importance of effective public procurement in supporting the SPS's operational activity, ensuring that SPS derives value for money from its external expenditure and that the Goods, Services and Works procured are fit for purpose. SPS corporate priorities are typically reflected in Annual Delivery Plans which, in turn, often variously require procurement action and contract activity. This APR illustrates how the SPS has used its procurement activity to address the various legislative and policy requirements set out in the Procurement Strategy.

SPS has a well-established procurement environment with mature policies and practices that support effective public procurement. The elements set out in this section are key enablers of being able to discharge effective procurement – both “Regulated” projects and those within the scope of the wider Public Contract regulations. SPS expects its procurement activity to be delivered in a way which ensures that it meets the legal, ‘best practice’ and wider socio-economic-environmental obligations required by legislation and through Scottish Government policy.

Procurement in the Scottish Prison Service

1. Context & Compliance

SPS operates with mature policies supporting both regulated and wider public contract procurement. Activities comply with legal, best practice, and socio-economic-environmental obligations.

- Procurement Reform (Scotland) Act 2014: Statutory obligation to consider Sustainable Procurement Duty (SPD);
- Fair Work First, Health & Safety, GDPR, Cyber-Security, Climate Crisis/Net Zero, and National Outcomes;
- Engagement with Scottish Government Legal Department for guidance;
- Policy dissemination through forums and team meetings; and
- Scottish Government Audit function and Audit Scotland undertake oversight of the SPS including the procurement function and processes (both PPSD and devolved procurement).

2. Procurement Policy & Arrangements

The Procurement Policy & Services Department (PPSD) typically develops between 50 and 100 contracts annually and, in conjunction with stakeholders, manages the full cycle of procurement activity and contract management, including:

- Advertising and competing contracts >£20k;
- Applying flexibility for local procurement contracts <£20k via local DPA Officers;
- Using National contracts/frameworks;
- Applying Governance controls for exceptions (e.g. Direct Awards, Non-Competitive Actions); and
- Undertaking Sustainable Procurement Duty considerations (climate, Fair Work First, etc.).



Procurement in the Scottish Prison Service

3. Contract & Supplier Management (CSM)

SPS annually manages a portfolio of around 250 live contracts supporting operational activities, including oversight of Scottish Government and other collaborative agreements.

Contract Summary information is provided to end users to ensure effective access and utilisation.

Performance Assurance: CSM engagement with prisons and suppliers ensures contracts deliver as intended and issues are addressed promptly.

Risk Classification/Prioritisation Model: Contracts are classified as **Platinum, Gold, Silver, or Bronze** based on corporate risk:

- Gold & Silver: Higher risk contracts receive proportionate management by PPSD; and
- Bronze: Managed on a needs-based approach.

Specialist Oversight:

- Platinum contracts (Private Prison and SCCPES) are managed by dedicated teams under Operations Directorate, with daily KPI monitoring by Controllers and Escort Monitors;
- Works contracts are overseen by Estates & Technical Services until completion; and
- Expiry Reviews: CSM conducts performance reviews and price benchmarking for contracts nearing expiry to assess value for money and contract performance to determine extension or re-tendering.

Procurement in the Scottish Prison Service

3. Contract & Supplier Management (CSM) (continued)

Contract Management Developments:

- **Balanced Scorecard Rollout:**
SPS introduced Balanced Scorecards within the eCM module on Public Contracts Scotland-Tender to formalise supplier performance monitoring. Completed by internal stakeholders, the Balanced Scorecard tracks KPIs and provides a structured measurement tool. Priority implementation for Gold and Silver classified contracts.
- **Contract Management Policy:**
Policy launched in FY 23/24 covering all classified contracts managed by PPSD and Operations Directorate. Supplementary guidance supports compliance. Ensures consistent approach across national and operational contracts.

Governance Enhancements:

- **Contracts Committee established in 2023, chaired by PPSD, meeting every six months.** Provides executive oversight and governance. Reviews corporate contract risk categories and performance reporting (including Balanced Scorecards); and
- **Supply Impact Response Group (SIRG):** Chaired by Head of Procurement; reports to Executive Management Group. Focused on supply availability, inflationary cost impacts, and operational resilience. Managed risks in energy, food, and construction materials; monitored tender return levels. Shifted focus from acute supply disruption to economic awareness (inflation, interest rates, food cost trends).



Procurement in the Scottish Prison Service

4. Value for Money, Social Value, Equality & Sustainability

SPS aims to deliver services that are effective and represent value for money, aligned with its strategic themes.

Key drivers include competition, market engagement, and ensuring contracts perform as intended.

SPS undertakes pre-procurement activity and early market engagement to improve accessibility and outcomes, particularly for complex projects.

Contracts are advertised via Public Contracts Scotland, ensuring opportunities are open to suppliers of all sizes and supporting Scottish Government's post-Covid recovery objectives.

SPS conducts post-tender debriefs for successful and unsuccessful bidders, helping suppliers improve future bids and stimulating ongoing competition.

SPS considers, where appropriate, Community Benefits, SME involvement, Third Sector engagement, Climate/Net Zero, and socio-economic outcomes, examples include:

- Fair Work First & Living Wage (SPS accredited since 2016);
- Member of Stonewall;
- Including equality provisions in tenders and contracts;
- Undertaking Supported Business and Third Sector collaborations (e.g., Lifelink, Barnardo's); and
- Ensuring Compliance with the Modern Slavery Act 2015.

Procurement in the Scottish Prison Service

5. People, Processes, and Practice

Stakeholder Engagement

SPS maintains close engagement with all key stakeholders throughout contract development and post-award contract management.

Engagement Routes:

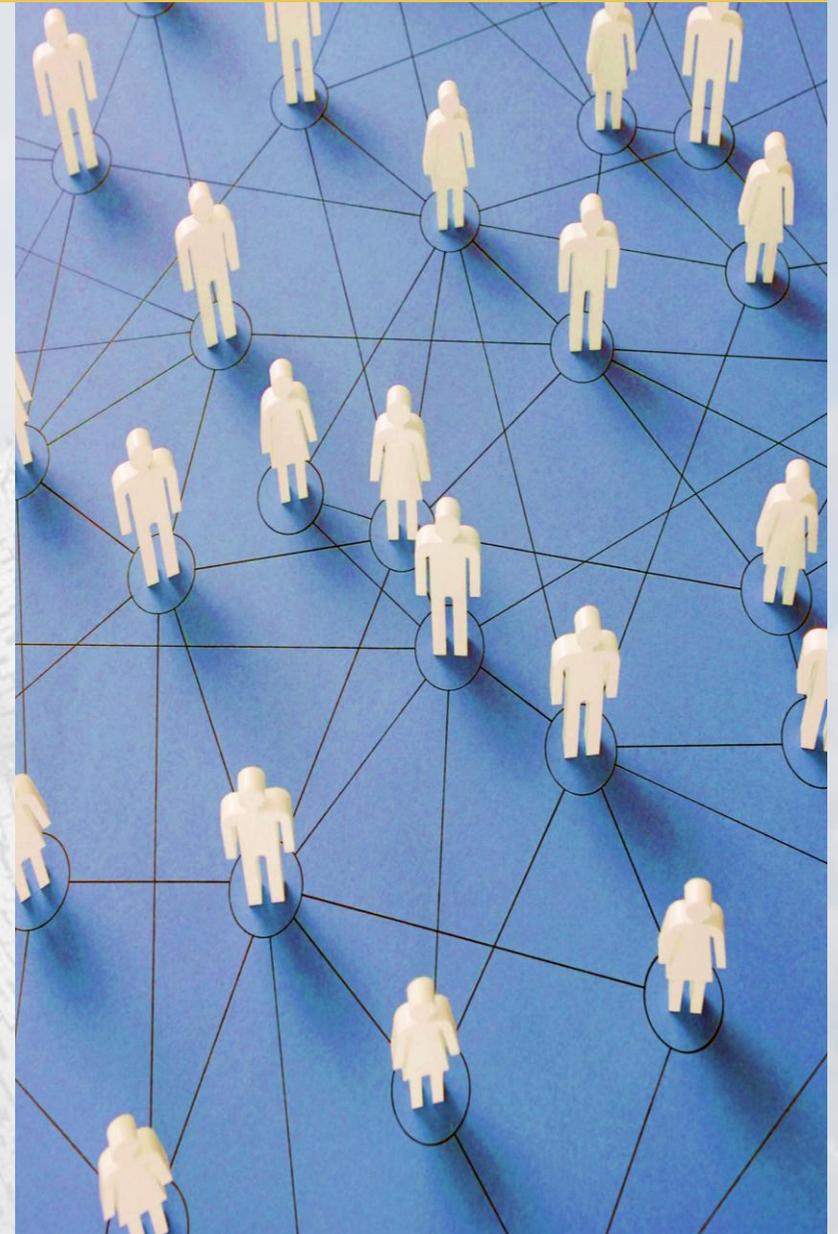
- User Intelligence Groups (UIGs): Formed to agree procurement strategy, requirements, and specifications;
- Stakeholders and UIG members involved in tender evaluation, contract award decisions, and contract management; and
- Staff and unions consulted on uniform-related decisions.

SPS applies the Scottish Approach to Service Design (SAAtSD), ensuring people in SPS care actively participate in defining and improving services. This includes:

- Prison Canteen Control Board and Prison Involvement Advisory Committees (PIAC) consult those in custody on product ranges; and
- In-prison forums provide feedback on catering and menus.

Community Engagement:

- Major works projects include community benefit provisions, with pre-tender dialogue involving local authorities and community stakeholders to align priorities and connect contractors to local networks; and
- Ongoing engagement with statutory, criminal justice, and third sector partners reinforces SPS's role as an anchor organisation within local communities.



Procurement in the Scottish Prison Service

5. People, Processes and Practices (continued)

Health & Safety

SPS places considerable emphasis on ensuring that it continues to comply with the Health and Safety at Work Act 1974.

Prompt Payment

SPS continued to take various steps to ensure prompt payment to the suppliers used and to the supply chain. SPS contracts include a condition that commits SPS to pay all suppliers within 30 days of receipt of a valid, correct invoice. However, SPS aims to pay suppliers within 10 days of any undisputed invoice being received in accordance with Scottish Government guidance.

Systems

SPS continues to encourage fair and open competition and SME engagement by advertising contract opportunities above £20k via the Public Contracts Scotland (PCS) website. In addition, for low value requirements, SPS uses PCS Quick Quote to enable bidders to provide electronic quotations on a fast turnaround basis. SPS continues to publish a Contracts Register in PCS.

As well as advertising on the PCS portal, SPS continues to use electronic tendering (via the Public Contracts Scotland Tender (PCS-T) system) as the preferred method of inviting tenders. This, and use of the SPD (Scotland) standard qualification questions, makes it easier and more cost-effective for suppliers to bid for SPS contract opportunities. PECOS is used as the SPS main purchase to pay system.



