SCOTTISH FUTURES TRUST

Statement of Benefits 2012-2013

August 2013

Contents

SFT's Benefit Methodology as well as supporting material and calculations are available in the documents

"Scottish Futures Trust's, Financial Benefit Methodology",
"Scottish Futures Trust, Statement of Benefits 2012-13 - Supporting Material" and
"Scottish Futures Trust, Statement of Benefits 2012-13 - Calculations",

all of which are on SFT's website at:
www.scottishfuturestrust.org.uk/publications/benefits

Summary

KEY METRICS FOR 2012/13:

- Net benefit and savings **£132.1m**
- Cost benefit ratio **24:1**
- Sharing with partners (SFT/others) **78/22**
- Jobs supported in the construction industry (hub/NHT/Schools) **1,327**
- Graduate and apprentice opportunities **37**
- Jobs advertised & created **167**
- Training and graduate/young people development opportunities **327 days**
- Pupils and students attending site visits **1,980**
- Work awarded to SMEs in hub **74%**
- Potential CO_2 saving **325,000t**

Benefit Type	Examples of SFT Activity in 2012/13	Value (2012/13)	Value (2011/12)
Avoided Cost	Reduced dependency on external advisers	**£3.1m**	£3.5m
Efficiency Gains	Innovation to the financing of projects	**£21.3m**	£6.6m
	Validation and review of projects	**£5.7m**	£2.3m
	Delivery of programmes	**£85.3m**	£41.8m
	More efficient investment	**£5.4m**	£33.8m
Additional Investment	Investment over traditional capital budgets	**£16.9m**	£48.2m
Total Benefit		**£137.7m**	£136.2m
Cost of Operations		**- £5.6m**	- £4.8m
Net Benefit		**£132.1m**	£131.4m

The statement of benefits has been validated by Grant Thornton LLP (GT), a leading financial and business advisor with relevant experience in infrastructure investment, and by the London School of Economics and Political Science (LSE).

1.0 **Introduction**

SFT is an independent company, established by but operating at arms' length from the Scottish Government with a responsibility to deliver value-for-money across all public infrastructure investment in Scotland.

SFT's aim and primary targets, as set out in the company's Management Statement and Financial Memorandum (MSFM), are:

> ***Aim:*** *To improve the efficiency and effectiveness of infrastructure investment in Scotland by working collaboratively with public bodies and commercial enterprises, leading to better value-for-money and providing the opportunity to maximise the investment in the fabric of Scotland and hence contribute to the Scottish Government's single overarching purpose to increase sustainable economic growth.*
>
> ***Primary Financial Target:*** *The primary financial target of the SFT once fully operational is to release between £100m and £150 million each year for increased investment in Scotland's infrastructure.*

SFT's Corporate Plan 2009-2014, set out the methodology for calculating the benefits secured by SFT's work and committed SFT to delivering an initial minimum of £7 of benefits for every £1 spent on the organisation. This initial minimum target has been exceeded in each of the first four years covered by SFT's five-year corporate plan.

SFT also delivers substantial non-financial benefits. These wider benefits are, arguably, at least as important as pure financial benefits in that, both types of benefit are important in supporting longer-term sustainable growth. Consequently, in keeping with the approach adopted in the last two years, alongside the reported financial benefits, SFT has commented on the wider benefits that the programmes and projects it is involved with will bring. This year the benefit statement focuses on the positive impact SFT has had on sustaining jobs in the Scottish construction sector, as well as making a positive contribution to reducing Scotland's overall carbon emissions.

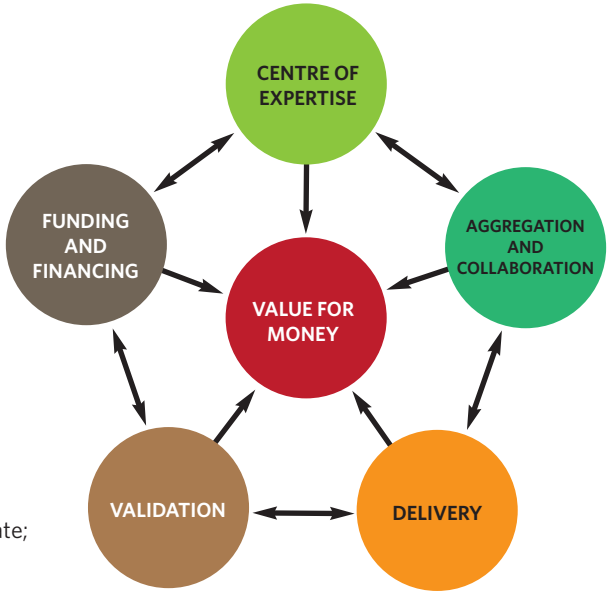
This paper has been prepared by SFT as part of its 2012/13 year end process to demonstrate the financial and wider benefits delivered by its work during 2012/13. It sets out:

Section 2 – The nature of the activities that SFT undertakes and how they drive value through the delivery of both financial and wider benefits;
Section 3 – The financial benefits outcome for 2012/13;
Section 4 – A description of the wider benefits delivered by SFT; and
Section 5 – A description of the validation work undertaken by Grant Thornton and LSE along with their primary conclusions.

2.0 Value-for-Money Drivers and Benefit Types

2.1 Value-for-Money Drivers

SFT acts across all phases of the infrastructure investment cycle from needs identification and options investigation, through investment appraisal, procurement, financing, and design, and on to construction, life cycle management/maintenance and disposal. It has a particular focus on infrastructure planning, project financing and procurement.



The key objectives SFT pursues in order to improve value-for-money include:

- Identifying common ground as well as brokering and improving collaboration between public bodies;
- Being innovative and bringing fresh approaches and models for investment;
- Acting as a focal point for public sector infrastructure investment in Scotland;
- Acting as a central development / delivery body where this is appropriate;
- Seeking and promoting opportunities for appropriate aggregation or common approaches to aspects of public sector investment; and
- Identifying and implementing opportunities to reduce the cost of funding for infrastructure.

In line with these key objectives, SFT has identified five key themes for its activities set out in the figure above.

2.2 Benefit Types

The activities undertaken by SFT deliver both:

- Financial benefits - those to which a monetary value can be reasonably attached; and
- Wider benefits - those which represent a clear and tangible benefit to a stakeholder or society as a whole, but cannot easily have a monetary value attached, sometimes described as non-financial benefits.

2.2.1 Financial Benefits

As per SFT's benefit statements for the last four years, the financial benefits identified focus on SFT's main aim to improve the efficiency and effectiveness of infrastructure investment in Scotland through working collaboratively with the public and private sectors.

The main classes of financial benefit identified in 2012/13 remain unchanged from previous years. These include:

- **Avoided Costs** – generally where SFT undertakes activities that would previously have been undertaken by significantly more expensive external consultants. It brings the added benefits of retaining knowledge and experience in the public sector.

