

# HUB SOUTH EAST SCOTLAND TERRITORY **ANNUAL REPORT**

2020 - 2021

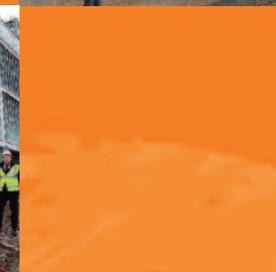


  
**hub**  
South East Scotland



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## Hub South East: Your Development Partner of Choice

11 Years of Hub South East Achievements

### WE SUPPORT

Providing strategic partnering services to help clients achieve local and national objectives.

### WE DELIVER

Developing, constructing and maintaining high quality, value for money, modern facilities.

### WE COLLABORATE

Sharing best practice across the territory and with Scotland's other Hub companies.

### WE INNOVATE

Working with our clients and supply chain to provide innovative solutions and influence future design.

VALUE OF HUB PROJECTS IN SOUTH EAST SCOTLAND

£835m

£506m

OPEN and OPERATIONAL

£159m

IN CONSTRUCTION

£170m

IN DEVELOPMENT

423  
NEW JOBS  
created

PROPORTION  
of CONSTRUCTION WORK  
PACKAGES AWARDED to  
SCOTTISH SMEs

82%

### EDUCATIONAL SUPPORT



Site, School  
and FE Visits

32,500+  
persons

School and FE  
Work Placements

4,700+  
days

### GRADUATE & TRAINING

546 New and existing  
APPRENTICESHIP  
and trainee places

130 Professional Employment  
including GRADUATES

Figures correct at March 2021

### HUB IS FLEXIBLE

We have numerous examples of time and cost savings for clients resulting from the flexibility of the Hub process, the most recent being the tight timescales in which we were able to assist NHS Lothian to deliver **Covid Vaccination Centres**, from strategic support and contract negotiation to first vaccinations on site in under 3 months.

### HUB INNOVATES

We have led on models of **repeatable designs**, we're facilitating **new service delivery models** in health and social care, we've supported quality improvements and **lower carbon** initiatives and we delivered Scotland's first public **Passivhaus** nursery.

### HUB MAKES A WIDER IMPACT

Our Partnership with local charity Grassmarket Community Project has seen almost **£60,000 raised through supply chain events**.

### HUB IS AWARD WINNING

With more than **50 shortlists and 19 wins and commendations**, our projects and team have received industry recognition in local, national and international awards. Notably, Hub South East was named Developer of the Year at the International Partnerships Awards in 2018.

### HUB IS VALUE FOR MONEY

Financial caps mean affordability is built in. There are no high costs of bidding for supply chain contractors, open book procurement and transparency ensures no hidden costs and **ALL Hub South East's projects have been delivered within budget**.

- In terms of benchmark metrics, Hub South East on average delivers first class secondary schools at **13.9%** below the cost per m<sup>2</sup> target and, through efficient design, **8.3% below the target cost** per pupil.
- **£3m saving** on Affordability Cap on Wallyford Primary School
- **£5m saving** on whole life costs on Royal Edinburgh Phase 1
- **£2.9m saving** on the Affordability Cap on East Lothian Community Hospital
- **£1.8m savings** were negotiated on property acquisition for NHS Lothian on the Vaccination Centres project

### HUB ASSISTS CLIENTS TO MEET SCOTTISH GOVERNMENT TARGETS

We understand our clients' needs to deliver against National Performance Framework Targets and with **place making, net zero emissions, and inclusive economic growth** now key drivers for attracting additional investment, we have the perfect vehicle in the Hub programme to drive this forward.

### HUB HAS A STRONG SUPPLY CHAIN

We have **100 experienced companies**, including contractors, architects, engineers and advisers ready to assist with projects. In addition, each of our three Tier 1 Contractors have **more than 300 Scottish SMEs** on their supply chain.

## FOREWORD 2020-2021

### Welcome to the 2020/21 Annual Report for the South East Territory, covering April 2020 to end March 2021.

At the start of this reporting period, we had just entered the most extraordinary of times as the Covid-19 global pandemic meant the closure of offices, alongside the majority of construction sites across the country. Hub South East had to quickly adapt to meet the challenges of enforced changes resulting from the Government's response to tackling the outbreak. We commend the team and its supply chain for their ability to react quickly and embrace these changes. They continued to nurture established relationships with clients and ensure that projects still progressed through key development stages and, when allowed, safely reopened sites.

Whilst there were undoubtedly impacts on the progress of developments during this time, the positive outcomes have highlighted the true benefits of partnership working and have afforded a further opportunity to demonstrate the flexibility and breadth of services available through the Hub model – no more apparent than in Hub South East's response to the delivery of Covid Vaccination Centres for NHS Lothian (P29).

It's also encouraging that a recent independent report by EKOS into the performance of the five Hub companies in Scotland found that after delivering £2.2 billion of community infrastructure, with another £1.2 billion under construction or in development, the Hub companies all enjoy a high level of confidence from clients. It recommended that the Hub programme should continue and evolve to further advance Scottish Government infrastructure policy objectives. We're confident, based on successful past performance and exciting future plans, that the South East Territory will play its part in doing just that.



Paul Brewer  
Chair  
Hub South East  
Scotland Ltd



Craig Marriott  
Chair  
South East Territory  
Partnering Board

The territory's Strategic Vision is for Hub and our clients to work together to provide enhanced local services and achieve tangible benefits for partners and communities in the Lothians and Borders. With a programme value of £835m, we have continued to make real progress in delivering this. With the recent government emphasis on direct public funding rather than privately financed projects, it's particularly encouraging to see our clients continue to actively choose Hub South East to deliver projects, further positioning ourselves as their Development Partner of Choice.

Since 2010 we have, at the time of writing, completed 8 new or refurbished facilities worth more than £500m, ranging from healthcare and supported accommodation, to educational and community facilities. In what is now our 11th year in operation, whilst navigating the gradual easing of Covid restrictions, we continued to work together to improve local services by delivering modern, high quality community infrastructure across the territory.

Proudly, despite Covid restrictions, in this reporting period we completed Scotland's largest Hub project, the East Lothian Community Hospital (P18), a development which shows the value of Hub's early involvement in making real time and cost savings. We also delivered Scotland's first non-domestic public Passivhaus building at Blackridge Nursery (P15), demonstrating innovation and assisting our client to influence future design. Construction continues on a number of projects across both health and learning estates.

We are pleased to have earned the trust of local authority clients in securing additional projects over the last year and there is a general recognition that post-Covid-19 recovery planning presents a major opportunity to assess and redesign how public services are delivered in the future. This gives us the chance to look again at how we collectively meet national and local policy objectives for a net zero carbon economy, improved digital connectivity, effective place making and maximum social value.

Through the delivery of projects we are investing in both individuals and businesses and generating community

benefits across the territory, creating real social value. Since 2010 we have supported almost 550 new and existing apprenticeships and more than 420 new jobs have been created on our supply chain to help deliver Hub projects. Overall, 82% of work packages on completed projects to date have been awarded to Scottish SMEs, so the wider economic impact of our work continues to extend well beyond the service users of the facilities we deliver.

The support of our Tier 1 contractors and our supply chain has been crucial in meeting the challenges presented by the pandemic. Their flexibility and willingness to find new safe ways of delivering services in the ever-changing circumstances was a key factor in the success of our projects. This year we also began the process of further strengthening the supply chain to support the future needs of clients. An exercise to find a new Tier 1 Construction Contractor began in this reporting period and Balfour Beatty was recently appointed to join Morrison and BAM Construction, positioning Hub South East with an increasing wealth of supply chain experience to help support our partner organisations with their upcoming project requirements.

