

Sustainable infrastructure for a thriving Scotland



26/27 Business Plan

SCOTTISH
FUTURES
TRUST

VISION

SUSTAINABLE INFRASTRUCTURE FOR A THRIVING SCOTLAND



ORGANISATION

Infrastructure centre of expertise

Remit

Working across all sectors and infrastructure lifecycle stages

Position

Aligned with Scottish Government with an understanding of the public and private sectors

People

Multi-disciplinary infrastructure expertise



VALUES

Inspiring **ambition** to make a lasting difference

Working in **collaboration** to deliver for people and places

Pursuing **innovation** to unlock opportunities

Showing **determination** to create positive change

ACTIVITIES



OUTCOMES



Strategy
Improved long-term strategy



Investment
Increased affordable investment



Delivery
Effective project and programme delivery



Management
Whole-life asset sustainability



Place
Enhanced place-based planning for communities



Climate change
Infrastructure on a pathway to net zero and climate resilience



Data and technology
Leading solutions embraced across sectors and asset life-cycles

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01

Introduction

Our 2026-27 Business Plan is shaped by our enduring purpose as Scotland's independent centre of infrastructure expertise - to drive best practice in the strategy, investment, delivery and management of infrastructure which improves outcomes for the people of Scotland.

This purpose, articulated in our [2025-30 Corporate Plan](#), reflects our commitment to deliver collaborative, evidence-based solutions that help public bodies and industry partners secure high-quality, sustainable infrastructure outcomes while maximising value for money.

At the heart of this purpose is our vision of *"sustainable infrastructure for a thriving Scotland,"* which is underpinned by long-term strategic insight, commercial expertise and system-wide coordination across the different infrastructure sectors and regions of Scotland.

This Business Plan also sits within the broader context of Scottish Government's [draft Infrastructure Strategy](#) and [Infrastructure Delivery Pipeline](#), published in January 2026.

That draft Strategy sets out a ten-year framework (2027-37) and the aligned Delivery Pipeline (2026-30) guides future decision making on infrastructure planning, investment and delivery across Scotland. Central to this framework are outcomes-focused, place-based approaches that advance inclusive economic growth, enable the transition to net zero, and strengthen resilience in the face of demographic, environmental and economic change.

In this evolving landscape, our role is more critical than ever. We contribute specialist insight to the development and implementation of long-term plans underpinned by our 30-year infrastructure [Needs Assessment](#) published in January 2026, and we work alongside public and private sector partners to translate strategic priorities into deliverable programmes.

This 2026-27 Business Plan reflects both our organisational purpose and our contribution to Scotland's infrastructure ambitions of accelerating the progress of infrastructure investment toward inclusive, sustainable and resilient outcomes for all of Scotland's communities.



Peter Reekie
Chief Executive



02 Our priorities

Our workstream priorities are shaped by Scottish Government's policy direction and by our long-term view of where our input can make the greatest impact on outcomes for Scotland from more effective infrastructure strategy, investment, delivery and management.

Our Business Plan for the year is built on stability of activity in the second year of our Corporate Plan whilst remaining open to changing priorities and developments in the shifting landscape in which we operate.

The Scottish Government Infrastructure Strategy is out for consultation until 5 May 2026, with its relationship to our Needs Assessment as one of the consultation elements. The finalisation of the Infrastructure Strategy and decisions around embedding elements of the Needs Assessment within it will take time. We will support that work and provide continuity through our portfolio of ongoing activities. This Business Plan and its adoption by our Board, has been prepared in advance of the Scottish Parliament election on 7 May. Our view remains that infrastructure strategy, investment, delivery and management are long-term endeavours and we therefore expect our range of activities to remain broadly constant, whilst remaining flexible to respond to new priorities as they may emerge.

In setting out our priorities for the year ahead we have been guided by our overall vision of **sustainable infrastructure for a thriving Scotland**.

Our role is to act as a broad-based centre of infrastructure expertise and our purpose, which we have agreed with Ministers, is as follows:

"To drive best practice in strategy, investment, delivery and management of Scotland's infrastructure. Working collaboratively across the public and private sectors, we deliver change and broker solutions by deploying industry-leading skills and deep experience."