- **Efficiency Gains** – where through the intervention of SFT there is a saving made in relation to infrastructure investment (whether getting more at the same cost, or the same for lower cost).

- **Additional Investment** – where through a structure or technique developed or promoted by SFT, additional investment over and above that limited by capital budget allocations, is made possible.

The first two of the above financial benefits represent 'savings' to the public purse, avoided cost representing in-year savings and efficiency gains representing opportunities created to deliver savings in the future. The third class of benefit is not a 'saving' but represents additionality of investment that has been enabled over and above existing capital and revenue budgets.

The core methodology adopted by SFT to determine its financial benefits for 2012/13 remains unchanged from last year. The principles behind the methodology were set out in SFT's original 2009/10 benefit statement and these are restated in a separate document "SFT's Financial Benefit Methodology", a copy of which is on SFT's website at **www.scottishfuturestrust.org.uk/publications/benefits.**

This methodology includes a provision to revisit previously reported benefits in terms of their value, assumptions and dependencies, confidence level, the percentage attributable to SFT and the year(s) in which the benefit is forecast to be delivered; revising each benefit up or down as appropriate. SFT will continue to review this methodology on an annual basis to ensure that it properly reflects the benefit and value of its activities.

None of the benefits reported in this annual statement could be realised without the extensive co-operation and contribution of SFT's many public sector partners.

2.2.2 **Wider Benefits**

When developing infrastructure and delivery solutions, SFT ensures that, as well as focussing on the financial benefits associated with its activities, the infrastructure projects and programmes it is involved with provide a platform for sustainable economic growth, create employment and training opportunities as well as playing a key role in enhancing and protecting the environment.

Sustainable Economic Growth - Taken together, the NPD programme, TIF and NHT totals some £3bn of additional investment in Scotland over and above current capital funded budgets. This represents one of the largest investment programmes of its type in Europe and SFT is playing an important role in developing the environment in which such a wide-ranging and comprehensive investment programme can be implemented successfully.

Jobs and Training - Public spending on construction activities helps maintain employment, principally in private sector businesses, in a sector where the Gross Value Add per employee is significantly higher than the national average. Given the significant downturn in private sector construction in recent years, industry commentators have observed that maintaining public investment is needed to retain a regional skilled workforce in this sector.

In the face of falling capital budgets, the £3bn of additional revenue-financed investment will help offset the decline in capital funded budgets and help protect jobs in the construction industry. Using the conservative multiplier of £1m of capital investment in the construction industry supporting 14 jobs, the £3bn of additional investment, over a five year period, will support over 8,000 jobs throughout that period across Scotland.

All of the procurements supported by SFT include community benefit clauses. Such clauses contain provisions to require contractors to demonstrate how they will support local training, development and job creation initiatives.

As well as using the widely recognised metric stated previously, Section 4 of this report assesses some of the impact SFT's activities have had on the jobs, training and SME involvement in the Scottish construction industry over the last year. Results are reported against data collated from live projects under the following headings:

- Jobs supported in the construction industry - 1,327 employed on sites across hub and NHT;
- Opportunities for SMEs - £27.7m construction work awarded to local and national SMEs, 74% of total value awarded;
- Training - 327 days work placement opportunities and 1,980 student site visits; and
- Graduate/Young People Development Opportunities and Job Creation - 37 graduate and apprentice opportunities and 167 jobs created.

The results, based on data for actual construction activity undertaken during the last quarter of 2012/13, show that a significant volume of work is being won by SMEs and that local workers are benefitting from the hub programme.

Environmental Benefit - All the projects and programmes SFT is involved have a key role to play in enhancing Scotland's built and natural environment. Four key initiatives continue to be developed by SFT. These include:

- SFT's own environmental performance;
- Promoting energy efficient buildings;
- Supporting the delivery of Scotland's ZeroWaste Plan; and
- Supporting low carbon and energy efficiency initiatives.

Section 4 describes further SFT's role in 2012/13 in the four activities mentioned above as well as well as providing back up information to the estimated annual CO_2 savings of 325,000 tonnes.

3.0 **Financial Benefit Results**

3.1 Summary

SFT has secured **£132.1m** of net future benefit to infrastructure investment in Scotland through its activities during the financial year 2012/13. This represents further progress building on the £131.4m reported by SFT for 2011/12 and represents a **24:1** benefit to cost ratio for SFT.

Benefit values broken down by benefit category are summarised in Section 3.2, along with some examples of the types of initiatives that have delivered that benefit.

Over the four years of SFT's operation, the aggregate benefit figure now exceeds £500m. SFT's work continues to be in the early stages of infrastructure development, and the phrase **"working today for tomorrow's benefit"** has been coined to capture the nature of SFT's work. SFT now has a very balanced portfolio with early development work in areas such as street lighting and NPD set to secure long-term benefits as well as many projects on the ground demonstrating progress. Projects on the ground include:

- Glasgow and Falkirk TIF - Public sector investment of £140m is already underway on two TIF projects (Glasgow Council's Buchanan Quarter and Falkirk Council's upgrading of the M9 and A904 as well as flood defence systems around Grangemouth) which will unlock over £800m of additional investment from the private sector;
- NHT - SFT's pioneering and award winning National Housing Trust initiative has already attracted over £160m of additional investment into Scotland's housing market with contracts signed to build more than 1,000 new homes on 24 sites across 10 local authority areas with 13 separate developers; and
- hub - During 2012-2013, the value of hub projects under construction was over £50m. For the coming year that figure is programmed to jump to over £400m – an eight-fold increase.

3.2 Split by Benefit Type

3.2.1 **Avoided Costs - Value £3.1m**

During 2012/13, amongst other activities, SFT developed a Toolkit - **What can we do with the office?** - which will help public sector organisations achieve greater benefit from their property estate through intensifying space use, increasing space utilisation, and creating opportunities across organisations to share service and space provision. The benefits are broad ranging and include; reduced operational costs; reduced carbon consumption; the release of capital value and the creation of a more effective estate, which can help deliver better and more streamlined business outcomes.

SFT is taking forward is the development of pilot projects in relation to street lighting to establish the potential financial and carbon savings that could be captured through the introduction of modern street lighting technology and management systems. During 2012/13 SFT worked with East Dunbartonshire Council and West Dunbartonshire Council to develop business cases to assess the potential of this initiative and used the knowledge gained from this work to publish its **Street Lighting Toolkit**. This toolkit will be used to assist other councils in taking forward similar schemes.

In a similar manner, SFT reviewed and reported on approaches available to local authorities to promote and deliver the Green Deal within Scotland. The Green Deal is a UK Government initiative to allow private firms to offer UK consumers energy efficient improvements to their buildings. SFT's work included a review of potential commercial models available for local authorities and how such models could be financed.