Procurement in the Scottish Prison Service

5. People, Processes and Practices (continued)

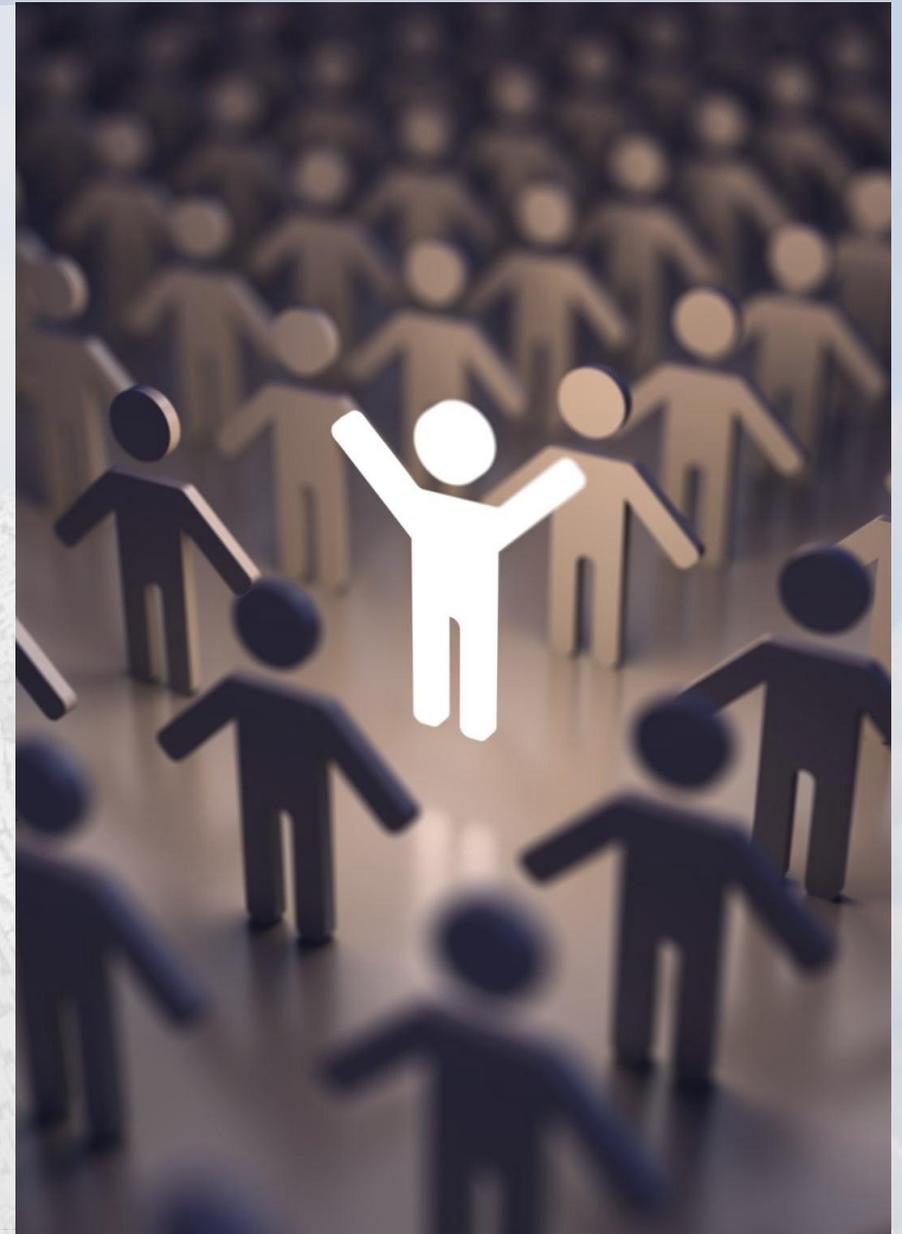
People

PPSD continued its proven Procurement Career Pathway (PCP) and to employ a 'grow from within' approach – introducing, developing, and promoting talent. The PCP provides viable entry (and exit) points for new, less experienced, or existing SPS staff to join the SPS procurement team and to develop their skills, experience and capabilities. PPCD supports this through structured in-house learning, coaching and encouraging the professional development of individuals. Several of the PPCD team are working towards achieving the CIPS professional qualification.

Some of the PPCD team have undertaken to complete the Government Commercial College Contract Management Foundation accredited online training, which is part of its Contract Management Capability Programme and provides 9 hours CPD at no cost to the SPS. Some have also gone on to complete the Beyond Foundation course which is part of that Programme. Access to this programme, specifically the Foundation and Beyond Foundation courses have been offered out to local procurement staff and key stakeholders involved in the delivery of contracts.

6. Useful Links & Contacts

- [SPS website](#);
- [Procurement Strategy](#);
- [Annual Reports](#);
- [Public Contracts Scotland](#).



Commercial and Value for Money Case Study – Fleet



During a review of SPS fleet, as part of contract management activity, commercial discussions resulted in a reduction in overall costs and mileage, with a subsequent reinvestment in three additional vehicles to support operational needs.

Impacts:

- The monthly finance and service payments for the fleet were reduced by ~17% saving approximately £55k per annum;
- The original fleet of 83 vehicles was adjusted to reflect actual usage, with the expected mileage dropping from approximately 5.25 million to 2.85 million miles. This reduction was influenced by changes in work habits, such as the pandemic and increased hybrid working; and
- Savings enabled the addition of three vehicles in 2024: a 9-seater; and 2 EV vans. These additions increased the fleet to 86 vehicles, but the total monthly outlay remained less than the original cost for 83 vehicles.

Why These Impacts Matter:

- **Cost Efficiency:** The negotiation delivered substantial, recurring savings while maintaining or enhancing operational capability;
- **Operational Flexibility:** The fleet was right-sized to actual needs, reflecting modern working patterns and supporting sustainability goals with the addition of electric vehicles; and
- **Transparency and Control:** Clear communication with finance teams ensures continued alignment and accountability.

2024-25 Procurement Highlights

Balanced Scorecards: focus on rollout to all Gold and Silver contracts for greater impact.

PECOS: live in all remaining areas with over 900 suppliers available for use.

PCIP 'Pulse check': Advanced in 10 of 11 mandatory fields; Good in remaining one.

Demand Management Group continues to make progress in category specific areas.

Prisoner Escorts Retender: Contract Notice placed; SPD underway.

CWSN Support: assistance to develop Community Wealth Support Network.

Vehicle Fleet: new contract will see an increase in electric vehicles across SPS fleet.

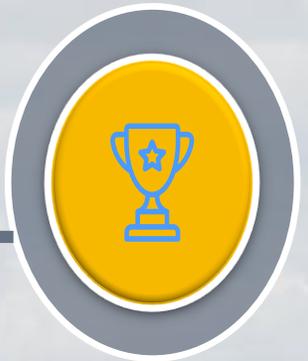
HMP Kilmarnock: training and integration of procurement and stores staff completed.

Climate: Reduced carbon emissions via switch to LED lighting – 2900 units.

HMP Stirling: Circa £29.3m of Social Value initiatives delivered to the local community.

HMP Highland: Regular Social Impact and Community Benefits reports received.

HMP Glasgow: Contract awarded in Q4. Social Value Steering Group set up to track progress.



Value for Money Case Study – HMP Kilmarnock Dilapidations

HMP Kilmarnock was procured under a 25-year PFI contract between SPS (Scottish Ministers) and Kilmarnock Prison Services Limited (KPSL) in 1998 for the design, construction, and financing of the prison that also included the full outsourcing of the prison operation.

The prison was successfully transferred to SPS for operation from 17th March 2024 (the first PFI hand back in Scotland).

A key consideration of the hand back was ensuring that the physical assets were commensurate with the contractual undertakings regarding their maintenance and condition under the clear contractual provisions over the expected 60-year working lifespan. The jointly-agreed, best approach was for SPS to negotiate directly with the prison operator/maintainer, Serco, on the schedule of dilapidations standards that would satisfy SPS. The parties engaged very constructively to determine the final programme of undertakings.

Serco's commitment to "Exit with Excellence" was very clear throughout the negotiations and a range of dilapidation works, where there was no explicit contractual undertaking to do so, were completed. These had a significant value to the Authority which required a considerable effort to deliver – both up to and following handover of the prison.

The contractual undertakings including the programmes of dilapidation works were clearly set out in a Settlement Agreement signed by all parties, overseen by a Settlement Agreement Oversight Board (SAOB) to ensure sufficient governance. This was a tripartite board chaired by KPSL and including senior representatives from both Serco and SPS.



The primary purpose of the SAOB was to ensure that that the obligations in respect of the Settlement Agreement were met in full; this included understanding the detailed commitments and specifications for the dilapidations works.

In addition, the SAOB undertook to oversee the certification process for each programme of work, including ensuring that these were handed over with the required warranties.

The dilapidations included several key work programmes, including:

- Roof works (overcoating – entire prison);
- Lighting (entire prison);
- CCTV (across prison);
- PA System;
- Air Handling and Ventilation (Kitchen); and
- Underground Drainage.

The programmes were agreed within the Settlement Agreement, and all work was overseen and certified by the SAOB and completed in line with agreed programmes, with the final phase of the lighting works being concluded and certified in February 2025, some 6 weeks ahead of the deadline.

The approach taken to the HMP Kilmarnock dilapidations represents an excellent example of a collaborative approach to dealing with complex service transitions. All parties had constructive, and sometimes challenging, discussions to negotiate an acceptable outcome without resorting to lengthy and expensive legal processes, and without negative impact on the handover and future operation of the prison itself.

Climate Net Zero and Sustainability

The SPS recognises the imperative to take steps to address the climate crisis, promote circularity (reduce, reuse, recycle, (the 3Rs)) and to contribute towards Scotland's Net Zero ambitions. Within Procurement we recognise the role we can take to ensure projects support these objectives and identify those that can make a significant contribution. Examples include:

- The planned prison infrastructure projects HMP Highland and HMP Glasgow which are being designed and will be constructed to achieve zero direct emissions in operation.
- Decarbonising the Vehicle Fleet: SPS is phasing out petrol and diesel cars and light vans, with PPSD leading extensive market research to expand our electric vehicle (EV) charger network from eight to thirteen locations. A Request for Information has been issued to explore current market offerings and innovative solutions. A new vehicle leasing contract awarded via the Crown Commercial Services framework (RM6268) will see the proportion of battery electric vehicles increase from approximately 5% to 33% of our fleet.
- Tracking Scope 3 Emissions: PPSD is supporting the Climate Change Team in sourcing software to enhance SPS tracking of Scope 3 emissions. This will enable the SPS to analyse purchasing data and estimate emissions from contracts, purchases, and supply chain activities.

In line with Procurement Reform (Scotland) Act 2014, SPS tenders typically include a question relating to the Sustainable Procurement Duty within all relevant tenders. The bidder/ suppliers are required to detail their actions to address social, economic, and environmental aspects within their operations and to also propose SPS specific initiatives where possible.

Antalis Ltd (Packaging Material) are introducing a 30% recycled 10 micron stretch film throughout their logistics operations for pallet wrapping to reduce plastic waste. Additionally, vehicles are routed using Amtrak software to ensure journeys are as short and efficient as possible.

Following the award of the Development and Learning contract to a new supplier, ownership of IT equipment previously managed by the outgoing supplier was transferred to the SPS. In a positive step towards sustainability and digital inclusion, the SPS is in the process of donating this equipment to the charity Reusing IT. The organisation refurbishes these devices, ensuring they find new purpose in Scottish schools to support children without access to laptops. In addition, they also donate refurbished IT equipment to school children in Ukraine.

Commercial and Value for Money Case Study – Janitorial Paper Products

A strategic procurement review of paper goods under Lot 2 of the Janitorial Contract has delivered substantial financial savings for the organisation in the 2024/25 financial year.

Lotting the paper products (toilet roll, paper towels etc) the SPS delivered a reduction of approximately 40% (~£154k) over a six-month period (July–December 2024), compared to the same period in the previous year.

The savings were realised despite a notable increase in prison population and the addition of HMP Kilmarnock in December 2023.

The procurement approach delivered significant savings, supporting budgetary objectives and enabling reinvestment in other operational areas and exemplifies best practice in contract management and strategic sourcing. The documented savings reinforce the importance of ongoing supplier review and market testing to maximise value for public sector expenditure.



