

SCOTTISH  
FUTURES  
TRUST

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# Five Year Review

JUNE 2024



WORKING TOWARDS OUR VISION OF

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# World class infrastructure for the people of Scotland

**As a centre of infrastructure expertise, our work with partners can take a number of years to materialise as projects are complicated and need to be expertly planned, financed and built.**

Whilst this Five Year Review looks at our activities since 2019, much of the work in this Review builds on the momentum of delivering successful infrastructure programmes since we were established in 2008, some of which are listed below:

- We provided expertise on the sale of over 170 surplus public sector sites which will see c.10,000 homes built on that land
- Together with partners we delivered 117 schools and are currently managing a programme to build 47 more with the majority of them all available for community use
- Working with Scottish Government and the private sector, we managed a programme that has delivered 55 4G infill masts, each providing a lifeline to rural and remote communities
- We oversaw the planning, delivery and opening of over 280 community-based projects, with 80% of contracts awarded to Scottish SMEs
- Together with the City of Edinburgh Council and Scottish Government we introduced a new housing delivery model that will see Edinburgh Living invest in 1,500 homes for market, and mid-market rent
- Working with Scotland's emergency services, we supported them develop a more collaborative and co-located estate, where today 45 stations are now shared by at least two of the three emergency services





# Introduction

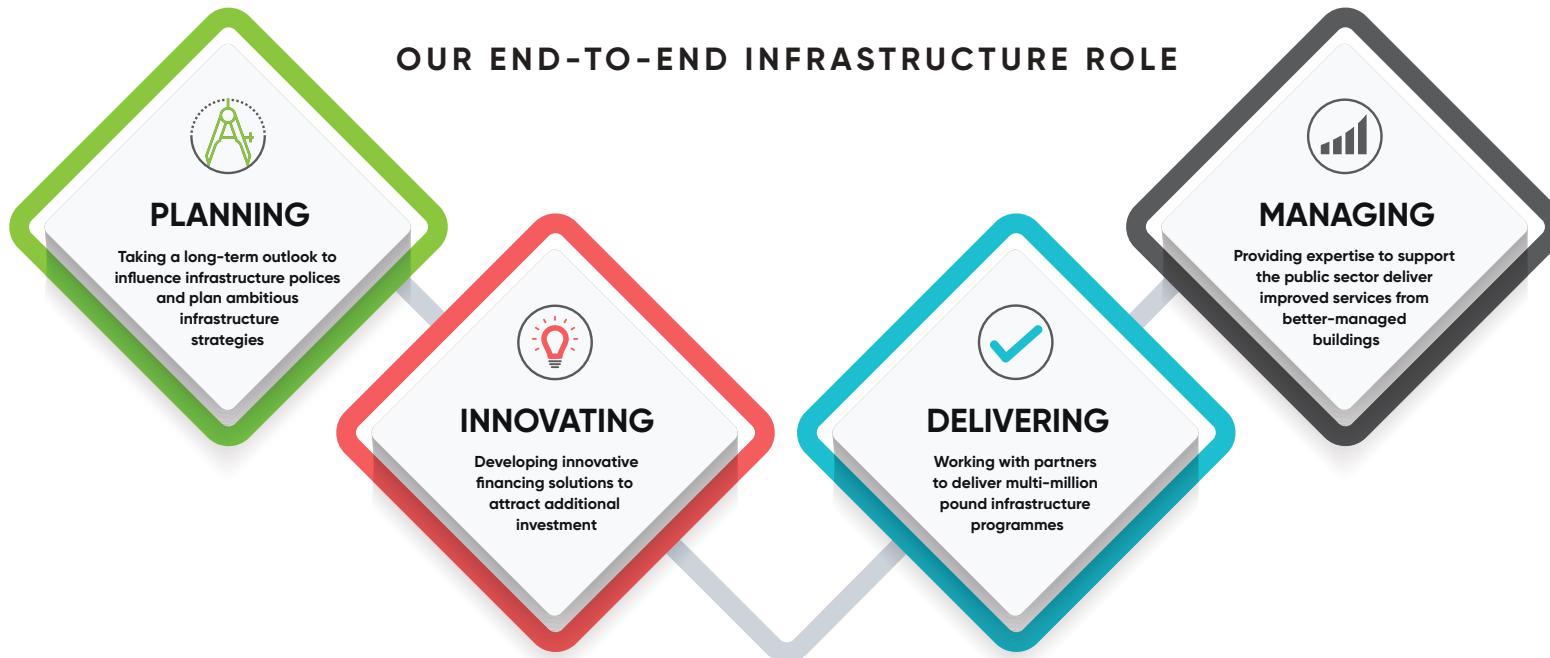
From the roads and networks that keep us connected, through to the public buildings where services are delivered, everyone relies on infrastructure, with much of it lasting hundreds of years.