3.2.2 **Efficiency Gain: Funding & Finance[1] - Value £21.3m**

2012/13 saw significant progress in the £2.5bn programme with major progress in the further education, health and transport sectors. Scotland's NPD investment programme is, in relative terms, one of the biggest of its kind in Europe, being almost twice the level of investment in France and over five times the average level of investment of Scotland's European competitors[2]. SFT in leading this programme has streamlined the process and simplified the contract structure. This has led to faster procurement with early projects being completed in half the time of the historic norm, resulting in construction inflation and advisory savings. The SFT led approach has made projects more financeable and, in a UK wide and Europe market where financing can be a challenge, has helped secure attractive financing terms on the projects reaching financial close.

Further Education - Construction of Inverness College (c.£47m) is now under way, with financial close on the City of Glasgow College (c.£193m) to be reached imminently. Kilmarnock College (c.£50m) is in the latter stages of procurement and is due to announce a Preferred Bidder in autumn 2013. All successful bidders are contractually committed to deliver employment and training places and provide SMEs with business opportunities.

Focussing on Inverness College and the University of the Highlands and Islands as an example, this project reached financial close on 29 May 2013 after a streamlined 17 month procurement process. Now under construction, this project will create many local jobs with the NPD funding allowing this project to proceed now rather than wait for many years. Strategically this project forms a key part of the learning and skills agenda in the Highlands as well as being the first resident on a new business park, which forms a key part of a life sciences initiative being promoted by Highlands and Islands Enterprise.

"We were very pleased with the streamlined bidding process on the Inverness College project. This will help us get on site quickly with our local supply chain to deliver a first-class facility for students. We are also looking forward to working with SFT on several other financial closes in 2013-2014."

Chris Webster, Chief Executive, Miller Construction

[1] Values stated are based on agreed capped values at business case or final tender stage as applicable to individual projects
[2] Based on European Investment Bank/EC sponsored European PPP Expertise Centre (EPEC) annual report covering European activity levels using financial close values in a year as the measurement.

Health - The Royal Hospital for Sick Children/Dept. of Clinical Neurosciences (c.£155m), the Scottish National Blood Transfusion Centre (c.£36m) and the Ayrshire & Arran Acute Mental Health & North Ayrshire Community Hospital (c.£48m) all have commenced procurement; with the Royal Hospital having announced a short-list of three bidders. The Dumfries & Galloway Royal Infirmary (c.£200m) has now commenced, with the preferred bidder appointment anticipated in Autumn 2014.

The new Dumfries & Galloway acute hospital represents a key component of the overall health and social care change programme that is underway. This investment will result in a purpose-built facility for a range of services including inpatient care, outpatients and women and children's care designed in a way that maximises functionality.

Transport - SFT sits on the M8/M73/M74 Project Board and provides support on the financing aspects of this major project. SFT is working closely with a range of financial institutions to secure financing for this project, including the European Investment Bank in developing its project bond credit enhancement financing initiative. Procurement commenced on 30 March 2012 and two bidders have now been shortlisted for the final stage of the procurement process, with construction planned to start in 2014. Similarly, support is being provided on the Aberdeen Western Peripheral Road (AWPR). This project commenced procurement in January 2013.

When complete, the AWPR will provide a much-needed fast and safe route around Aberdeen which will link with existing major roads and key locations such as the airport, park and ride sites and the major industrial estates around the city. Cross-city travel will also be improved and heavy traffic removed from congested city routes and unsuitable rural roads. It is estimated that the economic benefit to the north-east will be worth £6bn to the local economy over the next 30 years.

hub - 2012/13 saw the first revenue financed hub health project (Aberdeen Health Village Project) reach financial close, securing private finance at one of the lowest costs of funds ever for this type of transaction. In addition, the Forres, Tain and Woodside Primary Care Facility reached financial close in April 2013.

Above: *Plan of the Aberdeen Western Peripheral Route.*

The Scotland-wide hub programme reflects a creative approach in the delivery of co-located community-based infrastructure and facilities and for the 2013-2014 financial year, hub projects valued at over £400m will start construction and support an estimated 2,800 local jobs per annum.

3.2.2 **Efficiency Gain: Validation - Value £5.7m**

In applying stringent due diligence to infrastructure investment projects, which has often in the past been the preserve of private funders, SFT adds value and confidence to delivering infrastructure projects through its validation and third-party assurance work on a wide range of education, health, waste and transport projects.

SFT not only provides an on-going project assurance function through direct support to local project teams and attending project boards, but it also carries out detailed project reviews at key project milestones. Such reviews provide a critical but constructive assessment of each project's readiness to progress to the next stage in the procurement process. In 2012/13, SFT undertook 40 separate reviews on projects.

3.2.3 **Efficiency Gain: Delivery - Benefit Value £85.3m**

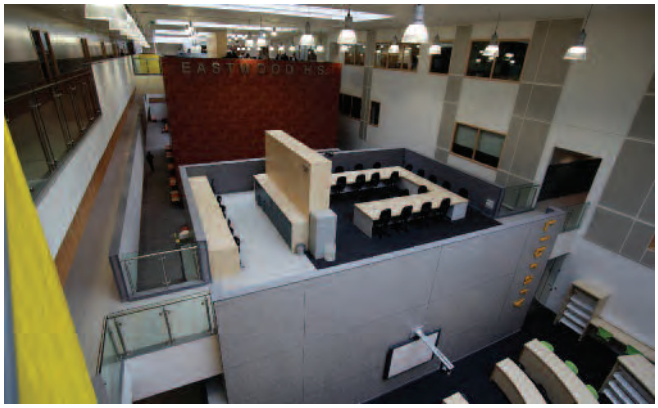
hub - During 2012/13, SFT has continued to take a leading role on the delivery of the hub programme. All five hub territories have now appointed a private sector development partner and in aggregate the programme will be managing the delivery of over £2bn of projects over the next ten years.

During 2012-2013, the value of projects under construction totalled £50m. For 2013-2014 that figure will increase to over £400m with over 40 individual projects under construction with the majority of work being awarded to local SMEs, supporting an estimated 5,500 local jobs in the construction and related industries. Analysis of early projects has shown over 80% or works packages provided tendering opportunities for SMEs and 74% of the works packages by value were awarded to SMEs.

Schools - In 2012/13, the third and final phase of Scotland's Schools for the Future programme was announced. With this announcement, SFT is now able to apply the reduced funding metric to the full revenue funded schools programme, resulting in the Schools Needs Identification Benefit being SFT's largest benefit value for 2012/13.

SFT's work in achieving greater value across the Scotland's Schools for the Future programme has meant that 12 more schools can now be built from within the existing £1.25bn budget, thereby increasing the total number of schools from 55 to 67. As the majority, eight out of the 12, of the additional schools are secondary, this represents a very significant additional floor area of new schools being delivered – some 25% greater than first envisaged in the programme budget. This additional area being provided within the original budget means 12,000 more children will benefit from new school buildings to help support their development and learning.

