



hub
South East Scotland



A GUIDE TO **HUB SOUTH EAST**

Community Infrastructure
Development Partner of Choice

CONTENTS

Chief Executive’s Welcome	03
What is Hub South East?	04
Our Territory & Clients	05
Our Services	06
Our Supply Chain	07
Adding Value	08
Making a Difference	09
Our Work	10
Client Testimonials	11
Key Contacts	12



HELPING YOU TO IMPROVE YOUR COMMUNITIES



There can be fewer greater challenges these days than that of public service. Be it as an elected member representing your community or as an officer working for a public sector organisation.

The work can often be deeply rewarding but also incredibly challenging, particularly in the face of complex financial restrictions and increasing demands on services. The dilemma of how to improve those amenities and also deliver much-needed new community infrastructure is never ending.

Since 2010 Hub South East has successfully worked with its 10 public sector partners across our territory to help provide answers to these issues. This public-private partnership has delivered more than £600m of community infrastructure projects across Edinburgh, the Lothians and Scottish Borders. It is currently working on many more valuable projects with our partners - local authorities, health boards and the emergency services.

And yet many of you reading this will have no real idea of what Hub South East is or what exactly it is we can do to help you and your colleagues. For instance, you may not know that your organisation is actually a shareholder in our business.

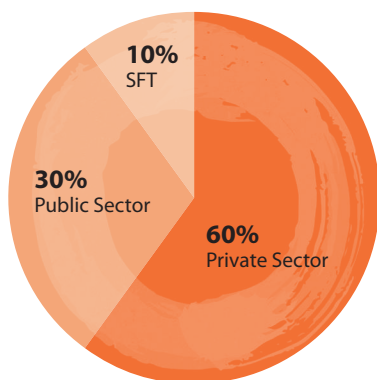
This simple guide is designed to answer whatever questions you may have. Hopefully it will help you know more about the role we are already playing in supporting your social infrastructure investment needs and the capability we offer in helping to address your wider policy aims.

Paul McGirk
Chief Executive
Hub South East

WHAT IS HUB SOUTH EAST?

Hub South East is one of five hub companies set up by Scottish Futures Trust (SFT - an executive non-departmental public body of the Scottish Government) in response to the need for the public sector to have an efficient means of procuring infrastructure projects. It is a joint venture between the public and private sector which satisfies wider policy aims such as place-making, net zero carbon compliance and increased social value. Its main role is to act as a development partner for public sector organisations in the Hub South East Scotland territory.

It covers an area including the City of Edinburgh, East Lothian, West Lothian, Midlothian and the Scottish Borders. Since it was formed in 2010, Hub South East has successfully delivered more than £600m of projects for the 10 public sector clients in its territory, including schools, hospitals, health centres, emergency services centres and community campuses. The ownership structure of Hub South East is as follows:



60% Private Sector

Space Scotland Ltd (83% Galliford Try Investments Ltd & 17% Dormy Hub Investments LLP (which is then owned by the Dalmore group)

