



SCOTTISH
FUTURES
TRUST

2020/21
BUSINESS PLAN

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Front cover picture:

Scotland's first 4G infill mast in Strathconon in the Highlands

Impact of Covid-19

SFT's Business Plan was developed by the team and considered by SFT's Board before the full implications of the response to COVID-19 across the public sector, the economy and all of society had become clear in particular with the "stay at home" advice issued on 16 March 2020.

Things will clearly change for SFT, for all our partners across the public and private sectors, and for infrastructure planning, investment, delivery and infrastructure use as a whole.

Since 16 March, SFT has been working on three phases of activity:

1. The immediate response to the emerging issues for our sector and stakeholders
2. Maintaining our medium and longer-term business as usual, and
3. Commencing planning for a speedy infrastructure recovery

We expect to deepen our engagement with our partners on the second, and in particular the third of these phases.

SFT is a resilient organisation and is functioning well with all staff working from home. We are able to continue to function in a way that allows us to carry out our business as usual, while planning activities for a speedy and ambitious infrastructure recovery.

Given that the current high level of uncertainty is set to persist for some time, we have decided to publish this Business Plan without specific workstream objectives as some, but not all, will not be relevant, and some, but not all, of the approaches we take will have to be reconsidered.

The SFT team will continue to work with key stakeholders and partners to determine what planned business activity can be taken forward under the work streams set out in this Plan and what must be reprioritised.

Introduction

Infrastructure connects people both physically and digitally to their communities and to economic opportunities; it deals with the energy, water and waste needs of daily life, and it keeps families and public services safe, warm and dry in homes and public buildings. Increasingly infrastructure is also seen to encompass the natural assets of the green and blue spaces around us which contribute so much to the quality of our lives. High-quality infrastructure is therefore the underpinning element of an inclusive Scotland, with a flourishing economy, vibrant places and a sustainable environment.

This, along with the direct economic benefits from the jobs in asset construction and maintenance, and the investment unlocked through infrastructure financing and delivery, has been the case for more than the decade that the Scottish Futures Trust (SFT) has been at the forefront of improving public sector infrastructure across Scotland after being established by Scottish Government.

The past year has however been a momentous one for infrastructure. In October 2019, Scottish Government's Climate Change (Emissions Reduction Targets) (Scotland) Act 2019 received Royal Assent compelling Scotland to reach a net-zero emissions goal by 2045. This built on the Committee on Climate Change's Report published only in May 2019. With infrastructure and the built environment contributing upwards of 70% of Scotland's CO2 emissions and being responsible for protecting the fabric of communities from the elements, it is clear that our sector must be at the forefront of both mitigation (reducing net emissions) and adaptation (dealing with climate change consequences) actions.

Infrastructure is a long game, so the planning and implementation of Scottish Government's response to the climate emergency will be a 25-year mission; accelerating, refreshing and building

on work which has already, in some cases, been decades in the making. It will be undertaken in an era of unprecedented digital advancement of all industries, requiring increasing connectivity, and with care to both maximise for Scotland the economic benefits which it presents; and, with all people and places in mind, to create a just transition to a net-zero carbon economy.

In this context, the Infrastructure Commission for Scotland has set a 30-year vision for infrastructure in its Phase 1 Report and in the coming year the Scottish Government will publish its Infrastructure Investment Plan. This sets 2020-21 as a year of change.

This Business Plan sets out a bold and ambitious course for how we will use SFT's skills and resources as an infrastructure centre of expertise in this year of change. This year in particular we will continue to work on the plans to make decarbonising Scotland's infrastructure and built environment an investable proposition whilst moving towards delivery of net-zero ready public buildings. We will work with partners to enable digital connectivity both nationally and internationally. With industry, we will take action to improve commercial relationships and the quality of the product and, with all our partners, we will deliver improved outcomes through digitalisation

of the whole infrastructure life cycle, and sustainable investment in places across Scotland through a focus on unlocking strategic commercial and residential opportunities.

We have a great team and have established close working relationships with our numerous public and private sector partners built up over many years. With these resources we are well placed to progress the corporate objectives we have agreed with Ministers, working towards our vision of **'World-class infrastructure for the people of Scotland'** and in support of the national outcomes which describe the kind of Scotland we all wish to create.



Peter Reekie
Chief Executive,
Scottish Futures Trust

Operating Context

Importance of Infrastructure

The importance of infrastructure is recognised by Scottish Government through the National Infrastructure Mission to increase Scotland's annual infrastructure investment until it is £1.5 billion higher by 2025 than it was in 2019-20. During 2020, Scottish Government will publish the Climate Action Plan as well as the next Infrastructure Investment Plan and Capital Spending Review focusing on three core, long-term outcomes of inclusive economic growth, tackling the global climate emergency, and building sustainable places.