Obtaining greater value can be seen in the groundbreaking collaborative Pilot Secondary Schools project between East Renfrewshire and Midlothian Councils which is helping save £4m by simultaneously building two schools and sharing the advisors and design teams. Both schools will open in August 2013 just two years after construction first started.



"East Renfrewshire Council is delighted with the newly completed Eastwood High School which was SFT's Pilot Project delivered in collaboration with Midlothian Council. The combined project demonstrates that public services can work closely together to deliver projects of real value to local communities. Both councils worked closely with architects, contractors and SFT to agree in a common approach to some of the areas within the schools. This assisted in driving down costs whilst also delivering a unique solution for both councils."

Diane M Leask, Quality Improvement Officer, Education Department, East Renfrewshire Council

Such has been the success of the collaborative schools pilot brokered by SFT, that 20 other local authorities are now progressing their own collaborative schools projects with their respective hubCo partners.

3.2.5 **Efficiency Gain: Centre of Expertise - Benefit Value £5.4m**

Funding & Financing - SFT continues to develop new financing options and structures, including investment opportunities for pension funds, which have the potential to offer low cost finance and maximise value for the public sector. SFT also maintains close engagement with the European Investment Bank, which has helped facilitate the potential for low-cost funding from EIB on the City of Glasgow College and M8/M73/M74 projects.

Asset Management - In May 2012, SFT was invited to undertake a programme of enhanced property asset management by the Cabinet Secretary for Infrastructure and Capital Investment. One key strand of SFT's asset management programme, working with NHS Boards and several other public bodies, is the development of a programme approach to surplus property disposals. Adopting this coordinated and strategic approach is essential given the number of sites becoming surplus to requirements; the variety of potential development opportunities; and to maximise the potential from public bodies collaborating in their asset disposal activities. Such a collaborative approach will increase market confidence through creating greater certainty, reducing complexity, time and cost, which will improve confidence in private sector development opportunities. Knowledge gained and lessons learnt from initial asset disposal initiatives are informing how to build better business propositions for the market.

Waste - The waste sector in Scotland is complex and has a history of several stalled and aborted procurements. SFT's expertise in this area helps chart a successful course through the complexity and helps avoid the pitfalls that others have succumbed to. SFT's targeted expertise has been very successful in supporting two local authorities complete procurement of their waste treatment solutions in 2012/13. Glasgow City Council not only reached contract award on Scotland's largest residual waste treatment project (c.£150m) but has now secured planning permission for a state-of-the-art waste treatment facility in the City with the potential to generate enough energy to heat over 100,000 homes. Edinburgh and Midlothian Councils have now reached contract award on their joint food waste treatment project (c.£15m); the first multi-authority waste treatment project in Scotland, which will produce enough renewable electricity to power over 3,000 homes. SFT continue to work with Edinburgh and Midlothian Councils on their residual waste treatment facility which is currently in procurement.

Building on this successful collaboration SFT has been able to support five local authorities in the west of Scotland commence procurement on Scotland's largest collaborative infrastructure project – the Clyde Valley Residual Waste Project. It is hoped that this collaboration will unlock significant investment in central Scotland, creating both long and short-term employment opportunities as well as making a significant impact on Scotland's landfill and carbon reduction targets.

Broadband - Following SFT's work in supporting Scottish Government identify their Broadband procurement strategy and approach, contracts have been signed bringing together £158m of public funding and £106m from the private sector. Vitally, this means that over 85% of premises in Scotland will have access to high-speed broadband by the end of 2015.

3.2.6 **Additional Investment Benefit - Value £16.9m**

Housing - SFT is leading the National Housing Trust (NHT) initiative, which has been designed for local authorities in Scotland to be part of the "toolbox" to help create more new homes available for affordable rent, without using grant subsidy. Building upon the success of phase 1 of NHT, a second phase was launched in November 2011. Collectively, these initiatives will release an additional £146m of investment in the housing sector and deliver over 1,000 new homes which, but for the NHT initiative, would never have been built. Over 430 homes are already occupied with 101 more to be occupied by the end of this year. In economic terms, NHT has on some occasions, helped unlock dormant sites. On one site for example, the 99 NHT homes being built has enhanced the economics of the site to allow the developer to build a further 100 homes for private rent or sale.

"NHT has given us an opportunity to finish stalled developments and importantly given us the confidence to open new sites for development."

John Low, Managing Director of Stewart Milne Homes, North Scotland

Working in close collaboration with Stirling Council during 2012/13, SFT developed a new variation of the NHT model – the NHT Council Variant. This was conceived, developed and executed by SFT and Stirling Council with Scottish Government acting as guarantor, all within the past 12 months. This will see an additional 150 homes for affordable rent in Stirling, leveraging a further £15m of investment. The first eight of which have already been procured and occupied. Other local authorities have signalled significant interest, and as such, we expect more local authorities to take advantage of this initiative.

TIF - Scotland continues to lead the way in the use of Tax Incremental Financing (TIF) as a means to attract additional investment and to regenerate strategic locations within Scotland. SFT is at the heart of this work. During 2012/13 SFT continued supporting the delivery of the six pilot TIF programmes:

- **Glasgow City Council's** £80m TIF scheme for the Buchanan Quarter;
- **Fife Council's** £20m enabling infrastructure for a renewable energy park;
- **Argyll & Bute Council's** c.£20m investment in a range of infrastructure focused around Oban;
- **Falkirk Council's** £67m investment in a number of developments at Grangemouth;
- **North Lanarkshire Council's** £75m scheme to support the Ravenscraig development;
- **The City of Edinburgh Council's** Waterfront development initiative.

Construction has now started on the first TIF project at the Buchanan Quarter in Glasgow. All projects are aimed at unlocking significant private sector investment, the anticipated average being five times that of the investment from the public sector. For instance, for the Glasgow TIF, £80m of public sector investment will unlock £310m of long-term investment by the private sector.

3.3 Benefit Sharing

The benefit values reported in this year's annual statement reflect a fraction of the overall benefit delivered by the many public sector partners with whom SFT works. As per SFT's methodology each benefit is attached a sharing percentage; either 100%, 50% or 33%. This year's overall benefit sharing ratio is 78% SFT, 22% partner bodies. In previous years the sharing ratio has been broadly static at 50% SFT, 50% partner bodies. The main factor behind this major change relates to the application of the reduced funding metric to the overall Scotland's Schools for the Future programme. For this benefit, SFT counts 100% of the saving but only on the 2/3 funding provided by central government. This major benefit does skew the sharing ratio. Setting this major benefit to one side the sharing ratio for 2012/13 would be roughly 60% SFT, 40% partner bodies.

3.4 Cost of Operations

During the period 2012/13 SFT's total cost of operations has increased from £4,785,230 to £5,615,660. This 17% increase was primarily driven by SFT taking on additional staff to support new activities in the asset management sector. However, taking on additional professional staff has helped SFT reduce its level of spend on external advisers by over 10% and on temporary staff by over 40%.