But infrastructure also needs to adapt to support the changing needs and priorities of government and society. For example, mobile phones and wireless technologies have all but replaced landline telephones; heat networks are being introduced to deliver decarbonised heat to buildings, and public services are increasingly being delivered from multi-purpose 'community hubs' rather than individual buildings.

Keeping pace with that change and helping the public sector navigate a path around this complex and dynamic infrastructure landscape is a key function, we, the Scottish Futures Trust carry out across the whole of Scotland with our many partners.

As infrastructure specialists we perform an 'end-to-end' cross sector infrastructure role ever since we were established by Scottish Government in 2008.

## OUR END-TO-END INFRASTRUCTURE ROLE



# SCOTTISH FUTURES TRUST

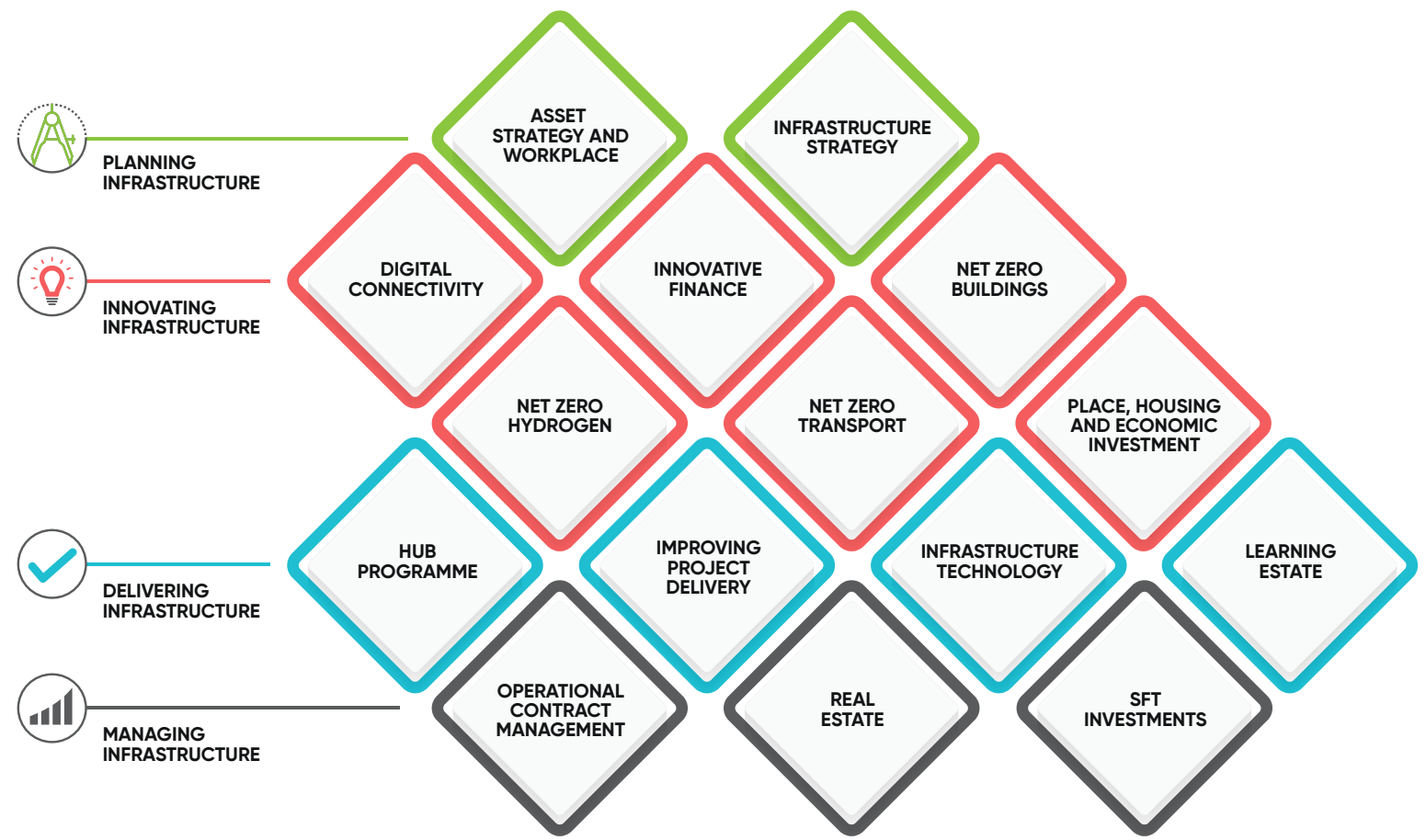
Since then we have been at the forefront of planning, innovating, delivering and managing much of Scotland's infrastructure across our range of workstreams.

