



25/26 Business Plan

Sustainable infrastructure for a thriving Scotland

SCOTTISH
FUTURES
TRUST

Contents

1. Introduction	2
2. Our Priorities	3
3. Our Organisation	5
4. Our Work	7
5. Our Impact	11
6. Our Budget	13

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



VISION

Sustainable infrastructure for a thriving Scotland

SCOTTISH
FUTURES
TRUST

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

Introduction



Streetscape works on Union Street, Aberdeen.
Picture: hub North

Infrastructure plays a vital role in enhancing the quality of our lives. Investment in new infrastructure is essential - whether that is for electric vehicle charging, expanding mobile phone coverage or developing and delivering heat networks to support the energy transition.

Today, key considerations include what infrastructure is needed, how it is paid for, what materials are used and where it is built, all while prioritising net-zero goals, sustainable communities, and inclusive economic growth.

This responsibility extends beyond the public sector to everyone involved in planning, constructing, investing in, owning, operating, and using Scotland's infrastructure.

At the Scottish Futures Trust, we play a crucial role in guiding the public sector through this increasingly complex infrastructure landscape.

As Scottish Government's centre of infrastructure expertise, we work across a wide range of infrastructure sectors and in all parts of Scotland where our skills and expertise are concentrated in the following four key areas of driving best practice:

- Infrastructure Strategy
- Infrastructure Investment
- Infrastructure Delivery
- Infrastructure Management.

This Business Plan is the first to be delivered under our recently published 2025-2030 Corporate Plan and should be read in conjunction with it.

In all our activities, we work with others. Our continued success lies in our ability to develop and nurture long-lasting, mutually beneficial relationships across the public and private sectors.

These valuable partnerships are critical, and we continue to develop and build upon those strong bonds, working towards our vision of '*Sustainable infrastructure for a thriving Scotland.*'

Peter Reekie
Chief Executive

Driving best practice – four key areas



Infrastructure
Strategy



Infrastructure
Investment



Infrastructure
Delivery



Infrastructure
Management

Our Priorities

Neilston Learning Campus,
East Renfrewshire Council.
Picture: David Barbour



Our priorities are determined by the policy priorities of Government and our long-term, expert perspective on where our efforts are best directed to deliver sustainable infrastructure for the people of Scotland.

There are four priorities established in Scottish Government's [2024-25 Programme For Government](#) and our Business Plan for 2025-26 has been established to contribute to them all:

1. Eradicating **child poverty**

Our Learning Estate team manages the Learning Estate Investment Programme and leads on the infrastructure requirements for the Early Learning and Childcare expansion and free school meals programmes. All of this work targets improved learning environments and provision for young people across Scotland. We also play a leading role in place-based planning and delivery of community infrastructure to enable more effective and collaborative public service provision to communities, a key requirement to promote prevention and give children the best start in life.

2. Growing **the economy**

Our teams lead innovation and structure transactions which deliver investment into both public and private sector infrastructure and development. To enable future investment in emerging asset classes, we work with policy makers to shape the hydrogen marketplace for Scotland. More immediately, we are working across sectors to structure public private partnership and concession arrangements which draw private investment, including to electric vehicle charging, heat networks and broader public infrastructure.

Our outcomes based funding models are delivering investment in schools and enabling private development through the Growth Accelerator, whilst our work supporting disposal and reuse of vacant sites catalyses housing and broader private development investment.

Scottish Government's Priorities

1. Eradicating **child poverty**
2. Growing **the economy**
3. Tackling the **climate emergency**
4. Ensuring **high-quality and sustainable public services**



3. Tackling the **climate emergency**

We will continue to develop and promote our Net Zero Public Sector Buildings Standard as a foundational tool for public authorities to build and refurbish buildings on a pathway to net zero and will work with colleagues on funding and financing approaches to deliver investment into public asset decarbonisation.

As part of the Heat Networks Support Unit we will support policy development and early projects in that vital infrastructure to decarbonise building heating in our cities and we will work with colleagues in Transport Scotland to leverage investment into electric vehicle charging across Scotland alongside developing plans for heavy duty vehicles.

4. Ensuring **high-quality and sustainable public services**

Public services are delivered out of buildings and much of our work is dedicated to improving that social infrastructure across Scotland. Our teams support Scottish Government's Single Scottish Estate programme with its focus on efficient office buildings and will work with government portfolios and bodies to develop asset strategies for their operational estate which can drive service transformation and enable closer collaboration between services in a place.

We manage programmes of investment including in new schools and continue to develop the construction market interface through the hub Programme and early work on a new delivery model for social infrastructure. Finally, our teams support more effective management and use of existing assets through infrastructure technology and digitalisation as well as improving contract management and supporting the expiry of legacy Private Finance Initiative (PFI) contracts.