3.5 Sensitivity Analysis

In order to understand the potential range of benefits delivered in terms of upper, lower and most likely, the following sensitivities were developed. These sensitivities described are more fully in SFT's Financial Benefit Methodology. The sensitivity analysis (given in more detail in Annex 2) shows the following results:

Sensitivity		Net Benefit
• Upper Benefit Range	All future benefits recognised	£521.5m
• Most Likely Benefit	Future benefits capped at 10 years	£132.1m
• Lower Benefit Range	Future benefits capped at 10 years & Reduce confidence factors by 20%	£109.8m
• Most Likely Benefit – Variant	Scenario 2 with benefits extended beyond 10 years when supported by a contractual obligation	£345.3m

4.0 **Wider Benefits**

4.1 Supporting Economic Growth

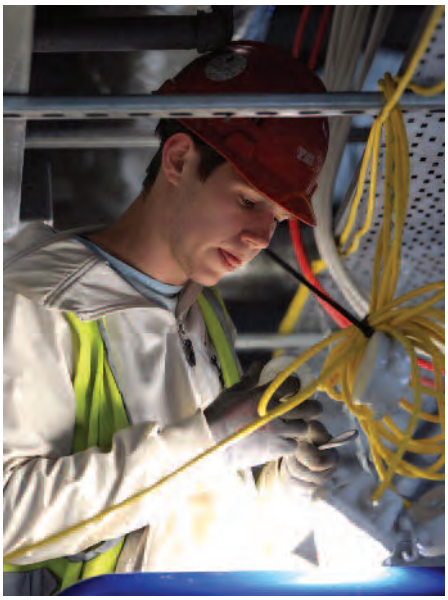
Public spending on construction activities helps maintain employment, principally in private sector businesses. Given the significant downturn in private sector construction in recent years, many industry commentators have observed that maintaining public investment is essential to retaining a regional skilled workforce in the construction sector and to promote economic growth.

SFT is taking forward a major pipeline of transport, education and health infrastructure projects, worth up to £2.5bn through the Non-Profit Distributing (NPD) and hub DBFM programmes. Adding the TIF and NHT initiatives, which are also being led by SFT, brings a total of some £3bn of additional investment in Scotland over and above current public sector capital funded budgets.

SFT is playing an important role in developing the economic environment in which such a wide-ranging and comprehensive investment programme can be successfully implemented, creating employment, training and opportunities for a wide range of contractors with significant opportunities for Scottish SMEs.

4.1.1 **Employment**

Using Scottish Government's statistical data[3], a conservative estimate is that every £1m of spend in the construction industry has the potential to support 14 jobs and deliver an extra 70% of indirect investment in the local economy. The current hub pipeline on its own is worth £2bn over the next ten years, which, using this metric has the potential to support on average 2,800 jobs each year. In addition, the business cases for the six TIF pilots have identified £340m of public sector enabling works over the next ten years which could support, on average, a further 476 jobs annually. The TIF programme will also support significant employment in the private sector as a result of the £1.8bn of private sector development activity currently forecast from the six TIF pilots. For example Glasgow City Council forecast that the TIF proposals have the potential to generate 3,500 person years employment during construction and 1,500 FTE equivalent post construction.



However, in addition to using high-level statistics, SFT has been collating data from actual construction activity. All five hubCo's are required report their performance against a suite of KPIs. These KPIs include a requirement to record and report on key statistics relating to employment, training and opportunities created for SMEs. With all five hubCo's now being operational and with five hub projects now completed and 11 currently on site, SFT is able to report on the actual employment impact of the hub and schools initiatives. Taking Q4 of 2012/13 as a snapshot, the table below indicates the employment data for the hub pipeline.

Hub and Schools Construction– Employment Data – Q4 2012/13		
Nr of Operatives on Site	Nr of Apprentices/Trainees on Site	Total number of Operatives on Site
1,072	**26**	**1,098**

[3] *http://www.scotland.gov.uk/Topics/Statistics/Browse/Economy/Input-Output/IOAllFiles2007*

In addition to the hub and schools activity, SFT has collocated employment data for the NHT programme on which it has a leading role and which currently has activity on site. Again, taking Q4 of 2012/13 as a snap shot of activity the total number of operatives on site for NHT programme is 229.

This brings the total number of operatives currently employed on site on hub, schools and NHT projects to **1,327**.

To complement this, using data collated for each hubCo for the five hub projects completed to date, SFT is able to report the following employment statistics for the hub pipeline to date.

- **Graduate and Apprentice Opportunities**

> Graduate Recruitment	8
> New Apprentice / Trainee Opportunities	19
> Existing Apprentices Retained	10
Total	**37**

- **Jobs Advertised and Created**

> Jobs advertised in Local Procurements	25
> Jobs retained	23
> New jobs secured	42
> In direct employment	77
Total	**167**

These figures will rise significantly over the next two years as the quantum of investment delivered through the hub and NPD pipeline ramps up. Not only will all three further education projects be on site during 2013/14 but it is forecast that a further 40 hub projects will commence construction during 2013/14.

4.1.2 **Training**

The Scotland-wide hub programme includes firm requirements and key performance indicators for delivering training opportunities in each of the five hub territories. Providing such training opportunities forms part of each hubCo's continuous improvement programme and detailed method statements set out how the hubCo's will deliver the level of training required for each new project. Using data collated for each hubCo for the five hub projects completed to date, SFT is able to report the following training statistics for the hub pipeline to date.

• Work placement opportunities for 14 to 16 year old persons	107 days
• Work placement opportunities for 16 to 19 year old persons	116 days
• Work placement opportunities for further education students	61 days
• Curriculum support for further education students	43 days
Total	**327 days**

• Number of pupils attending site visits	1,522
• Number of students in further education attending site visits	458
Total	**1,980**

A detailed breakdown of training data collated from each hubCo is given in Annex 4. As with the employment figures, these will rise significantly in 2013/14 as further hub projects start construction.

4.1.3 **Opportunities for SMEs**

In addition to the training and employment data referred to previously, local employment opportunities for SMEs in each of the five hubCo's' supply chains are included as a key performance indicator in the hub programme.

- Prime Cost value of completed hub projects **£37.4m**
- Total value awarded to local and national SMEs **£27.7m**
- Percentage of work by value awarded to local and national SMEs **74%**
- Percentage of SMEs based in Scotland invited to tender **82%**

"On hub North we are on site in Aberdeen with a new custodial building for Grampian Police and we are working up designs for Wick Community High School and primary schools with Highland Council. This has given us the confidence to expand the practice with a number of new staff being employed since the beginning of the year. Our own particular success in being appointed on several hub projects and the Scotland's Schools for the Future programme has given us some continuity in our workload through to 2016."

Professor Gordon Murray, Director, Ryder, Architects

4.2 Environmental Benefits

Scotland is committed to achieving challenging carbon reduction targets by 2020 as set out in the Climate Change (Scotland) Act 2009. As major energy users, the public sector has an important role to play by reducing its own carbon emissions and by setting an example for others to follow.