Across these workstreams the difference we make comes down to the skills and knowledge of our infrastructure specialists and their ability to build and maintain trusting and productive long-lasting relationships with our partners.

Supporting our workstreams is the highly professional and flexible backbone of the organisation, our Corporate Services team. During the pandemic, the team led us to a hybrid working model whilst also ensuring the smooth running of the organisation.

This Five Year Review has been produced to illustrate how we have adapted and moved with the ever-changing infrastructure landscape, how we have responded to changing public sector priorities, and the difference we have made to deliver positive outcomes from Scotland's infrastructure.

## OUR INFRASTRUCTURE WORKSTREAMS







**Pitt Street, Glasgow**

We supported Police Scotland in developing and implementing the disposal strategy for the sale of its former HQ in the centre of Glasgow. The repurposing of this major public asset saw the developer Moda Living create one of the first, purpose-built 'Build to Rent' developments in Scotland. The site provides 433 homes for rent and has seen the area transformed into a vibrant neighbourhood.

# Scene setting

In June 2018 Scottish Government published its [National Performance Framework \(NPF\)](#). The NPF sets out a series of outcomes to underpin Scottish Government's purpose:

**"to create a more successful country with opportunities for all of Scotland to flourish through increased wellbeing, and sustainable and inclusive economic growth."**

Recognising the strategic role infrastructure would play in helping meet Scottish Government's NPF goals, we developed our 2019–2024 Corporate Plan inline with it, with a focus on ten infrastructure-related outcomes.

To demonstrate how our work improves outcomes from infrastructure, we developed an [outcomes website](#). It acts as a library to some 125 outcomes-based case studies, each showing the real and meaningful difference we and our many partners have made across Scotland over the last five years.

This Five Year Review summarises some important highlights and more information is available via the hyperlinks throughout the document.





# 2019/20

## Winchburgh Developments

We worked with Winchburgh Developments, West Lothian Council and Scottish Government to broker a financial, tri-partite risk sharing agreement that would see the construction of 3,450 new homes, new schools and a range of infrastructure including improved transport links, a new marina, a 75 acre district park, and unlocked the potential development of 15,000 more homes across West Lothian.

Credit: Gary Baker Photography





**Our five year Corporate Plan period began in April 2019 just as Scotland announced itself as one of the first nations to declare a global climate emergency which was followed by Scottish Government making a bold commitment to become net zero by 2045.**

In early 2019, the [Infrastructure Commission for Scotland \(ICS\)](#) was established to provide Scottish Government with independent, informed advice on the vision, ambition and priorities for a 30-year infrastructure strategy.

We were asked to lead the ICS secretariat function and, in January 2020 the ICS published its [Phase 1: Key Findings Report – A Blueprint for Scotland](#) and six months later published its [Phase 2: Delivery Findings Report](#). Many of the recommendations within the Reports have been used by Scottish Government to influence decision making that support an

inclusive, net zero carbon economy in Scotland.

In 2019, Scottish Government launched its [£2bn Learning Estate Investment Programme](#) aimed at further improving the condition of more schools. The Programme is underpinned by an innovative 'outcomes-based' funding approach we developed on behalf of Scottish Government and COSLA, whereby school buildings must achieve certain outcomes in relation to maintenance, energy efficiency, digital connectivity, economic growth and embodied carbon to secure all funding.

But our financial year, and that of all our partners ended very differently to how it began when on 16 March 2020 the 'stay at home' advice was given to protect everyone from COVID-19. Our strong Corporate Services backbone together with our cloud-based business systems and pre-existing flexible work culture allowed us to continue to work effectively across the business and with our stakeholders and partners.