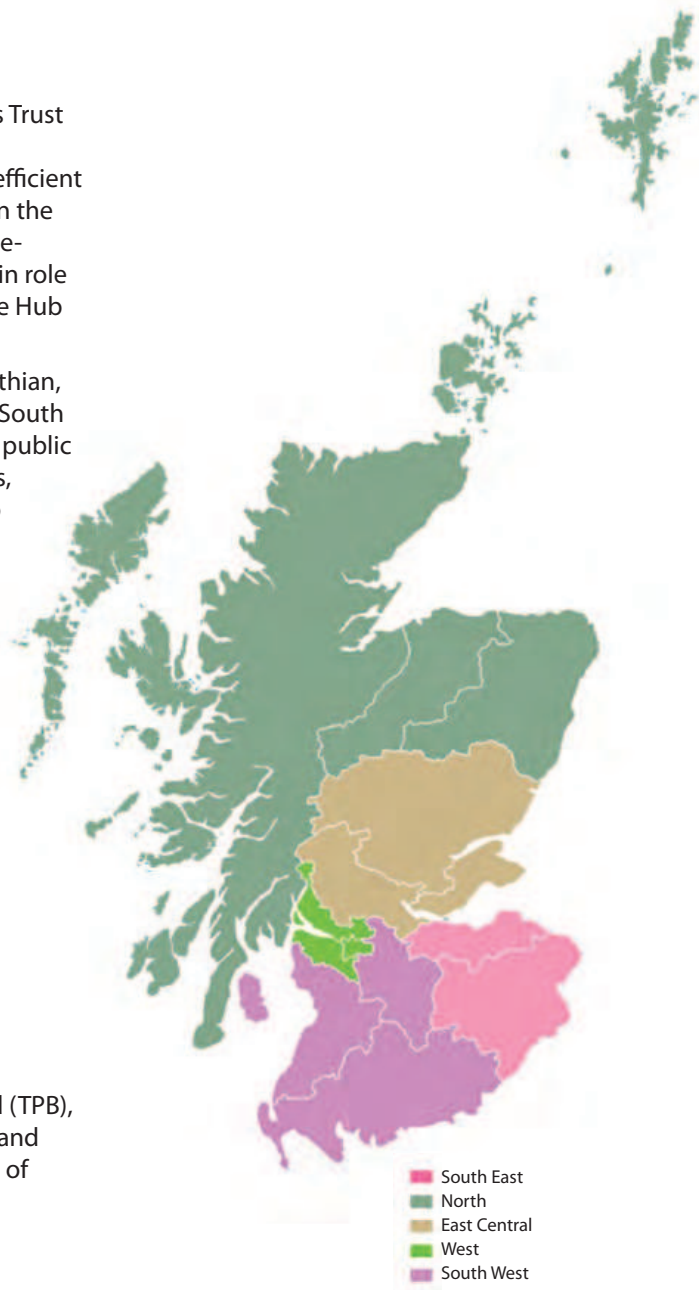
30% Public Sector

The 10 public sector clients Hub South East works with (see page 5)

10% Scottish Futures Trust

Set up on behalf of the Scottish Government in 2008 as an infrastructure centre of expertise

Oversight is provided by the Hub South East Territory Partnering Board (TPB), which has senior representation from each of the public sector clients and Hub South East. The TPB is currently chaired by Craig Marriott, Director of Finance in NHS Lothian.



OUR TERRITORY AND OUR CLIENTS

The Hub South East Territory includes clients across Edinburgh and the Lothians and down to the Scottish Borders. Our 10 Clients represent all the local authorities, health boards and the police, fire and ambulance emergency services in the territory.



WHAT DOES HUB SOUTH EAST DO?

Hub South East is strategic development partner for the public sector which will help you to deliver community infrastructure requirements and service delivery transformation from proposal to completion and beyond.

We are the extra pair of hands to support you in planning and delivering new build and refurbished facilities for community services. We can support your strategic planning needs through feasibility studies, option appraisals, business cases and funding applications. We work with authority officers, often on a cross-agency basis, to ensure your proposals meet the place-making needs of your communities. Once those needs are known, we help you to plan and deliver the social infrastructure necessary to support their operational needs, ensuring that maximum value for money is obtained. Once the infrastructure is established, Hub South East can also provide facilities management (FM) services for these and other buildings.

The types of community infrastructure projects we deliver include:

- The learning estate - community campuses which provide, early, primary and secondary learning
- Social housing
- Care homes
- Administrative facilities
- Leisure facilities
- Blue light services facilities
- Health facilities – health centres and community hospitals

Our services also include setting up project management offices (PMOs) on behalf of clients and assisting with a range of funding applications from the UK Levelling Up Fund (LUF) to the Scottish Government Learning Estates Investment Programme (LEIP).

Our experienced team also provide advice on placemaking, masterplanning, carbon reduction, the digital economy, social value, community wealth building, asset management and joint investment opportunities.

We specialise in collaboratively developing innovative ways of adding value and delivering positive outcomes that maximise investments, improve service delivery, create inclusive economic growth, and meet local, regional and national policy targets.

OUR SUPPLY CHAIN has more than **80** main contractors, designers, consultants and FM providers



Each of our Tier 1 Construction Contractors has an average of 300 Scottish SMEs on their supply chain, increasing the opportunities for local businesses to get involved in Hub South East projects

Our supply chain is at the heart of everything Hub South East Scotland does, helping our clients to deliver innovative, creative, whole life and value for money solutions for your projects.

We have three Tier 1 Construction Contractors on Hub South East's supply chain, with three Tier 1Bs (with more specialised areas of focus) to augment this. All were appointed through a robust selection process involving SFT and Clients.