Through this plan we set out:

- How our organisation operates as an infrastructure centre of expertise, including our governance arrangements, values and the key skills of our team
- Our work for the year under the priority headings established in our Corporate Plan of infrastructure strategy, investment, delivery and management
- How we will measure and report on the impact that our work will have on outcomes for the people and places of Scotland
- The budget that we will operate under including core and programme funding from Government along with income from our investment portfolio
- In the Annex we set out in detail the activities that our workstreams will undertake, collaborating with a wide range of public and private sector stakeholders

Our Organisation



Our purpose

We are 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.

Having a Scotland-wide remit affords us the opportunity to have oversight across a wide range of infrastructure activities taking place at local, regional and national levels and across numerous sectors.

This in turn allows us to share best-practice, seek greater efficiencies by encouraging stronger collaborations to deliver improved joined-up services, and share learnings for the benefit of our partners which can translate into better value for money and enhanced service delivery across the public sector.

Our Board

Our Board, comprising the chair, non-executive directors and our chief executive is responsible for taking forward the aims and objectives set out in our Corporate Plan as well as ensuring we are effectively governed.

Our Leadership Team

Driving the organisation forward and providing strategic oversight is our Leadership Team. They are as follows:

- Peter Reekie, Chief Executive
- Kerry Alexander, Director, Infrastructure Finance and Programmes
- Colin Proctor, Director, Construction Industry and Delivery
- Caroline Whyteside, Director, Corporate Services and Investments
- Tony Rose, Director, Strategy, Place and Economy

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



Further details of our Board are available here



Additional information about our Leadership Team is available here

Our **strength** lies
in our **highly skilled**
and talented people.

Our skills

Our purpose is to drive best practice in how infrastructure is planned, paid for, delivered and managed and we do that by bringing a unique mix of skill sets to work on a focussed suite of activities, which involves influencing and managing change, in collaboration across the public and private sectors.

That unique mix of skills is made up of infrastructure specialists from across a broad spectrum of infrastructure disciplines, including strategy and economics, programme management, design, funding and finance, commercial structuring, procurement and contracting, property and project development, asset strategy and management, property transactions, and data and digital technology.

Over and above their 'professional' skills, our people also bring an in-depth understanding of how the private sector can best work with the public sector; they know the public sector rules of engagement and the parameters in which it operates; they know how infrastructure investment models can be best developed to be investable by the private sector, and they are aware of the importance of, and the long-lasting impact to be had from greater collaboration.

Our vision and values

Our infrastructure activities are led by a renewed vision - **Sustainable infrastructure for a thriving Scotland** - and the following values underpin all our work:

Inspiring
ambition to
make a lasting
difference

Pursuing
innovation
to unlock
opportunities

Working in
collaboration
to deliver for
people and places

Having
determination
to enable
positive change



Queens Quay Heat Network.

Picture: West Dunbartonshire Council

Our Work



The focus of our workstream activities can be captured within four areas: **Infrastructure Strategy, Infrastructure Investment, Infrastructure Delivery and Infrastructure Management.**

Infrastructure strategy

In carrying out our infrastructure strategy role, our expertise and knowledge are used to support and advise Scottish Government and the public sector on their short, medium and long-term infrastructure needs as well as providing advice on organisational, sectoral, place-based and national infrastructure strategies.

Our specialists understand the long-term infrastructure goals needed to achieve agreed outcomes, which, combined with their knowledge of the current asset-base, can be used to develop high-level plans to achieve those goals and support future investment prioritisation.

For 2025/26, our infrastructure strategy expertise is focused on the following activities:

- Working with Scottish Government colleagues to establish a systematic evidence-based approach to national infrastructure investment decision-making, as recommended by the Infrastructure Commission for Scotland
- Playing a leading role in disseminating Scottish Government's asset strategy guidance, and catalysing good examples of shared occupation
- Developing a strategic business case for future investment in the learning estate with the potential to follow the Learning Estate Investment Programme
- Providing support for the strategic deployment of heat networks in Scotland, as part of the Heat Networks Support Unit
- Continuing to deploy our significant experience in leading, facilitating and managing place-based programmes
- Monitoring developments in the digital connectivity sector and engage with key partners and stakeholders to

Infrastructure strategy case studies



Ensuring asset strategies align with Scottish Government's investment hierarchy



Life-saving services supported by Scottish Government's 4G infill programme



Infrastructure investment

Making Scotland an attractive place to invest is a key driver of Scottish Government's long-term economic plan.

In working towards that goal, our infrastructure investment skills are utilised to develop and implement new approaches that leverages private sector investment supported by the public sector.

To support this, our experts analyse market intelligence, engage with sector markets, structure outline business models, and where appropriate, carry out due diligence that supports sound infrastructure investment decisions.