**Some other notable highlights include:**

- Recognising the huge economic and social impact enhanced digital capabilities would have across Scotland, [we helped establish the Scotland 5G Centre](#) to provide early leadership in this transformative technology
- We supported City of Glasgow College and the Scottish Funding Council on the sale of the iconic [Met Tower in Glasgow](#) to allow the private sector to bring forward its redevelopment
- Building on the success of our National Housing Trust programme and working with The City of Edinburgh Council and Scottish Government, we created 'Edinburgh Living' to increase the supply of mid-market rent homes across the city



# 2020/21

## East Lothian Community Hospital

Across the community infrastructure hub Programme, hub South East completed the £69m East Lothian Community Hospital for NHS Lothian in Haddington – the largest project by value in the national hub Programme at the time.

EAST Lothian NHS  
COMMUNITY HOSPITAL



**We are an agile organisation and during 2020/21 we were able to quickly adapt our work effectively during the pandemic allowing us to make progress against our business objectives.**

As a key participant in the Construction Leadership Forum, we, together with numerous others took a lead role to develop, publish and implement the Scottish Construction Industry Recovery Plan. The plan focussed on the actions industry and the public sector needed to take to respond to the pandemic, working towards maximising support for employers and employees and establishing new ways of working to manage infection control, health and safety and shared learning opportunities.

Marking the first anniversary of the 'stay at home' notice in March 2021, we published our New Frontiers for Smarter Working, Work and Workplace Report as a practical tool to provide guidance and support to public bodies to understand, develop, and embed their own future workplace models based on the learnings from COVID-19.

**Some other notable highlights include:**

- The 117th and last school in the SFT-managed £1.8bn Scotland's Schools for the Future programme (Lossiemouth High School) was completed and handed over to Moray Council
- In providing management oversight, the Scotland-wide community infrastructure hub Programme was recognised in an independent evaluation report, confirming it had performed well against its original aims and objectives, having delivered substantial social impacts and community benefits





# 2021/22

## St James Quarter

Working with The City of Edinburgh Council and Scottish Government, we designed and developed the Growth Accelerator as a new approach that would see the public sector invest £60m which in turn would unlock c. £1bn of private sector investment from Nuveen Real Estate into the heart of Edinburgh. In 2021 the first phase of Edinburgh's St James Quarter opened, providing the public with a state-of-the-art retail led, lifestyle district that provides an inspiring, attractive, and vibrant destination for locals and visitors.





**During 2021/22 we continued to perform an important leadership role across the infrastructure sector, in particular developing the strategic case for electric vehicle charging infrastructure.**

In response to the pandemic and as one of the key deliverables from the Construction Leadership Forum's Recovery Plan, we developed the

Construction Pipeline Forecast Tool which provides the construction industry with greater knowledge of future public sector construction projects across Scotland, benefitting many SMEs. In managing the outcomes-based £2bn Learning Estate Investment Programme, construction started on the first school in the programme – the next-generation, low-carbon Wallyford Learning Campus in East Lothian.

**Some other notable highlights include:**

- Working with Scotland's local authorities, public bodies and communities, we published the Place 'How-To' Guide as a practical, step-by-step approach for public bodies to make better informed place-based decisions
- With funding from the then UK Government's Department for Digital, Culture, Media & Sport, we launched Infralink-Exchange as a pilot initiative to enhance Scotland's mobile digital connectivity by encouraging the use of public sector owned assets to host mobile network transmitters
- The last Design, Build Finance and Maintain (DBFM) project in the hub Programme opened taking the total number of DBFM community projects to 41, marking £16.5m of investment which is managed by our investment arm, SFTi
- Recognising the strategic role modern methods of construction has on supporting the construction industry reach net zero, we became a key partner in the Edinburgh Homes Demonstrator as a new model to deliver new, affordable homes





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# 2022/23

## **Electric Vehicle Infrastructure**

Working with Transport Scotland we published guidance to support public bodies deliver the electric vehicle charging infrastructure they need.

**There was no question that 2022/23 was another challenging year, with increasing energy costs and inflation at levels many had never seen before. But despite the economic challenges for us and our many partners, substantial progress continued to be made across our workstreams.**

During the financial year and in support of Scottish Government publishing its National Planning Framework 4 (NPF4), we published our own [NPF4 Delivery Research Report](#), acting as a practical tool to support public bodies develop their infrastructure projects and programmes.

