

A young man and woman are shown in profile, looking out over a city skyline at dusk. The man is in the foreground, wearing a dark jacket, and the woman is behind him, wearing a pink beanie and a denim jacket. They are leaning on a railing. In the background, there are large, multi-story buildings with many windows, some of which are lit up. The sky is a mix of blue and orange, suggesting sunset or sunrise.

Sustainable infrastructure for a thriving Scotland

2025-2030 Corporate Plan

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Contents

| | |
|---|-----------|
| 2025-30 Corporate Plan on a page | 1 |
| Our Corporate Plan | 2 |
| Our Organisation | 3 |
| Our Operating Context | 4 |
| Our Activity | 8 |
| Infrastructure Strategy | 9 |
| Infrastructure Investment | 10 |
| Infrastructure Delivery | 11 |
| Infrastructure Management | 12 |
| Our Sectors and Collaborators | 13 |
| Our Impact | 14 |
| Our Governance | 18 |



Modern methods of construction.
Picture: CCG

VISION

Sustainable infrastructure for a thriving Scotland

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ORGANISATION

Infrastructure centre of expertise

Remit

Across all sectors and infrastructure life-cycle stages

Position

Aligned with Government, understanding public and private sectors

People

Multi-disciplinary infrastructure experts

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

Our Corporate Plan



Montgomerie Park, North Ayrshire Council.
Picture: Paul Zanre

The Scottish Futures Trust (SFT) is a public body which provides independent expert advice to the Scottish Government and is Scotland's infrastructure centre of expertise.

Our purpose is 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, technical expertise and deep experience.

The Scottish Government's definition of infrastructure is broad. It includes:

- The networks of transport, energy, communications, water and waste, which together comprise economic infrastructure
- Social infrastructure, which describes the buildings from which public services such as health, education, justice and culture are delivered in communities
- Housing and natural assets

SFT's role is unique, spanning across these sectors, tying infrastructure together as a system of systems which serves the people and places of Scotland.

Some infrastructure is owned or leased by public bodies and local government. Other assets and networks are owned by private companies which are often regulated for consumer protection. We work collaboratively with these organisations, with investors and the construction-related industries, to bring coherence and innovation through the different infrastructure lifecycle stages. This covers the development of long-term strategies, approaches to maximise investment, the delivery of projects and programmes and the management and use of existing assets.

To shape our Corporate Plan for 2025-30 we engaged with a wide range of stakeholders from across these infrastructure sectors and asset lifecycle stages to understand their infrastructure priorities. Their feedback reflected a focus on sustaining infrastructure services in a period of constrained financial and human resources whilst transitioning to net zero.

These priorities now sit at the heart of the five-year plan we have developed.

Successful partnerships are critical to us achieving these goals. In delivering this plan, we will continue to develop new and existing collaborations to work towards a shared vision of **Sustainable infrastructure for a thriving Scotland.**

Joe Philippsz
Chair

Peter Reekie
Chief Executive

Our Organisation

This Corporate Plan sets out the range of activity we will undertake in pursuit of our vision of *Sustainable infrastructure for a thriving Scotland*. Our values, developed by our team, underpin all of that activity:

- 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

SFT is a limited company and an executive non-departmental public body of the Scottish Government. As such, our staff are not civil servants, we manage our own budgets, and are accountable to a board whose members are appointed by Ministers. The organisation was established in 2008 to have characteristics which allow it to act as a wide-ranging infrastructure centre of expertise for Scotland:

- **Remit:** our remit spans across infrastructure sectors and the asset life-cycle, from strategy, to use and disposal. We operate at national, regional and local levels with a particular view to long-term infrastructure timescales.
This allows us to support collaboration and co-investment between different policy interests and places, share lessons learned between sectors and bridge the gap between phases including policy into delivery and delivery into use.
- **Position:** our position as a public body brings Ministerial oversight with the operational independence of an expert Board. We do not own any assets ourselves and have deep relationships at leadership and technical levels with Government, public bodies, local authorities and the private sector.

This allows us to be a trusted and independent broker of collaborations and facilitator of place-based working across sectors. It makes us well placed to manage programmes of delivery across multiple organisations and develop investment structures which recognise the needs of all partners.

- **People:** the team comprises a unique mix of infrastructure specialists from the public and private sectors. Many have broad infrastructure experience across a range of professional disciplines with others bringing specific market and sectoral knowledge where needed.

As a centre of expertise, we retain experienced, delivery-focussed individuals at a senior level. This allows us to build and retain centralised infrastructure capacity and capability with a deep understanding of the operating environment, reducing the need for advisory spend and acting as an expert client to target any external input that is required.

This recognises that major programmes, projects and investments require senior people in delivery roles who can bring infrastructure expertise into conversations which are naturally service leaning given the focus of public sector activity.

These characteristics allow SFT to fulfil its purpose as agreed with Ministers:

SFT is Scotland's infrastructure centre of expertise.

Our purpose is 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.