The context in which infrastructure prioritisation decisions are taken, and assets are funded, financed, delivered, maintained and operated is ever changing. It is SFT's job to evaluate and take account of these diverse global and local forces in our work with public and private sector organisations across infrastructure sectors and phases of asset life cycles.

Key elements of the operating context for this Business Plan are:

Infrastructure Commission for Scotland

In 2019, the Scottish Government established the Infrastructure Commission for Scotland (ICS) to provide Ministers with independent, informed advice on a long-term infrastructure strategy to meet the country's future economic growth and societal needs.

Published in January 2020, the ICS' Phase 1: Key Findings Report - A blueprint for Scotland sets out eight overarching infrastructure themes and 23 specific recommendations for Scottish Government to consider. In advance of the Government's response, SFT has sought to take account of the recommendations as appropriate in this Business Plan.

The ICS will publish a final report during 2020, making recommendations to Ministers on the future delivery of infrastructure across Scotland. SFT will contribute to this second phase of ICS's work as requested and be prepared to flex during the year to adapt to its recommendations.



Overarching Considerations

In defining the future investment priorities and the nature of the investments which will need to be made, consideration will be given to:

- > **Climate change:** In October 2019, Scottish Government's Climate Change (Emissions Reduction Targets) (Scotland) Act was passed with Scotland adopting an ambitious path to net-zero carbon by 2045.

Responding to this ambition requires change across all classes of infrastructure, and all phases from investment prioritisation, through delivery and in particular in the adaption and management of the assets we already have, which represent up to 80% of those we will have in 2045. The need for infrastructure not only to be net zero but also to provide resilience in the face of changing climatic conditions will be at the forefront of infrastructure design and delivery. SFT will support the delivery of net-zero in all that it does and is working on a number of specific initiatives such as the Green Growth Accelerator and piloting approaches to deliver net zero carbon public buildings.

- > **Place:** The importance of place in people's lives and the need for infrastructure to meet the needs of both the local population and businesses has been at the forefront of recent policy developments. It is on that basis, that the Scottish Government and COSLA adopted the Place Principle in 2019. Within a place, public infrastructure (buildings and land) can be used in a more joined-up, collaborative way with a participative approach to service delivery across all sectors. This enables better outcomes for people who live there and increased opportunities for people and communities to shape their own lives. This is a key theme within the ICS report and reflected across SFT's work programmes.
- > **Inclusive economic growth:** Designing infrastructure programmes to maximise the economic impact for Scotland both during their development and in use is a key tenet of our work. Doing so in a manner which addresses inequality and promotes an inclusive society can be seen across Scottish infrastructure programmes.

A key facilitator will be SFT's work on digital connectivity, both in boosting the infrastructure to support 4G and 5G and in considering how interconnected Scotland is to the UK and the rest of the

- world, with predictions that if Scotland capitalises on the 4G and 5G opportunities by 2035, its GDP will increase by £17bn.
- > **Demographic Change:** Scotland's population is at a record high of 5.44m. It is growing slowly, driven by migration and ageing with the percentage of 65 year olds and over, up from 14% to 19% between 1983 and 2018. That age group is projected to reach one quarter of Scotland's population by 2038. The population is also moving with 14 of Scotland's council areas (mostly rural, island and in the west of Scotland) experiencing depopulation. Deprivation has a significant effect with those from the 10% least deprived areas spending 23 more years in good health than those in the most deprived 10%.

These changes are affecting what infrastructure we need and where we need it. Housing and social infrastructure provision for an ageing population creates different needs and economic infrastructure is under greater pressure where populations are rising. It can also improve connectivity to help retain sustainable populations in those areas experiencing depopulation.

- > **Data analytics:** The availability of data and technology to transform our planning, design, delivery and operation of infrastructure will be transformational. Data helps inform the need and specification of buildings; it is seen as a key driver to both operational efficiency¹ and also to designing resilient, net zero carbon buildings. Approaches to Building Information Modelling and whole-life costing platforms continue to evolve, contributing to a productive, successful, Scottish construction industry. The path towards digital twins, where maintenance and use data collected by physical assets feeds back into digital models of single assets, networks and places is emerging.

This interaction between the physical and the digital, which SFT is working with partners to progress, is seen by many as having the potential to transform infrastructure outcomes for the economy, society and environment.

¹ KPMG Emerging Trends In Infrastructure, 2019

> **Construction industry:** The advent of new digital technologies and manufacturing techniques are dramatically contributing towards modernising Scotland's design, construction and related industries, improving productivity, quality and the speed of delivery while impacting positively on resource efficiency and the circular economy. Not all these technologies are right for all circumstances and there is also a need for many smaller projects and programmes to meet net-zero targets which will require traditional skills adapted in new ways to transform existing assets. Many of these changes will require investment, and new commercial models which SFT will work with the industry and its public sector clients to deliver.