SFT is fully committed to operating in a manner which is consistent with this and in exploring innovative ways in which it can support investment that will help Scotland meet this challenge.

Currently, SFT supports this environmental challenge through a range of initiatives:

- Firstly, through undertaking its own activities in an environmentally sustainable manner;
- Secondly, through the procurement of energy efficient buildings;
- Thirdly, through supporting key components of Scotland's ZeroWaste Plan and the delivery of infrastructure essential to reduce the carbon impact of land-filling waste; and
- Finally, through championing wider initiatives in Scotland's Low Carbon and Energy Efficiency Sector.

4.2.1 **SFT's Environmental Performance**

SFT continues to adopt a proactive approach to managing the impact of its activities upon carbon emissions and the wider environment. SFT has committed to the Scottish Public Bodies Sustainability Reporting Standards and published its first Annual Performance Report last year. SFT is in the process of compiling its Annual Performance Report for 2012/13.

SFT adopts a proactive approach to managing its environmental impact including adopting an:

- Travel Policy: which requires employees to take public transport where available;
- Mileage rates: which decrease over time to reflect assumed higher vehicle efficiency in terms of miles to the gallon; and
- Recycling initiatives: which have culminated last year in SFT recycling[4] 1,458 kg of materials and reducing its carbon footprint by 2.218 tonnes of CO_2

4.2.2 **Promoting Energy Efficient Buildings**

The buildings sector represents 40% of the European Union's (EU) total energy consumption. Reducing energy consumption in this area is therefore a priority under the "20-20-20"[5] objectives on energy efficiency.

The requirements of the EU Energy Performance of Buildings Directive 2002/91/EC ("EPBD") were introduced in Scotland to promote the improvement of the energy performance of buildings. In Scotland, minimum energy performance requirements for buildings and for building elements are set through building regulations.

In keeping with the requirements of above Directive, SFT promotes that, in addition to setting a minimum energy performance standard of EPC B+, all new buildings in the schools and hub should undergo a feasibility study as part of detailed business case to assess the potential for the installation of renewable energy supply systems.

Similar energy efficient standards are also promoted by Scottish Government and local Health Boards for community health facilities and hospitals, as well as individual colleges in the further education sector.

Estimating the carbon impact of procuring more energy efficient buildings is not a straightforward task. Issues such as construction practices, change in building use, change in occupancy and control systems, as well as the behaviour of owner/occupiers all have a major impact. However, in order to estimate the likely carbon impact of procuring more energy efficient buildings, SFT has undertaken an analysis of the forecast reduction in energy consumption for five schools projects which were procured through the hub programme. This analysis has used information from individual business cases and conversion factors recommend by the Carbon Trust. This analysis suggests a potential CO_2 saving of 0.048 tonnes/m^2/yr. In the absence of more detailed information, SFT has taken this potential saving from a sample of five schools and applied it to the total GIFA of all accommodation projects in the hub, schools and NPD programme. The results are shown in the table below. As more information becomes available, SFT will revisit this assumption and update its estimate of the potential carbon impact of procuring more energy efficient buildings.

Sector	Proposed GIFA	Potential Carbon Saving per annum
Hub (ex Schools)	350,000m^2	16,800 tonnes
Schools (Primary & Secondary)	120,000m^2+ 435,600m^2	26,668 tonnes
Further Education	104,010m^2	4,992 tonnes
Health	148,085m^2	7,108 tonnes
	Total	**55,568 tonnes**

[4] Data recorded by Changeworks Recycling

[5] Member States have made a commitment to reduce consumption of primary energy by 20% by 2020

4.2.3 **Supporting the ZeroWaste Plan**

The Scottish Government launched its ZeroWaste Plan in June 2010. This was followed by the introduction of the ZeroWaste (Scotland) Regulations in May 2012. Both the ZeroWaste Plan and the ZeroWaste Regulations set ambitious targets and regulations to make the most efficient use of resources by minimising Scotland's demand on primary resources, and maximising the reuse, recycling and recovery of resources rather than treating them as waste.

SFT's primary role in relation to the above is to help local authorities put in place sustainable household waste treatment contracts to meet the requirements of the ZeroWaste Regulations that ban certain wastes going to landfill. Land-filling household waste produces both carbon dioxide and methane, both of which are greenhouse gases. Methane is considered over 20 times more detrimental to the atmosphere than Carbon Dioxide.

Treating the waste collected by local authorities has two key carbon impacts. Firstly, it reduces the amount of CO_2 and methane emitted from landfill sites; and secondly it can be used to generate alternative forms of heat and electricity, displacing the use of fossil fuels.

In 2012/13, SFT saw two of the local authority waste procurements it has been supporting come to a successful conclusion. Glasgow's residual waste treatment contract will divert 200,000tpa of residual waste from landfill and Edinburgh and Midlothian's collaborative food waste treatment contract will divert 20,000tpa of waste from landfill. Both of these projects will produce electricity and the Glasgow project has the potential to generate heat, which can be connected into a local district heating system.

"SFT has provided excellent support to the ZeroWaste Project, especially its project assurance, market intelligence and general best practice guidance in delivering a project of this scale. I have enjoyed working with SFT and look forward to a continued relationship as we deliver the next stage of the Project."

Gordon Pollock, Project Director for ZeroWaste: Edinburgh and Midlothian

In order to estimate the carbon impact of procuring a network of waste treatment facilities SFT has taken the data used by Glasgow's successful contractor (Viridor) as part of their planning application for a new 200,000 tpa facility in the south of Glasgow. Viridor claim that their facility will save circa 40,000 tonnes of CO_2 by diverting waste from landfill and potentially save up to 50,000 tonnes of CO_2 through generating alternative forms of energy and producing recyclates for reuse; a total potential $C0_2$ saving of 90,000 tonnes per annum.

Government has estimated that Scotland requires a total of 1,700,000 tonnes of residual waste capacity. If the remaining 1,500,000 tonnes was able to secure the same carbon impact as Glasgow's project then a potential 765,000 tonnes of CO_2 could be saved. However, to take account of the fact that SFT is not working with all local authorities in the waste sector, and that not all local authority projects will be able to tap into a local heat network in the immediate future, SFT has assumed that the waste projects it is supporting will have the potential to save circa 250,000 tonnes of CO_2 per annum.

Secondary aspects of SFT's activities in the waste sector which will support the realisation of the goals set out in the ZeroWaste Plan include:

- Setting requirements for the use of recycled materials in design of buildings; and
- Requiring contractors to sign up to ZeroWaste Scotland's charter "Halving the level of construction waste going to landfill"

4.2.4 **Energy Efficiency and Low Carbon**

The Scottish Government has indicated a commitment to generating 100% of Scotland's electricity needs from renewable sources by 2020. This is in parallel to the UK Government's commitment of 15% of energy to be generated from renewable sources by the same date. There is therefore significant interest in the development of Scotland's renewable estate.