Looking ahead at such projects, as well as delivering developments currently on site, including the Castlebrae Community Campus in Edinburgh, Winchburgh Schools in West Lothian and Wallyford Secondary Learning Campus in East Lothian, we are delighted to be supporting Scottish Borders Council in their learning estate improvements in both Galashiels and Peebles. Combined with a range of health facilities for NHS Lothian, there's a great deal of work being undertaken across the Territory which will further support the economic recovery of the country post Covid.

We would like to thank the many organisations and individuals involved in making the Hub programme in the South East territory such a success. As this last year has demonstrated, partnership working is, more than ever, crucial in responding to challenging times and we look forward to continuing this collaborative relationship and to a safe and productive year ahead.

## TERRITORY PROGRAMME DIRECTOR'S ANNUAL REPORT

**I am delighted to provide my Territory Programme Director's report as part of Hub South East's Annual Report for the 2020/21 year.**

**I have examined the evidence held by Hub South East for its achievement of KPIs across a wide range of projects. I am satisfied from the evidence presented that Hub South East has met its KPI targets for 2020/21, with no significant performance Failures or track Record events.**

It goes almost without saying that the 2020/21 financial year for Hub and Clients was dominated by Covid-19. At the time of writing, although the threat to health from Covid remains very real, it has become something which we have had to learn to live with through the development and construction phases of projects.

The lockdowns inevitably resulted in programme challenges and consequential cost increases. Unwelcome though these were to all, they required mature and reasoned negotiation to ensure that no party was left bearing an unreasonable share of these costs and that project delivery, whilst delayed, was not put in jeopardy. In my view it is a sign of the strength of the partnership between Hub South East and its Clients that, though at times challenging, these negotiations ultimately reached a position on projects which all parties could live with. Hopefully, one of the lessons for us all from the pandemic is the benefit of long-term partnership working where trust and respect is built up, rather than project delivery in a purely transactional way.



Gordon Shirreff  
Territory Programme  
Director

The need to maintain social distancing once sites did re-open meant that productivity was more limited and that, as a result, the overall programme impact exceeded the initial twelve-week lockdown period. However, I am confident that Hub, its construction partners and Clients went to considerable lengths to ensure that programme delays were no greater than was absolutely unavoidable.

As the direct impact of Covid -19 began to be overcome, another set of equally unwelcome issues began to emerge which also impacted on budget and programme. Cost and supply pressures emerged across a wide range of materials and labour shortages also became evident. At the present time these challenges remain and seem likely to be with us into 2022. I have no doubt that Hub is working well with its supply chain and Clients to mitigate project impact as far as possible, recognising that this is far from easy.

In December 2020 the Scottish Government announced a further wave of school projects through its Learning Estates Investment Programme (LEIP). Seven of the twenty-five schools across Scotland are in our territory, more than in any other. Three of these are confirmed to be delivered by Hub, with Wallyford already on site.

Last year I referred to the fire at Peebles High School and the speed with which Hub was able to respond and provide assistance in partnership with colleagues at Scottish Borders Council. A number of options were developed for rebuilding the school and there is now a preferred option, with Hub selected as delivery partner.

Schools continue to be the bread and butter of Hub's current work and whilst there is nothing wrong with this as it reflects Clients' needs, it does represent a potential risk through being over reliant on one sector. Hub's management is conscious of this, and considerable efforts are being put into entering new markets such as care home/care village and assisted living sectors. Hub is now very active in early-stage project development on a number of these projects, responding to Clients who are experiencing population growth at both ends of the age spectrum. I see this as an excellent example of Hub working with Clients, often through Strategic Partnering Services, to

help them define their need and then working with them to bring projects forward. Indeed, a senior Hub manager is now working exclusively in this area.

There remains a shortage of capital to fund new project development and this is a particular issue for the NHS, with evidence in our territory that NHS projects are starting to be delayed as a result. This situation could improve dramatically if the pledge of £10bn for NHS capital projects made at the time of the Scottish parliamentary elections comes to fruition. There has been little progress with a revenue funded model to replace Hub DBFM.

This time last year Territory Partnering Board meetings had begun via Microsoft Teams rather than in person. This method of meeting, unknown to many of us before the Covid pandemic, has proved to be remarkably effective. The avoidance of travelling time has meant that attendance at TPBs has generally been better than when meetings were held in person. It remains uncertain when, and indeed if, TPBs will revert to in person meetings.

During the year the TPB has held discussions on a wide range of issues, in particular on the Scottish Government's capital investment priorities of Net Zero Carbon, Place and Inclusive Economic Growth. The Hub partnership is well placed to deliver benefit in each of these areas. The TPB also discussed the reports of the Infrastructure Commission for Scotland, whose recommendations have been accepted by the Scottish Government. One of these recommendations is a presumption against new build single use facilities. This is already resulting in increased interest in joint working across Clients and the redevelopment of existing buildings.

Without doubt 2020/21 has been the most challenging year since the establishment of Hub. No one could have predicted in early 2020 what a dramatic impact Covid -19 would have on almost every aspect of our working and personal lives. These immensely challenging times have emphasised the strength of a deepening partnership between Hub and Clients. I am optimistic that in the year ahead, this partnership will further strengthen and deliver benefit in areas not even considered at Hub's establishment.

## HUB SOUTH EAST CHIEF EXECUTIVE'S REPORT

**I began last year's Annual Report referencing the Covid-19 pandemic and its resulting impact on our business, our clients and wider society. As I write this towards the end of 2021, we are undoubtedly still facing similar challenges as we continue to navigate through unprecedented times.**

However, together with our clients and supply chain, it has been heartening to see how partnership working has continued and relationships have been strengthened and as we return to some form of normality, in the South East Territory we are in an excellent position to continue to play our part as the country recovers. We can look forward to many opportunities ahead but it's important that we still reflect on the successes of the previous year, acknowledging the collective effort and achievements of 2020/21.

In total, during this 12-month reporting period from April 2020, our team worked on the completion of developments of more than £110m, the construction of new facilities valued at almost £70m and around £80m of project development. This is no mean feat in any year, let alone considering the constraints of Covid restrictions.



Paul McGirk  
Chief Executive  
Hub South East  
Scotland Ltd

In health, as well as completing the final phase of Scotland's largest Hub project – the East Lothian Community Hospital (see P18), Hub South East played our part in tackling the Covid-19 pandemic by assisting NHS Lothian in delivering a number of Vaccination Centres in tight timescales (see P29). From sourcing appropriate venues, to contract negotiation, design and construction on site, this demonstrates the spectrum of services and flexibility available through the Hub programme and shows just what can be achieved by working together.

Education also continues to be an area of focus for councils and the majority of projects in construction and development this year have been helping clients achieve National Performance Framework objectives in relation to their learning estate. From early years (including delivering Scotland's first public non-domestic Passivhaus building in West Lothian and an innovative Forest Kindergartens project in Edinburgh using Shipping Containers – P14 & 15), to developing some of our clients' largest investments in education (such as the £60m Winchburgh Schools development including a primary, two secondaries and shared sports and community facilities - P27), we are working with our partners to ensure their learning estate supports new strategies for education and links with the community, further education and businesses.

At the time of writing, although outwith the reporting period, we have welcomed the Cabinet Secretary for Education to Wallyford to visit the site of what is the first secondary school in the Scottish Government's Learning Estate Improvement Programme (LEIP). We are proud to be entrusted with these exciting projects, ensuring that the South East Territory includes some of the most modern, innovative, sustainable learning estate in the country.

Of course a great deal of work on projects happens before they hit the ground and with place making, net zero emissions, and inclusive economic growth now key drivers for attracting additional investment, the importance of these strategic services in helping our clients maximise

opportunities cannot be overstated and we are delighted that this support is being increasingly utilised by our public sector partners.