The ultimate aim is for a vibrant, innovative and digitally-enabled construction and related industries offering fair work and with increased productivity delivering, maintaining and adapting a well-designed, high-quality built environment for a net zero Scotland.

In addition to these longer-term considerations, SFT and its partners must continue to be responsive to current events. The full implications of Brexit after the implementation period comes to an end, and the emerging international and the consequences of COVID-19 will have implications for infrastructure planning, delivery and use. We will work with partners to minimise negative impacts and maintain progress with priority activities.

It is within this evolving landscape that our 2020-21 Business Plan has been developed.



Corporate Approach

OUR AIM

Our aim has remained the same since the day we first started. It is:

“to improve the efficiency and effectiveness of infrastructure investment and use in Scotland by working collaboratively with public bodies and industry, leading to better value for money and ultimately improved public services.”

In order to deliver the aim, SFT works between policy and delivery across all sectors, geographies and stages of infrastructure life-cycle, collaborating with Scotland’s public and private sectors to:



Plan

asset investment and management effectively across sectors and places – **doing the right thing**



Innovate

in approaches to funding, financing and delivery – **maximising the things we can do**



Deliver

projects and programmes to drive life-cycle value and vibrant construction and related industries – **doing things well**



Manage

existing assets, estates and contracts productively – **making the most of the things we have**

OUR VISION AND VALUES

In delivering our infrastructure programmes, our work is underpinned by a strong and aspirational vision; one that is shared among all employees across the organisation:

‘World-class infrastructure for the people of Scotland’

Working towards that vision our employees share four strong values:



Bold

Believing in what we do, with commitment and courage to enable successful outcomes

Collaborative

Sharing knowledge, experience and working in partnerships to achieve more for Scotland’s communities

Dynamic

Accelerating positive outcomes by promoting innovation and being a catalyst for change

Ambitious

Striving to excel and inspire by raising expectations

Our Team

Our success lies with the professionals we employ. Recruited from both the public and private sectors, we have been able to attract, develop and retain the finest talent from the infrastructure world.

The strength of the organisation lies in bringing together a mix of skillsets all under one roof. We have architects, surveyors, low carbon and telecoms specialists, designers, economists, engineers, accountants, lawyers, project managers, commercial property professionals and financiers, all of whom innovate and deliver significant infrastructure programmes across Scotland. Their leadership, expertise and determination has been instrumental in helping many public bodies achieve their own objectives. They are ably supported by our highly skilled corporate services and business support teams who provide the backbone of the company.

Our Corporate Outcomes

In 2018, Scottish Government published its updated ten-year National Performance Framework (NPF) setting out a series of long-term outcomes with the aim of creating a more successful country with opportunities for everyone to flourish through increased wellbeing and sustainable, inclusive economic growth.

Infrastructure has a key role in facilitating these outcomes and in particular addressing the climate emergency announced in 2019. Our corporate plan identified ten infrastructure outcomes that further the goals of the NPF and to where all our business is focussed. These are:

1. We have a clear picture of Scotland's future economic and social infrastructure needs
2. There is improved coherence, pace and placemaking across major private, commercial, industrial and housing development
3. Infrastructure investment is sustainable and affordable with an increased use of innovative funding and financing approaches
4. Internationally mobile capital is drawn in to invest in projects and places across Scotland
5. Programme and project procurement and delivery are effective, with highly skilled teams deployed where they are needed
6. We have a vibrant, innovative construction industry with increased productivity delivering well designed, high-quality products and fair work
7. Public asset condition and performance is improved through more effective whole estate management and maintenance
8. The public asset portfolio is effective and place-based, driving collaborative service transformation with underutilised public assets re-deployed to meet other policy objectives or divested to stimulate economic activity
9. We have innovative technology-enabled construction, asset management and usage optimisation at a place, portfolio, and network level as well as for individual assets
10. Infrastructure-related carbon dioxide and other greenhouse gas emissions are reduced, supporting Scotland's transition to a low carbon economy

SFT Vision	SFT Outcomes	SFT Business Areas	Primary National Performance Framework Link	Secondary National Performance Framework Link
World Class Infrastructure for the People of Scotland	1. Clear picture of future infrastructure needs	Secretariat to Infrastructure Commission of Scotland	Economy	Communities Health Education Culture
	2. Improved coherence, pace & placemaking across major development	Development & Housing		
	3. Infrastructure investment is affordable with increased financing innovation	Infrastructure Financing & Programmes		
	4. Programme and project procurement and delivery is effective	Construction Industry & Delivery Management & Investments Infrastructure Financing & Programmes		
	5. Public asset condition and performance is improved	Development & Housing Infrastructure Financing & Programmes Management & Investments		
	6. Effective public assets driving transformation or re-deployed	Development & Housing		
	7. Technology-enabled construction, asset management and usage optimisation	Construction Industry & Delivery		
	8. Internationally mobile capital is drawn in to invest	Infrastructure Financing & Programmes	International	Economy
	9. Innovative construction industry with increased productivity, quality & fair work	Construction Industry & Delivery Infrastructure Finance & Programmes	Fair Work & Business	
	10. Infrastructure-related carbon dioxide emissions are reduced	Infrastructure Finance & Programmes Management & Investments	Environment	