SFT, in conjunction with COSLA, are exploring ways to support local authorities in the development of renewable energy projects. Last year SFT and COSLA published a report on "The Commercial Aspects of Local Authority Renewable Energy Production" which identified a range of commercial and funding structures that may be applicable.

This year further guidance has been prepared for local authorities on the options available under the UK Government's "Green Deal". Under the Green Deal initiative, private firms can offer consumers energy efficiency improvements to their buildings and consumers repay the cost of such improvements through the resulting savings on their energy bills.

In addition, work has been done to investigate possible approaches to Energy Performance Contracting within the public sector. Working with Deloitte, SFT has prepared further guidance for local authorities on the commercial and accounting impacts of different energy efficiency contracting structures. SFT is now working with a number of pilot projects to test the commercial feasibility of these approaches from a technical, financial and value-for-money perspective.

A key initiative being promoted by SFT to promote the energy efficiency and low carbon agenda relates to street lighting. In March 2013 SFT published its Street Lighting Toolkit. This Toolkit has been prepared in collaboration with Society of Chief Officers of Transportation in Scotland (SCOTS) with support from the Scottish Cities Alliance Sustainability Group. The Toolkit enables local authorities to assess the impact of investing in energy efficiency measures for their street lighting. The Toolkit covers the technical, financial and commercial aspects of different street light options along with a template technical cost and financial model to enable local authorities to make informed decisions when investing in energy efficient street lighting.

"East Dunbartonshire Council and SFT have worked proactively together to assess the options to invest in the energy efficiency of our street lighting network. SFT's help in delivering the business case, and their on-going support to help overcome potential barriers to the project, has been a significant factor in moving the project forward and very much appreciated."

Derek Cunningham, Director of Development & Infrastructure, East Dunbartonshire Council

As part of the evidence base to support energy efficient street lighting initiatives, SFT has supported the development of two business cases; one for East Dunbartonshire Council and one for West Dunbartonshire Council. These two business cases suggest that for £6m to £7m investment in energy efficient street lighting the long-term benefits that can be realised compared to the status quo include:

- A 60% decrease in annual energy consumption;
- A 45% to 50% reduction in carbon emissions; and
- A £10m to £12m saving in maintenance costs.

Given that, on average, street lighting accounts for 25% of a local authority's electricity bill, if the benefits identified through the two business cases were to be replicated across all Scotland's local authorities, for an initial investment of around £300m local authorities would recoup the investment two or three times over in addition to dramatically reducing carbon emissions.

In order to estimate the carbon impact of procuring more energy efficient street lighting across Scotland, SFT has taken the average carbon saving per annum forecast from the East Dunbartonshire business case and assumed that 30% of local authorities in Scotland are able to secure similar benefits. The East Dunbartonshire business case forecast an annual carbon saving of 1,225t CO_2/yr. Scaling this up to cover all of Scotland could secure a carbon saving of 61,826t CO_2/yr. Applying the 30% take-up factor results in a forecast carbon saving of 18,548t CO_2/yr.

Further energy efficiency and low carbon initiatives that SFT will be exploring during 2013/14 including the potential progress the development of a practical, public sector approach for district heating.

4.2.5 **Summary Carbon Impact**

Determining the exact carbon impact of all of SFT's actives across the range of projects and programmes its supports is a complex task. Therefore, SFT has taken a simplistic approach to establish an indication of the contribution the projects and programmes it supports will make to the carbon agenda. The table that follows summarises the findings from the headings given above. SFT recognises that the many partner organisations it works with take a leading role in securing these carbon benefits.

Sensitivity	Net Benefit
SFT's Environmental Performance	2.5 tonnes
Procuring Energy Efficient Buildings	55,500 tonnes
Supporting the ZeroWaste Plan	250,000 tonnes
Low Carbon & Energy Efficiency	20,000 tonnes
Total	Circa 325,000 tonnes

Whilst these savings are relatively small in relation Scotland's over carbon emissions (< 1%) the impact is broadly equivalent to the average carbon output of 50,000[6] homes.

[6] Each home in the UK produces approximately six tonnes of CO_2 each year.

5.0 **Benefits Validation**

SFT has arranged for independent validation of this 2012/13 Statement of Benefits from both Grant Thornton as a leading financial and business advisor with relevant experience in infrastructure investment in Scotland, and by academics from the London School of Economics and Political Science.

5.1 Grant Thornton

In undertaking their validation of SFT's Statement of Benefits for 2012/13, Grant Thornton reviewed the underlying assumptions used in relation to each of the benefits and sought back up as available and discussed the rationale for the individual assumptions with SFT. Issues raised were discussed with SFT and, where appropriate, adjustments to the benefits statement were made. This allowed Grant Thornton to conclude

"Based on our consideration of the methodology, the consistency of its application and the underlying assumptions (both in terms of the elements of the methodology and the valuation of the expected benefits), we consider the approach taken to quantifying individual benefits to be reasonable".

5.2 London School of Economics

In undertaking their validation of SFT's Statement of Benefits for 2012/13, LSE stated

"In our view the structures of the methodology used to record and report benefits are sound, and reflect well judged set of principles for including degrees of confidence and sensitivity of benefit estimates".

In their report, LSE made a number of suggestions as to how the SFT's benefit reporting processes could be improved; with particular emphasis on communicating the benefit of SFT's activities in a simple way that engages with a much wider audience. SFT has addressed this suggestion this year through the preparation and publication of a shorter, more illustrative document which was published at the same time as this more formal benefit report.

ANNEX 1 – Backup Document List

This summary of SFT's benefits is accompanied by the following documents:

1. "Scottish Futures Trust's Financial Benefit Methodology"

2. "Scottish Futures Trust, Statement of Benefits 2012-13 - Supporting Material"; and.

3. "SFT Statement of Benefits 2012-13 - Calculations"

The supporting material is available on the 'publications' section of the SFT website at **www.scottishfuturestrust.org.uk/publications/benefits**

ANNEX 2 – Sensitivity Analysis

	SCENARIO 1	SCENARIO 2	SCENARIO 3
Avoided Cost	£3,508,297	£3,164,587	£2,533,160
Additional Investment	£16,741,827	£16,892,250	£15,422,096
Efficiency: Funding & Finance	£55,067,381	£21,335,754	£16,542,333
Efficiency: Delivery	£407,847,616	£85,294,174	£70,836,404
Efficiency: Validation	£9,127,855	£5,646,855	£5,450,537
Efficiency: Centre of Expertise	£34,876,067	£5,364,962	£4,640,473
Total	**£527,169,044**	**£137,698,582**	**£115,407,004**
Cost of Operations	£5,615,660	£5,615,660	£5,615,660
Net	£521,553,384	£132,082,922	£109,791,344

ANNEX 3 – SFT's 2012/13 Benefits

The table below lists the value of each individual benefit reported for 2012/13. The figures below represent the aggregate benefit value for the four-year period 2009/10, 2010/11, 2011/12 and 2012/13 less value of the benefit reported for the previous three years in 2011/12's benefit statement. The figures also incorporate a one off adjustment made to the benefit model this year to reflect a re-basing of previous year benefit values.