Contract Development Case Study: New Development & Learning Contract



The SPS undertook a major procurement exercise between April 2024 and March 2025 to appoint a supplier for the prison-based Development & Learning (D&L) service across Scotland’s public prisons. The contract supports the new “Learning for a Better Future” strategy, aiming to deliver a modern, inclusive curriculum and improve outcomes for adults and young offenders in custody.

Procurement Process

A Competitive Procedure with Negotiation (CPN) was used, enabling direct engagement with bidders and iterative development of proposals. The process included qualification, initial tender, negotiation, and final tender phases, with robust evaluation of technical and commercial criteria. The contract was awarded to PeoplePlus Group Limited, who achieved the highest combined technical and commercial scores.

Commercial Impact

The winning bid totalled £29.28m over five years, closely aligned with SPS’s projected budget and delivering improved value for money.

Efficiency savings of £2.95m were realised through competitive pricing, inclusion of implementation costs, and innovative service elements such as in-cell learning content and digital solutions.

A progressive payment mechanism links a “Value Added Fee” to measurable performance, incentivising high-quality delivery and continuous improvement.

Contract Development Case Study: New Development & Learning Contract (continued)

Service Delivery:

- The contract introduces digital augmentation, reducing administrative tasks and enabling ePortfolios for learners, which support continuity of learning across establishments and on release;
- Comprehensive screening and personalised learning plans address complex needs, including trauma and neurodiversity; and
- A robust quality assurance framework and annual aggregated needs assessment inform ongoing service development.

Social Value Outcomes:

- The new supplier, PeoplePlus Group Limited, has committed to strong community benefits, including targeted recruitment for disadvantaged groups, support for prison leavers, and engagement with SMEs and third sector organisations;
- Over 1 million people with complex needs have been supported by the supplier in recent years, with commitments to employability, wellbeing, and inclusive recruitment practices; and
- Environmental sustainability is embedded, with net zero targets, recycled materials, and responsible IT disposal.

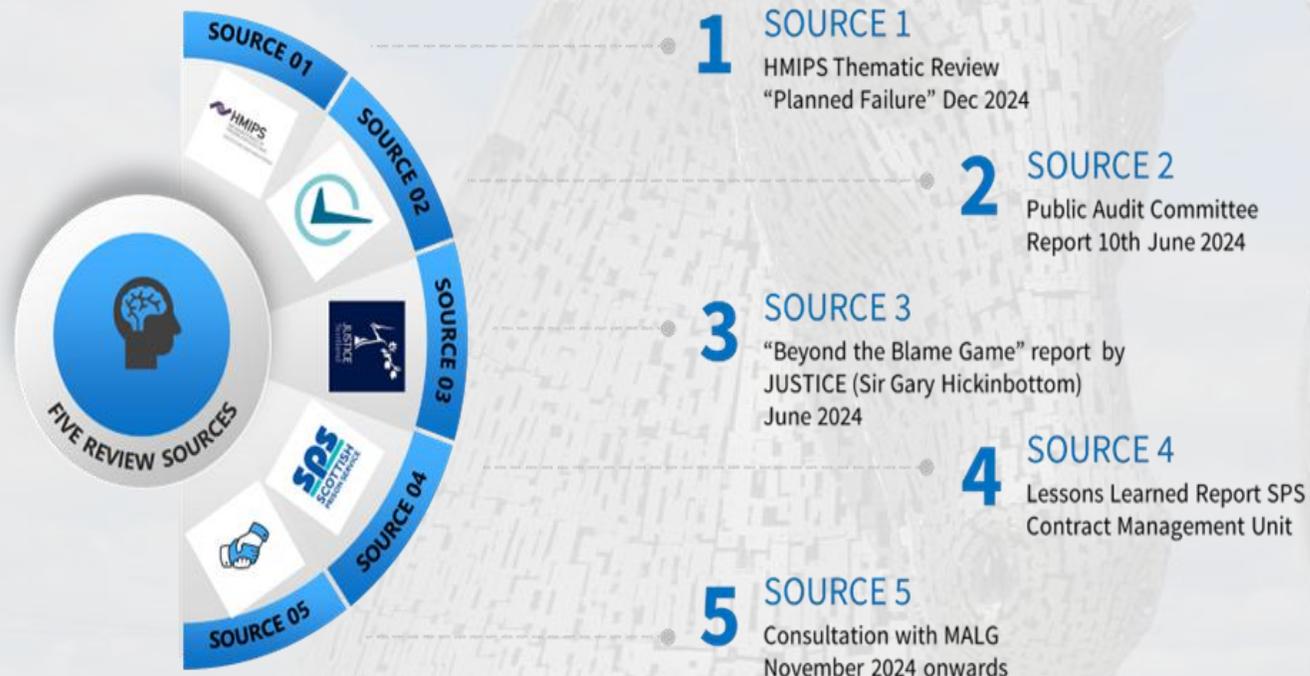


The contract aims to balance commercial value, innovative service delivery and meaningful social impact. The process demonstrated best practice in public sector procurement, ensuring continuity of learning services and supporting the SPS's strategic objectives.

Contract Development Case Study: Prisoner Escorts

The Project Team was required to plan for ongoing delivery of this critical service due to the existing contract expiring in January 2027. The current service delivery has been undertaken in a very challenging environment, and the Criminal Justice Partners undertook an extensive review of lessons learned to develop the service requirement, identify any opportunities and to remove some of the challenges they had encountered.

Five Key factors that have influenced these decisions are described in the diagram below.



At the same time, the SPS Project Team began to engage with potential service providers through an extended market sounding process starting with a PIN which was issued in July 2024. This enabled an open exchange of ideas and tested the market appetite for the service.

In November 2024, the Project Team began to share data and relevant information with potential bidders (all who signed a confidentiality agreement) to assist with their understanding of the service and delivery requirements. This allowed the Project Team to ascertain that there was genuine interest in the market (six competent service providers) and to test some of the proposed changes to the contract (performance measures, pricing model, contract conditions and specification).

The market sounding went on to inform an options appraisal which considered the deliverability, risk management, operating cost of three main options (in-house delivery, current contract extension and retendering).

The appraisal identified that the preferred option was to retender for a longer-term contract and the Project Team issued a Contract Notice on 7th March 2025.

Regulated Procurement Summary

This section provides a high-level summary of procurement activity undertaken by SPS during the reporting period 1 April 2024 to 31 March 2025 and includes:

- A summary of SPS Annual Expenditure;
- Procurement activity involving Small and Medium Sized Enterprises (SMEs);
- A Summary of the Regulated Procurement Undertaken;
- Regulated Procurement Undertaken – Contract Specific; and
- Non-Competitive Actions (NCAs).

Procurement Annual Summary 2024-25

£307.9m
procured external
spend

£875.6m
via 52 contracts
awarded

15
regulated
contracts
awarded to
SMEs

58,138
transactions
with 1,233
suppliers

£45.9m
spend with
744 SMEs

£125m
via PECOS;
£116K via
ePC

95.8%
of invoices paid
within 30 days;
86.3% within 10
days

£432K
External sales
generated by
Prison Industries

£359K
Internal sales
generated by
Prison Industries

Supplier Expenditure



£ 648,200,000
2024-25 SPS Budget



£ 307,933,643
SPS expenditure with suppliers

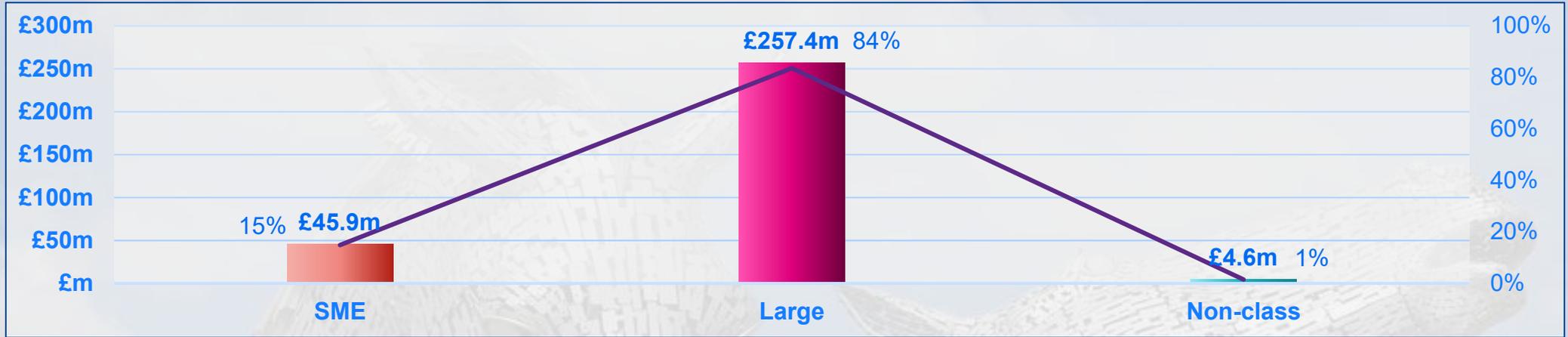


Budget v Expenditure

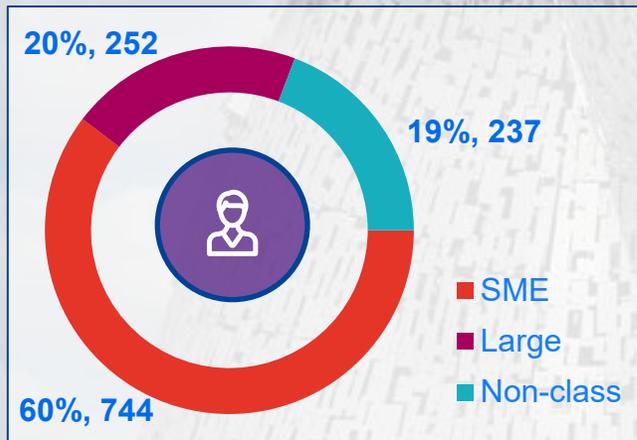
SPS purchases for goods, services and works consumed 47.5% of SPS's overall annual budget for 2024-25.

47.5%

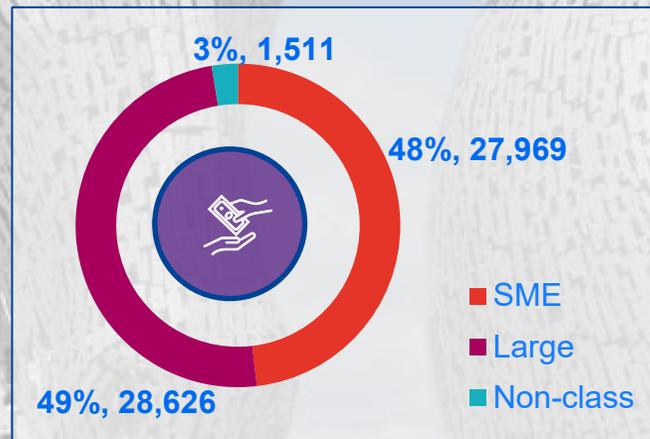
Expenditure by Supplier Size



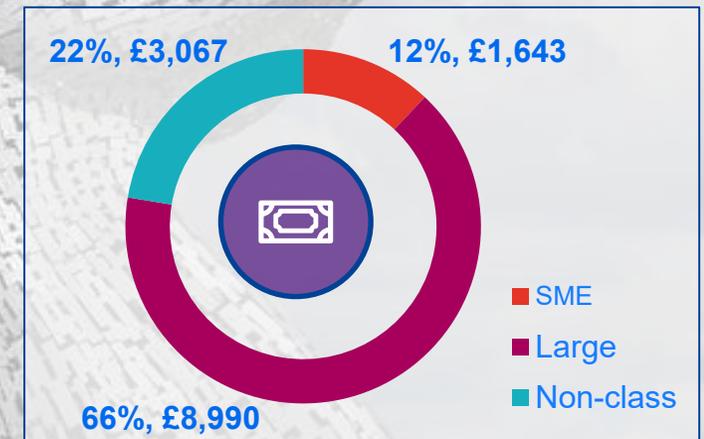
Number of suppliers used



Number of transactions



Average value per transaction



Purchase Transactions

Transaction Type	2023-24 comparison
ePC	Up 62.1%
PECOS	Up 139.8%
Unit4 Web	Down 20.4%

Use of PECOS, with its availability of content to pick from and audit trail for monitoring order status, continues to increase.

