

SFT Outcomes Demonstrating progress with impact



2020 CASE STUDY

Outcome 05



Programme and project procurement and delivery is effective, with highly skilled teams deployed where they are needed

Providing project development support

Setting up for success

When the Scottish Futures Trust (SFT) was established as an infrastructure centre of expertise, one of its core remits was to add value and confidence through its work by improving the delivery of projects and increasing the likelihood of achieving successful procurement and operational outcomes.

One specific project SFT has been involved with is The Art Works, a new national collection storage and research facility to be built on a brownfield site in Granton, Edinburgh by the National Galleries of Scotland (NGS).

The initial phase has a budget of approximately £40m and is to be built to Passivhaus standards to provide excellent energy efficiency and environmental controls.

Since being involved in this project, SFT has:

- Facilitated the identification of robust project outcomes, approved by the NGS Leadership Team, in balance with their overall estate strategy
- Supported the decision to adopt a formal Scottish Capital Investment Manual (SCIM) development process
- Held weekly meetings with the NGS Senior Responsible Owner to provide a “critical friend” to the project team and to focus on risk management
- Made recommendations for the strengthening of the NGS internal team in line with the SFT Baseline Skillset
- Provided assistance in the adoption of the best practice guidance flowing out of the Scottish Government Review of Public Sector Procurement in Construction
- Provided support in the adoption and understanding of Building Information Modelling (BIM)



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As a result, it is expected SFT's involvement has:

- Significantly increased the likelihood of the project proceeding smoothly with greater time and cost certainty
- Created greater certainty that the project will deliver the defined benefits and outcomes
- Reduced the risk of future client changes
- Provided an improved structure for governance and decision making via the SCIM development process
- Created a culture of risk management
- Enhanced the skills and capability of NGS to manage the project more effectively

Jacqueline Ridge, Director of Conservation and Collections Management at the National Galleries of Scotland and Senior Responsible Officer (SRO), said: "The Art Works project has very much benefited from SFT's support and involvement. We have re-set the way we have defined the project benefits, and adopted a more formal development, governance and approvals process, (in-line with the gateway assurance process actions) and are evolving how we provide the most appropriate internal project coordination and management. Together this will unquestionably lead to an even more robust business case.

"As the SRO, SFT has provided valuable at-the-shoulder-support to me, and through this has furthered NGS's understanding of what "good looks like" in project development. We look forward to continuing the relationship."

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