We deliver this purpose in the context of Scottish Government's draft Infrastructure Strategy, re-affirming three long-term infrastructure outcomes:


- **Enabling net zero and environmental sustainability**
- **Driving economic growth**
- **Building resilient and sustainable places**

Our priorities (continued)



Our workstream activities support these outcomes and in this Business Plan we have set out:

- How our organisation functions as a centre of infrastructure expertise, including our governance arrangements, our core values, and the key skills and capabilities of our team
- Our work programme for the year, structured around the four areas of activity set out in our Corporate Plan: infrastructure strategy, investment, delivery, and management
- How we will measure, evaluate, and report on the impact of our work on improving outcomes for Scotland's people and places
- The budget within which we will operate, including core funding from Scottish Government and income generated through our investment portfolio
- And the detailed activities to be delivered through our workstreams, developed in collaboration with a broad range of public and private sector stakeholders



Our priorities (continued)



Granton Waterfront

In December 2025, one of Scotland's largest regeneration schemes was approved: the £1.3bn redevelopment of Granton Waterfront in Edinburgh, aimed at creating a low-carbon coastal community.

As housing pressures intensify across Edinburgh and South East Scotland, Granton Waterfront is emerging as a bold test of how cities can regenerate more fairly and sustainably. This major waterfront redevelopment combines net zero homes, infrastructure and community wellbeing, powered by a new outcomes-based 'Place Accelerator' investment model.

The investment model was developed by SFT in partnership with Scottish Government and The City of Edinburgh Council.

Architects: Smith Scott Mullan
Visualisation: Float

03

Our organisation

Centre of infrastructure expertise

Working closely with our many public and private sector partners, we deliver change and broker solutions by deploying industry-leading skills, technical expertise and deep experience. Our Scotland-wide remit gives us visibility across local, regional and national activity and across multiple sectors. This in turn, allows us to share best practice, support stronger collaboration, drive efficiencies and help our partners achieve better value for money and improved service delivery.



Our vision and values

Our work is guided by a clear vision: **sustainable infrastructure for a thriving Scotland.**

This vision is underpinned by four values that shape how we work and how we communicate:

- Inspiring **ambition** to make a lasting difference
- Working in **collaboration** to deliver for people and places
- Pursuing **innovation** to unlock opportunities
- Showing **determination** to create positive change

These values inform our decisions, our relationships with partners and the way we work, towards improving Scotland's infrastructure.

Our skills

Our people make us what we are. We bring together a unique mix of infrastructure expertise focused on influencing and delivering change in collaboration with partners.

Our skills span strategy and economics, programme and project management, design, funding and finance, commercial structuring, procurement and contracting, property and asset strategy, development and transactions, and data and digital technology.

Alongside professional expertise, our teams bring a deep insight into how the public and private sectors can work effectively together. We understand public sector governance and accountability, what makes infrastructure investable, and the long-term value created through strong collaboration. This combination enables us to design solutions that are practical, deliverable and focused on making a lasting impact.

Our organisation (continued)



Peter Reekie
Chief Executive



Kerry Alexander
Director, Infrastructure
Finance and Programmes



Colin Proctor
Director, Construction
Industry and Delivery



Caroline Whyteside
Director, Corporate
Services and Investments



Tony Rose
Director, Strategy, Place
and Economy

Our Leadership Team

Our Leadership Team drives the organisation forward and manages day-to-day activity.

Additional information on our Leadership Team is available [here](#).

Reporting to the Leadership Team are all our workstreams, along with the backbone of our organisation formed by the Corporate Services team.

Our Board

Our Board provides leadership, direction and assurance to our work. Comprising the Chair, non-executive directors and our Chief Executive, the Board is responsible for setting strategic direction, overseeing delivery of our Corporate Plan and ensuring strong governance and accountability across the organisation.

Further information about our Board is available on our [website](#).

04 Our work

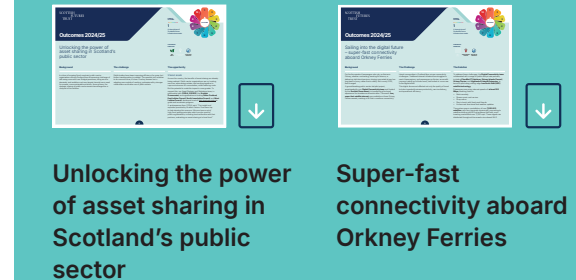
Our work is described under the four headings of infrastructure strategy, infrastructure investment, infrastructure delivery and infrastructure management set out in our Corporate Plan. Many of SFT's workstreams act across more than one of these broad life-cycle stages and in 2026-27 we will have the following focus.