Unit4 Web continues to cover stock orders.

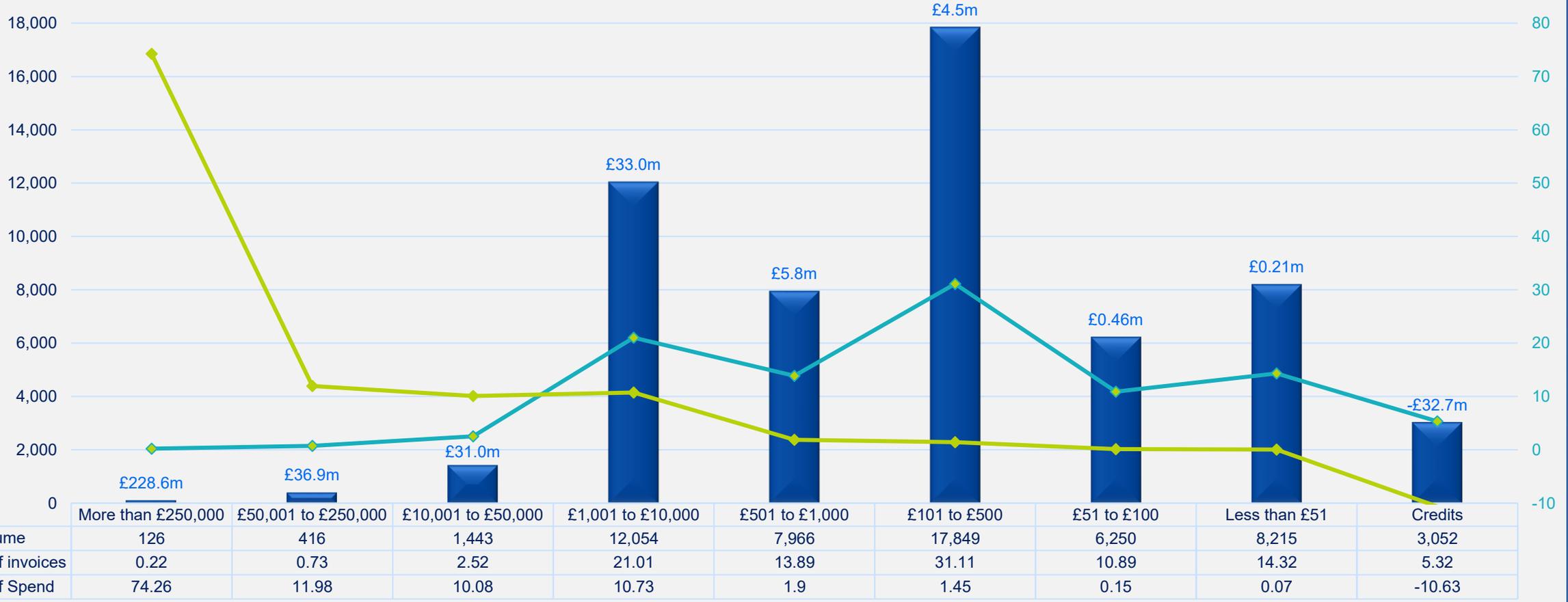
* In addition, while not included in invoice transaction figures and used for specific agreed expenditure transaction types, ePC (Procurement card) payments have increased in the last year from 309 to 501.



Invoice Distribution

The average (mean) invoice value from 58,106 transactions is £5.3k. The graph below shows that the majority of transactions are below £50k (total value of ~£75m).

2024-25



■ Volume ◆ % of invoices ◆ % of Spend

Spend by General Business Area



Custodial services, safety and security, and prisoner care.



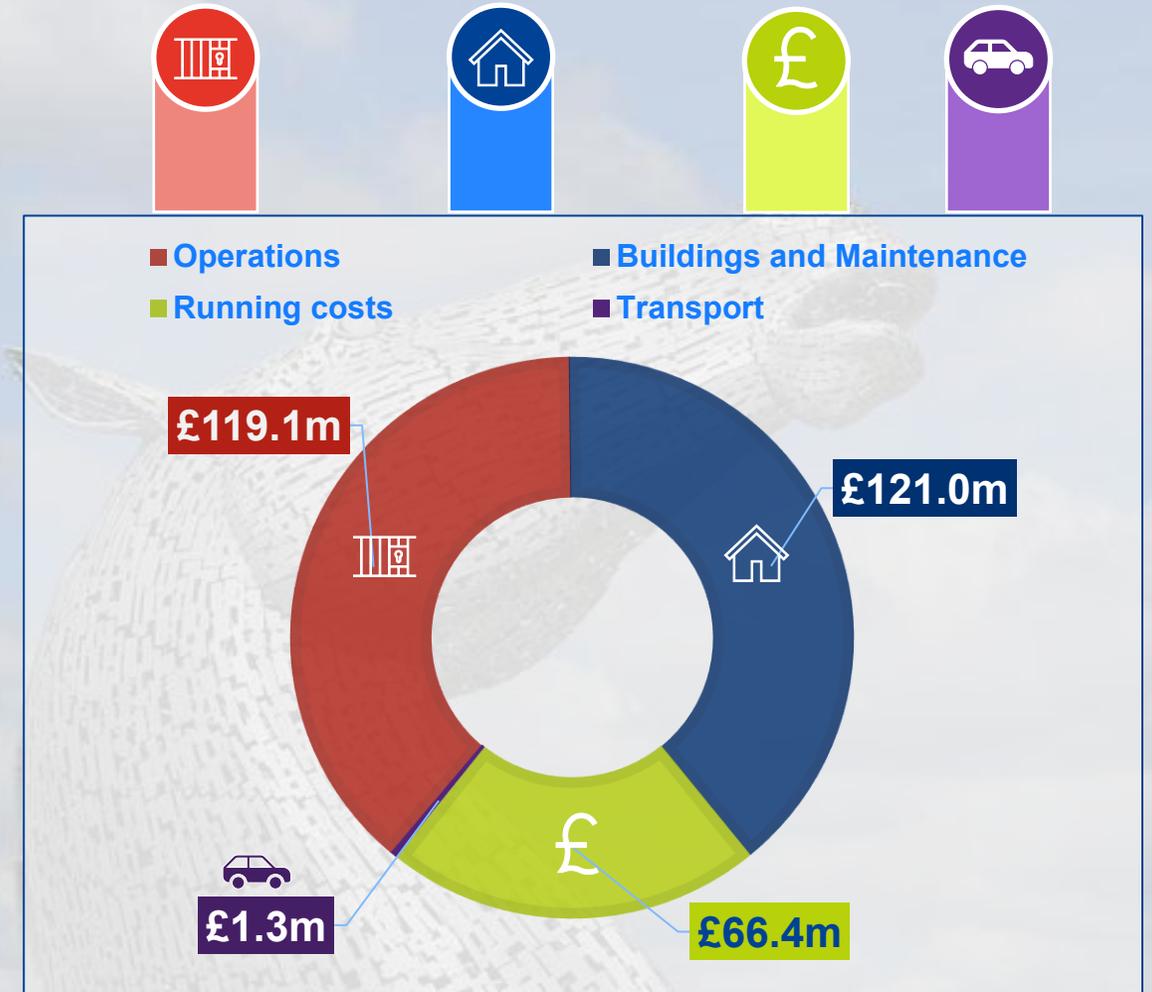
Building works and maintenance costs.



Utilities, food, cleaning and office supplies, IT kit etc.



Staff use of contracted pool cars and hire vehicles.



Contract Award Overview

Total Value of all
Contract Awards:
£875.6m

Total Contracts
Awarded:
52

Regulated Contracts
Awarded:
27

Regulated Contracts
Awarded to SMEs:
15

Regulated Contracts with
accredited Living Wage supplier:
8

Regulated Procurement Undertaken (April 24 to March 25)

Contract Reference	Contract Title	Supplier Details Name	Start Date	End Date	Contract Value	SME	Policy Compliant	Living Wage Accredited
SP-23-07 CO	Water and Waste-Water	Scottish Water Business Stream	01/04/2024	01/04/2027	£6,000,000.00	No	Yes	Yes
SPS-02106	Maintenance of Lifts and Stairlifts	TK Elevator UK Ltd	01/04/2024	31/03/2027	£202,296.00	No	Yes	No
SPS-10600A	Design and Construction of HMP Highland	Balfour Beatty Construction Limited	05/04/2024	05/08/2026	£119,071,302.00	No	Yes	No
SPS-02071	Provision of Extendable Batons	Niton Equipment	25/04/2024	25/04/2028	£85,000.00	Yes	Yes	No
SPS-02005	Supply of Hot Food Trolleys to all SPS Sites	Corsair Engineering Limited	31/05/2024	31/05/2027	£258,624.00	Yes	Yes	No
SPS-02164	Janitorial Supplies for SPS: Multi Lot	Bunzl UK Limited Trading As Greenham; Arrow County Supplies Ltd	16/06/2024	16/06/2029	£9,000,000.00	No	Yes	No
SP-23-015 CO	Recruitment Advertising And Public Information Notices	Penna Plc	11/07/2024	11/07/2028	£546,000.00	Yes	Yes	No
SPS-02004	Framework for Softwood Timber	James Donaldson Timber Limited; Huws Gray; Rembrand Timber & Thornbridge Sawmills	17/07/2024	17/07/2026	£1,158,968.00	No	Yes	No
SPS-01661B	Maintenance of Watermist Systems-Hydramist	Fireworks Fire Protection Limited	01/08/2024	01/08/2027	£400,000.00	Yes	Yes	No
SPS-02144	Support and Maintenance of the SPS F5 Infrastructure	Insight Direct UK Limited	01/08/2024	31/07/2027	£231,000.00	Yes	Yes	No
SPS-02191	Bread and Rolls	Allied Bakeries Limited	01/08/2024	01/08/2028	£3,000,000.00	No	Yes	No
SPS-02133	Contingency Food Packs	European Freeze Dry Limited	14/08/2024	14/08/2026	£70,000.00	Yes	Yes	No
SPS-01971	Domestic Abuse Support Services at HMP&YOI Polmont	Kinetic Youth	10/09/2024	10/09/2027	£330,415.68	Yes	Yes	No
SPS-02226	SPS Organisation Culture Review	Crowe Advisory Ireland Ltd	11/09/2024	31/12/2025	£50,000.00	Yes	Yes	No
SPS-01708	Provision and Maintenance of In Cell Televisions	Cello Electronics (UK) Limited	16/09/2024	15/09/2025	£572,750.00	Yes	Yes	Yes
SPS-02126	Provision of Outplacement and In-Placement Services	Pamela Macphee Consulting Limited	24/09/2024	24/09/2028	£72,000.00	Yes	Yes	No
SPS-02138	Clinical and Washroom Waste Disposal Services	Personnel Hygiene Services Limited	30/09/2024	30/09/2028	£458,622.60	No	Yes	No
SPS-02027	Solid Surface Material to SPS	Hanex UK Limited	31/10/2024	31/10/2028	£178,060.00	Yes	Yes	No
SPS-02134	UK and International Domestic Relocation Services	HCR Limited	04/11/2024	03/11/2029	£67,068.00	Yes	Yes	No
SPS-02116	Water Quality Management Services including Legionellosis	Integrated Water Services Limited	14/11/2024	14/11/2027	£485,863.00	No	Yes	No
SPS-10700A	Design and Construction of HMP Glasgow	Kier Construction Limited	18/11/2024	18/11/2028	£683,810,000.00	No	Yes	Yes
SPS-02002	Provision of a Quantity Surveying and Project Management Service Framework Agreement	Currie And Brown UK Limited	16/12/2024	16/12/2027	£3,000,000.00	No	Yes	Yes
SPS-02236	Catering Staff Uniforms	Aspire Industrial Services Limited	20/12/2024	19/12/2029	£60,059.28	Yes	Yes	Yes
SPS-02253	Replacement of Catering Equipment	Instock Limited	17/01/2025	17/03/2025	£149,378.00	Yes	Yes	Yes
SPS-02119	Maintenance of CCTV and PIDS	Pointer Limited	01/04/2025 *	01/04/2028	£799,251.75	Yes	Yes	Yes
SPS-02193	Occupational Health Services (OHS) Framework Agreement	Optima Health UK Limited	01/04/2025	01/04/2029	£3,909,295.00	No	Yes	Yes
SPS-02053	Personal Development & Learning	Peopleplus Group Limited	01/08/2025 *	01/08/2030	£36,400,000.00	No	Yes	No