Our Strategic Priorities

In support of these outcomes, we have developed three strategic priorities for 2020-21 that resonate across the whole of our business, and are as follows:

- > Reducing infrastructure-related CO₂ emissions
- > Seeking opportunities to deliver additional investment through financing innovation, and drawing in internationally mobile capital

- > Develop and deliver opportunities, selected for their potential contribution to reducing emissions, inclusive growth and progressed using a place-based approach

We also expect to be working closely across the organisation with Scottish Government on the development of the next Infrastructure Investment Plan and implementation of the Infrastructure Commission for Scotland recommendations.

Our Impact

For more than ten years, we and our many public and private sector partners have managed and delivered impactful infrastructure programmes right across Scotland. For each of our first 10 years of operation, we published an annual savings and benefits figure to reflect the impact that work has had. Cumulatively, that figure stands at £1.36bn.

It is widely recognised that this approach does not fully capture or represent the

widespread benefits being delivered by us and our many partners, captured within the infrastructure related outcomes noted above. For the duration of the 2019-2024 corporate plan, we set out a new approach to recognise the positive impact our actions and infrastructure programmes have had across Scotland. Each year we will publish an updated report outlining the performance, with specific examples of where our interventions and actions have had the greatest impact in delivering the above outcomes.

Table illustrating where the workstreams/business focus aligns with SFT's ten corporate outcomes and the National Performance Framework