Infrastructure strategy

We provide independent expert advice to Scottish Government and the public sector on short, medium and long-term infrastructure needs along with support to develop organisational, sectoral, place-based and national infrastructure strategies. Our specialists understand the long-term infrastructure goals needed to achieve agreed outcomes, which, combined with their knowledge of the current asset-base, can be used to develop high-level plans to achieve those goals and support future investment prioritisation


For 2026-27, our infrastructure strategy expertise is focused on the following activities:

- Supporting the implementation of our Needs Assessment, working with stakeholders to progress key actions and progress identified areas of activity



- Playing a leading role in supporting a strategic approach to asset planning across the public estate, and catalysing good examples of shared occupation
- Developing a strategic business case for future investment in the learning estate with the potential to follow the Learning Estate Investment Programme
- Supporting Scottish Government in the early development of a new infrastructure programme for primary and community care
- Continuing to deploy our significant experience in leading, facilitating and managing place-based programmes
- Monitoring developments in the digital connectivity sector and engage with key partners and stakeholders to understand the opportunities and challenges to delivering coverage across Scotland

A more detailed list of our workstreams and their activities is outlined in Appendix A.



Our work (continued)



Enabling growth in Oban - the Argyll and Bute TIF extension

Infrastructure investment

Well-structured public and private investment solutions play a core role in delivering the infrastructure that Scotland needs.

We bring our expertise through gathering market intelligence, engaging across stakeholders and providing support on the design and development of commercial structures to lever investment and deliver public and private infrastructure.

We bring financial, legal and technical investment delivery experience to inform early stage infrastructure policy, business case development through to the delivery and management of projects and programmes.

For 2026-27, our infrastructure investment expertise is focused on the following activities:

- Exploring the use of private investment through a Mutual Investment Model (MIM) to support the delivery of a programme of community health centres

- Supporting the existing Tax Incremental Financing and Growth Accelerator portfolio and explore future uses for the Accelerator Model
- Managing the portfolio of SFT Investments to support well maintained assets, meet fiduciary duties and achieve base case investment returns
- Working as part of the Heat Network Support Unit to develop funding and financing approaches and support the growth of large-scale heat network projects in Scotland
- Supporting Transport Scotland to accelerate investment in electric vehicle charging and the decarbonisation of heavy duty vehicles

A more detailed list of our workstreams and their activities is outlined in Appendix A.

Photo Credit:
Craig Doogan Photography



Our work (continued)

Infrastructure delivery

Scottish Government's Infrastructure Delivery Pipeline is based on a £30bn capital budget over the coming four years, making the public sector an influential buyer of the construction sector's output in Scotland. That sector supports over 22,000 businesses (the vast majority of which are SMEs) and sustains nearly 200,000 infrastructure-related jobs.

It is therefore imperative for Scotland's economy for us to continue to work with and support this as a thriving sector.

In carrying out our infrastructure delivery role, our specialists manage and support programmes and projects that deliver new or refurbished buildings, or adapt existing assets for different uses.

Our experts place particular emphasis on promoting high quality, sustainable design that enhance lives, as well as ensuring that construction delivery meets standards and aligns with the principles set out in the Construction Leadership Forum's [Construction Accord](#).

For 2026-27, our infrastructure delivery expertise is focused on the following activities:

- Delivering the programme management operations for the hub Programme, the Learning Estate Investment Programme, and the Islands and Carbon Neutral Islands programmes
- Undertaking with Scottish Government and partners the next stage of development work for a new delivery model for social infrastructure
- Continuing to lead/support on construction sector transformation activities
- Continuing to provide experienced delivery capacity to public sector organisations on key programmes and projects

A more detailed list of our workstreams and their activities is outlined in Appendix A.



**Pioneering net zero
- the Carbon Neutral
Islands project**



Our work (continued)

Infrastructure management

Just as important as building and delivering good quality infrastructure, is ensuring it is well managed and maintained. Our infrastructure management work is primarily conducted with public sector asset owners along with facilities management companies, together with the property and development sector.

Our experts are focused on making the most of existing buildings, supporting the transition to net zero, and repurposing or selling surplus land and buildings. Making the most out of existing buildings and land is increasingly taking a place-based approach, where our teams assess the overall need and potential for shared use, thereby improving efficiency and enhancing service delivery within communities.