For 2025/26, our infrastructure investment expertise is focused on the following activities:

- Deploying our investment and commercial structuring expertise to support public bodies in their understanding and application of existing and new financing models for infrastructure investment
- Providing support to partners with the development of opportunities for stimulating hydrogen offtake in Scotland
- Continuing our work in implementing electric vehicle infrastructure charging approaches, encouraging private sector investment in this new market
- Supporting the existing Tax Incremental Financing and Growth Accelerator portfolio and consider the innovative delivery approaches for strategically important developments
- Managing the portfolio of design, build, finance and maintain investments ensuring the best interests of the company and its stakeholders are supported, the facilities continue to be maintained to a high standard and, as far as possible, base-case target returns are delivered to SFT Investments

Infrastructure investment case study



Bringing financiers on board to support delivery of electric buses



Orkney Ferries satellite technology.
Picture: CloudNet

Infrastructure delivery

Scotland's public sector invests over £10bn a year in construction, where over 44,000 businesses (the vast majority of which are SMEs) support nearly 150,000 infrastructure-related jobs.

It is therefore imperative for us to continue to work with and support this thriving sector.

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

Our experts place particular emphasis on promoting high-quality, sustainable design that enhance lives, as well as ensuring that construction meets standards which align with the principles set out in the Construction Leadership Forum's Construction Accord.

For 2025/26, our infrastructure delivery expertise is focused on the following activities:

- Delivering the programme management operations for hub, the Learning Estate Investment Programme, and the Islands and Carbon Neutral Islands programmes
- Undertaking with Scottish Government and partners the early development work for a new delivery model for social infrastructure
- Deploying our design, delivery and procurement expertise to grow the opportunity for housing delivery and in other sectors for the use of modern methods of construction
- Continuing to provide experienced delivery capacity to public sector organisations on key projects

Infrastructure delivery case study



New collaborative approach to deliver more affordable housing



The detailed activities to be undertaken across all our workstreams for 2025-26 are available here.



Infrastructure management

Just as important as building and delivering good quality infrastructure, is ensuring it is well managed and maintained.

Our infrastructure management work is primarily conducted with public sector asset owners along with facilities management companies, together with the property and development sector.

Our experts are focused on making the most of existing buildings, supporting the transition to net zero, and repurposing or selling surplus land and buildings.

Making the most out of existing buildings and land is increasingly taking a place-based approach, where our teams assess the overall need and potential for shared use, thereby improving efficiency and enhancing service delivery within communities.

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

For 2025/26, our infrastructure management expertise is focused on the following activities:

- Supporting contract management of Scotland's operational Public Private Partnership (PPP) projects, including the implementation of the programme approach to projects reaching expiry and systematic approaches to decarbonisation of the PPP estate
- Deploying our commercial real estate expertise engaging with public bodies to secure best outcomes from the disposal and reuse or acquisition of public sector real estate assets
- Providing ongoing support to SFT Investments as regards existing housing initiatives such as the National Housing Trust and housing delivery partnerships
- Supporting Scottish Government in its ambition to decarbonise the public sector estate including through the use of the Net Zero Public Sector Building Standard
- Working with partners to support the implementation of digital and data-led strategies and solutions to enable a public sector digital estate

Infrastructure management case studies



Net Zero Buildings Standard supporting over £3bn of public sector projects



Supporting improved data transfer on PFI project handbacks



Public to public sale will deliver affordable housing provision

Our Impact



Greyhope School, Aberdeen.

Picture: hub North

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

We set out in our Corporate Plan 2025-30 a new Impact Framework to provide 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.

Through the year we will refine specific quantitative and qualitative measures in line with the framework set out in our new Corporate Plan against which our 2025-26 Business Plan activities will be evaluated. These will be compiled into an Impact Report to be published along with our Annual Report and Accounts after the year-end.



Activity Outcomes



Strategy

There is a clearer understanding of future infrastructure needs supporting improved evidence-based policy making



Delivery

Quality assets are delivered through efficient and effective programme management and project delivery, stimulating a vibrant construction industry



Investment

Funding and financing is innovative, sustainable and affordable, with increased investment in Scotland's infrastructure



Management

Infrastructure is effectively managed, maintained, reused and repurposed through a whole-life portfolio approach

Thematic Outcomes



Place

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



Data and technology

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



Climate change

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

Our Budget

Our operational budget
for 2025/26

£10.2m

(£9.9m 2024/25)

Our budget comes from the following sources:

£3.7m

**Scottish Government
core grant**

(£3.4m 2024/25)

£5.0m

**Scottish Government
programme grant**

(£5.0m 2024/25)

£1.5m

**Net investment
income**

(£1.5m 2024/25)

Wallyford Learning Campus.
Picture: Cadzow Pelosi



Contact

Should you have any questions about this Business 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.scottishfuturestrust.org.uk

SCOTTISH
FUTURES
TRUST

Thistle House, Fourth Floor,
91 Haymarket Terrace, Edinburgh EH12 5HE

www.scottishfuturestrust.org.uk

Clydebank Leisure Centre.
Picture: McAteer Photo