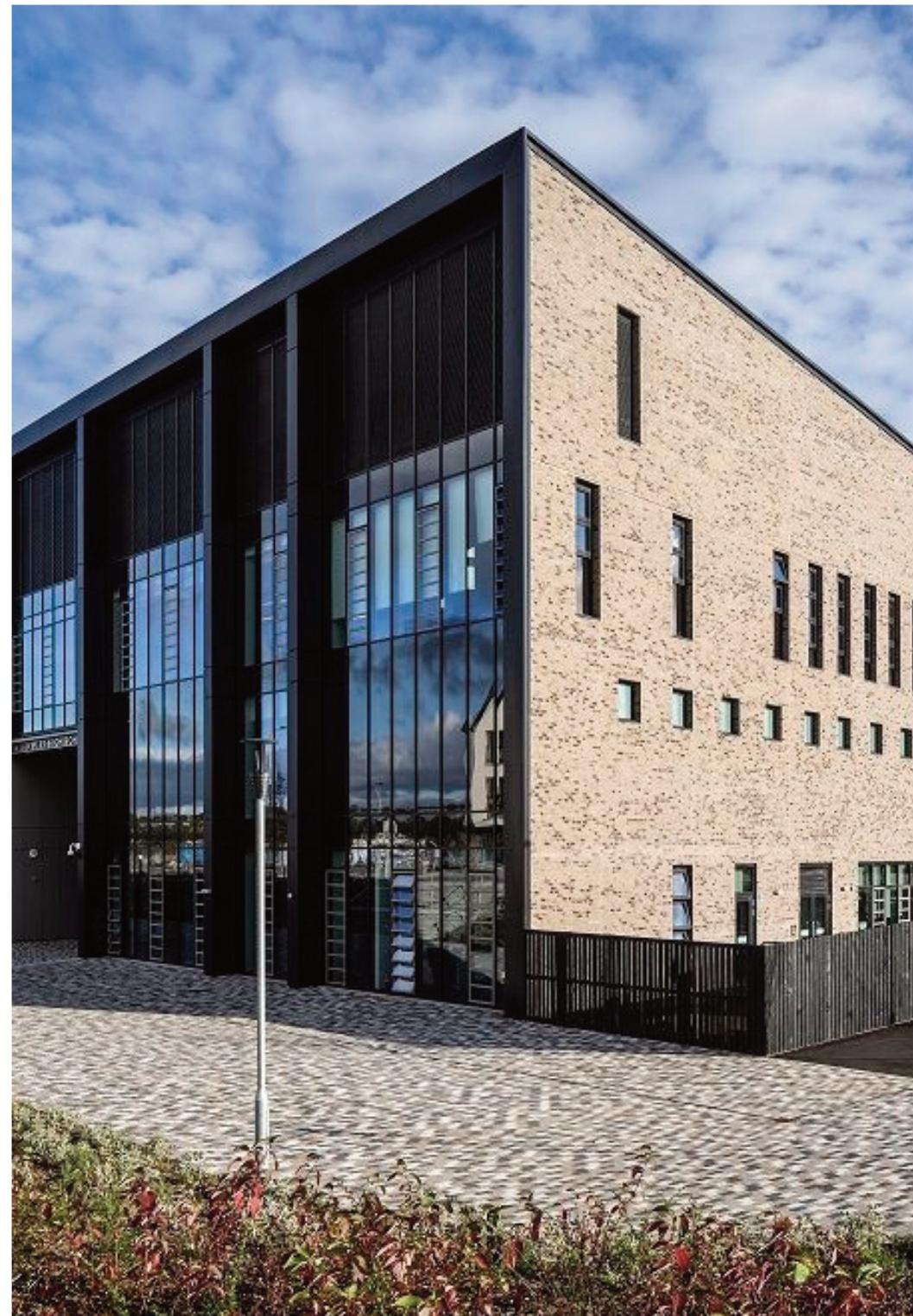
Business Areas

Our core business is structured around four key business areas with a fifth area relating to secretariat support for the Infrastructure Commission for Scotland due to be completed during the summer.

The business areas are as follows:

- > Infrastructure Finance and Programmes
- > Development and Housing
- > Management and Investments
- > Construction Industry and Delivery
- > Infrastructure Commission for Scotland

Having these distinct business areas allows us to improve collaborative working across the organisation to secure positive outcomes across sectors, while maintaining strong stakeholder relationships and increasing the value brought through continuity of the specialist knowledge which individuals have built up.



Infrastructure Finance and Programmes

We are working on delivering and managing a wide range of infrastructure and finance programmes that support Scottish Government's National Infrastructure Mission and can inform policy ambitions for decarbonisation and inclusive growth.

Scottish Government's commitment to significantly increase annual infrastructure investment by £1.56bn by 2025/26 through its National Infrastructure Mission underpins the activities across our Infrastructure Finance and Programmes business area. The global climate emergency; boosting connectivity; supporting the inclusive growth agenda and seeking opportunities to draw in additional investment through financing innovation, all drive our Business Plan for the year ahead.

Using our technical expertise and delivery focus, we will continue to work with our public sector partners, investors and industry to inform strategy and policy; plan, innovate and structure programmes and projects; and facilitate the delivery of them. The Infrastructure Finance and Programmes team therefore, supports new investment in low carbon initiatives, the learning estate and digital areas.

Low Carbon Infrastructure

Scottish Government's Programme for Government clearly sets out its commitment to raising the country's decarbonisation ambition in light of the climate emergency we face. We will continue our work in driving change focusing on some of the key areas where we can make a real difference.

For example, prioritising our work on energy efficiency and heat decarbonisation (both new build and retrofit).

Recognising the importance of tackling heat decarbonisation in conjunction with surface transport, we will continue to work closely with Transport Scotland on future delivery options for electric vehicle charging infrastructure. One way we will facilitate change at scale is through our work with others, developing delivery models to support the demonstration, deployment and commercialisation of low carbon infrastructure.

Learning Estate Infrastructure

Following the launch of the Learning Estate Strategy and Scottish Government's commitment to invest £1bn in the learning estate, SFT, as programme manager is working with partners in central and local government to progress a new outcomes funding model and support the projects in Phase 1 of the Learning Estate Investment Programme.

As well as improving the condition and suitability of the estate, programme funding is linked to achieving ambitiously low energy use targets in the new buildings for an energy efficient estate; digitally enabling the estate; and supporting local economic growth.

Digital Infrastructure

The government agendas of climate emergency, inclusive growth and sustainable places provide the strategic focus for our digital workstream where our work will continue on supporting future-proofed 4G and 5G mobile infrastructure, multi-sector collaboration, project delivery and knowledge sharing supported by the new Scotland 5G Centre.

We will work with Scottish Government on its approach to strategy and policy development with the datacentre and international connectivity industry to encourage new investment in sustainable Scottish data hosting facilities that unlocks economic growth and supports wider digital objectives such as 5G, the internet of things and artificial intelligence.

Mutual Investment Model

Scottish Government has a range of infrastructure investment delivery models at its disposal. Following our work last year to assess options for revenue funded delivery routes, Scottish Government has included the Mutual Investment Model (MIM) as a part of the range of its investment tools. Central government procuring bodies are considering the potential to use MIM to deliver their infrastructure priorities.

Development and Housing

We are working to attract inward economic investment into Scotland's towns, cities and communities that will deliver housing, improve public service delivery, economic benefits and contribute to Scotland's net zero carbon target.

The Development and Housing team works across the public sector supporting the development of new homes, economic investment, the effective use of the public estate and the disposal of public sites. The team assists in the development of infrastructure while also contributing to the place, net zero carbon and inclusive growth agendas. The work of the team for 2020-21 is outlined below.

Housing

In the year ahead the team will continue to support Scottish Government in its commitment to deliver 50,000 affordable homes by March 2021. We will do this by working with our partners to deliver homes through 'Edinburgh Living' and the 'National Housing Trust' (NHT) and by working hard to retain homes due to exit the NHT programme for long-term affordable rent.