Our Operating Context



Clydebank Health and Care Centre.
Picture: hub West

Infrastructure Landscape

Scotland's infrastructure comprises thousands of individual buildings, transport networks, utilities and natural assets across the length and breadth of the country. These are owned by the public and private sectors and are collectively worth tens of billions of pounds, having been developed by successive generations to improve people's lives. As such Scotland's infrastructure:

- Is a complex web of sub-sectors which interact with each other to form a "system of systems" needing coordination to operate effectively
- Spans the whole country and includes UK-wide systems meaning that place-contexts are vital at local, regional, and national scales

- Is in diverse ownership with both the public good and revenue making as drivers so both policy and market understanding is necessary
- Comprises valuable assets representing significant investments which are high-profile in their delivery
- Requires a long-term perspective, with elements in use for hundreds of years, and an increasing pace of change driven by service reform, digitalisation and climate change

Policy Environment

The policy environment is equally broad. Internationally, infrastructure is recognised as playing a key role across the United Nation's Sustainable Development Goals (SDGs). In particular, SDG 9 calls nations to "Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation":

Economist Intelligence Unit for United Nations Office for Project Services:

Infrastructure plays a key role in all three dimensions of sustainable development: the economy, the environment and society. And now, as the world seeks to meet ambitious targets, such as the SDGs (as set out in the global Agenda 2030) and the Paris Agreement on climate change, infrastructure is becoming more widely recognised.

Infrastructure should not be viewed as individual assets, such as a power plant, a hospital or a water network, but as part of a system with a portfolio of assets that collectively hold great potential to deliver the three pillars of the SDGs: economic, environmental and social sustainability



Scottish Government's Priorities

Scotland's infrastructure underpins our economy, environmental protection and the delivery of public services and contributes to the Government's policy priorities.

The Scottish Government's 2021 Infrastructure Investment Plan (IIP) set three core strategic themes and a national investment hierarchy that underpin our work.

As an infrastructure centre of expertise, we drive improvement in infrastructure development across sectors and at all stages in asset lifecycles. We support the process of investment prioritisation but do not make investment decisions.

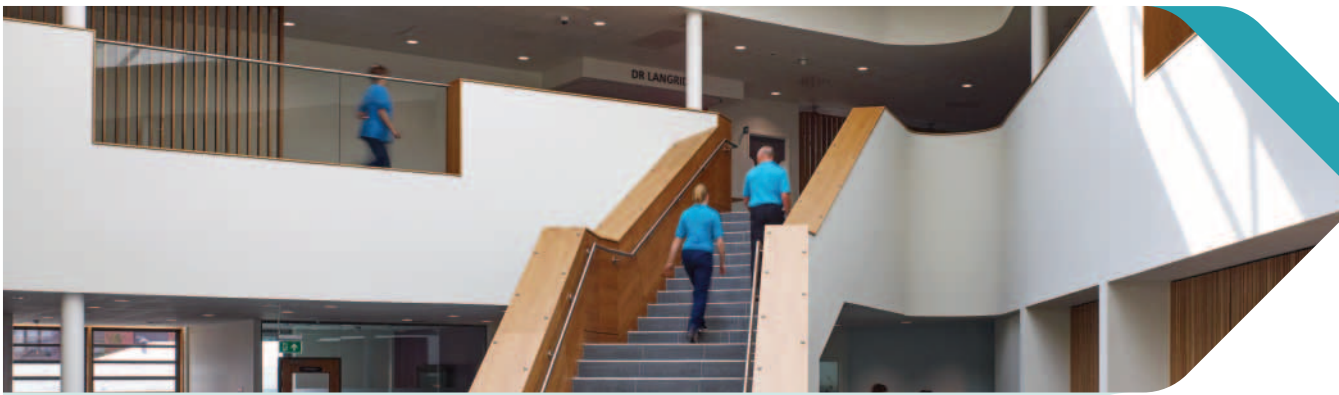
We share the United Nations and Scottish Government's view that the right infrastructure in the right places can contribute to sustainability and improve outcomes for the economy, the environment and society (places). **Fundamentally, infrastructure improves people's lives which has led us to an organisational vision of Sustainable infrastructure for a thriving Scotland.**

Key Stakeholders

Our key stakeholders are policy makers, public and private sector infrastructure owners and operators (including public bodies, local government, housing providers, utility and related companies), infrastructure and real-estate funders and investors, and the construction and related industries which build and maintain infrastructure assets. We also have important relationships with regulators, trade and professional bodies, the infrastructure and construction trade press and interested third sector and civic society organisations.

As a centre of expertise, we do not provide services directly to the public. We are keen to promote public engagement on the projects and programmes in which we have a role and to operate in an open and transparent manner. We recognise that public engagement is principally undertaken by the asset owning and project promoting organisations with which we collaborate.





Woodside Health Centre, Glasgow.

Picture: Andrew Lee Photography

Stakeholder Engagement

In developing this plan, we engaged with our stakeholders using an infrastructure survey and 1:1 meetings. The feedback gathered has informed the development of our areas of activity and ways of working for the next five years. Feedback from the public, private and third sectors indicated priorities around sustainable funding, net zero and people. These priorities inevitably reference activities which are for others, as well as those where SFT has a direct role to play. Many areas of need identified by stakeholders are for policy makers or asset owners. SFT's role as a centre of expertise is to support those organisations and direct our efforts to where the greatest impact on outcomes can be made.