From the provision of strategic expertise through to construction, we are focused on ensuring that the projects we are involved in achieve value for money for clients (P40), as well as a legacy of social value benefits which go beyond the delivery of facilities themselves. This, alongside our positive customer surveys and repeat work is demonstrable evidence of our achievements and how well we are performing in Hub South East. But we do not rest on our laurels and take every opportunity to use feedback to change our processes and will continue to do so, adapting to the needs of our clients.

Finally, in relation to our team and board, it's again been a busy year. Whilst our Melville Street office remained closed throughout this reporting period, the Hub South East team adapted well to working remotely and as you will see from this document, work continued at pace despite Covid related resourcing challenges. We further developed our close working relationship with Hub North, sharing skills and experience across both organisations. We also welcomed a new public sector shareholder representative on the board as Andrew Bone joined us from NHS Borders.

Thank you to all partners who have contributed to this year's achievements in such a challenging environment. We look forward with enthusiasm to a positive pipeline of work in the coming year and are supported by a strong supply chain to help us deliver this. As social infrastructure becomes an important engine for rebuilding the economy, the need for investment, especially in the area of health and social care, will be more apparent than ever. Through the Hub programme, we are ready as the perfect vehicle for our partners to deliver this and I am confident that working together across the South East territory we can ensure the realisation of Hub South East's aim to become our clients' Development Partner of choice.

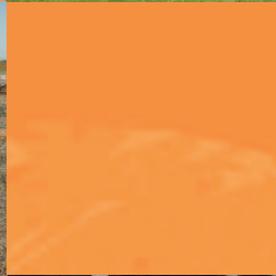
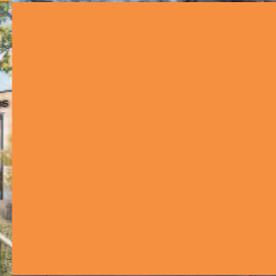


**PROJECTS 2020/21**

**£114m  
COMPLETE**

**£69m  
UNDER  
CONSTRUCTION**

**£121m  
IN DEVELOPMENT**



INNOVATIVE USE  
OF SHIPPING  
CONTAINERS FOR  
EARLY YEARS  
OUTDOOR  
LEARNING



FIRST PUBLIC  
NON-DOMESTIC  
PASSIVHAUS  
BUILDING IN  
SCOTLAND.



COMPLETED PROJECT

## FOREST KINDERGARTENS

Client	City of Edinburgh Council
Value	£0.6m
Tier 1 Contractor	Morrison Construction
Complete	March 2021

Following the success of the Leith Meanwhile Project in 2018, the Council approached us to develop a similar solution for Forest Kindergartens. This is assisting our client in meeting the Scottish Government's Early learning and childcare requirement to increase free learning for 3 and 4 and eligible 2 year olds to 1140 hours each year. The project provided five new kindergarten facilities, with the potential to quickly increase the number of locations should the need arise. Construction Social Enterprise, Rebuild, were involved, providing much needed paid work experience for those facing barriers to employment (P32).

*"After the Leith Meanwhile development, with support and advice from Hub South East, we have used the lessons learned on this project to inform the roll out of our Forest Kindergarten programme across the city. Using shipping containers is a great flexible solution which helps us achieve our objectives. This is an exciting project which offers a range of opportunities for children to positively engage with the natural world and provide holistic engagement in all aspects of their learning while improving health and wellbeing."*

Robbie Crockatt, Learning Estate Planning Manager,  
The City of Edinburgh Council

COMPLETED PROJECT

## BLACKRIDGE NURSERY

Client	West Lothian Council
Value	£1.9m
Tier 1 Contractor	Morrison Construction
Complete	January 2021

**A fully certified Passivhaus nursery providing up to 64 spaces for early learning and childcare for 2, 3 and 4 year olds, including enhanced outdoor playscapes.**

As all new capital projects are being challenged to drive towards higher performance whilst reducing operational maintenance and running costs over the building lifecycle, an increasingly popular solution is to design to Passivhaus standard, providing a high level of occupant comfort whilst using very little energy for heating and cooling. Preliminary results are consistent with the performance forecasts. Passivhaus is leading to less

CO2 emissions and heating demand and in terms of whole life costing over 40 years, the Passivhaus model will deliver significant savings.



*"This is a fantastic new facility that will provide an ideal learning environment for local children. We welcome the Passivhaus accreditation, with the pioneering design delivering a number of potential benefits, such as reducing energy use and increasing comfort for staff and children."*

Executive councillor for education, West Lothian Council, David Dodds

INNOVATIVE SOLUTION TO HELP TACKLE RISING SCHOOL NUMBERS BY DEVELOPING, DESIGNING AND CONSTRUCTING NEW CLASSROOMS IN SHORT TIMESCALES



PART OF A UNIQUE EARLY YEARS PROJECT TO COMPARE DIFFERENT BUILD TYPES AND INFLUENCE FUTURE DESIGN



COMPLETED PROJECT

# RISING ROLLS 7

## FOXCOVERT PRIMARY

Client	<b>City of Edinburgh Council</b>
Value	<b>£0.9m</b>
Tier 1 Contractor	<b>Morrison Construction</b>
Complete	<b>December 2020</b>

These new school extensions are being built as long-term solutions and the programme is an excellent example of Hub South East working with a client to develop creative, flexible solutions for service delivery issues. The City of Edinburgh Council has a continual need for more classrooms in its primary schools as pupil numbers are ever increasing. However, the exact need each year is not known conclusively until the council is aware of the uptake of spaces in any given school. We provide a standardised approach to various class sizes that can be rolled out across

multiple locations. individual facilities can have their own identities that reflect the site restrictions and user preference, but a standard palette of materials is used.

This allows a tight programme to be set in terms of design, development, approvals and construction, producing a quality, long term solution but with a quick turnaround – faster than would have been achieved procuring traditionally outside the Hub process.

COMPLETED PROJECT

# ST MARY'S

## NURSERY

Client	<b>West Lothian Council</b>
Value	<b>£1.2m</b>
Tier 1 Contractor	<b>Morrison Construction</b>
Complete	<b>November 2020</b>

**A traditional build nursery providing up to 64 spaces for early learning and childcare for 2, 3 and 4 year olds, including enhanced outdoor playscapes.**

St Mary's Nursery is part of a West Lothian Council Early Years Centres £2.7m investment in two nursery buildings in Bathgate and Blackridge, developed in response to Scottish Government's commitment to increase funded childcare to 1140 hours per year. Two identical looking modern nurseries were built, St Mary's using current best practice specification and Blackridge (P15) using Passivhaus. This unique approach allows West Lothian

Council to compare the outcomes from both buildings over time to fully understand the benefits, costs and performance of different building standards.

***"This is another project to enhance West Lothian's excellent school estate, which is already one of the best in the country. The £1.2m new build will provide the additional pre-school places needed to cope with the additional hours pledged in Bathgate, and will be the perfect place for children to begin their education journey in West Lothian."***

Executive councillor for education, West Lothian Council, David Dodds

LARGEST HUB PROJECT IN SCOTLAND



680 WORK PLACEMENT DAYS 27 NEW JOBS

PUPIL/STUDENT VISITS 2620

20 PROFESSIONAL EMPLOYMENT (including graduates)

APPRENTICESHIPS & TRAINEES (new and existing) 113



LOWER CARBON PILOT PROJECT AND ENHANCED QUALITY MEASURES DURING CONSTRUCTION



127 WORK PLACEMENT DAYS 8 NEW JOBS

PUPIL/STUDENT VISITS 229

2 PROFESSIONAL EMPLOYMENT (including graduates)

APPRENTICESHIPS & TRAINEES (new and existing) 23



COMPLETED PROJECT

## EAST LOTHIAN COMMUNITY HOSPITAL

Client	NHS Lothian
Value	£69m
Tier 1 Contractor	Morrison Construction
Complete	September 2020

This project delivered a three storey, 22,000sqm purpose-built hospital, consolidating and repatriating clinical services which were dispersed across various sites, into one new facility. It's a great example of the strength of Hub's strategic support service as we began our involvement with what was at the time a ground-breaking approach to demand and capacity analysis. The Initial Agreement for the project was endorsed by Scottish Government as an exemplar model and strong partnership working then continued throughout the design, development and construction of the project, resulting in a high-quality

facility, delivered on time and within budget, realising a range of community benefits and social value.