In addition to the £870.4m via 27 regulated procurements, there were 25 non-regulated contract awards to the total value of £5.2m.

* Contracts awarded in 2024-25 to allow for contract mobilisation ahead of contract start date in 2025-26.

Non-Competitive Actions (NCAs)

In 2024-25, the SPS undertook two Non-Competitive Actions (NCAs) which exceeded the Regulated procurement threshold to the sum of ~£5.36m (see table below). In each instance, prior approval was obtained from the Head of Procurement and the rationale recorded for each NCA along with file note. The table below refers.

SPS Ref	Supplier	Subject Matter	Estimated Value of NCA	Start Date	End Date
1313	Fife College	Learning & Skills	£5,000,000	July 2024	July 2025
Reason for NCA: One-year extension to allow for the development and production of its new Learning and Skills Strategy and the undertaking of a full re-tender of the future Learning & Employability services.					
1708	Cello Electronics (UK) Ltd	Provision and Maintenance of In Cell Televisions	£360,000	September 2024	September 2025
Reason for NCA: The devices to be utilised for in-cell services is yet to be determined.					

Additionally, there were eight smaller NCAs to a total value of (~£396K). These comprised various low value reactive Works / FM related projects, some urgent replacement equipment, and specialist external advice, etc.

Regulated Procurement Compliance

Procurement processes within SPS are structured in such a manner that Regulated projects are managed and overseen by a professional procurement function in conjunction with stakeholders. Each procurement process is subject to 'gateway' approval stages with the internal client as projects progress.

The SPS scheme of Delegated Procurement Authority (DPA) supports the above by escalating the gateway review and contract signature within the PPSD management.

The procurement arrangements, policy and processes enable SPS to meet the provisions set out in its Procurement Strategy for conducting Regulated procurement. Staff are trained and have relevant management support to enable them to operate effectively and confidently within the regulatory and best practice framework.

Use of PCS, PCS-T, and e-Contract Management (e-CM) enables PPSD to maintain records (including tenders, bids, and contracts, etc.) in electronic form within the respective systems. Where there are no national or other centrally awarded (collaborative) contracts, prisons undertake devolved procurement activity up to £20k in accordance with the provisions set out in the SPS Procurement Manual and policy. PPSD advises and supports this devolved procurement activity as required as well as providing training, support and regular network meetings to develop local procurement team's capabilities to compliantly manage lower value tender activity at a local level.

SPS actively seeks to minimise the number and scope of Non-Competitive Actions (NCA) in any year through a combination of pre-planning known renewals, requiring that the business area concerned provides rationale and obtain the prior approval from the Head of Procurement for an NCA.

Any decisions taken to approve an NCA need to balance the Public Procurement Regulations and SPS procurement policy with value for money and meeting business needs versus the commercial and legal risks of making an NCA. NCA requests are reviewed and either approved or rejected by the Head of Procurement based on the rationale and justification provided.

The Scottish Government Audit function and Audit Scotland undertake oversight of the SPS including the procurement function and processes (both PPSD and devolved procurement).

Procurement and Commercial Improvement Programme 2024 – ‘Pulse Check’

Statement to SPS from Scottish Government Procurement and Capability on PCIP result:

“...The co-operative and open approach taken by the whole team has been very encouraging as has their willingness to utilise the assessment exercise to baseline future procurement improvement.

...the following areas of note which were evidenced by the assessment are:

10 out of 11 mandated questions achieved a level of ‘advanced practice’ area, with one question, climate change achieving ‘good practice’ level. We note however, that more work is planned on climate change with the inclusion of a new team to support this.

The 2 optional questions, Strategy Development achieved ‘advanced practice’ area, and Procurement Process Automation achieving ‘good practice’ level.

There were some excellent examples of best practice which we would like to draw out namely:

- The work on Sustainability and Social Value with Prison Industries make to sell initiative providing long term transferrable skills to prisoners;
- The contract and supplier management of a critical supplier. SPS considered the challenges that the supplier had in recruiting and retaining staff and the risks associated with this and ongoing underperformance. SPS worked with the supplier to agree contractual measures to enable the supplier to address its staff recruitment issues and, in time, the underlying contractual performance of this critical service; and
- The transfer of operations of HMP Kilmarnock from Private to SPS in a very short space of time. This was a great example of a complex exit strategy being planned and completed.”

Procurement Discipline Question	Status
Mandatory	
Procurement Influence	Advanced
Procurement Strategy	Advanced
Learning & Skills: Capability	Advanced
Risk Management	Advanced
Commercial Awareness & Acumen	Advanced
Continuous Improvement of Procurement Activity	Advanced
Climate Change	Good
Implementation & Exit Strategies, Life Cycle Planning	Advanced
Contract & Supplier Management	Advanced
Contractual Obligations Additional Benefits	Advanced
Lessons Learned	Advanced
Discretionary	
Strategy Development	Advanced
Procurement Process Automation	Good



SPS Industries



As part of the Rehabilitation and Care Agenda in the Scottish Prison Service, SPS Industries is responsible for the research and design, marketing and transportation of a range of quality products for internal use and external sale. Manufacturing for over 35 years has enabled the development of a range of products and built a reputation for supplying quality products for the wholesale market, as well as providing a value for money option for internal requirements such as cell furniture and clothing.

The key benefit of this area is to provide opportunities for people in the care of SPS to gain valuable social and realistic work skills to enhance their employability prospects. Purposeful Activities of a work nature are a fundamental part of the rehabilitation process.

SPS Industries Development Team (SIDT) has produced exclusively for SPS establishments specially designed cell furniture to meet operational needs. The product range includes various pedestal types, wardrobes, desktops and shelving, mother and baby units, underbed storage etc.

SPS National Industries is currently represented in 6 prison establishments with workshops in the areas of Timber, Textiles, Engineering and Metal Fabrication. These are located at:

- HMP Barlinnie; HMP Glenochil; HMP Kilmarnock; HMP Low Moss; HMP Perth; and HMP Shotts.

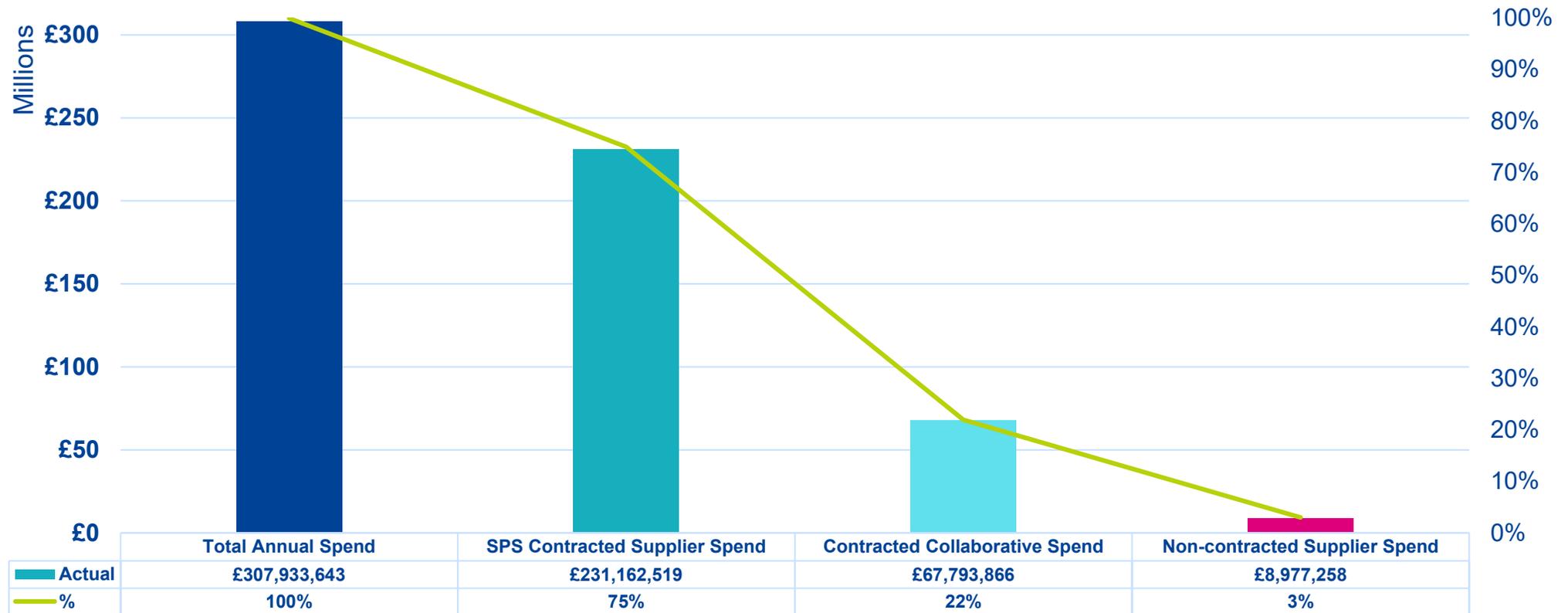
In addition, Local Industries are represented in every establishment and work closely with the community for local projects and assist in the manufacture of bespoke items for community projects. Previously, SPS has also engaged in third sector partnership agreements with supported businesses and works with strategic partners to provide Community Work Placements.



Contract Performance Overview

SPS has 97% contract coverage of its annual expenditure; via National and Local contracts.

Contract Compliance: Annual Spend



Savings

£16.2m

of savings were delivered via contracting activity, through tendering and active contract management.

DIRECT PROCUREMENT ACTIVITY



£10.1m

through cost reduction or cost avoidance during the current financial year.