Infrastructure Investment

Whilst understanding the challenging economic context, stakeholders identified immediate funding constraints as a key barrier to infrastructure delivery and would value increased certainty and clarity. Organisations have felt under ever increasing pressure to deliver efficiently to make the

best use of limited resources and manage assets to make the best use of what they already have.

There is a need to prioritise efficient and effective delivery and optimise the management of existing assets.

Asset owners and policy makers alike are keen to see medium term plans developed on the basis of longer-term asset strategies to enable them to prioritise and plan for infrastructure more effectively. The construction and related industries along with investors would like to see a pipeline of opportunities to increase confidence and enable them to commit investment both to individual assets and process improvement/innovation.

There is a need to develop infrastructure strategy at national and place levels, and across sectors and organisations to help provide the longer-term vision and certainty that stakeholders are seeking.

Many considered that a wide range of investment solutions are needed to deliver investments in the current financial climate, and stimulate private investment across infrastructure sectors.

There is a need to prioritise delivering investment solutions which match pools of available capital to viable opportunities.

Climate Change

Stakeholders universally recognised the overarching vision for net zero infrastructure underpinned by legislation and that it will require strong public sector leadership and long-term planning for delivery.

Both asset owners and the construction industries see achieving net zero as a given, with the real challenge being the short-term cost and delivery approaches for new and, in particular, existing assets in the transition.

There is a need to focus on optimising delivery through innovation and collaboration, as well as developing life-cycle management approaches which build in net-zero transition.

Investors and developers alike need regulatory clarity and direction from governments to give the certainty required for investment to flow into all areas of the energy transition at scale.

There is a need to build the imperative of net zero and climate resilience into all infrastructure activity, and support strategy to deliver on net zero commitments.

There is a need to work together with policy makers and other stakeholders to deliver investment by creating the market conditions that investors and project developers need.

Many stakeholders highlighted the need to be more transparent in communicating both the net zero and climate change resilience opportunities and challenges ahead for the infrastructure sector. Infrastructure is a key sector for the transition, with decarbonised energy systems, building heating and transport representing some of the greatest delivery challenges and investment opportunities. They, along with flood defences and social infrastructure, are also where extreme-weather failures are likely to impact on people's lives to the greatest extent.

There is a need for everyone across infrastructure sectors to support the coherent communication and engagement needed to generate public support for the immense infrastructure investment and delivery effort which will be required to decarbonise the sector and deliver climate resilience.

Workforce Skills

Many stakeholders identified key skills availability, retention and training as an issue for them and those they work with. The construction sector has an ageing workforce with successive recession cycles having created gaps in workforce age and experience profiles. The focus of construction activity is changing by sector and geography. Work across energy systems, in the northern parts of Scotland in particular, is becoming a more prominent part of the pipeline. Industry participants are unanimous in their view that a clearer pipeline of future opportunities at all scales would support investment in the development of current and future workforce skills.

There is a need to improve the transparency of infrastructure investment and delivery pipelines with sufficient geographic and typology information to allow companies and training providers to invest in current and future workforce development.

Feedback suggests that skills shortages across the public sector can lead organisations to seek pragmatic short-term solutions and form a barrier to more collaborative, longer-term and higher-quality solutions which well-resourced and experienced teams can deliver.

There is a need to help organisations up-skill through best practice sharing and to broker the collaborations needed between the public and private sectors, and between public sector organisations to deliver place-based solutions.

There has been specific reference made to the need to develop digital and data skills across the sector. Digital-first approaches are now almost universal in the design stage and are rapidly being adopted for project-delivery. To date, there has been a lower uptake of data-led strategy development and asset management.