*"It really is a fantastic, attractive facility that is helping us to deliver high quality care, closer to home. This is convenient for our patients and helps relieve pressure on other hospital sites. The project has been a really positive example of integrated planning and delivery between NHS Lothian, East Lothian Health and Social Care Partnership and East Lothian Council working alongside our development partner Hub South East."*

Calum Campbell, Chief Executive of NHS Lothian

COMPLETED PROJECT

## QUEENSFERRY HIGH SCHOOL

Client	City of Edinburgh Council
Value	£40m
Tier 1 Contractor	Morrison Construction
Complete	July 2020

This 1200 pupil capacity High School, which was part of a Scottish Futures Trust supported lower carbon pilot, incorporates a sports hall and new 6 lane swimming pool (increased in size from 4 lanes after taking into account community feedback) as well as a number of areas which are accessible locally. The new school was built on the old school's playing fields and once complete (although out with this reporting period), the old school was demolished, with the area landscaped and a new pitch created on the site.

*"It provides high quality, modern facilities for pupils and teaching staff, and features a low carbon design which will deliver energy efficiencies. The school will also provide much-needed community facilities and many of the areas will be easily accessible to the public. This is the latest successful partnership with Hub South East Scotland and the Scottish Government's Schools for the Future programme."*

Councillor Ian Perry, Convener for Education, Children and Families, The City of Edinburgh Council.

# CALDERWOOD PRIMARY SCHOOL

Client	<b>West Lothian Council</b>
Value	<b>£14.3m</b>
Tier 1 Contractor	<b>Morrison Construction</b>
Due to Complete	<b>Complete September 2021</b> (outwith reporting period)

*“We are absolutely delighted to accept the stunning new Calderwood Primary school as a flagship addition to our school estate, which is already one of the best in the country.”*

*“The new school has been designed and built with the learning experience at its heart, and will help create a focus for the new Calderwood community. We know all the parents and carers in the local community will be delighted to have such an excellent facility on their doorstep.”*

*“There have been many challenges to deliver such a fine school against the backdrop of a global pandemic, so huge thanks to Hub South East, Morrison Construction, JM Architects and all the other contractors for their efforts to complete it on budget and ahead of the revised schedule.”*

Councillor Lawrence Fitzpatrick, Leader of West Lothian Council.



The new Calderwood Primary in East Calder was under construction during this reporting period, but was handed over in September 2021, five weeks ahead of schedule. It has already opened its doors, providing non-denominational primary education for up to 462 primary and 128 nursery pupils and has been designed for future extension to cope with increasing demand as the area grows.

The school forms one edge to a proposed village square, with the design being influenced by a necessity for the school building to fulfil the role of a (central) community orientated public building, providing a significant public face to the newly emerging square and settlement of Calderwood.

West Lothian Council has a strong belief in developing the way that education is delivered through an open collaborative learning environment. Design proposals, following on from the award-winning learning without walls layout of West Calder High School, aimed to embrace this in an early years and primary setting, providing a series of flexible interchangeable spaces within an overall building plan that provides opportunities for pupils of all ages to interact and learn from each other.

Central to the design is a double height dining space that offers flexibility for breakout teaching and provides connection to all areas of the school. The adjacent gymnasium opens up to the dining area, allowing flexibility and movement for larger groups or performances whilst the hella-up seating offers



**OPEN PLAN  
LEARNING IN THE  
HEART OF A NEW  
COMMUNITY -  
DELIVERED  
AHEAD OF  
SCHEDULE**



opportunities for smaller groups to gather or learn with views towards the village square. Classroom accommodation is semi-open plan providing connection with adjacent flexible breakout zones whilst offering views over the landscaped playground.

Both staff and pupils are delighted with the new Calderwood Primary and the potential it brings to improve the learner journey and they are already enjoying their new space which has now become ‘a home’, with overwhelmingly positive feedback.

*“Our vision at Calderwood Primary is to go beyond the dream and we have certainly done that in our first few days, all together in our amazing new school.”*

*“There has been a real buzz of excitement with our children, staff and whole school community.”*

Calderwood Primary Head Teacher, Sarah Burton



**Scan this QR code** to see a drone fly through of the new Calderwood Primary.

A NEW HIGH SCHOOL CAMPUS AND CREATIVE HUB FOR THE COMMUNITY



REFURBISHMENT OF GRADE C LISTED BUILDING



PROJECT UNDER CONSTRUCTION

# CASTLEBRAE COMMUNITY CAMPUS

Client	City of Edinburgh Council
Value	£29m
Tier 1 Contractor	Morrison Construction
Due to Complete	Early 2022

The new 700 capacity secondary school, which has the potential to be increased to 1,200, is being delivered in Edinburgh to replace the current Castlebrae High School. The chosen site is directly next to the East neighbourhood centre and library, a project we also delivered in partnership with the City of Edinburgh Council. An important aspect of the design is the provision of a variety of spaces for learning activities to support collaborative and inclusive practice. Externally there will be extensive landscaped areas for outdoor learning activities and a 3G

artificial football pitch, which will be available for use by the local community outside school hours, as well as a community town square.

*“The pupils and staff were hugely excited for their new school as they have been involved throughout the whole process so they feel a real sense of ownership. The new Castlebrae Community Campus which will provide a first-class learning environment and an exciting, inspirational and creative hub for the whole community.”*

Councillor Cammy Day, Depute Leader for the City of Edinburgh Council.

PROJECT UNDER CONSTRUCTION

# INCLUSIVE EDINBURGH CENTRE

Client	NHS Lothian
Value	£3m
Tier 1 Contractor	Morrison Construction
Due to Complete	Complete September 2021 (outwith reporting period)

As part of the Primary Care Framework with NHS Lothian, work started during this period on the Inclusive Edinburgh project – the refurbishment of the Grade C listed former Panmure St Ann’s building on the Cowgate in Edinburgh.

The building, being delivered with the Edinburgh Health and Social Care Partnership, brings together primary care, other health services, social work and housing to give care and support to homeless people in Edinburgh.

The main alteration to the building was to create a new entrance. The physical environment and social spaces within the building were developed to support a psychological environment for those receiving and

delivering support. Feedback from those who currently use services was implemented into the redesign.

The significant majority of the first floor rooms and internal detailing were retained, including cornicing and timber panelling restored. The re-planning of the ground floor was more significant and very few existing rooms remain. Instead it was compartmentalised into consulting rooms; treatment rooms and interview rooms, all accessed from a central open plan waiting area.

At the time of writing it is recently completed and staff are moving in preparation to open for service users.

# GULLANE

## PRIMARY EXTENSION



Client	<b>East Lothian Council</b>
Value	<b>£5.2m</b>
Tier 1 Contractor	<b>Graham Construction</b>
Due to Complete	<b>Complete September 2021</b> (outwith reporting period)

Works began on site at Gullane Primary School during this reporting period and are recently complete. The project was delivered in two phases: a new nursery extension and outdoor play scape, and an extension on the building's east side to provide new classrooms and a multi-purpose sports hall with changing facilities. A small extension to the front of the building also provides a larger front reception area and office space.