62%

INDIRECT PROCUREMENT ACTIVITY

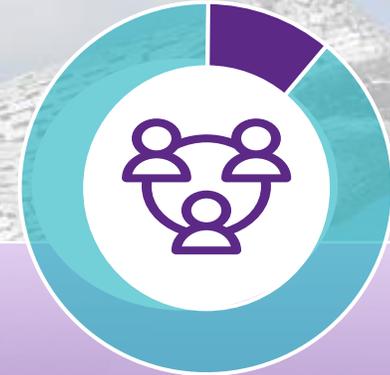


£4.1m

via community benefits, efficiencies, Living Wage supplier commitments, sustainable products etc.

26%

PUBLIC SECTOR COLLABORATIVE CONTRACTS



£2m

via participation in contracts set up by Scottish Government or other public sector bodies.

12%

DPA Awareness Training

Throughout the year, Procurement run awareness sessions for all nominated staff with devolved Delegated Procurement Authority (DPA).

The training is delivered via virtual sessions with a criteria-based online assessment which must be passed before DPA can be exercised.



Community Benefits Summary

The legislative environment reflected in the Public Contract (Scotland) Regulations along with the Community Benefit provisions of the Procurement Reform (Scotland) Act 2014 encourage public bodies to consider how their procurement activities can be used to underpin social, economic or environmental considerations within the performance of public contracts.

SPS Approach to Community Benefits

In the period covered by this APR, SPS reflected Community Benefits into all Regulated procurements where the estimated value of the contract was equal to or greater than £4m. For SPS, a particular focus is the social element of community benefits affecting persons in, or leaving, custody. Many such individuals come from backgrounds and situations (often areas of multiple deprivation) that cause them to be disadvantaged relative to others. In addition to highlighting this priority group, SPS also actively promotes and encourages the use of Supported Business and social enterprise in the main contractor supply chains. The SPS approach also recognises that there is a need to engage with relevant stakeholders (such as the local authority) before, during and after any procurement process to ensure that community benefit outcomes are carefully considered, supported, and reported.

SPS routinely considers the inclusion of community benefits for its tendered contracts. This is not limited to Regulated procurement but applies to any contract for which this is both appropriate and practicable and can form part of a bidder's offer. This consideration has formed part of the individual commodity / service strategy, tender, contract, and contract monitoring.

In Works projects, SPS uses the Construction Industry Training Board (CITB) matrix to broadly set out expectations about community benefits outcomes based on the value and duration of the project. The construction sector is familiar with the CITB methodology and the concept of Community Benefits and are generally well positioned to deliver these types of outcomes (especially on large scale, higher value, longer-term projects). However, SPS also seeks to secure community benefits in relevant Goods and Service contracts.

Collecting, recording, and validating data in relation to Community Benefits remains an ongoing challenge. This includes the facility to report on what Community Benefits pledges were made and the extent to which the resulting outturns were specifically linked to that contract.

This section provides a summary of the outcomes achieved in the period.

Community Benefits & Added Value Case Study – Learning & Skills Contract

The final year of the Fife College contract for Learning and Skills delivered a range of community benefits and added value – just a few of these are noted below:

27,785



learners engaged across all activities

18,107



learning packs issued to learners

4



Adam Smith Scholarships awarded

281

creative entries from 16 prisons for the Connections Exhibition with 81 pieces displayed at the University of Glasgow



772

Koestler Award entries – resulting in 244 awards



32

artworks exhibited at the Scottish Mental Health Festival



34

learners completed First Aid training with St Andrews First Aid



HMP Stirling Community Benefits Summary

HMP Stirling opened in the summer of 2023, Community Benefits Project Closure Report states:



Morrison Construction

Leaving a Lasting Impact



17 Jobs Created



1108 Weeks of Training Opportunities



Local Spend
£30,074,594



Third Sector Spend
£47,1555



111 hours dedicate to Supporting Young People Into Work



Community Support
£16,385

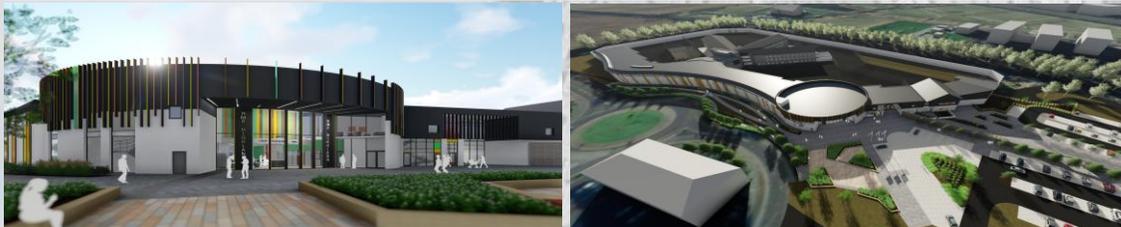
Total Social Value
Delivered
£29,336,791

Social Value/Community Benefits

Case Study – Community Benefits and Social Outcomes for the Design and Construction of HMP Highland (SPS-10600A)

HMP Highland is the replacement prison for HMP Inverness. The new prison will have a design capacity for 200 adult men and will be located at the Inverness Retail and Business Park situated on the eastern outskirts of the city. SPS conducted a two-stage design and build tender and awarded:

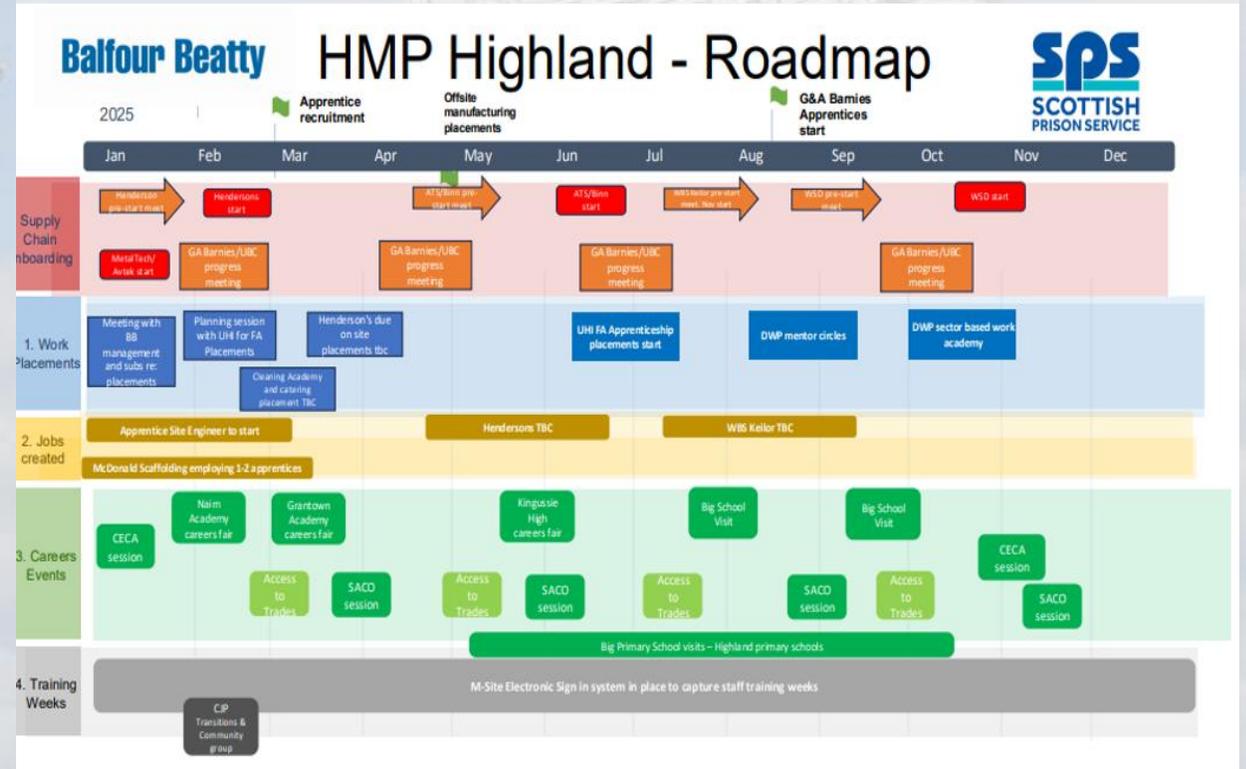
- a Pre-Construction Services Agreement (Stage 1) to Balfour Beatty Construction Limited (BBCL) to design the prison in September 2021; and



- the main construction contract (Stage 2) was awarded in April 2024.



As part of their tender submission BBCL pledged to deliver a range of community benefit outcomes in line with Construction Industry Training Board's (CITB) guidance as well as a number of supplementary benefits. This included setting targets during the PCSA stage, the construction stage and also legacy commitments when HMP Highland is open and operating. All of which are all aligned to Scotland's National Performance Framework National Outcomes. To support this BBCL created a roadmap to identify key targets (an extract is included below):



Social Value/Community Benefits

Case Study – Community Benefits and Social Outcomes for the Design and Construction of HMP Highland (SPS-10600A) (continued)

To measure and report on progress BBCL provides SPS with quarterly updates via their Social Impact Plan and also submits supporting evidence and case studies. BBCL have engaged the Fraser of Allander Institute to apply proven methodology to assess the economic impact, support for local economic growth and to demonstrate how the project's outputs support Scottish Government National Performance Framework aspirations. The Fraser of Allander Institute report will be submitted to SPS at the end of the project.

One of the objectives of the contract was to create opportunities for prisoners on release to reduce reoffending rates within the Highlands and Islands region. The construction of a separate unit as part of the HMP Highland prison will allow risk assessed prisoners to have day release to attend work placements (HMP Inverness does not have this facility). SPS and BBCL are working together with BBCL's supply chain to highlight opportunities to support future work placements and build long term relationships which will last beyond the construction of HMP Highland.

Businesses committed to supporting opportunities for former HMP Inverness prisoners are Balfour Beatty, UBCivils Ltd, BSB Structural, G & A Barnies, FP McCann, Sunbelt Rentals, BB Ground Engineering and Curtis Moore.

Balfour Beatty HMP Highland Social Value Update March 2025



HMP Glasgow Summary

Community Benefits and Social Outcomes for the Design and Construction of HMP Glasgow (SPS-10700A)

HMP Glasgow is the replacement facility for HMP Barlinnie, which is no longer fit for long-term operational use. SPS awarded the Main Works contract for the design and construction of HMP Glasgow to Kier Construction in January 2025 (projected construction completion date of December 2028). While the focus of the contract is the construction of the establishment, another key objective was to secure long term sustainable social value benefits.

The social sustainability and community benefit requirements for the project were agreed during the procurement process and are formalised in the contract. The project is designed to create lasting social and economic value beyond construction, including ongoing employment pathways for people with convictions. It is looking to reframe prisoners, staff and local residents as a single community, focusing on addressing poverty and disadvantage in surrounding areas.

Kier Construction proposed a range of social value initiatives and community benefits. This included establishing a Social Value Steering Group to guide all social value activities and develop new and existing partnerships, the development of a Community Benefits Plan and creating a Mission Statement which aligns itself to SPS, local community needs, CITB guidance and Scottish Government National Outcomes.

Progress against contracted targets (as well as new and developing initiatives) are measured and reported to the SPS Project Team by Kier Construction on a monthly basis via its Social Sustainability Execution Plan.