Given the wider context of Scottish Government establishing a new vision for housing to 2040, we will develop new ways of delivering housing across Scotland. As well as creating a new approach to financing the construction of low carbon homes for mid-market rent, we will develop innovative approaches to unlocking stalled sites, enabling investment in housing, both on a strategic scale and within small towns.

To address the challenges of escalating construction costs, skills shortages and the need for improved energy efficiency, we will work with the Scottish Government, local authorities and industry to identify business models that could promote the mainstreaming of off-site construction for the delivery of affordable homes in Scotland. This will drive investment in the sector, deliver value for money and help decarbonise housing development.



Economic Investment

This year the team’s focus will be to support Scottish Government and local authorities in developing and delivering the Green Growth Accelerator programme and to support them in delivering other major investments that will boost regional economies and the Scottish economy as a whole. In this work we will prioritise the climate response and the practice of adopting the Place Principle to ensure these investments drive inclusive growth.

Asset Strategy

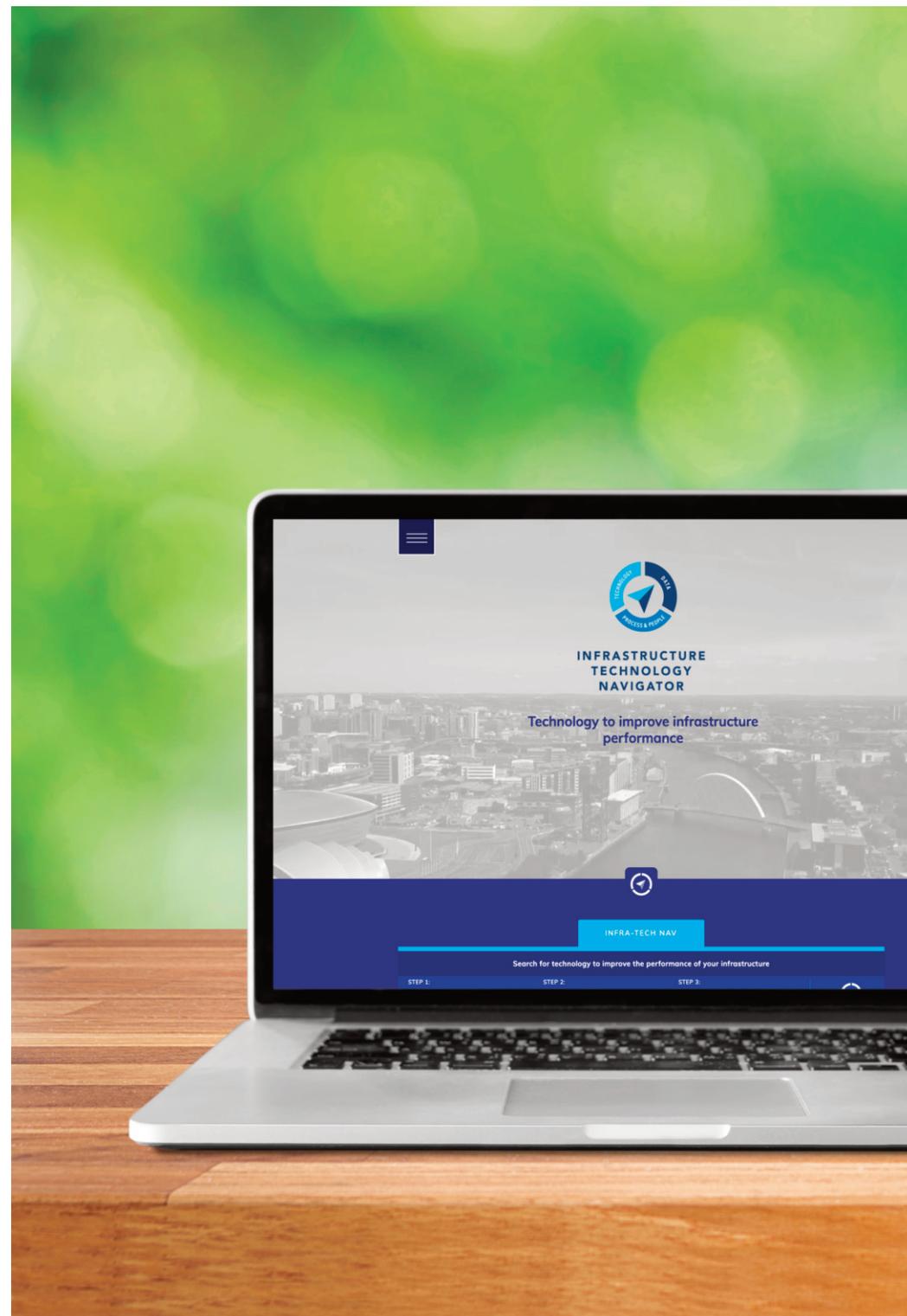
The team is working across the public sector promoting how a collaborative approach to service delivery can support delivering climate and economic benefits. This will be achieved by applying Scottish Government’s Place Principle to deliver effective public assets and driving transformation across the sector.