Alongside this we have a large, professional supply chain of more than 80 companies to call upon to assist us in the delivery of services to Clients, including 2 FM Contractors, 34 Architects, 20 Mechanical & Electrical specialists and 19 Civil & Structural companies, as well as design, legal and financial advisers.

This extensive supply chain of specialists plays a vital role in helping to plan, develop and deliver your social infrastructure needs. As much as possible, we try to maximise opportunities for businesses based across Scotland and particularly in the South East Territory, ensuring that optimal social value is obtained from whatever investments are made by the public sector.

Hub South East's supply chain strategy is designed to ensure that the involvement of local and regional businesses is optimised in delivering your projects with work, expertise and economic benefits remaining in the local communities. Supporting small businesses is integral to this and each of our Tier 1 Contractors work with a number of Scottish SMEs (300 on average per Contractor), including Social Enterprises and

Supported Businesses. On average, 83% of work packages on completed projects in the South East Territory have been awarded to Scottish SMEs.

We involve our supply chain as early as possible in project planning and this close working relationship means we can work at pace and offer a flexible approach to our Clients' requirements. With an extensive database of market cost information, Hub South East and our advisers ensure prices are competitive and achieve value for money.

Works packages are transparently market tested and independently verified by a professional cost adviser. This is considerably more transparent than traditional tendering where clients have almost no visibility of how contract sums break down and have no visibility of actual costs below tier 1 level.

The performance of our supply chain is closely monitored and is subject to regular review. We also work with our Clients during each project to ensure they are happy with the work of all supply chain members.

Finally, all of our Tier 1 supply chain members are signatories to a partnership charter which commits them operating within the core principles of the Hub programme.

HOW HUB SOUTH EAST ADDS VALUE

Hub projects compare favourably with those procured through traditional tendering processes. Clients are not obliged to use Hub South East, so with them continually choosing to do so, it appears to confirm the view that we deliver high quality, value for money solutions which meet Client needs.

Here are just some examples of the value we add:



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 early delivery of the Winchburgh and Calderwood schools projects and the tight timescales in which we assisted NHS Lothian to deliver Covid Vaccination Centres (strategic support to first vaccinations on site in <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 education facility.

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 IS AWARD WINNING

With more than 60 shortlists and 28 wins and commendations, our projects and team have received industry recognition in local, national and international awards.

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. The Hub process makes it easier to deal with the current market volatility than would be possible using traditional tendering.

- In terms of benchmark metrics, Hub South East on average delivers first class secondary schools at 13.9% below the cost per m² 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 Hospital 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 IS MORE THAN JUST BRICKS AND MORTAR

We are experienced in delivering high quality facilities on time and within budget but we offer so much more. We can augment your existing internal teams with expertise and support in strategic planning exercises, place making reviews, business cases, learning estate strategies and funding applications.

HOW HUB SOUTH EAST MAKES A DIFFERENCE

Hub South East is a comprehensive and long term (25-years) development partner offering a range of services and capabilities which go well beyond traditional procurement vehicles such as frameworks. We have a trusted relationship with our public sector Clients who, as well as being shareholders in the partnership, are fully involved in each stage of everything we do we do with them, from start to finish.

We are there to advise, support and assist you in making informed decisions on your investment plans. Our extensive supply chain means we can bring in extra resources to support your requirements whenever required. Our experience in a wide range of issues is there to help you, complementing and enhancing your internal teams.

When construction begins on one of our projects, we take on the risk, not the Client, giving you absolute peace of mind.

And it's not just construction projects we can assist with. Place is now a key element of government infrastructure investment plans and have unrivalled expertise in carrying out Place-based reviews, working in conjunction with Scottish Futures Trust colleagues, to bring together clients to jointly assess needs and agree how to collaborate in achieving successful outcomes for communities. Hub South East is there for you at all times, from scoping, initial concept, pre-planning,

construction, handover and beyond. We add value to what you do. We make the difference for you.

The additionality we bring includes community benefits through local job opportunities, apprenticeships, work placements and work experience. Our social impact activities include assisting community and third sector organisations, work packages for SMEs and creating legacy opportunities that are much more than simply a building.