# ROSS HIGH

## SCHOOL EXTENSION



Client	<b>East Lothian Council</b>
Value	<b>£5.4m</b>
Tier 1 Contractor	<b>Graham Construction</b>
Due to Complete	<b>Spring 2022</b>

Works are underway on an extension for Ross High School in Tranent, East Lothian.

When complete they will provide a classroom extension alongside a new social area within the school and dedicated spaces for Art, Business Studies, IT and Modern Languages faculties.

# PINEWOOD

## SCHOOL



Client	<b>West Lothian Council</b>
Value	<b>£5m</b>
Tier 1 Contractor	<b>BAM Construction</b>
Due to Complete	<b>Summer 2022</b>

This project is currently underway in Blackburn and will deliver additional and enhanced facilities for the school, which provides primary and secondary education for young people with severe and complex needs from across West Lothian.

The scale of the works includes demolition of the original block, construction of a new extension comprising a games hall, dining, office accommodation and additional classrooms.

# CEDARBANK

## SCHOOL



Client	<b>West Lothian Council</b>
Value	<b>£7m</b>
Tier 1 Contractor	<b>BAM Construction</b>
Due to Complete	<b>Spring 2022</b>

Construction is underway on the £7m state-of-the-art replacement for Cedarbank School in Livingston. Cedarbank currently provides quality education for secondary pupils with additional support needs from around West Lothian, spread over three locations.

The superb new stand-alone, modern purpose-built facility will include a multi-purpose sports hall, specialist classrooms for CDT, Science, Home Economics, Art, IT and life skills as well as outdoor areas for learning. The new space will bring up to 130 Cedarbank pupils from S1 to S6 together under one roof when it opens in 2022.

## PROJECTS IN DEVELOPMENT

During this reporting period we've been developing projects for clients in the South East territory worth than £120m.



These include a range of health and education facilities, a number of which have now progressed through development and at the time of writing, although not within this reporting period, are now progressing on site.

Despite Covid restrictions we have also been successful in securing and progressing the development of additional learning estate, both primary and secondary for clients in East, West and Scottish Borders Council. These include new facilities in Peebles, Galashiels and East Calder and will feature in next year's annual report as they are further developed.

## WALLYFORD SECONDARY LEARNING CAMPUS

After delivering the award winning Wallyford Primary School, in this reporting period Hub South East worked on the development of a Secondary School for the area. The project is part of Phase 1 of the Scottish Government's Learning Estate Investment Programme (LEIP) and at the time of writing is currently on site, with completion due in Summer 2023.

Alongside modern teaching and social spaces, the facility will include specialist provision for young people with complex needs, a dedicated Science, Technology, Engineering, Arts and Maths (STEAM) centre, and a tots and teens area. Community spaces and a day centre for older people, as well as new sports facilities, are also planned.



***"The facility will provide additional secondary school capacity for the area and supports our vision for dynamic and thriving local communities, in one of Scotland's fastest growing local authority areas."***

***"It is vital that we ensure high-quality local infrastructure is provided to meet the needs of local people and the new building will provide a fantastic, modern learning environment."***

Councillor Fiona Dugdale, Cabinet Spokesperson for Education and Children's Services, East Lothian Council.

## WINCHBURGH SCHOOLS

After the success of the Award Winning West Calder High School, we were delighted to be entrusted with West Lothian Council's largest investment in its learning estate – the Winchburgh Schools development, a £60.7m project currently now on site. Winchburgh is one of West Lothian's three Core Development areas which will see a significant number of new homes being built over the next ten years. This learning estate project, which should be complete in 2023 includes:

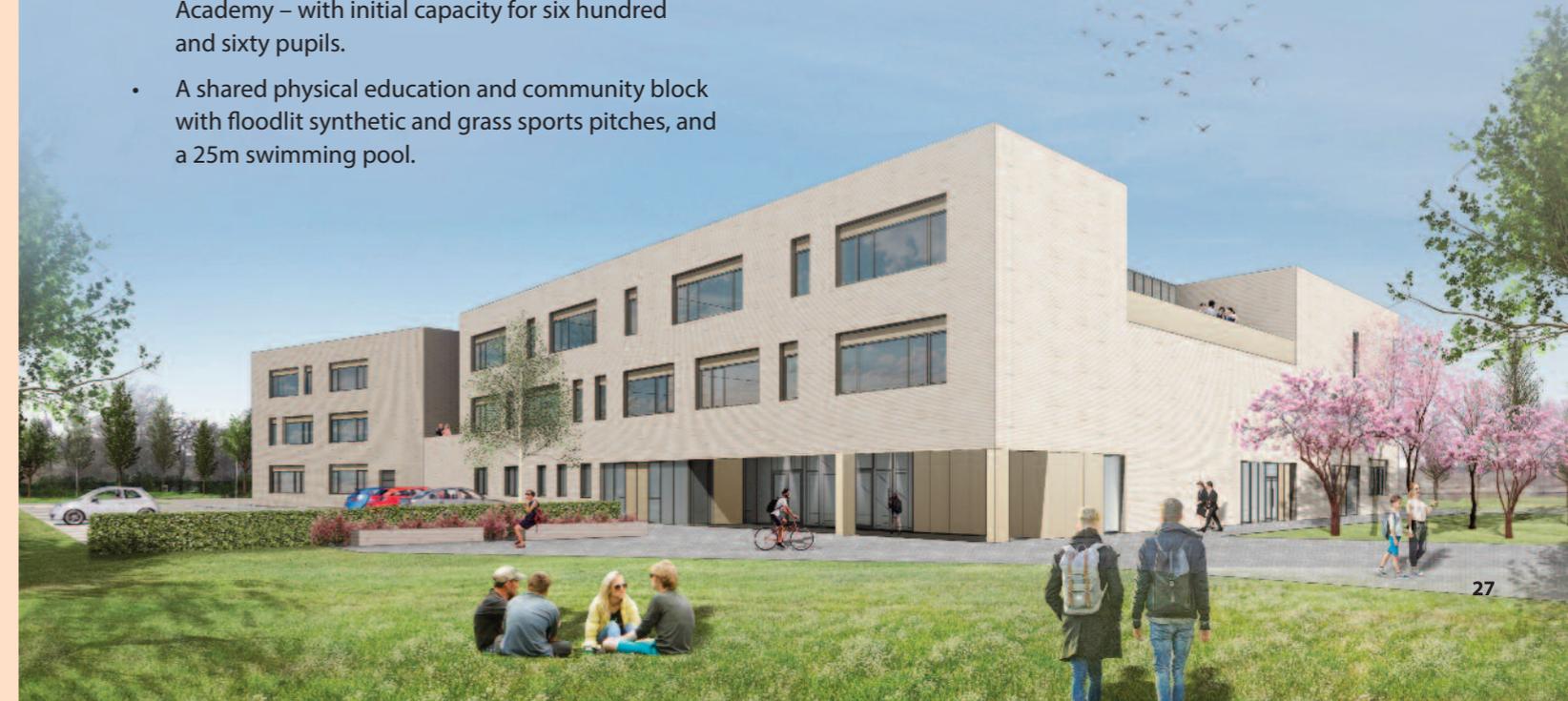
- A replacement Holy Family Primary School with initial capacity for two hundred and thirty-one pupils – this includes a 64 place nursery.
- A non-denominational secondary school – Winchburgh Academy – with initial capacity for six hundred and sixty pupils.
- A denominational secondary school – Sinclair Academy – with initial capacity for six hundred and sixty pupils.
- A shared physical education and community block with floodlit synthetic and grass sports pitches, and a 25m swimming pool.