This year will also see us building on our earlier role in helping to develop a Central Estate Strategy by working directly with Scottish Government and other public bodies to support and guide these organisations towards improved outcomes through a more effective use and management of their assets.

Land

In the year ahead our work will focus on the effective use of the public asset portfolio – divesting underutilised properties to stimulate economic activity and, in some instances, redeploying assets to meet other policy objectives.

We will build on established relationships with partners including the NHS, the further education sector and Police Scotland and engage with potential new partners around emerging pipelines of future asset disposals. In support of the economic investment agenda, we will use our commercial expertise to work with public and private sector partners to help deliver significant land or property development projects, releasing land for inward investment in both, the commercial and residential sectors.



Management and Investments

We are working to maximise the benefits of the public sector buildings we have invested in to ensure they are maintained properly and are being used effectively across different public sector organisations.

Within Management and Investments, the team is focussed on Operational Contract Management; the delivery of the hub programme as well as management of SFTi's investment portfolio. Further details of the activities of each of these teams during 2020-21 are provided below.

Operational Contract Management

Across Scotland there are over £6bn of assets delivered and managed through public private partnerships including the SFT managed hub and Non-Profit Distributing programmes, as well as legacy Private Finance Initiative deals.

The Management and Investments team works across Scotland to support public bodies manage complex contract arrangements thereby ensuring the services the public bodies receive meet the required standards and support an efficient and effective estate. We work alongside Health Facilities Scotland and seven regional groups

to share best practice and provide specific support on complex issues such as variations, commercial negotiations and end of concession arrangements.

hub

The hub programme celebrates its 10th anniversary in 2020 and over that time has delivered £2.2bn of operational projects with a further £0.6bn in construction and £0.5bn in development. Completed projects include a diverse range of community infrastructure ranging from health centres to schools and pharmaceutical services to council headquarters.

The hub programme is delivered through five hub companies (hubCos) which are jointly owned by our private sector participants, Scottish Futures Trust investments (SFTi) and public sector partners. Our hub team works with the public sector and the hubCos to facilitate joint planning and the successful completion of their projects.

SFT investments

The hub programme has delivered 41 revenue-funded projects which SFTi has invested in alongside the procuring authorities and private sector participants. SFTi earns interest from these investments with the performance being managed by a SFTi nominated director.

Construction Industry and Delivery

We are working across the public sector and with industry to support the achievement of improved outcomes for the construction industry as a key part of Scotland's economy, and an improved product over the whole asset life cycle for public sector customers. This work will focus on the following outcomes and contribute to the delivery of an inclusive net zero carbon economy.

The team is seeking to progress:

- > Programme and project delivery by the Scottish public sector, which is efficient and effective, and outcomes focused, with highly skilled teams deployed where they are needed
- > A vibrant, innovative, and digitally enabled construction and related industries offering fair work and with increased productivity delivering, maintaining, and adapting a well-designed, high-quality built environment for a net zero Scotland
- > Improved transparency, quality, and safety

The team is working at a national level, as well as with individual organisations, across sectors, and with programmes, and locally with projects, to progress these ambitions. This involves working with the construction industry, other private sector interests, Scottish Government, and public bodies. And we engage at UK level and internationally to share and learn innovation and practice.

Our engagement with the construction industry includes involvement on the Construction Leadership Forum, and its focus groups, working on activities with industry trade bodies, professional bodies, and industry innovation centres, and continual liaison with other key organisations, and individuals.

The profile of our activities ranges across the planning, development, procurement, and construction of public sector infrastructure focusing on improving performance. And we will continue to develop and implement programmes, projects, and activities with partners that assemble and define the agenda for change, develop new tools, techniques, processes and systems, lead and enable change to happen on the ground, drive a whole life approach, and share learning.



Improving Construction Delivery

Two areas of focus in our improving construction delivery workstream which attract a lot of attention are the provision of project development support and, supporting the improvement of construction quality.

The purpose of working in partnership with public bodies during project development, is to support the development of the right project and help them with setting projects up for success. It is at the early stages of a project where the opportunity to add value and understand key strategic risks is the greatest. And we seek to help public bodies find the best possible approaches and solutions for designing, building, financing, procuring, operating and management. It provides support which encourages taking an outcomes focused approach, whole-life planning, making best use of existing resources, community involvement, comprehensive appraisals and impact

assessments for projects and independent assurance and validation

The role also adds significant value when SFT is acting as an independent broker and helping facilitate joined-up planning of social infrastructure and cross body approaches to project formation and delivery.