A significant portion of our asset management work is centred on establishing pathways to net zero and supporting climate resilience. This includes integrating the necessary retrofit works with lifecycle maintenance programmes to create more sustainable and future-proofed buildings.

For 2026-27, our infrastructure management expertise is focused on the following activities:

- Continuing support to the contract management of Scotland's operational Public Private Partnership (PPP) projects, including the implementation of the programme approach to projects reaching expiry and systematic approaches to decarbonisation of the PPP estate
- Deploying our commercial real estate expertise engaging with public bodies to secure best outcomes from the disposal and reuse or acquisition of public sector real estate assets
- Providing ongoing support to SFT Investments as regards existing housing initiatives such as the National Housing Trust and housing delivery partnerships
- Supporting Scottish Government in its ambition to decarbonise the public sector estate including through the use of the [Net Zero Public Sector Building Standard](#)
- Working with Partners to enable a data-driven, digitally connected Scottish public-sector estate that supports better decision-making, operational resilience and improved whole life performance

A more detailed list of our workstreams and their activities is outlined in Appendix A.

Picture: hub North



Driving energy efficiency across NHS Scotland's healthcare PPP estate



Transforming building information management for Scotland's public sector



Unlocking value through flexible land deals - the Stoneyetts transformation

Our impact

We are committed to delivering better infrastructure outcomes for the people, environment, and economy of Scotland.

Our [2025-2030 Corporate Plan](#) introduces an Impact Framework that sets out a clear and structured approach to illustrating the difference we make. It captures the inputs, outputs and outcomes of our work and our contribution to longer-term change.

The framework is built around seven Outcomes that reflect our four core areas of activity that sit aside three cross-cutting infrastructure themes:

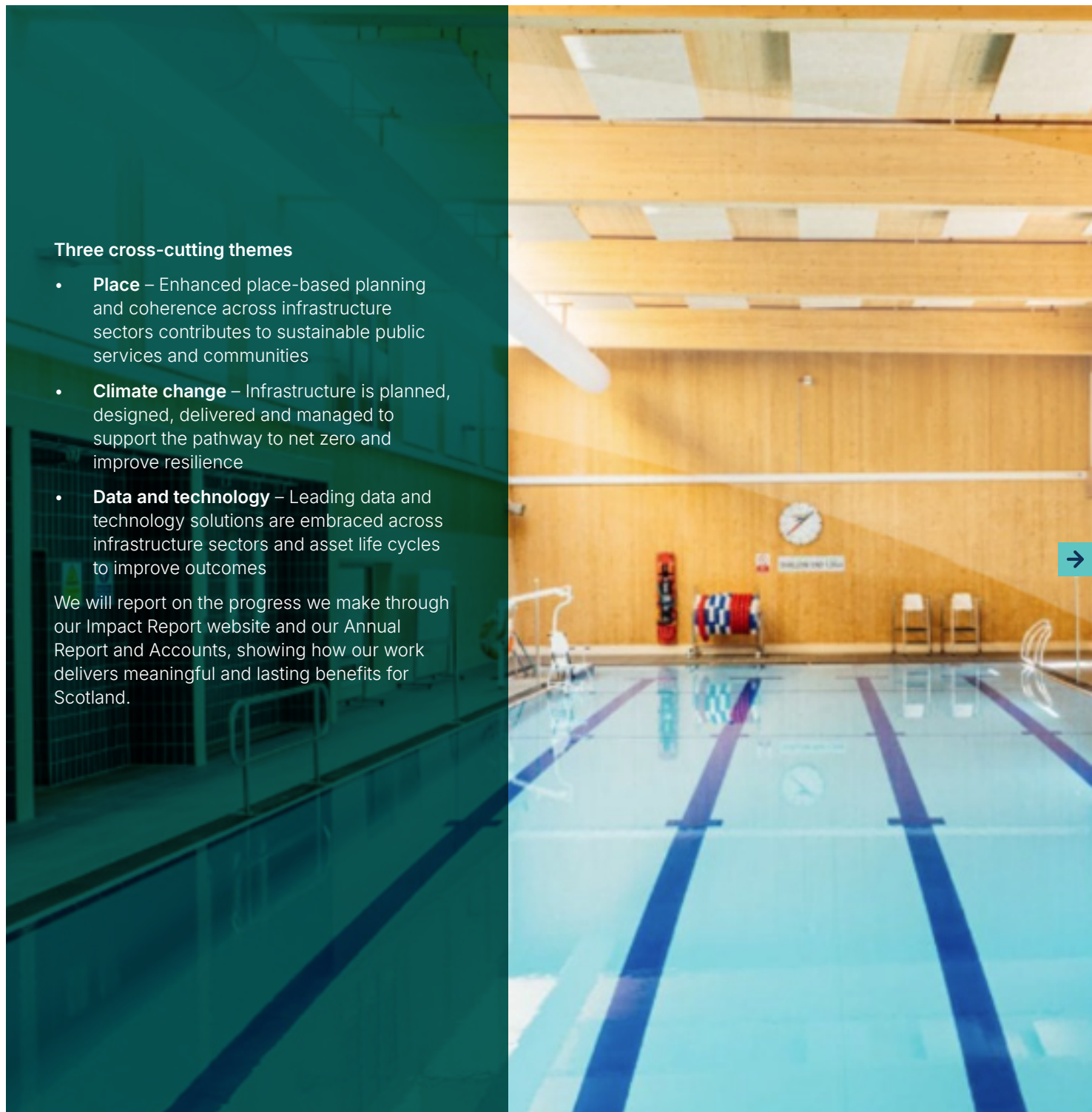
Four core areas activity

- **Strategy** – There is a clearer understanding of future infrastructure needs supporting improved evidence-based policy making
- **Investment** – Funding and financing is innovative, sustainable and affordable, with increased investment in Scotland's infrastructure
- **Delivery** – Quality assets are delivered through efficient and effective programme management and project delivery, stimulating a vibrant construction industry
- **Management** – Infrastructure is effectively managed, maintained, reused and repurposed through a whole-life portfolio approach

Three cross-cutting themes

- **Place** – Enhanced place-based planning and coherence across infrastructure sectors contributes to sustainable public services and communities
- **Climate change** – Infrastructure is planned, designed, delivered and managed to support the pathway to net zero and improve resilience
- **Data and technology** – Leading data and technology solutions are embraced across infrastructure sectors and asset life cycles to improve outcomes

We will report on the progress we make through our Impact Report website and our Annual Report and Accounts, showing how our work delivers meaningful and lasting benefits for Scotland.