SFT's methodology forecasts the benefits arising from its work and then monitors the actual benefit delivered. This means in some cases, should a project change in scope or phasing, or a procurement cease, a previously reported benefit may be reduced, resulting in a negative number being reported for some benefits each year. This year; putting in 'contracted for' figures in NHT 1 rather than estimated; Aberdeen City Council not proceeding with its TIF project; and rephasing of operational PPP, hub project timing and benefits in local asset management, are all examples of how the cumulative approach captures both positive and negative movement.

Detailed calculations supporting each individual benefit are available in the supporting calculation spreadsheet – "SFT Statement of Benefits 2012-13 Calculations" which is available from SFT's web site **www.scottishfuturestrust.org.uk**

ANNEX 3 – SFT's 2012/13 Benefits

Ref	Title	Value
A1	SFT Consolidated Avoided Costs	£3,007,066
A2	Waste - Avoided Future Contract Variation	£157,521
B1a	TIF - Development of Model (Glasgow, Falkirk, A&B)	-£4,852,268
B1b	TIF - Development of Model (Edinburgh, Fife, Ravenscraig)	-£9,850,197
B2	NHT - Phase 1 - Development of Model	-£1,551,524
B3	NHT - Phase 2 - Development of Model	£14,243,648
B4	NHT - Council Variant	£18,902,591
C1	Western Isles and Orkney Schools Projects - Finance Structure	£1,037,756
C4	Orkney Schools Projects - Business Case Diligence	£31,903
C5	RHSC/DCN Procurement Strategy and Increased Competition	£1,276,252
C6	NPD Contract - Saved Procurement Time	£626,765
C6a	NPD Contract Saved Procurement Time (Construction Price Inflation)	£4,356,771
C7	NPD Contract - Optimal Risk Transfer	£1,257,320
C8	NPD Programme - Reduced Cost of Capital	£12,657,014
C9	hub - Return on Working capital investment	£91,974
D1	Hub Programme - Reduced Procurement Time	£6,015,236
D2	Hub Programme - Capital Costs Continuous Improvement	£4,506,825
D3	Hub Programme - Bid Costs Savings	-£2,234,147
D4	Hub Programme - Public Sector Investment Returns	£1,302,857
D5	Hub Programme - Reduced Rates of Return	£2,381,947
D6	Hub Programme - Dialogue Stage Public Sector Savings	-£36,438
D7	Schools Programme - Pilot Project Savings	-£74,397
D8	Schools Programme - Needs Identification	£45,888,900
D8a	Schools Programme - Needs Identification - Addition Benefit Secondary Schools	£20,662,772
D9	Schools Programme - Continuous Improvement Savings	£1,174,715
D10	Hub Programme – Affordability Cap Savings in NHS	£5,705,905
E1	Validation - Non-Standard Civils Projects (FRC)	-£446,990
E2	Validation - Standard Accommodation Projects	£275,568
E3	Validation - CMAL	£5,818,277
F1(A)	Operational Projects Support - General	-£2,614,558
F1(B)	Operational Projects Support - Targeted Interventions	£2,069,890
G1	Waste - Procurement Timetable Benefits - Avoided Disposal Costs - Projects other than Clyde Valley	£75,284
G2	Waste - Service Cost Benefits (Reduced Gate Fees) - Projects other than Clyde Valley	£497,812
G3	Waste - Reduced Gate Fees - Clyde Valley	£263,633
G4	Budget Recast - Initial Benefit Identification	-£593,465
G5A	Asset Management - Local Estate	-£12,305,349
G5B	Asset Management - Central Civil Estate	£8,768,857
G6	NPD Programme - Needs not Wants - Scrutiny & Challenge	£5,471,705
G7	Energy Efficient Street Lighting Model for Local Authorities	£3,731,153
TOTAL		**£137,698,582**

ANNEX 4 – SFT's Employment, Training and SME Data

Part 1 - Construction Jobs Supported by the hub & Schools Programme

Benefit Type	Number of Operatives On Site	Number of Apprentice/Trainee	Total number of Operatives
Mearns Academy	54	3	57
Riverside Primary School - Stirling	35	0	35
St James Primary School - Renfrew	12	0	12
Craigmarloch Primary /ASN	30	0	30
Auchmuty High School	144	7	151
Eastwood High School	189	4	193
Lasswade High School	308	4	312
Dumbarton High School	109	3	112
Aberdeen Care Village & Car Park	80	0	80
Grampian Police			
Custodial Project	13	0	13
Gullane	16	0	16
Wester Hailes	72	5	77
James Gillespie	10	0	10
	1072	**26**	**1,098**

Data collected over one working day during February 2013

PROJECT	SME Benefits (Tier 2 & 3)		Curriculum Support								Graduate & Traing Oppurtunities			Jobs Advertised & Created				Training & Development				
	% of contract value awarded to local and national SME's	% of SMEs invited to tender based within Scotland	Work Placement (16-19 years) - persons	Work Placement (14-16 years) - persons	Curriculum Support (Pupils/FE Students)	Work placement (College/ Uni Student)	Visits By Schools (Pupil numbers)	Visits to schools	Visit to Colleges	Visits From Colleges	Graduate Recruitment	Apprentice/ Trainees	Existing Apprentices	Jobs Advertised In Local Procurement	Jobs Retained	New Jobs	Indirect Employment	N/SVQ Starts	Training Plans Adopted	Leadership Training	Health & Safety Training	Community events organised/ supported
	%	%	Days	Days	Days	Days	Person	Person	Person	Person	Nr	Nr	Nr	Nr	Nr	Nr	Nr	Nr	Nr	Nr	Nr	Nr
Drumbrae Library	97%	83%	5	15	0	5	264	258	12	12	0	0	1	3	0	2	0	0	0	3	0	2
Craigmillar Office & Library	67%	84%	75	15	15	40	215	264	42	85	1	4	3	0	0	2	14	0	1	3	0	4
Haddington Primary School	82%	86%	20	40	28	10	344	264	42	85	4	3	0	18	0	18	0	1	2	1	1	3
Wester Hailes Healthy Living Centre	94%	85%	15	36	0	6	699	655	113	246	3	10	6	4	23	15	0	0	2	0	0	4
Aberdeen Community Healthcare Village	59%	85%	1	1	0	0	0	360	0	30	0	2	0	0	0	5	63	0	0	0	0	0
Frederick Street Multi Storey	24%	24%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	74%	**82%**	**327**				**3,990**				**37**			**25**	**23**	**119**		**1**	**5**	**7**	**1**	**13**

Part 2 - Construction Jobs Supported by the hub & Schools Programme

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Statement of Benefits 2012-2013

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