The work continuing with improving construction quality includes supporting individual organisations and their projects and with a wide spectrum of industry and public sector representatives, developing a sector wide initiative for improvement. This is significant piece of work and during the coming year is intended to take a step forward.

New areas are also in development and this year will see further activity on exploring opportunities in Scotland through demand led innovation for pre-manufacture and supply chain development.

Infrastructure Technology

Our leading-edge infrastructure technology activity continues to grow, supporting asset performance in infrastructure, and increasingly, connecting with wider built environment opportunities.

We continue to provide leadership in Building Information Modelling (BIM) across the public sector in Scotland. A new Standard Information Management Plan is in development to support adoption and upskilling and creating a renewed approach to information management. This includes supporting improved performance through the asset operational stage by way of a new format for digital operation and maintenance information.

We will continue to support innovative use cases in the application of data and technology to support the improved performance of our assets and construction industry. We are for example, working with partners to showcase the value of digital models in the education and arts and culture sectors. This learning will be captured and shared through our Infrastructure Technology Navigator.

The use of 3D models is evolving and by linking them to live real world data will enhance insight and value. This concept of the Digital Twin will be developed through research, engagement with industry partners and demonstrator projects.

We are also leading on behalf of Scottish Government a new research initiative into innovative technologies to support the planning system.



Infrastructure Commission for Scotland



The Infrastructure Commission for Scotland (ICS) was established by Scottish Ministers in early 2019 to provide independent, informed advice to Scottish Government on the vision, ambition and priorities for a 30-year infrastructure strategy to meet Scotland's future economic growth and societal needs.

The ICS' Phase 1: Key Findings Report - A blueprint for Scotland was published in January 2020 and sets out eight overarching infrastructure themes and 23 specific recommendations for Scottish Government to consider. During this coming year, the ICS will provide guidance to Scottish Government on how best to consider the 23 recommendations.

In addition, the ICS will publish a final report during 2020-21, making recommendations to Ministers on the future delivery of infrastructure across Scotland, including the possible creation of a Scottish infrastructure company.

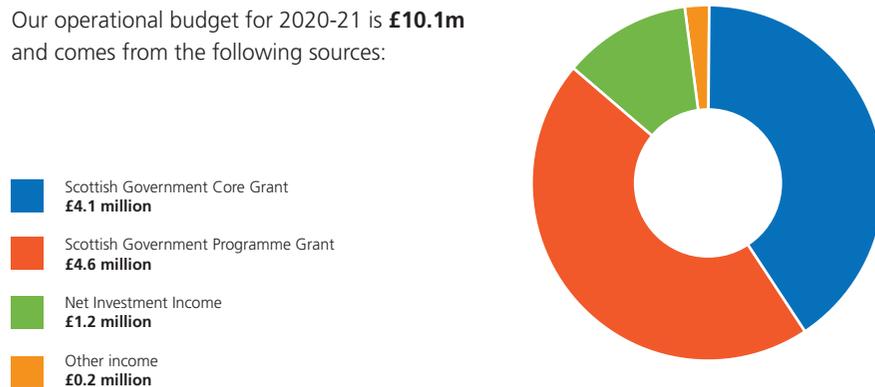
Corporate Governance and Budget

Our Board

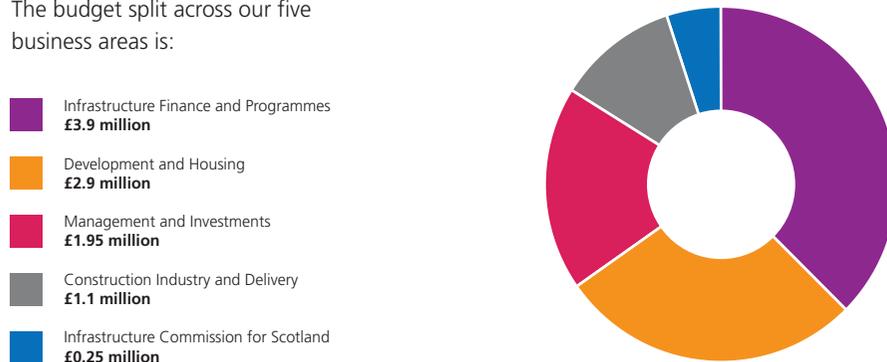
Our Board is chaired by Ian Russell, and together with five experienced non-executive directors as well as our chief executive, leads the organisation in the achievement of its aim, while maintaining a clear focus on supporting long-term inclusive and sustainable economic growth.

Our sole shareholder is the Scottish Ministers and our activity is overseen by the Cabinet Secretary for Finance.

Our operational budget for 2020-21 is **£10.1m** and comes from the following sources:



The budget split across our five business areas is:



Leadership Team

Operationally, SFT is managed and led by a seven-strong Leadership Team:



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