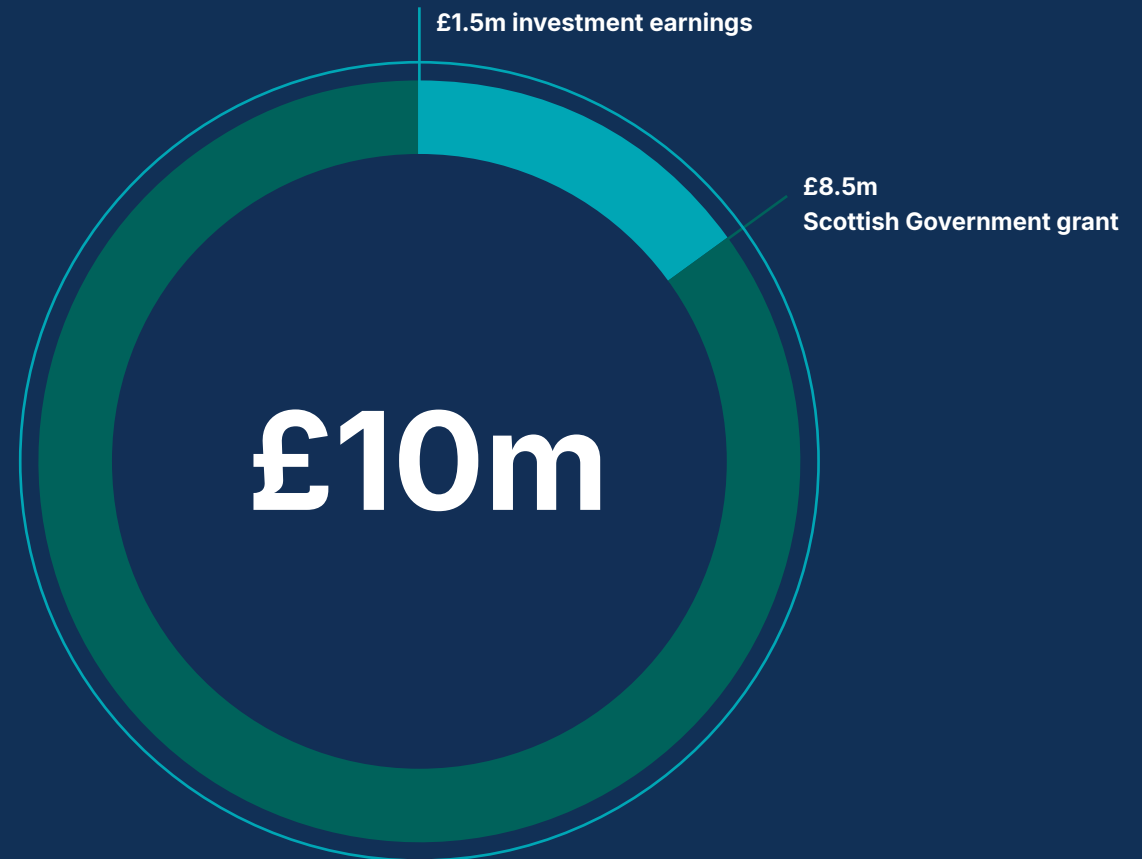


05 Budget

The way we receive funding from Scottish Government has changed. Previously, around a third of our operational cost was covered by a core grant, with additional funding coming from our investment earnings, and the balance coming from different portfolios within Scottish Government to support specific projects and programmes.

Now, on top of our investment earnings of £1.5m a year, our funding has been consolidated into a single £8.5m¹ grant.

This gives us a total operating budget of £10m.



Contact

Should you have any queries about this Business Plan, or wish to engage with us on any area of our activities, please visit our website where further information and contact details are available:

www.scottishfuturestrust.org.uk

¹ Excludes £0.1m of non-cash costs included in the £8.6m figure in Scottish Government budget document.



Appendix A Workstream activities

Listed on the following pages are our workstreams with details of the main activities each will be undertaking during 2026/27.

Asset Strategy and Workplace

Supporting the public sector on their 'one public sector' approach to improving service delivery

The Asset Strategy and Workplace team is focused on supporting organisations across the public sector with the development and delivery of their asset strategies. This seeks to ensure a collaborative and best practice approach aligned with the Asset Strategy Guidance.

The team also undertakes research, collaboration and connection to shape the direction of future work and workplace across the public sector.

The team's activities for the year are as follows:

- Promote a strategic approach to asset planning across the public sector reflecting the key themes within the Asset Strategy Guidance
- Provide strategic support to Scottish Government Property & Construction and Workplace Divisions, including the Single Scottish Estate programme
- The New Frontiers for Smarter Working programme will continue with its guidance and co-ordination role of engagement across the wider public sector



Digital Connectivity

Exploring new technologies and partnerships to deliver better digital connectivity to enable a thriving Scotland

Digital connectivity is key to life in Scotland: it drives economic growth, social inclusion and reduces carbon emissions. It essentially underpins modern living.

The Digital Connectivity team continues to support the current private and public sector investment programmes across 4G/5G mobile connectivity and wireless technologies.

The team is also considering the wider role of the public sector in enabling and supporting greater mobile coverage, whilst exploring innovative ways to deliver digital connectivity to enable a high-quality user experience across Scotland, focussing on areas where places are underserved or without coverage.

The team's activities for the year are as follows:

- Monitor developments across the wireless sector and work with stakeholders to deepen understanding of the opportunities and challenges in delivering coverage, supporting the evidence base for future policy development
- Expand the wireless connectivity trials programme to test emerging technologies, new business models and solutions
- Seek to build upon trials and engagement findings to develop a road map supporting digital delivery in the medium term
- Provide programme management leadership resource to Scottish Government digital broadband connectivity programme.



Energy Transition

Opening up private investment into new infrastructure assets to meet net zero ambitions

Great Britain (and hence within that, Scotland) faces considerable challenges in meeting UK Government ambitions of growing a largely clean electricity system by 2030 and beyond. An electricity system increasingly dominated by renewable generation, will need to manage the associated larger peaks and troughs in power if investment levels are to be sustained and the system be resilient to calm overcast days.

The Energy Transition team will:

- Support private investment across the energy system in Scotland by influencing the market conditions



Future Delivery

Helping the public sector improve project and programme delivery

This new workstream draws together a combination of activities on improving project delivery and the development of a new delivery model for social infrastructure. This supports our work on being a centre of expertise, which is seeking to further improve how the public sector delivers construction projects.