Commitments Progress to March 2025

14 Jobs created		6 Apprentice/Trainee starts	
1 Jobs for prison leavers		13 Work Placements (People)	
33 Work Experience Weeks		60 Employability Support (hours)	
27 CCIAG Events		181 Education Engagement Hours	
14 Mentoring (hours)		46 Volunteering (hours)	
£6,101 Community Support			

Social Value/Community Benefits

GEOAmey: Scottish Court Custody and Prisoner Escort Service contract supplier

Total Aggregated Spend:
£1.5m

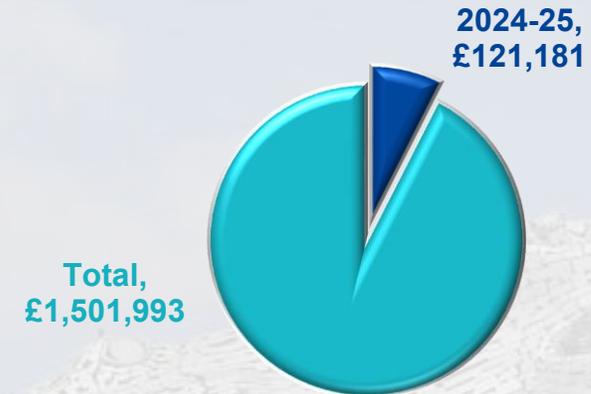
2024-25 Supported Business Spend:
Haven Products: £121K

Total Supported Business Spend:
Haven Products: £831.1K
***All Cleaned Up: £344.7K**
***City Building/RSBi: £73.7K**

Total Social Enterprise Spend:
***Wildhearts: £252.5K**

- Haven Products is used for staff uniform;
- All Cleaned Up and City Building/RSBi have been used in relation to GeoAmey's Vehicle Base for cleaning and furniture respectively; and
- Social Enterprise supplier WildHearts has been used for document management and storage.

Supply chain engagement



Haven Products has been utilised for the supply of uniforms from the contract inception in 2019.

* All Cleaned Up became part of Amey (one of GeoAmey's shareholder companies) in 2023-24 after it entered administration. Amey directly recruited All Cleaned Up's staff to secure their employment and maintain continuation of their services.

City Building/RSBi was part of the 2019 contract mobilisation and set-up of facilities.

Wildhearts was used up until 2022-23.

Supported Business Summary

The SPS has continued to work in collaboration with the British Association for Supported Employment (BASE) and to build on what is a well-established relationship. BASE, and its members, continue to be supportive of working with SPS to provide opportunities for persons in or leaving custody that are disabled or disadvantaged persons.

SPS's procurement activities continue to promote and explore opportunities to engage with the Supported Business sector for Reserved Contracts wherever there is a fit between SPS requirements and the goods or services offered by this sector. SPS seeks to leverage engagement with supported business in one of three ways:

- Reserved Contracts;
- Local or national procurement by the SPS; and
- Supply chain opportunities.

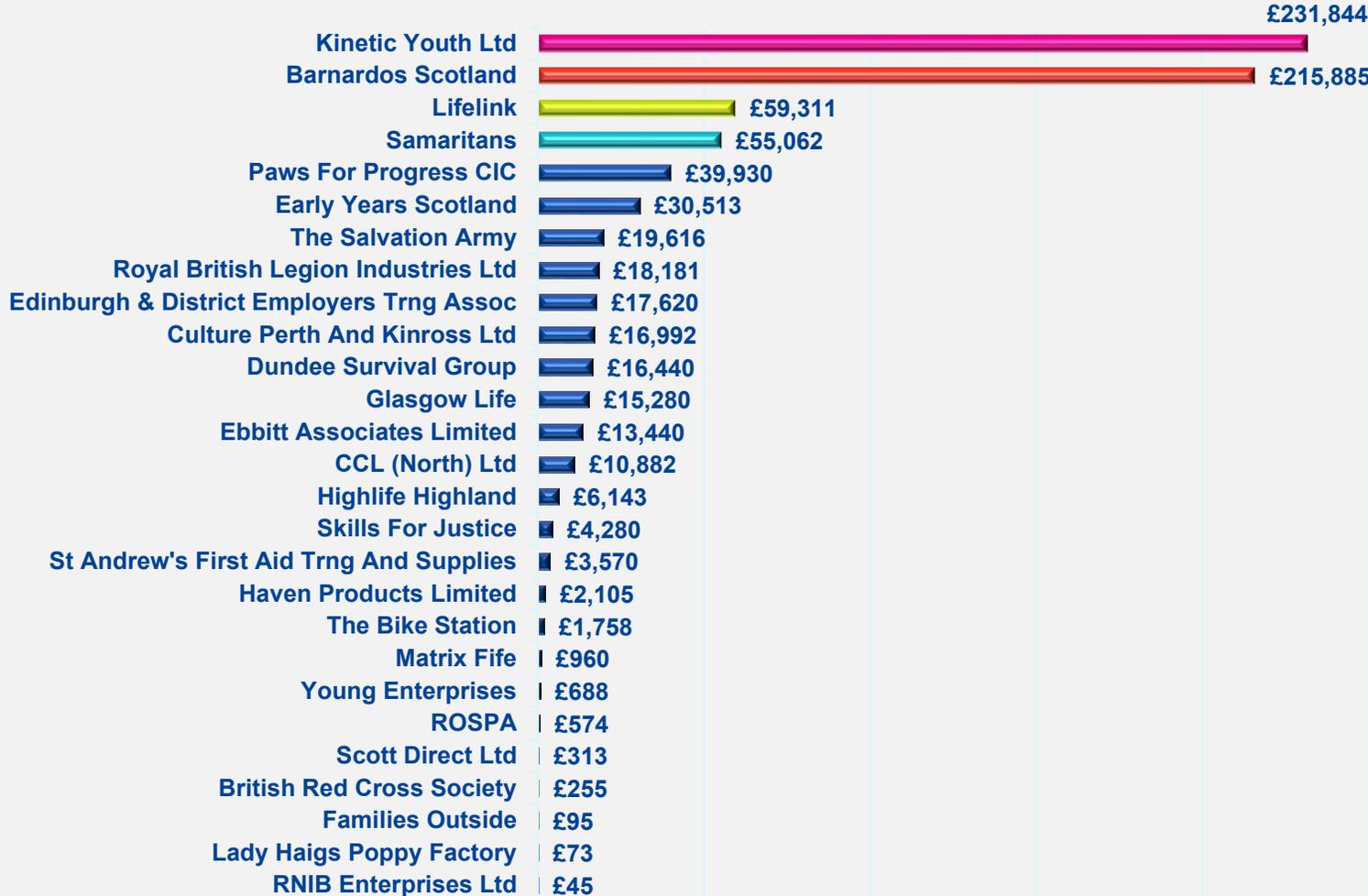
For potential Regulated or Non-Regulated procurement, PPSD refers to the BASE Supported Business Directory and the Scottish Government Supported Business Framework. SPS adjusted its Procurement Policy several years ago to increase the value which prisons can 'direct award' to Supported Business through the Scottish Government Framework without seeking competitive quotations.

This section sets out SPS spend with Supported Businesses, including through the Supply Chain.

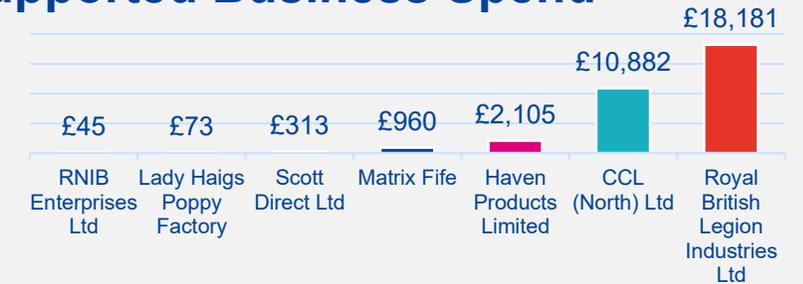
Third Sector/Social Enterprises/Supported Business Summary

SPS does not differentiate between suppliers – treating all equally in fair and open competition. Therefore, this list captures only those easily identifiable Third Sector, Social Enterprise, Supported Business and Charitable organisations and is not exhaustive.

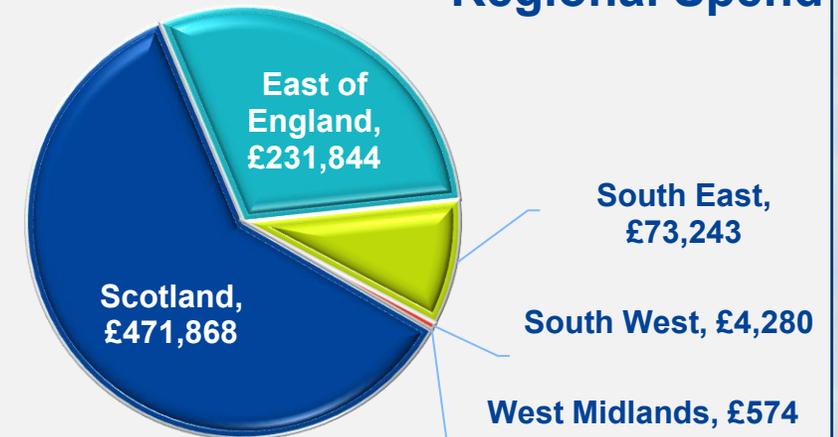
Third Sector/Social Enterprise/Supported Business/Charities Spend



Supported Business Spend



Regional Spend



Third Sector/Social Enterprises/Supported Business Summary

Externally Funded Third Sector Activity

SPS is not permitted to provide grants to Third and independent sector organisations however there is a significant body of grant funded activity made available by this sector to those in or leaving custody. This is additional to any 'contracted' expenditure by the SPS itself. These arrangements are typically subject to an SPS Third Sector Partnership Agreement that sets out the obligations and intended outcomes.

SPS maintained its established links with the [Criminal Justice Voluntary Sector Forum \(CJVSF\)](#) and held regular meetings on a bi-monthly basis to share updates on work of mutual interest. Officers from the SPS Integration Team attended a CJVSF meeting in August 2024 to learn from member's experiences of the Emergency Early Release that took place in summer 20024 regarding what worked well and what could have been done differently. also continued around the Third Sector Partnership Agreement in 2024-2025 to ensure effective partnership working to achieve the delivery of positive outcomes for individuals, families, and communities.

Public Social Partnerships (PSPs)

During 2024/2025 Scottish Government and the SPS were amongst a number of public sector bodies that continued to provide oversight and governance of two justice facing Public Social Partnerships (PSPs) –New Routes and Shine. These were established in 2012 to provide throughcare services to assist those in or leaving custody, transition into the community.

Each PSP had a lead organisation, a network of third sector partners and governance arrangements that included relevant public sector partners such as the Scottish Government, SPS and others. However, Scottish Government announced funding to launch a new, nationally led service to support people leaving prison which would be commissioned by Community Justice Scotland. This new arrangement will succeed the current services provided by the New Routes and Shine PSPs which ended in March 2025, with the new service set to begin in April 2025.

New Routes

Led by the Wise Group partnering with Apex Scotland, Sacro, Families Outside and SAMH, the service provided access to New Routes mentors at twelve establishments. The mentors provided specialist one to one support and guidance for men leaving prison for up to six months' pre-release and six months' post-release. All partners continued to complete tracing activity for clients who did not engage post-release, ensuring reasonable attempts were made to re-offer the service. SPS provided mobile phones purchased during the COVID pandemic to facilitate valuable integration and engagement as well as family contact and preventing risk of loneliness. The service took on those previously supported by the Moving On service during 2024/25. New Routes held a Justice Futures event in April 2024 at which the SPS Head of Social Justice presented. The session explored how to create better outcomes for people in the justice system, including those on remand, and the most effective ways to address offending behaviour so there is less crime and fewer victims. In March 2025, a celebration of the success of New Routes was held at which the SPS Head of Integration spoke and thanked the service for their support over the last 13 years.