To support the public and private sector adopt an efficient approach to deliver net zero in the PPP sector, we published [Guidance on pathways to net zero for assets delivered under PPP contracts](#).

And from an operational perspective, in January 2023 we became a cloud based organisation, giving us strengthened cyber security whilst allowing us to operate more efficiently and effectively from any location.

**Some other notable highlights include:**

- We provided Scottish Government with infrastructure expertise on the [£30m Islands Programme](#) that will deliver positive outcomes to island communities with funding announced for the first projects
- hub South West completed Chryston Primary School and Muirhead Health Clinic where North Lanarkshire Council and NHS Lanarkshire adopted a collaborative approach and co-located their complementary, yet quite different, services under one roof
- We published our [Town Centre Living](#) report, aimed at providing Scottish Government and local authorities with information on understanding the barriers and constraints to encourage greater take up of town centre living
- We played a key role in developing the [Construction Quality Improvement Collaborative](#), sharing a vision for the construction sector where quality is central to all decision-making





# 2023/24

## **Orkney Ferries Satellite**

We are leading an innovative rural connectivity pilot with an internet service provider that will bring ultra-fast broadband via satellite to three Orkney ferries, providing passengers and crew with a quality digital service in challenging sea conditions. Picture credit: Navarino.

**The start of 2023/24 was hampered with ongoing cost pressures and a fragile economy which led to an even greater focus on prioritising funding for essential infrastructure projects.**

Reflecting our own approach to changing work patterns, in October we moved to a smaller office and took over part of the fourth floor of Haymarket House in Edinburgh, a building wholly owned by the public sector and home to a number of public and third sector organisations.



Since 2018 we have been working with Scottish Government and delivery partner WHP Telecoms to deliver the £28m 4G infill programme aimed at providing mobile coverage in areas that previously had no signal. During the year, the 55th and last mast in the programme became operational.

During the year, we and our partners (Scottish Government, Zero Waste Scotland and NHS National Services Scotland) updated the existing Net Zero Public Sector Buildings Standard to include the retrofitting of existing

buildings and launched a dedicated website where a suite of free-to-use documents and third-party resources can be accessed.

To support the delivery of heat networks, we were asked by Scottish Government to review delivery models and assess their potential for increasing their pace and scale. Our published report made several recommendations, highlighting some new models that could deliver more heat networks quicker.

Our infrastructure expertise has led us to explore new areas where we can bring thought leadership to add value. During 2023, we commissioned The Energy Landscape to prepare a report on Scotland's position relative to UK's on electricity markets and produced the Review of Electricity Market Arrangements: A Vision for Scotland.

We also recently launched a new workstream to support Scottish Government in understanding the potential role for hydrogen in Scotland.



**Some other notable highlights include:**

- We worked with the three emergency services, leading on an Emergency Services Co-location Programme with the goal of increasing the number of stations at which more than one service is based
- Working closely with the Construction Innovation Hub, we published a strategy paper on the implementation of a National Metrics Library for the Built Environment, making it easier to measure how well buildings perform



# The impact made

The last five years have been eventful, and much has been achieved by ourselves and our partners to support Scotland's economy. Each year during the 2019-24 Corporate Plan we record the value\* of those achievements and when added together they show:

**£1.6  
billion**

The total value of public infrastructure projects under construction made possible through our innovative funding and financing approaches exceeded **£1.6bn**

**£5.8  
billion**

Through our programmes, we have reported **£5.8bn** of investment in private sector development has been unlocked

**517,000  
tonnes**

Our work continued to contribute towards a net-zero carbon economy, and we have reported saving **517,000** tonnes of infrastructure-related CO<sub>2</sub>

\* At the time of publication, the assurance review by our auditors RSM UK for the fifth and final financial year (2023-24) is ongoing, therefore these final figures are subject to some change.

At the very end of our 2019-24 Corporate Plan period, the value of the hub Programme topped £5bn with 80% of hub contracts awarded to Scottish SMEs supporting well over 6,000 jobs where over 280 community projects were open, with a further 70 either under construction or in development.

As we begin to prepare for our new 2025-30 Corporate Plan period we do so from an extremely strong position and from where we can continue to secure improved outcomes from Scotland's infrastructure, working towards our vision of **'world class infrastructure for the people of Scotland'**.

If you would like to find out more about our work or want details on how we can help, please get in touch: [mailbox@scottishfuturestrust.org.uk](mailto:mailbox@scottishfuturestrust.org.uk)





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