And practicing what we preach, Hub South East gets involved in a range of activities to directly support charitable causes, most recently raising more than £8,000 for Beatlie School in West Lothian through a sponsored Sky Dive. We've also partnered with local charity, Grassmarket Community Project, and since 2015 have raised an amazing £76,000 over four charity events which has gone directly to helping vulnerable people with complex issues in Edinburgh and beyond.





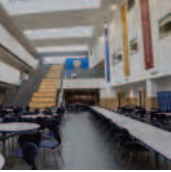
"We cannot thank Hub South East enough for providing support through advice, promotion, developing contacts and financial assistance. This is a truly successful partnership which has had a direct and profound impact on the services we can provide for our members, making a real difference in our community."
Jonny Kinross, Chief Executive, Grassmarket Community Project.

SOME EXAMPLES OF HUB SOUTH EAST'S WORK

Hub South East has successfully delivered more than £600m of community infrastructure projects across its territory. This includes health care facilities from local GP surgeries and Covid Vaccination Centres to large community hospitals. It also includes inspiring educational spaces across the Territory, from repeatable design school extensions and Scotland's first public Passivhaus nursery, to learning campuses incorporating leisure and community facilities.

In addition, we have also completed a number of strategic planning exercises, place-making reviews, business cases and successful funding applications on behalf of Clients.

We've also assisted Clients with their Learning Estate Strategy, as well as facilitating new service delivery models in Health and Social Care.

CALDERWOOD PRIMARY SCHOOL £15 million <i>West Lothian Council</i>		CASTLEBRAE COMMUNITY CAMPUS £28 million <i>City of Edinburgh Council</i>	EAST LOTHIAN COMMUNITY HOSPITAL £69 million <i>NHS Lothian</i>	
EAST NEIGHBOURHOOD OFFICE & LIBRARY £8 million <i>City of Edinburgh Council</i>	GALASHIELS TRANSPORT INTERCHANGE £5 million <i>Scottish Borders Council</i>		JEDBURGH GRAMMAR CAMPUS £32 million <i>Scottish Borders Council</i>	KELSO HIGH SCHOOL £20 million <i>Scottish Borders Council</i>
	LOTHIAN BUNDLE £26 million <i>NHS Lothian, City of Edinburgh Council and West Lothian Council</i>	MELROSE AMBULANCE STATION £2 million <i>Scottish Ambulance Service</i>	NEWBATTLE COMMUNITY CAMPUS £35 million <i>Midlothian Council</i>	
RISING ROLLS SCHOOL EXTENSIONS £23 million (over 7 years) <i>City of Edinburgh Council</i>	ROXBURGH STREET HEALTH CENTRE £2 million <i>NHS Borders</i>		ROYAL EDINBURGH CAMPUS PHASE 1 £45 million <i>NHS Lothian</i>	WALLYFORD PRIMARY SCHOOL £19 million <i>East Lothian Council</i>
	WEST CALDER HIGH SCHOOL £32 million <i>West Lothian Council</i>	WEST LOTHIAN COUNCIL EARLY YEARS CENTRES £3 million <i>West Lothian Council</i>		WINCHBURGH SCHOOLS CAMPUS £61 million <i>West Lothian Council</i>

Our projects have so far created more than
£2 billion
of economic activity

1000+
new jobs, apprenticeships,
trainee posts and
graduate recruits





CLIENT TESTIMONIALS

At Hub South East we take great pride in the work we do and believe we deliver excellent outcomes for our clients. Below are testimonials from some of our projects.



Vaccination Centres



East Lothian Community Hospital



Calderwood Primary School



West Calder High School

"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. 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 to deliver. And it did! 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

"East Lothian Community Hospital 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, NHS Lothian

"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. 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 and its supply chain for their efforts to complete it on budget and ahead of the revised schedule."

Councillor Lawrence Fitzpatrick, Leader of West Lothian Council

"Since 2014, West Lothian Council has developed our partnership with Hub South East based around a model of professional respect and trust. Building on the huge success and national plaudits from the innovative design of West Calder High School, we have fostered a relationship which truly epitomises partnership working. Hub South East continue to provide exemplary strategic support through option appraisals and thorough feasibility studies on projects and it is a mark of trust placed on the team, that we continue this partnership with professionals that understand the Council's vision."

Dr. Elaine Cook, Depute Chief Executive, West Lothian Council

KEY HUB SOUTH EAST CONTACTS



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