***"This is a significant step forward in what is an enormous investment in education within West Lothian and the local economy, as a whole. We are delighted that significant progress is being made on this ambitious programme."***

***"The new schools and facilities will provide local people with fantastic facilities for generations to come and we're very proud to delivering this project."***

David Dodds, West Lothian Executive Councillor for Education.





By using our Strategic Support Services to negotiate property acquisition for the Vaccination Centres project, Hub South East, through its contacts and experience, **SAVED NHS Lothian more than £1.8m** in building and car parking costs alone.



## STRATEGIC PARTNERING SERVICES

Hub South East's continued ability to deliver high quality facilities on schedule and on budget is a key factor in our success. To ensure every project can be delivered on the best footing, we provide strategic support and guidance to our partners, identifying innovative, practical and affordable solutions and opportunities for new ways of working.

Whether masterplanning, estate rationalisation or new models of care, our development team works in the background, assisting clients to achieve key local and national policy objectives.

Work carried out under strategic support has been instrumental in unlocking and making possible health, education and social care projects across the territory and in this reporting period, it has also been a crucial element in the Forest Kindergarten project (P14) and in our ability to assist NHS Lothian in its efforts to respond to the Covid-19 pandemic as you can see here...

## COVID VACCINATION CENTRES



Once vaccines for Covid-19 were approved there was an urgent need for NHS Lothian to develop and deliver centres for mass vaccination. The concept was discussed with Hub South East around of October 2020 and centres were up and running in early 2021.

From sourcing appropriate venues, to contract negotiation, design and construction on site, as well as FM, we were involved in various aspects of mass centres at the EICC in Edinburgh, Royal Highland Showground, Younger Building at the Gyle, Pyramids Business Park and a drive through centre at Queen Margaret University. This demonstrates the spectrum of services available through the Hub programme and shows just what can be achieved by working together. Hub South East is proud to have played our part in this vital national effort.

*“One of the most exciting projects we’ve done with Hub South East recently, and one of the most challenging has been the vaccination stations. It’s not often you get the chance to say the world has changed, but it really has. And the contribution that Hub made was extremely important to the welfare of the country.”*

*“Hub were our go to guys when it came to getting these vaccination stations built quickly and efficiently. We looked at the whole range of services that were available, ranging from design, construction, strategic support, through to FM services and came to Hub South East to deliver. And it did! It’s a very important piece of work for the nation.”*

*“Looking at the number of people who have now been vaccinated it’s just an incredible achievement. Last Halloween this was just an idea. We gathered a group of people into a room and we talked about ‘could this be possible?’ and by January we were vaccinating people in mass vaccination stations. A huge amount of work was done. An incredible effort was put in by all parties and it showed a real collaborative spirit as we pushed on and did something fantastic for the country.”*

Andrew Milne, Project Director, NHS Lothian.

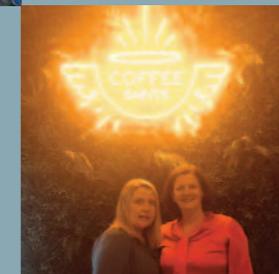
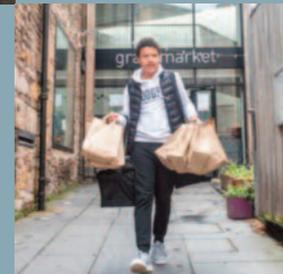




## PERFORMANCE

Overall, in relation to its performance against Key performance Indicators (KPIs) in the territory partnering Agreement, the territory partnering Board is satisfied with the performance of Hub South East over the last year.

The following pages contain information on just some of the key areas in 2020/21.



# COMMUNITY BENEFITS 2020/21

In the last Annual Report we talked about how we were working with SFT in the development of a new Community Benefit model which enables a more specific targeted measurement of value delivered in local communities. The approach is referred to Social Value, and it is becoming a recognised and regularly adopted method within the construction industry.

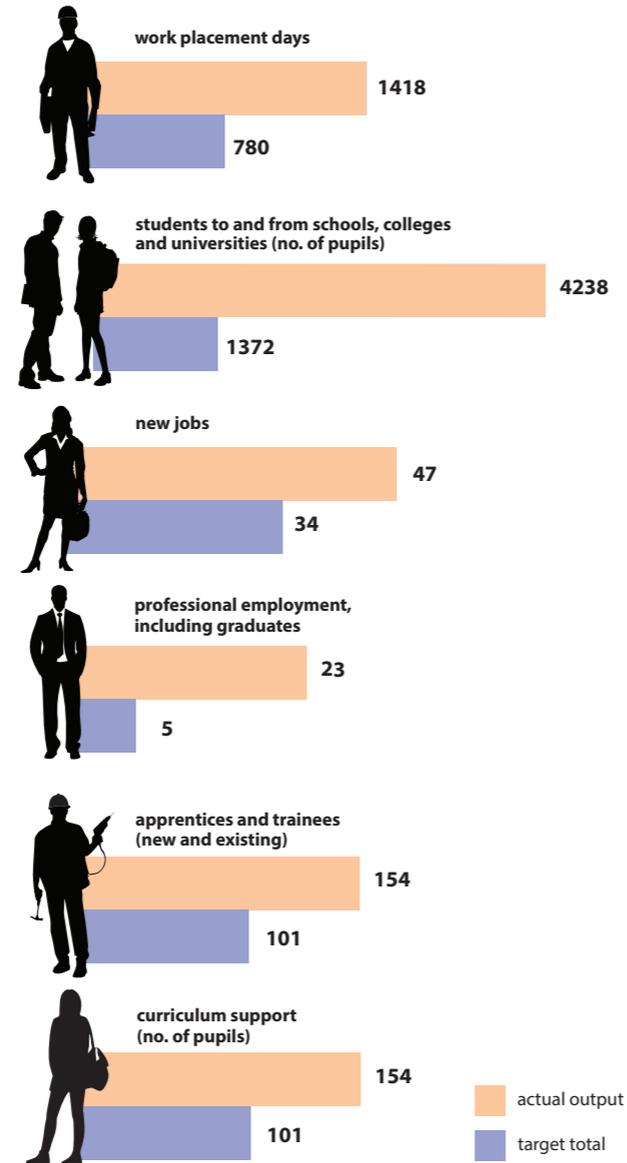
The specific tool adopted for the Hub Programme is the Social Value Portal (SVP), using a bespoke suite of Themes, Outcomes and Measures (TOMs) which enable the development of locally targeted initiatives and investment within the communities. From April 2020, all new projects moved to SVP measurement and existing Community Benefit KPIs run alongside this.

Delivering community benefits in addition to the bricks and mortar of a project is key to Hub's ongoing success and this year, as previous years, we are proud to be meeting and in many cases, outperforming in this area.

We are particularly proud that during the Covid-19 Pandemic, whilst it meant opportunities such as site visits, school visits and on-site work experience were unable to happen or were restricted, our Tier 1 Contractors sought innovative ways of making sure we were still able to deliver against our KPIs by enhancing opportunities for online learning.

We're delighted that as we write this report restrictions have eased meaning that in person visits have begun again, allowing important live site learning opportunities for local people.