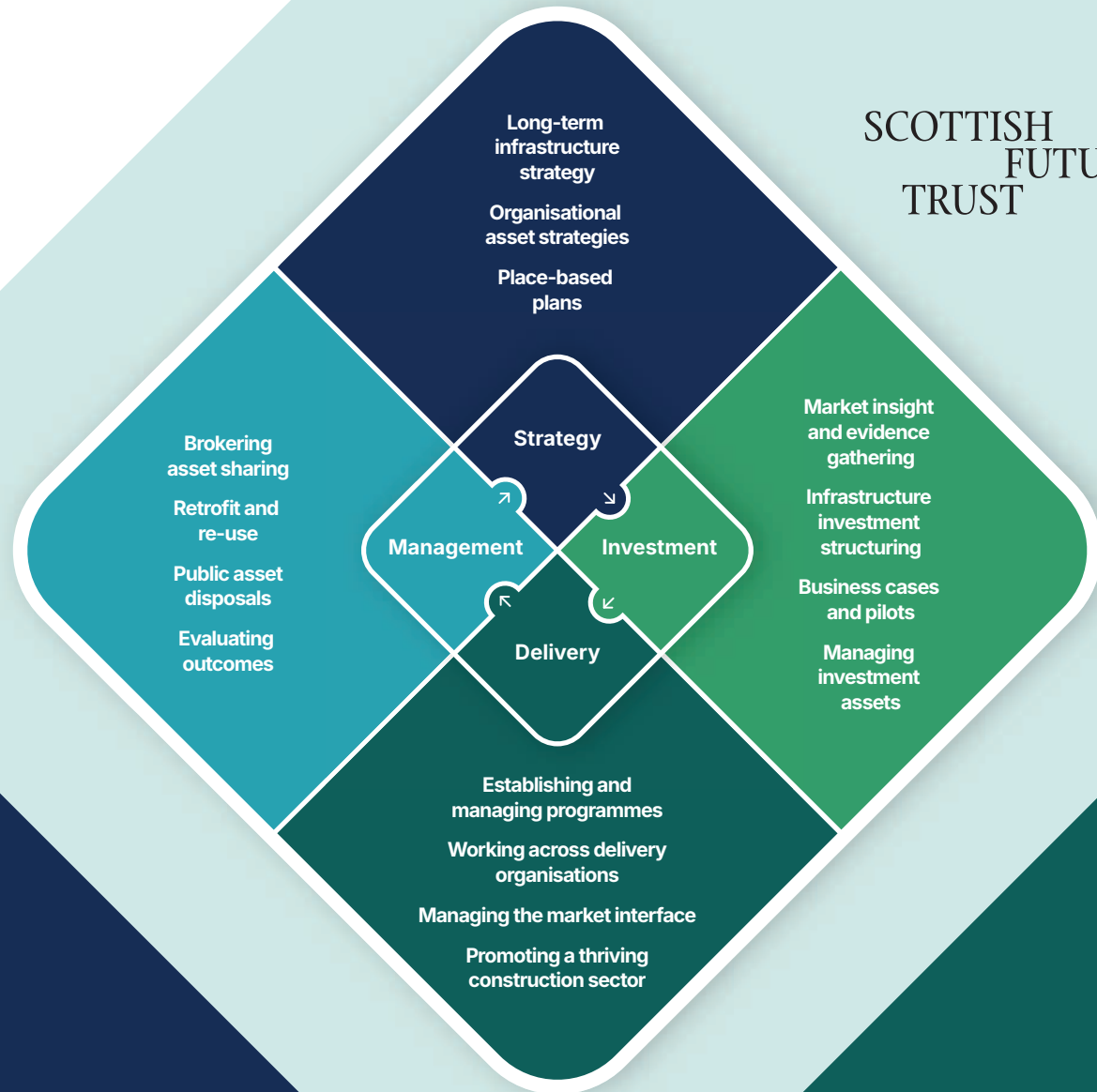
There is a need to develop and share data and technology led solutions across the infrastructure sectors and asset life cycle.

Our Activity

Our activities over the life of this Plan are based around the key themes of infrastructure strategy and investment and the delivery and management of assets, projects and programmes.

Across all of these areas of activity, we will broker collaborations which work for places, to build in the imperative of climate resilience and net zero, and to harness the benefits of data and technology.

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Infrastructure Strategy



We will undertake this area of activity collaboratively with policy makers at the national level, with individual asset owning organisations and with local community stakeholders.

It starts with the understanding of long-term infrastructure needs through consideration of future conditions, drivers, and constraints to infrastructure investment. Combining this with an understanding of the current asset base, we will support the development of a high-level plan that will enable evidence based and effective infrastructure investment.

This work encompasses Scotland-wide national infrastructure strategy in which we bring our specific expertise to support the Scottish Government's infrastructure function, organisational and sectoral asset strategies in which we support Government portfolios, and asset owners and place-based infrastructure strategies in which we support a range of local organisations.

Activities include:

- Supporting a coherent approach to long term infrastructure planning and needs assessment
- Bringing delivery industry consideration in pipeline development
- Delivering place-based approaches to strategic asset management and economic development
- Asset strategy development across government and the wider public sector
- Supporting the public and private sector in developing delivery orientated approaches to key enabling mechanisms (e.g. National Planning Framework 4)
- Bringing market-wide insights to inform the development of longer-term government policy interventions



Asset Strategy Guidance

SFT worked with Scottish Government to publish Asset Strategy Guidance which supports development of its Infrastructure Investment Plan. Our experts are supporting the development of comprehensive portfolio and organisational asset strategies based on this guidance to underpin future investment plans.

Picture: St. Andrew's House

Infrastructure Investment

Electric Vehicle Infrastructure Fund

Our Net Zero Transport team is supporting Transport Scotland in the management and delivery of the Electric Vehicle Infrastructure Fund. The team is also providing targeted support to local authorities to identify their future investment needs and new approaches to expand Scotland's public charging network at a scale and pace which can attract private sector capital.

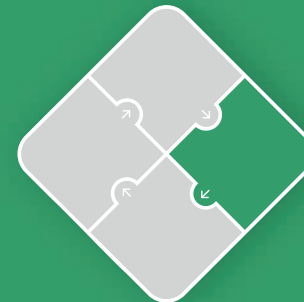
We will undertake this area of activity collaboratively with policy makers, investors and those developing and delivering propositions for investment.