Shine

Led by Sacro with partners including Apex Scotland, Barnardo's, Circle, The Wise Group, Turning Point Scotland, Access to Industry, and the Venture Trust. During 2024-25 the PSP provided a mentoring service at four establishments and the two Community Custody Units. Mentors worked with women up to six weeks pre-release and a minimum of six months in the community. Shine also worked with women on remand and those who were subject to a Community Payback Order. The Shining On pilot project, based in the Forth Valley area, continued and built on the work carried out by Shine Mentors with their Mentees. Shining On provided women who have completed their formal mentoring support with Shine and were ready to engage with a volunteer to continue to work to achieve personal goals and gain confidence. The service worked to increase wellbeing and reduce social isolation. Shine held a Celebration event at the end of February to mark the end of their service and again the SPS Head of Social Justice presented and recognized the service for its work over the last 13 years.

Third Sector/Social Enterprises/Supported Business Summary

Prison Visitor Centres and Visits

Family Visitor Centres at each Scottish prison are managed through local Service Level Agreements (SLAs) with a Third Sector or faith-based partner. Activities are managed within the context of the SPS Family and Parenting Strategy (2024-2029) and the ethos of including and engaging families. The Visitor Centres work to a National Performance Framework developed in collaboration with SPS, Scottish Government and key stakeholders, outlining the shared outcomes to provide consistent standard of support across visitor centres. The centres support families, provide facilities for children, link families into local services, and provide a listening ear when people need it most.

The visitor centre at HMP Addiewell is a partnership between Sodexo and Cyrenians – a charity aimed at tackling the causes and consequences of homelessness. Family support services in Greenock have been introduced, visiting these establishments where there is no standard visitor centre provision, attracting positive feedback.

In September 2025, HMP Dumfries expects to announce the launch of a new Family Support Service, which will be delivered in partnership with Early Years Scotland (EYS). EYS have been successful in securing funding from the Scottish Government to provide an EYS Family Support Worker who will provide information, practical help and individualised support to the families of those in custody.

A National Prison Visitor Centre Steering Group provides oversight of the operating arrangements and SPS representatives regularly attend and input, providing updates, sharing practice, promoting engagement and partnership working. These arrangements are funded by external sources with the SPS undertaking various support obligations in respect of the physical upkeep of the facilities and working in partnership to deliver on key outcomes within the Family & Parenting Strategy.

SPS created a national Family Contact Officer forum to engage in best practice and promote engagement with all prison visit centres. Within each establishment there is a working group consisting of SPS staff and Partner Agencies who work to ensure that the outcomes detailed within the Family & Parenting Strategy are achieved locally and tailoring them to the needs of the families they are working with.



Future Regulated Procurements

Regulated procurement reflects contracts over £50k in value for Goods and Services or over £2m in value for public Works (excluding VAT). “Non-Regulated” procurement reflects projects which are expected to be lower than the £50k or £2m thresholds. We have included the latter for information to provide transparency of these areas of expenditure.

This Section reflects the range of Goods, Service or Works contracts as of December 2025 which the SPS reasonably expects to tender during 2025-26, or 2026-27.

Whilst the SPS forward work programme can highlight upcoming contract renewals, the number of Regulated procurement projects and the estimated £ value is dynamic and subject to variation annually. Emerging or changing business needs and the availability of capital funding also influence when some projects may be progressed.

In some cases, SPS has yet to take a decision whether to exercise an option to extend an existing contract or to retender. The decision-making process will include consideration of the procurement route (including collaborative government contracts) that SPS could elect to use, and the term (duration) of any new contract. Some estimated £ values are shown as “per annum” on the basis that the duration of the upcoming contract has yet to be agreed with the internal client.

In some cases, at the date of publication of this APR a number of these contracts have been tendered and awarded.

SPS’s general practice is to tender contracts for routine supplies and services with a duration of anything between 2 and 7 years to balance the need for continuity of service and supply with an appropriate level of competition.

Future SPS 'Regulated' Procurement 2025-26 and 2026-27

2025-26: Planned Contracts including Renewals (indicative)

Contract and Subject Matter	New / Extended / Re-let	Contract Notice Publication	Expected Award Date	Expected Start Date	Est Contract Value
Mattresses and Pillows	Re-let	25/06/2025	2025-26	02/05/2025	£2,551,485.30
Data Centre and Associated Services	Re-let	N/A Direct Award	2025-26	31/05/2025	£400,000.00
Recruitment Software	Re-let	CCS Call off	2025-26	28/06/2025	£190,085.00
Radiation Advisory	Re-let	15/07/2025	2025-26	26/07/2025	£73,883.00
Franklin Covey	New	DPS Call off	2025-26	31/08/2025	£90,000.00
Maintenance of Boilers, Burners, Heating, Ancillary	Re-let	10/09/2025	2025-26	30/09/2025	£1,166,166.00
PPE and Workwear	Re-let	26/01/2026	2025-26	03/11/2025	£57,657.67
British Institute of Cleaning Science Training and Associated Services	Re-let	Direct Award	2025-26	31/01/2026	£60,000.00
Heat Exchangers Replacement at HMP Shotts	New	05/06/2025	2025-26	28/10/2025	£61,748.00
Heating Pumps Replacement at HMPYOI Polmont	New	11/06/2025	2025-26	24/11/2025	£80,000.00
Window Hinges at HMP Perth	New	05/03/2025	2025-26	11/02/2025	£56,784.00
JPECCS (Justice Partners Escort and Court Custody Scotland)	Re-let	27/01/2026	2025-26	23/01/2027	£500,000,000.00



Future SPS 'Regulated' Procurement 2025-26 and 2026-27

2026-27: Planned Contracts including Renewals (indicative)

Contract and Subject Matter	New / Extended / Re-let	Contract Notice Publication	Expected Award Date	Expected Start Date	Est Contract Value
Clerk of Works Services	Re-let		2026-27	21/04/2026	
Non-Metallic Uniform Belts and Key Lanyards	Re-let		2026-27	30/04/2026	
Cognitive Ability Testing	Re-let		2026-27	05/05/2026	£70,000.00
Maintenance of X-ray and Detection Equipment	Re-let		2026-27	06/05/2026	£250,000.00
IT Health Check and Cyber Essentials Services Framework	Re-let		2026-27	21/05/2026	
Forensic Psychology Services for Risk Management Planning	Re-let		2026-27	28/05/2026	£600,000.00
Computerised Maintenance Management System (CMMS) - Licensing Agreement	Re-let		2026-27	31/05/2026	£114,687.00
Design, Build and Hosting of the SPS Website	Re-let		2026-27	27/06/2026	£53,000.00
Prison Officer Uniform	Re-let		2026-27	30/07/2026	£1,725,000.00
Externally Hosted Online Recruitment System	Re-let		2026-27	31/07/2026	
Workspace Management System for SPS Headquarters	Re-let		2026-27	31/07/2026	£50,000.00
SFG20	Re-let		2026-27	31/07/2026	£76,000.00
Retail Goods	Re-let		2026-27	23/08/2026	£35,000,000.00
Virtual Visits	Re-let		2026-27	23/08/2026	
BACS Payment Run Software	Re-let		2026-27	30/10/2026	
Bagged Salt for Winter Maintenance	Re-let		2026-27	31/10/2026	£100,000.00
Temporary Maintenance Staff	Re-let		2026-27	13/11/2026	
Vending Services	Re-let		2026-27	21/11/2026	
Addiction Testing & Related Services	Re-let		2026-27	26/02/2027	
O365 Back-Up Solution	Re-let		2026-27	26/02/2027	£218,000.00
Maintenance of Uninterruptible Power Supplies	Re-let		2026-27	28/02/2027	£378,000.00
Provision of In-Cell Services	Re-let		2026-27		
Prisoner Records System Move to Open Source	Re-let		2026-27		
Provision of Security Equipment to SPS	Re-let		2026-27		
Soft Restraint Hand Cuffs	Re-let		2026-27		

Annual Procurement Report Template (Annex A)

1. Organisation and report details

a) Contracting Authority Name	Scottish Prison Service
b) Period of the annual procurement report	1 April 2024 – 31 March 2025
c) Required by s18 Procurement Reform (Scotland) Act 2014 to prepare an annual procurement report? (Yes / No)	Yes

2. Summary of Regulated Procurements Completed

a) Total number of regulated contracts awarded within the report period	27
b) Total value of regulated contracts awarded within the report period	£870.4m
c) Total number of unique suppliers awarded a place on a regulated contract awarded during the period	27
i) how many of these unique suppliers are SMEs	15
ii) how many of these unique suppliers are Third sector bodies	1

3. Review of Regulated Procurements Compliance

a) Number of regulated contracts awarded within the period that complied with your Procurement Strategy	27
b) Number of regulated contracts awarded within the period that did not comply with your Procurement Strategy	0

4. Community Benefit Requirements Summary

Use of Community Benefit Requirements in Procurement:

a) Total Number of regulated contracts awarded with a value of £4 million or greater	5
b) Total Number of regulated contracts awarded with a value of £4 million or greater that contain Community Benefit Requirements	5
c) Total Number of regulated contracts awarded with a value of less than £4 million that contain Community Benefit Requirements	3

Key Contract Information on community benefit requirements imposed as part of a regulated procurement that were fulfilled during the period:

d) Number of Jobs Filled by Priority Groups (Each contracting authority sets its own priority groups)	16
e) Number of Apprenticeships Filled by Priority Groups	20
f) Number of Work Placements for Priority Groups	13.6
g) Number of Qualifications Achieved Through Training by Priority Groups	14
h) Total Value of contracts sub-contracted to SMEs	Not reported
i) Total Value of contracts sub-contracted to Social Enterprises	Not reported
j) Total Value of contracts sub-contracted to Supported Businesses	£121,181
k) Other community benefit(s) fulfilled:	

Annual Procurement Report Template (Annex A)

5. Fair Work and the Real Living Wage

a) Number of regulated contracts awarded during the period that included a Fair Work First criterion.	0
b) Number of unique suppliers who have committed to pay the Real Living Wage in the delivery of a regulated contract awarded during the period.	8
c) Number of unique suppliers who are accredited Living Wage employers and were awarded a regulated contract during the period.	7

6. Payment performance

a) Number of valid invoices received during the reporting period.	57,637
b) Percentage of invoices paid on time during the period (“On time” means within the time period set out in the contract terms.)	95.8%
c) Number of regulated contracts awarded during the period containing a contract term requiring the prompt payment of invoices in public contract supply chains	25
d) Number of concerns raised by sub-contractors about the timely payment of invoices within the supply chain of public contracts	0

7. Supported Businesses Summary

a) Total number of regulated contracts awarded to supported businesses during the period	0
b) Total spend with supported businesses during the period covered by the report, including:	£32.5K
i) spend within the reporting year on regulated contracts	£0
ii) spend within the reporting year on non-regulated contracts	£32.5K

8. Spend and Savings Summary

a) Total procurement spend for the period covered by the annual procurement report.	£307.9m
b) Total procurement spend with SMEs during the period covered by the annual procurement report	£45.9m
c) Total procurement spend with third sector bodies during the period covered by the report	£781.8K
d) Percentage of total procurement spend through collaborative contracts	22%
e) Total delivered cash savings for the period covered by the annual procurement report	£9.85m
f) Total non-cash savings value for the period covered by the annual procurement report	£4.12m

9. Future regulated procurements

a) Total number of regulated procurements expected to commence in the next two financial years	37
b) Total estimated value of regulated procurements expected to commence in the next two financial years	£542m*

*Where the value is known



**For further details on any of the
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