On projects completed in the reporting period, we have again exceeded what we set to achieve:



## SUPPORTING THE COMMUNITY

On projects we've been working on this year, be they completed, in construction, or in development, our Tier 1 contractors have donated to a number of local causes – all demonstrating how Hub South East projects can provide benefits beyond the construction of the new buildings themselves. Just some of these donations of time, material and sponsorship from our Tier 1 contractors on projects include:

- Queensferry High School:** Sponsorship donations of £1000 for the local rowing club, £1000 for the Christmas at Queensferry event, providing strips for the school's new football team and staff volunteering at the local primary school to build planters and their poly tunnel.
- Castlebrae Community Campus:** More than £1000 in sponsorship has provided tablets for the school and new strips and goals for local youth football club, Castlevale. The Morrison Construction team is also engaging its supply chain to help refurbish the club's pavilion and has donated time and supplies to an art project by Connecting Craigmillar, as well as laptops to help with home schooling.
- Rising Rolls 7:** Staff helped make up 59 festive food packs for Fresh Start - an Edinburgh based charity helping people who have been homeless get established in their new home. £330 was also donated which helped provide the food packs and Christmas gifts.
- Calderwood Primary:** Donations of materials to both West Lothian College and Calderwood Farm to assist with a volunteer project and day to day working.

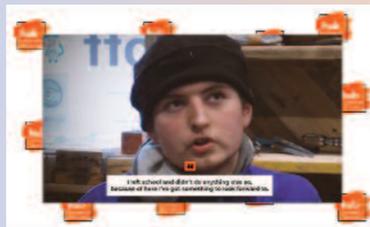


As well as this, our Tier 1s have supported local Christmas card competitions and donated to football clubs and graduation days. They have also been developing links with projects in the community such as the Bridges Project in East Lothian and Connecting Craigmillar in Edinburgh, to offer support and assistance.

The Hub South East team has also been practicing what we preach and we have been doing our bit too. We held a virtual MacMillan Coffee morning, and we donated to Hub West's Winter Warmer appeal for the charity PEEK and Hub South West's Trussel Trust Appeal, as well as donating to a local Christmas toy appeal.

In addition to this, we have continued to support our charity Partner – Grassmarket Community Project (GCP). Through company volunteering days, Hub South East supports its Communications Manager to continue to volunteer as a Director on the Board of GCP. In this reporting period, Joanne and her family took part in the 2020 Kiltwalk, walking 27 miles and raising more than £1500 for GCP, with contributions made by both Hub South East and individual team members. We also supported GCP by donating to its Christmas appeal in 2020.

## HUB COMMUNITY FOUNDATION



For the past three years the Hub Community Foundation's Building Brighter Futures Fund has supported young people struggling

to succeed by providing employment support across Scotland's 5 Hubs. Working with 10 regional charities, including both Move on and Grassmarket Community Project (GCP) in the South East Territory, this funding has reached more than 1,800 young people. The Covid-19 pandemic meant these charities needed to think innovatively to continue to motivate and engage young people. Critical emergency funding through this fund, allowed the charities to continue their work through lockdown.



*"Thank you so much to the Hub South East team for the generous donation to our Christmas Appeal and for encouraging colleagues and your supply chain to donate. The appeal raised over £2,000 at a time of year our members need our support most at the end of an exceptionally difficult year for them and our charity. I can't thank Hub team enough. Thanks to you we are able to add new ways to provide practical and emotional support to our members (despite Covid lock down) as well as start the new year with a degree of confidence when so many people have lost or are losing hope. To know that we have your support and you have our back as we move into 2021 gives us a huge boost. You guys are amazing!"*

## A STRONG SUPPLY CHAIN

As well as three tier 1 contractors (with Balfour Beatty recently appointed in addition to BAM and Morrison Construction) employing around 1400 staff in Scotland, we have a large, professional supply chain of almost 100 companies to call upon to assist clients in delivering community infrastructure developments in the South East territory. These include 3 FM contractors, 34 architects, 17 Mechanical & Electrical Specialists, and 18 civil & Structural companies.

We remain committed to ensuring that local businesses benefit from Hub projects being delivered in their area. Almost all (98%) of the work packages on the completed West Lothian Early Years project this year were awarded to Scottish SMEs and across our 10 years since inception, 82% of construction work packages have been awarded to Scottish SMEs. On average, each of our three tier 1s has more than 300 Scottish SMEs on its supply chain and a great deal of work is carried out to ensure local SMEs can engage with Hub projects, from Meet the Buyer Events to leadership training and supply chain networking events.

**We are also keen to ensure the continued use of social enterprises where possible. This year, through the Forest Kindergartens project, we were able to offer an opportunity to Edinburgh based construction social enterprise, Rebuild to get involved. Rebuild supports individuals with barriers to work such as ex-offenders, formerly homeless, sufferers of PTSD and other mental health difficulties. Rebuild were involved in the Leith Meanwhile Project in 2018 and by engaging with the team again, trainees were given the chance to work on kitting out shipping containers, resulting positively on individuals' skills, experience and confidence during their time on site.**



## ENHANCED QUALITY MEASURES

Quality is of the utmost importance on Hub South East projects and one indicator of the satisfaction with quality is user feedback. We have a range of positive responses from service users and visitors about the facilities we have completed in this reporting period (such as the example to the right).

Hub South East has a robust system and checks in place, but we cannot be complacent about the issue of quality and we are continually aiming to strengthen our offering to ensure the highest possible quality standards on our projects. Queensferry High School is an excellent example of this in action, as we implemented a range of enhanced quality initiatives on site, as part of a pilot project with SFT and the City of Edinburgh Council, including:

- Encouraging a culture and working environment where quality issues can be raised.
- Enhanced role of the independent tester and clerk of Works appointed and interface formalised.
- Use of BIM level 2 to ensure improved co-ordination between disciplines and trade contractors.
- Enhanced role of the design team, providing greater level of site presence and quality inspections.
- Ensuring single point responsibility, with each trade work package allocated a specifically qualified site manager. Importantly, these actions are all monitored at specific monthly reviews focussed solely on quality and attended by key members of the team to ensure issues are given the utmost importance.

These initiatives worked well and as a result we have rolled these enhanced quality initiatives out to all other sites.

As well as this, we are committed to sharing best practice and lessons learnt to ensure continuous improvement and

at our dedicated bi-monthly quality meeting between ourselves, our Tier 1 Contractors and SFT we have developed and continually review a Quality Notification Register. This pulls together key quality alerts which have materialised within our territory and also across the country within the control of our Tier 1s.



*In the East Lothian Community Hospital, we have a state-of-the-art facility that meets the needs of East Lothian residents, fulfils its part in the NHS Lothian system and has flexibility built in for the future. The experience of working in partnership has been extremely positive. Both Hub South East and Morrison Construction quickly understood the project aims and developed strong links with local stakeholders. The team were exemplary in their engagement with clinical teams and played leading roles in public and stakeholder engagement. They were flexible in response to changes in strategy/specification and maintained the overall vision throughout.*

David Small, Project Sponsor, NHS Lothian



## SOUTH EAST EDUCATION COLLABORATIVE

As development partner for public sector bodies, we are in a unique position to assist our clients in collaborating. We facilitate discussions across the territory and during this reporting period, following on from the success of our Learning Conversation event the previous year with Professor Stephen Heppell, we set up the **South East Education Collaborative**. This group chaired by Elaine Cook, Depute Chief Executive at West Lothian Council includes senior educationalists in local authorities looking at continued opportunities for joint working moving forward, ensuring that through the planning, design and construction of new projects that we are learning from best practice and sharing this with clients our supply chain and other stakeholders.

## ASSISTING CLIENTS TO ACHIEVE GOVERNMENT OBJECTIVES

Our collaborative efforts ultimately allow us to assist our clients to achieve the aims set by Scottish Government in the National Performance Framework. These values (increasing wellbeing, creating sustainable and inclusive growth, reducing inequalities and giving equal importance to economic, environmental and social progress) very much align with those of Hub South East and underpin our work, as does our drive to assist Clients in their focus on Place, Net Zero Carbon and Inclusive Economic Growth.