It starts with developing and sharing insights into the nature of infrastructure funding and financing which together represent "investment". We identify barriers to investment and then work with stakeholders to develop structures which address those barriers. We deliver programmes of investment at the public/private interface often with public procurements and with blends of public and private funding and financing to increase investment in public infrastructure and catalyse private development.

We bring commercial and financial insights to the strategic development of markets and policy interventions to maximise outcomes from private investment in consumer funded infrastructure. Our team of experts also have the skills and experience to manage investment assets and we hold a portfolio of investments in social infrastructure public private partnerships through a subsidiary, SFT Investments Ltd.

Activities include:

- Market insight, investigating barriers, evidence gathering
- Engagement with developers and investors
- Supporting engagement with regulators, UK and other governments
- Infrastructure investment structuring
- Business cases and pilots
- Design and delivery of governance
- Diligence
- Investment asset management



Infrastructure Delivery

We will undertake this area of activity collaboratively with public sector organisations and the construction and related industries.

Delivery activity includes establishing, managing, guiding or supporting programmes, projects and initiatives to deliver new assets or major refurbishments, upgrading and repurposing across infrastructure asset classes. We are not the clients for individual projects and do not undertake design or construction activity. Our focus is on improving the delivery process, the quality of assets created and the outcomes delivered for all stakeholders through improving processes, aggregating where appropriate and deploying expertise.

We have a particular focus on public sector buildings and the operation of the market interface to deliver: good design which is sustainable and improves people's lives; quality construction to the required standard; and the outcomes for clients, industry, workers and asset users which are set out in the [Construction Leadership Forum's Construction Accord](#).

Activities include:

- Supporting transition from strategic concept, to a delivery plan
- Assembling and managing programmes to drive more effective delivery
- Supporting construction clients to improve delivery outcomes
- Developing the interface with the design, construction and related markets
- Improvements in delivery productivity and performance
- Maximising social value
- Project review and evaluating project delivery

New infrastructure delivery model

We have begun work on the development of a new delivery model for social infrastructure. This is being undertaken jointly with Scottish Government. A managed stakeholder engagement plan is underway to support the development of the work during this Corporate Plan period.



Paisley Museum.
Picture: hub West



Infrastructure Management

We will undertake this area of activity principally with public sector asset owners along with the companies which manage assets on their behalf and the property and development industries which advise on investment in alternative uses for surplus assets.

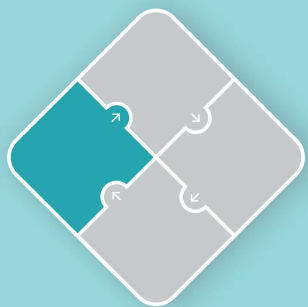
This activity area focusses on the optimisation of assets in use, decarbonisation, improving resilience and repurposing/disposal of surplus land and buildings. Optimisation of assets in use increasingly takes a place-based approach to reviewing overall need and available capacity, looking to broker sharing arrangements where possible to deliver efficiencies and support effective service delivery in communities. A significant proportion of all asset management activity over the coming period is anticipated to be around setting the pathway to net zero and climate resilience for assets and integrating the necessary retrofit works with life cycle maintenance programmes.

Activities include:

- Brokering sharing agreements for optimisation of assets
- Developing and managing programmes of net zero and resilience retrofit or asset repurposing
- Supporting operational contract management
- Supporting public sector property disposals

Handback of PPP projects

Over the next five years, 19 PPP contracts for buildings valued at £782m will expire, with asset management responsibility handed over to public bodies. Years in advance of the buildings being transferred to them, our experienced Public Private Partnerships team works with the public bodies to help them achieve value for money and service continuity, ensuring their buildings are handed over to them in good condition, with consideration given to alternative approaches to life-cycle replacement on the path to net zero.

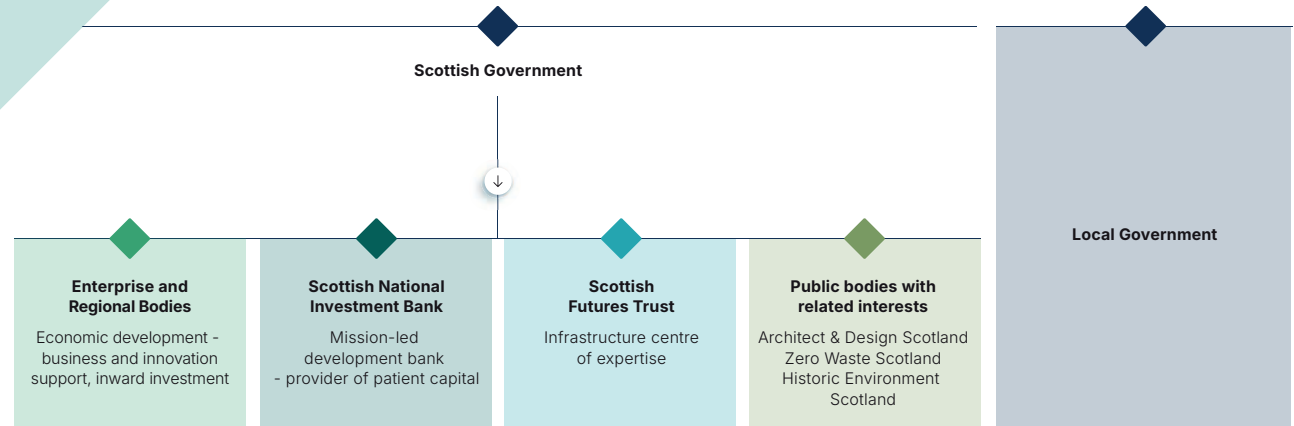


Ayr College.
Picture: Andy Arthur



Our Sectors and Collaborators

Public sector organisations with cross sectoral infrastructure interests



We work across the infrastructure sectors, performing an important function of joining up assets and networks which are increasingly connected but are often owned and operated by different organisations. We see interconnection in:

- The physical and energy flow links across an increasingly electrified energy system linking heating, transport and energy intensive industries with the traditionally electrified sectors
- The shared climate resilience needs of infrastructure assets in corridors and places
- The potential for social infrastructure buildings to be shared to improve efficiency and effectiveness of service delivery to people and places
- The need for investment across asset classes calling on the same sources of investment liquidity, implementing similar market mechanisms and relying on a limited capacity of consumers and taxpayers to shoulder the burden of repayment

- The same demographic, economic and policy drivers affecting long-term planning and need across infrastructure sectors, with housing in particular responding to economic and demographic demands and creating need for supporting social and economic infrastructure

We will use our position to support stakeholders in maximising the benefits from this interconnected infrastructure system of systems and mitigating its risks. Where there are sector-specific centres of expertise such as Transport Scotland, Scottish Water, Scottish Canals and Health Facilities Scotland we will work with them to identify any areas where our particular skills in strategy, investment, delivery and management can be applied collaboratively in their sectors to improve outcomes from the infrastructure system of systems overall.

Where infrastructure is publicly owned, we work across the asset life-cycle in the delivery and management phases with asset owners and operators as well as in developing strategy and maximising investment. As a public body, we do not

have a delivery or management role in respect of privately owned infrastructure. Our role is focused on strategy development where there is a public policy interest across the whole of infrastructure, and in working with policy makers and regulators to develop the market mechanisms and structures which bring investment into these sectors.

Along with the sector specific organisations, a small number of other parts of the Scottish public sector have central roles which interface closely with our own. We bring our skills, experience and remit as an infrastructure centre of expertise to collaborate with them towards a shared goal of improving outcomes from Scotland's infrastructure.

Our Impact



Place

Granton Waterfront is a 140-hectare brownfield ex-industrial coastal neighbourhood located in an economically disadvantaged area of north Edinburgh.

Over the next 10-15 years, the Granton Waterfront regeneration programme will create a new residential-led mixed-use community,

home to around 8,000 people on Edinburgh's waterfront. It will deliver around 3,500 net zero carbon homes, a low carbon heat network, a primary school, a health centre, commercial and cultural space and a new coastal park. SFT is supporting this place led approach to net zero regeneration and community building.

SFT ultimately seeks to improve infrastructure outcomes for the people, environment and economy of Scotland.

Outcomes related to infrastructure are beneficial over a long timeframe. For example, the UK Office for Budget Responsibility has estimated that an increase of GDP in public investment by 1% could raise the level of potential output by around 2.5% over a 50-year period.

Our Impact Framework provides a robust and structured approach to evaluating the impact we make through our activities. It is based on a combination of delivering more immediate outputs and making a valuable contribution towards improving longer-term outcomes.

The Impact Framework is focussed on the achievement of seven Outcomes. These comprise four Activity Outcomes, for the strategy, investment, delivery and management areas of our activity, along with three cross-cutting Thematic Outcomes covering place, climate change and data and technology.

Activity Outcomes

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

Thematic Outcomes:

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

Climate change

Heat networks are a key strategic technology for reducing emissions from heating our homes and buildings and will become a core component of Scotland's heat supply. There are significant challenges at the pre-capital stage of heat network project development in

Scotland, such as a lack of skills, knowledge and resource. To support the delivery of these heat networks, our Net Zero Buildings team carried out a review of delivery models to assess their potential for increasing the pace and scale of heat networks across the country.



Queens Quay Heat Network.
Picture: West Dunbartonshire Council

Measurement

Our Impact Framework includes a combination of quantitative and qualitative measures at three levels:

- The **inputs** we have made in planned areas of activity where improved outcomes over the longer term have been identified
- The **outputs** or deliverables of our activities which have led to specific projects and programmes being delivered, improvement initiatives and new research/guidance being published
- The improved infrastructure **outcomes** which have stemmed from collaborative working with others. These are often demonstrated over a longer time period, influenced by the inputs and outputs

At the beginning of the five year corporate planning period it is not possible to be specific as to which activities we will be working on in any one year or over the whole period. Our annual business planning activity will be more specific about our work and the outputs and outcomes that we will be seeking to deliver.

It is challenging to set any medium or longer-term targets or objectives, other than to be clear about the types of activities we will be delivering. We have set out a framework of example indicators which provide a means to demonstrate that progress is being made towards achieving the outcomes we have set. An illustrative framework is shown in the table on the following pages, with specific measurement points and evidence to be reviewed and updated annually over the Corporate Plan period.