The team's activities for the year are as follows:

- Continue to lead and support construction sector transformation across a variety of activities, including construction quality, social impact and transforming the value of consultancy
- Progress the next stage of development of a new delivery model for social infrastructure
- Continue to provide infrastructure expertise to support organisations on their key projects and programmes



hub Programme

Delivering community infrastructure projects across Scotland

Through this workstream we undertake the role of programme manager for the hub Programme. This includes enabling project delivery and supporting improvement activities.

The team's activities for the year are as follows:

- Continue to provide dedicated programme management support across the hub Programme
- Support stakeholders and deliver improvement activities in a developing programme



Infrastructure Strategy

Supporting and advising the public sector on Scotland's long-term strategic infrastructure needs

The Infrastructure Strategy team has a focus on long-term policy and planning. This work supports the Scottish Government's ambition to drive more transparent and evidence-based infrastructure investment.

The recently published Needs Assessment directs these aims, through setting the context for Scottish Government's Infrastructure Strategy. A long-term evidence-based framework, the Needs Assessment identifies the major national and global trends that will influence Scotland's infrastructure needs, guiding on infrastructure opportunities and challenges, across economic, social and natural infrastructure.

Other evidence-based activities continue, including the collaborative study on the role of infrastructure to achieve inclusive growth objectives. Building capacity in the infrastructure sector and contributing to an improved evidence base, this work will continue for some years.

The team's activities for the year are as follows:

- Collaborate and engage across the infrastructure sector on the Needs Assessment output, to drive effective implementation of key messages
- Address the evidence gap through improved data development and use in order to better understand the role of infrastructure to achieve policy priorities

Infrastructure Technology

Maximising opportunities for digital change in project delivery and asset performance

This workstream provides a centre of expertise for how the public sector in Scotland digitises and derives insights from the information they hold and create on their built estate.

The team's activities for the year are as follows:

- Enable a data-driven, digitally connected Scottish public-sector estate, that supports better decision-making, operational resilience and improved whole life performance
- Provide a centre of expertise to unlock the value of data and digitalisation to improve insights



Learning Estate

Supporting and managing investment in Scotland's learning estate

Working with the Scottish Government, local authorities and industry, the Learning Estate team's focus is on the delivery and operation of the joint Scottish Government and local authority £2bn Learning Estate Investment Programme (LEIP) which is currently providing 47 new and redeveloped learning environments for pupils, teachers and communities across Scotland.

The team continues to provide strategic input and infrastructure expertise to support the development of the wider learning estate.

The team's activities for the year are as follows:

- Manage the delivery of LEIP by embedding programme processes, initiatives, and outcomes-based funding
- Work with local authorities and delivery partners to support and share knowledge across the design and technical development and delivery of LEIP
- Develop a strategic business case for potential future Scottish Government investment in the learning estate to follow LEIP
- Support the delivery of infrastructure to facilitate the expansion of the Free School Meals programme



Net Zero Buildings

Working with partners on the decarbonisation of buildings

The Net Zero Buildings team work with the public sector, business and investors on the decarbonisation of Scotland's homes and buildings. We collaborate with partners to create an environment where Scotland can attract the scale of investment that is needed to accelerate delivery. This includes future proofing new buildings, retrofitting our existing estate and delivering other infrastructure such as heat networks to offer clean, resilient heat supply.

The team is committed to driving the change that is needed and is collaborating and sharing the lessons from what has gone before to provide the right tools and guidance, such as those offered by the Net Zero Public Sector Building Standard.

The team's activities for the year are as follows:

- Support low carbon heat network deployment in Scotland by informing both the development of a strategic outline case for Scottish Government's role in the scaling up of investment and the development of appropriate regulation
- Provide support to the strategic deployment of heat networks in Scotland, as part of the Heat Networks Support Unit
- Support Scottish Government in their ambition to decarbonise buildings



Net Zero Transport

Developing approaches for the financing and delivery of decarbonised surface transport

Road transport is a significant source of carbon dioxide emissions and reducing these emissions is a key element of Scottish Government's Draft Climate Change Plan. Our Net Zero Transport team is supporting Transport Scotland to accelerate investment in the public electric vehicle (EV) charging network for cars and vans as well as to kickstart private investment in zero emission heavy duty vehicles.