As a team we are keen to learn from others to ensure we are up to date with current industry knowledge around these areas and this year we have continued lunch time teach in sessions, albeit virtually, with a number of sessions on these topics.

## CROSS HUB COLLABORATION

We are one of 5 Hubs in Scotland and it's important that we share best practice and unify as a collective voice to ensure that important messages relating to the success of the Hub programme are delivered to key influencers across the country. Each Year we support the Learning Places Scotland Conference (formerly the Education Building Scotland Conference), allowing us the chance to showcase our collective achievements to clients and supply chain across Scotland. Although Covid meant that during this reporting period there was not a physical conference, we contributed towards online activity and were involved in the planning and preparation for the return of the conference in November 2021.

What has been welcomed by all 5 Hubs this year is the independent evaluation report of the Hub Programme by EKOS Ltd. This report confirmed that since its establishment ten years ago, the Hub Programme has delivered in excess of £2.2bn investment in around 200 projects in Scotland, performing well against its original aims and objectives and delivering substantial social impacts and community benefits and there is strong support from across all stakeholder groups. It noted the support for Hub by stakeholders and we are committed to ensuring this support is maintained and further enhanced by collaborating to demonstrate the positive impact the programme is delivering locally and nationally.

## AWARD SUCCESS

2020/21 has been another successful year for awards for Hub South East and its partners, with Jedburgh Grammar Campus taking home Best Education Silver in the 2020 International Partnership Awards, as well as a host of other shortlists for projects which celebrate the high quality design, construction, partnership working and social value delivered.

### PARTNERSHIPS AWARDS 2020

**Silver** Jedburgh Grammar Campus  
(Best Education)

**Finalist** Queensferry High School  
(Best Education)

**Finalist** Hub South East  
(Sponsor/Developer of the Year)

### SCOTTISH PROPERTY AWARDS 2021

**Finalist** Jedburgh Grammar Campus  
(Public Development)

**Finalist** Queensferry High School  
(Public Development)

**Finalist** East Lothian Community Hospital  
(Healthcare Development)

### EDINBURGH ARCHITECTURE ASSOCIATION AWARDS 2021

**Winner** Queensferry High School  
(Large Project)

### LEARNING PLACES SCOTLAND 2021

**Finalist** Jedburgh Grammar Campus  
(Project of the Year)

**Finalist** West Lothian Council Early Years  
(Innovation in Delivering a Sustainable Learning Space)

**Finalist** Hub South East  
(Consultancy of the Year)



## VALUE FOR MONEY

Our Key Performance indicators (KPIs) ensure that we are measured against our compliance with Value for Money proposals. A cost manager is appointed for each project and there are a range of measures and checks in place, from competitive tendering of work packages, to benchmarking and having affordability cap cost Plans. We are increasingly looking at Whole Life Costs as part of this to ensure clients are achieving best value for their investments and we have demonstrable evidence of how through the flexible Hub process, alongside genuine partnership working and innovation, we are able to drive down costs and provide real added value. An excellent example of this in action recently is on the **Wallyford Secondary Learning Campus which reached financial close within the Affordability Cap absorbing very challenging ground conditions, inclusion of LEIP energy targets and additional community space.** Here are just some examples from other projects we have worked on in this reporting period:

# £2.5m

The Winchburgh Schools campus on site in West Lothian is being delivered in excess of **£2.5m** below SFT metric.

# 13.9%

Since Hub South East's inception, excluding abnormals, education facilities have been delivered on average **13.9%** below SFT cost metric.

# £1.8m

By using our Strategic Support Services to negotiate property acquisition for the Vaccination Centres project, Hub South East, through its contacts and experience, saved NHS Lothian more than **£1.8m** in building and car parking costs alone.

# £1.4m

At Queensferry High School, over the duration of the 25 year concession period, **£1.4m** will be saved on life cycle costs when measured against the Affordability Cap.

# 8.3%

Since Hub South East's inception, excluding abnormals, education facilities have been delivered on average **8.3%** below SFT area metric.

# £3.5m

Full transparency of market testing on the East Lothian Community Hospital helped achieve cost of 4% under the Affordability Cap – saving **£3.5m**.

# 10.6%

Per metre squared, the new Queensferry High School in Edinburgh, was delivered **10.6%** below the secondary school metric.

## HEALTH & SAFETY

**With Accident Incident Rates (AIR) of well below the threshold of 0.5, our tier 1 Construction Contractors continue to maintain an excellent safety record.**

In this reporting period, as with previous years, no HSE enforcement notices have been received on any Hub South East construction sites. In this unprecedented year, with sites having to close and then re-open in a Covid-safe environment, we would commend our supply chain for its approach to Health and Safety in ensuring construction progress whilst adhering to strict Government guidelines.

Health and Safety remains an area of the utmost importance and is reported on regularly to our board. Where there are issues, they are identified and resolved as a priority. We continue to ensure that all three construction contractors share best practice and lessons learned in this area and that this is filtered down the supply chain.

## PROGRAMME

**All projects in this reporting period were completed within the Continuous Improvement threshold of 7.5% and Track Record Test of 10%, meaning the Key Performance Indicator (KPI) was passed.**

## SUSTAINABILITY

**We have a number of targets around sustainability on Hub projects and our performance in this area continues to be good, with all agreed targets being met or exceeded.** Plans are in place on all Hub projects to manage environmental issues and waste. Where our client specifies that environmental assessments such as BREAAAM are targeted, we ensure that the facilities we deliver comply with these.

We are also keen to help our clients realise Scottish Government targets in relation to the environment and low carbon and we are proud to have delivered Scotland's first non-domestic public building at Blackridge this year in partnership with West Lothian Council (P15), a project which will help influence future sustainable design. In addition, our team has had a number of teach in sessions on net zero carbon this year to ensure we are up to date with industry developments and we continue to work towards the Melville Street office maintaining its Gold office Sustainability award.

# RESULTS

## ABSTRACT OF ACCOUNTS

The information below is extracted from the audited financial statements for the year to 31 March 2021.

The Company has reported a loss for the year of £1,260.

The company has net liabilities of £136k at the end of the year - mainly arising from timing of fee income recognition. Current liabilities at the year end included £507k of deferred income in respect of fees received on projects on which work is underway but have not yet met the revenue recognition criteria.

The Directors do not recommend payment of a dividend in respect of the year.

A summary of the financial performance is as follows:

	Year ended 31 March 2020	Year ended 31 March 2021
	£000s	£000s
<b>Profit &amp; Loss Account</b>		
Turnover	13,143	50,944
Cost of Sales	(12,108)	(49,568)
Gross Profit	1,035	1,376
Administration Expenses	(1,666)	(1,377)
Net interest receivable/(payable)	1	0
Loss for year before tax	(630)	(1)
Corporation Tax	34	0
<b>Retained profit for year</b>	<b>(596)</b>	<b>(1)</b>

	As at 31 March 2020	As at 31 March 2021
	£000s	£000s
<b>Balance Sheet</b>		
Total Assets	4,735	13,577
Current Liabilities	(4,870)	(12,816)
Total Assets less Current Liabilities	(135)	761
Long Term Liabilities	-	(897)
<b>Net Liabilities</b>	<b>(135)</b>	<b>(136)</b>

**Hub South East Scotland**

Hub South East Scotland Ltd  
8 Melville Street  
Edinburgh  
EH3 7NS

**T: 0131 226 0900**

**[www.hubsoutheast.co.uk](http://www.hubsoutheast.co.uk)**

**Territory Partnering Board**

Programme Director  
Hub South East Territory  
c/o Scottish Futures Trust  
11-15 Thistle Street  
Edinburgh  
EH2 1DF

**T: 0131 510 0853**