Data and technology

SFT has partnered with Midlothian Council to develop a smart learning estate approach at Lasswade High School. Through the application of sensors and data analytics this has improved environmental performance and space utilisation.

Data and technology (e.g. project information systems, digital twins, visualisation, data analytics, 3D printing, and AI) support, disrupt and transform how we undertake strategy, investment, delivery and management of infrastructure. Over the next five years we will continue to grow our capability in this arena.



| SFT Outcome | Example Measurement / Evidence |
|---|--|
| <p>Strategy There is a clearer understanding of future infrastructure needs supporting improved evidence-based policy making.</p> | <ul style="list-style-type: none"> National infrastructure needs assessment developed Progress of asset strategies for leading portfolios Examples of market/industry insights being brought to policy and pipeline development |
| <p>Investment Funding and financing is innovative, sustainable and affordable, with increased investment in Scotland's infrastructure.</p> | <ul style="list-style-type: none"> £ value of infrastructure investment enabled Examples of investable propositions developed Examples of infrastructure market mechanisms influence |

| SFT Outcome | Example Measurement / Evidence |
|---|--|
| <p>Delivery Quality assets are delivered through efficient and effective programme management and project delivery, stimulating a vibrant construction industry.</p> | <ul style="list-style-type: none"> Number and £ value of assets delivered through programmes Examples of construction industry improved outcomes Examples of public sector improved delivery outcomes |
| <p>Management Infrastructure is effectively managed, maintained, reused and repurposed through a whole-life portfolio approach.</p> | <ul style="list-style-type: none"> Number and £ value of projects influenced to improve contract management and PFI hand back Examples of asset sharing, reusing and repurposing Number and £ value of best value disposals/repurposing |

Delivery

Scottish Government's £2bn Learning Estate Investment Programme (LEIP) uses an 'outcomes-based' funding approach we developed on behalf of Scottish Government and COSLA.

We are managing the delivery of the Programme which is aimed at improving the condition of 47 more schools across Scotland. Scottish

Government and local authorities jointly fund LEIP schools, and they must achieve specified outcomes in relation to the on-going good condition of facilities, energy efficiency, digital connectivity, economic growth and embodied carbon.

Wallyford Learning Campus.

Picture: Cadzow Pelosi



SFT Outcome

Climate change

Infrastructure is planned, designed, delivered and managed to support the pathway to net zero and improve resilience.

Example Measurement / Evidence

- Tonnes equivalent infrastructure-related emissions reduction
- Examples of climate resilience enabled for new and existing assets
- Programmes of adaptation and mitigation investment enabled

Data and technology

Leading data and technology solutions are embraced across infrastructure sectors and asset life cycles to improve outcomes.

- Regular publication of investment pipeline datasets with evidenced market engagement
- Examples of data collected systematically and used to add value through asset life-cycles
- Increased use of modern methods of construction and infrastructure technology

SFT Outcome

Place

Enhanced place-based planning and coherence across infrastructure sectors contributes to sustainable public services and communities.

Example Measurement / Evidence

- Number of engagements with place-based practise used in decision making
- Infrastructure and spatial planning increasingly linked
- Examples of strategic development sites delivering sustainable places

Reporting

To demonstrate the impact we make from our actions, either through our inputs, outputs or outcomes, each year we will publish a report. We will report using the best available quantitative and qualitative evidence and illustrate with case studies against the seven outcomes.

Our reporting will establish the progress we have made, working with our partners towards our vision of sustainable infrastructure for a thriving Scotland.

Our Governance



Parkhead Health Centre.

Picture: Keith Hunter Photography

Our activity is overseen by our Sponsor Minister supported by the Infrastructure Division of Scottish Government. Governance arrangements are set out in our [Framework Document](#) which was drawn up by the Scottish Government in consultation with the SFT Board, and this Corporate Plan which was prepared by SFT and agreed between the Board and Ministers.

Details of our governance arrangements, including Board minutes and Annual Reports can be found on our [website](#).

Board

SFT's Board comprises a Chair and non-executive Directors appointed by Ministers along with our Chief Executive Officer. The Board is responsible for taking forward the strategic aims and objectives set out in this Plan, promoting the efficient, economic and effective use of staff and other resources and ensuring that effective governance arrangements are in place. The Board comprises individuals with expertise and experience drawn from across the public and private sectors, with a range of backgrounds suited to leading our activities as an infrastructure centre of expertise.

The Board meets at least annually with the Sponsor Minister and the Chair and Chief Executive meet six-monthly with the Sponsor Team and Portfolio Accountable Officer.

Funding

Our core annual funding comes from the Infrastructure Division in the Scottish Government with additional programme funding coming from individual Scottish Government portfolios. We also have agreement with the Scottish Government to retain, up to an annually agreed limit, additional third-party income from sources including, but not limited to, the UK Government and local authorities. The majority of this third party income comes from returns on investments we hold through our subsidiary SFTi in a number of infrastructure project companies.