The team's activities for the year are as follows:

- Support Transport Scotland and local authorities in the procurement of further Electric Vehicle Infrastructure Fund projects and the development of wider local transport electrification activity
- Support accelerated standalone private investment in the EV public network for cars and vans
- Support Transport Scotland to accelerate heavy duty vehicle decarbonisation



Place, Housing and Economic Investment

Enabling investment to unlock inclusive economic growth and more housing and supporting public bodies with place-based approaches

Scotland's places - and people's relationships with them - are fundamental to long-term success and resilience. Creating places where people can live well, be productive and participate in life is central to sustainable economic growth.

The Place, Housing and Economic Investment team continues to support public bodies to align housing investment, economic development and infrastructure with inclusive design principles recognising the value of Scotland's diverse skills base in shaping distinctive, high-quality places.

Through place-based approaches, the team helps ensure investment delivers positive outcomes for communities across Scotland.

The team's activities for the year are as follows:

- Continue our Place leadership and the delivery of a series of place-based programmes, investments and products with key partners and stakeholders, enabling greater coordination of resources and efforts
- Continue to explore and advance new and existing approaches for the delivery of high-quality homes (of all tenures) which will support successful, sustainable places across Scotland
- Support the existing TIF, Growth and Place Accelerator portfolio and continue to consider the wider application of outcomes-based funding
- Continue to support the delivery of critical infrastructure in Islands through the delivery of the Islands and Carbon Neutral Islands Programmes
- Continue to provide ongoing support to SFTi as regards our existing housing portfolio and initiatives

Public Private Partnerships

Maximising the value in current PPP projects and developing knowledge and exploring application of the range of financial structures supporting infrastructure investment.

Our Public Private Partnerships (PPP) team combines investment insight with technical expertise to assist public bodies in the development, delivery and management of their long-term PPP projects and in considering investment approaches for future projects.

Successfully leveraging private investment requires deep understanding of technical standards and contractual frameworks. Our work covers exploring innovative partnership models to attract future infrastructure investment; delivering training and identifying value within operational contracts; and, supporting public bodies as their 25-year PPP projects approach completion.

In the health sector, we collaborate with NHS Scotland Assure on operational health projects as part of a PPP Specialist Support Team, working with all NHS boards to enhance contract management, share best practices, and maximise value.

The team's activities for the year are as follows:

- Prepare guidance to support public bodies in their understanding and application of infrastructure investment approaches
- Implement a programme approach to the expiry of PPP projects
- Support the delivery of a net zero transition within Scotland's PPP/PFI sector
- Provide operational contract management support for education and health PPP projects to support effective service delivery
- Explore the use of the Mutual Investment Model to support the delivery of a programme of community health centres and the potential application of MIM to other sectors

Real Estate

Developing strategies for the sale and reuse of surplus public sector buildings and land to secure improved outcomes

The Real Estate team continues to partner with public sector bodies to develop short, medium, and long-term strategies for disposing of and repurposing surplus public buildings and land, securing outcomes that support Scottish Governments wider policy objectives.

The team also collaborates with public and private sector stakeholders to advance strategic, property led development projects that deliver policy objectives, including housing supply, strategic land and town-centre redevelopment.

The team's activities for the year are as follows:

- Work collaboratively with public bodies in line with Scottish Government guidance and wider policy to support the development of strategies and identify opportunities that deliver optimal outcomes for the disposal, reuse or acquisition of real estate assets in the short, medium and longer term
- Provide strategic real estate skills and support to enable the delivery of property led initiatives, projects and programmes, working with public and private sector stakeholders



SFT investments

Investing in infrastructure companies, assets, and projects across Scotland

SFT investments (SFTi) is a wholly owned subsidiary of SFT and the business which manages the investments we have made in the hub and housing programmes.

SFTi has financial investments and board representation in the five hub companies (hubCos) and the 41 revenue-funded design, build, finance, and maintain (DBFM) education and health care projects developed through the hub programme. The hubCos continue to develop and deliver new community infrastructure projects for their public sector partners, whilst all the DBFM projects are part way through their 25 year operations period.

Through the National Housing Trust programme and Housing Delivery Partnerships, SFTi also hold investments in various housing Limited Liability Partnerships.

The team's activities for the year are as follows:

- Manage the portfolio of DBFM investments ensuring that the best interests of the company and its stakeholders are supported, the facilities continue to be maintained to a high standard and, as far as possible, base case target returns are delivered to SFTi
- Manage SFTi's investment in the five hub companies by supporting them in the delivery of best-in-class community infrastructure