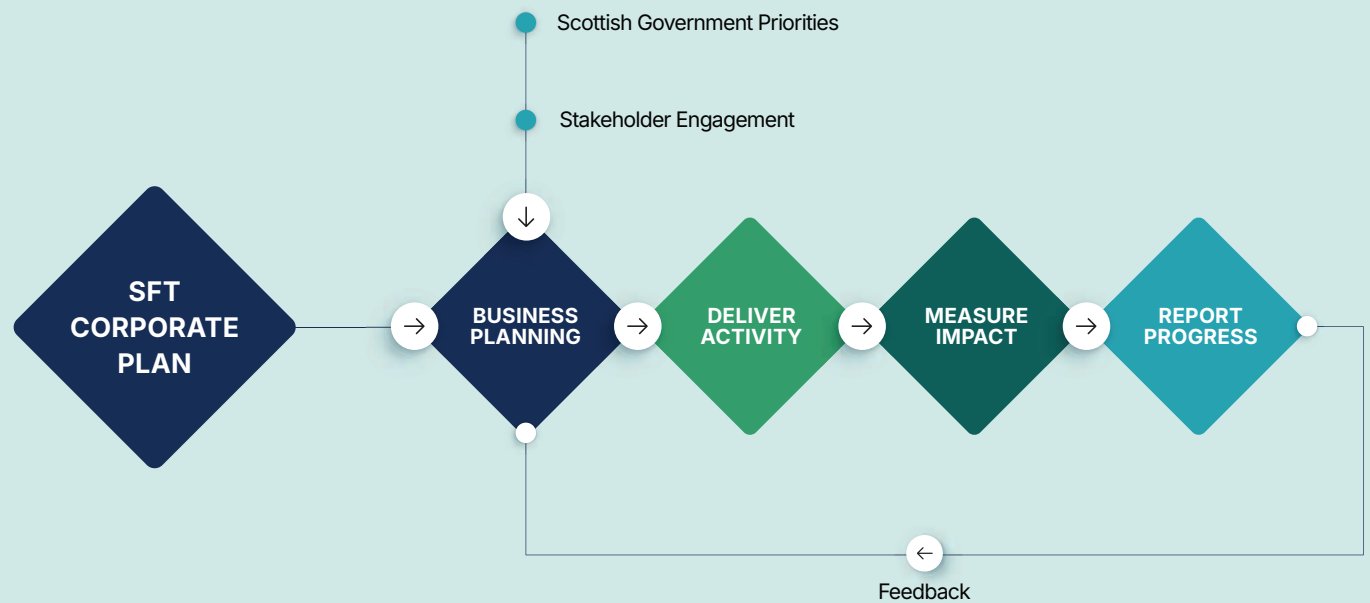
We are committed to maintaining a sustainable financial position over the five year period of the Corporate Plan.



Business Planning

We prioritise our activity annually in a Business Plan which is developed in collaboration with our funders and stakeholders taking into account their current infrastructure priorities. The Business Plan sets the activities which our teams will deliver in the year based on these priorities and available resources. We deliver activity in line with the Business Plan and measure our impact using the Impact Framework set out in this Plan. Publishing a report on that impact allows us to create a feedback loop with stakeholders to refine our focus and maximise impact and outcomes in future years.

Feedback Loop





Operations

Our activity is managed in workstreams and closely integrated teams each reporting to a member of our leadership team. The workstreams are established to meet specific needs of stakeholders and funders, deliver programmes of activity and draw together experts from across disciplines working on specific thematic areas of activity or sectors.

The workstream teams are supported by a strong and flexible backbone comprising our corporate services team. Our corporate services team delivers efficient and effective finance, HR, communications, legal and procurement, IT, office management and administrative support to the organisation. They are a vital part of SFT's functioning and are orientated to add value directly to our role as an infrastructure centre of expertise which has major and complex procurement, investment structuring, programme management, best practice sharing and transaction support at its core.

Over the Corporate Plan period, our corporate services team will seek to keep SFT at the leading edge of being a high-performing and highly flexible public sector organisation. They will continue to benchmark efficiency and effectiveness and investigate new technologies such as AI to optimise the organisation's performance within our risk appetite. The team will seek to collaborate and share services where it makes sense to do so as we have with our shared office premises, and play an active role in Public Service Reform.

SFT has a wholly owned subsidiary company, SFT Investments Limited (SFTi) which holds investments in a number of project companies. These companies deliver and manage buildings which house community services such as schools and health centres delivered through the national hub programme that we manage. Holding these investments, along with membership of a small number of affordable housing partnerships, allows us to participate in governance and facilitate additional investment in Scotland's infrastructure. Financial returns on the investments support our broader activity.

Over the Corporate Plan period, we are (subject to funding) open to new investment opportunities which can deliver on our objectives and generate financial returns.



Royal Meadows (former Royal Hospital for Sick Children).
Picture: Square & Crescent

Contact

Should you have any questions about this Corporate Plan, or wish to engage with SFT on any of our areas of activity, please visit our website where further information and contact details are available:

www.scottishfuturetrust.org.uk



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Clydebank Leisure Centre.
Picture: McAteer Photo