

3 YEAR

Business Plan

FOREWORD

FORTH GREEN FREEPORT (FGF) IS FIRMLY IN DELIVERY MODE. TO ENSURE WE ACHIEVE OUR OBJECTIVES AND MEASURE THEIR IMPACT EFFECTIVELY, WE HAVE DEVELOPED A THREE-YEAR BUSINESS PLAN. THE PLAN HAS BEEN APPROVED AND ADOPTED BY THE FGF BOARD, WITH IMPLEMENTATION ALREADY STARTED UNDER THE LEADERSHIP OF CEO SARAH MURRAY AND THE FGF DELIVERY TEAM.

OUR COLLECTIVE VISION IS TO POSITION FGF AS SCOTLAND'S LEADING DRIVER OF SUSTAINABLE GROWTH, ATTRACTING SIGNIFICANT DOMESTIC AND INTERNATIONAL INVESTMENT, SUPPORTING THE CREATION OF HIGH-QUALITY JOBS, AND DELIVERING LASTING BENEFITS FOR LOCAL COMMUNITIES. WE WILL ACHIEVE THIS THROUGH PARTNERSHIP-LED ACTIVITY UNDERPINNED BY STRONG GOVERNANCE.

SUCCESSFUL DELIVERY WILL DEPEND ON THE CONTINUED SUPPORT AND ENGAGEMENT OF ALL STAKEHOLDERS. THIS BUSINESS PLAN SETS OUT CLEAR OBJECTIVES, THE ACTIVITIES THAT WILL HELP US ACHIEVE THEM, AND HOW WE WILL MEASURE PROGRESS. I LOOK FORWARD TO WORKING TOGETHER WITH YOU TO DELIVER THE PLAN AND WILL SHARE PERIODIC UPDATES ON OUR PROGRESS.

Susan Rice
DAME SUSAN RICE DBE,
CHAIR OF FORTH GREEN FREEPORT





ADVANCED MANUFACTURING

3 YEAR BUSINESS PLAN

NET ZERO 2045

UNLOCK £7.9 BILLION OF PRIVATE AND PUBLIC INVESTMENT

INNOVATIVE TECHNOLOGIES





RENEWABLE ENERGY

OVER 500 HECTARES OF DEVELOPMENT LAND



CREATION OF SKILLED JOBS

INTRODUCTION

FORTH GREEN FREEPORT (FGF) IS AN AMBITIOUS, LONG TERM REINDUSTRIALISATION INITIATIVE. THIS BUSINESS PLAN SETS OUT HOW THE FGF WILL DELIVER BETWEEN 2026 AND 2029. IT EXPLAINS OUR OBJECTIVES, THE ACTIVITIES THAT WE WILL CARRY OUT EACH YEAR, HOW WE WILL MEASURE SUCCESS, AND HOW DECISIONS AND RISKS WILL BE GOVERNED. IT IS A PLAN THAT WILL BE DELIVERED IN PARTNERSHIP WITH LANDOWNERS, LOCAL AUTHORITIES AND KEY STAKEHOLDERS.

Clear, phased timelines and delivery frameworks are set out for each objective, underpinned by annual review cycles and performance monitoring, in line with UK and Scottish Government expectations. Delivery is supported by the FGF governance structure, with Board and Committee oversight (Net Zero, Fair Work & Skills, Innovation, Trade and Investment (T&I), Audit & Risk, Infrastructure, Communities and Place (ICP), Security and Communications) ensuring assurance, alignment and effective decision-making. While this plan contains indicative activities to illustrate the evolution of areas of focus year on year, an annual delivery plan will be developed to provide further granularity. Delivery documentation will be maintained in line with Full Business Case (FBC) document-control and audit-readiness requirements.

When adopted it will be published on the FGF website and will serve to communicate to our many audiences how the objectives set out in the FBC will be delivered.

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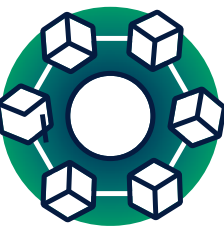
PRIORITY SECTORS



Offshore wind



Alternative fuels and energy



Advanced and modular manufacturing



Ship design, build and support



Chemicals



Creative industries



Logistics and warehousing

SECTION 1

Vision,
Objectives
and Impact

OUR OBJECTIVES

FGF WILL DRIVE SCOTLAND’S RE-INDUSTRIALISATION BY DELIVERING ON FOUR KEY OBJECTIVES

VISION: TO POSITION FORTH GREEN FREEPORT AS SCOTLAND’S LEADING DRIVER OF SUSTAINABLE GROWTH

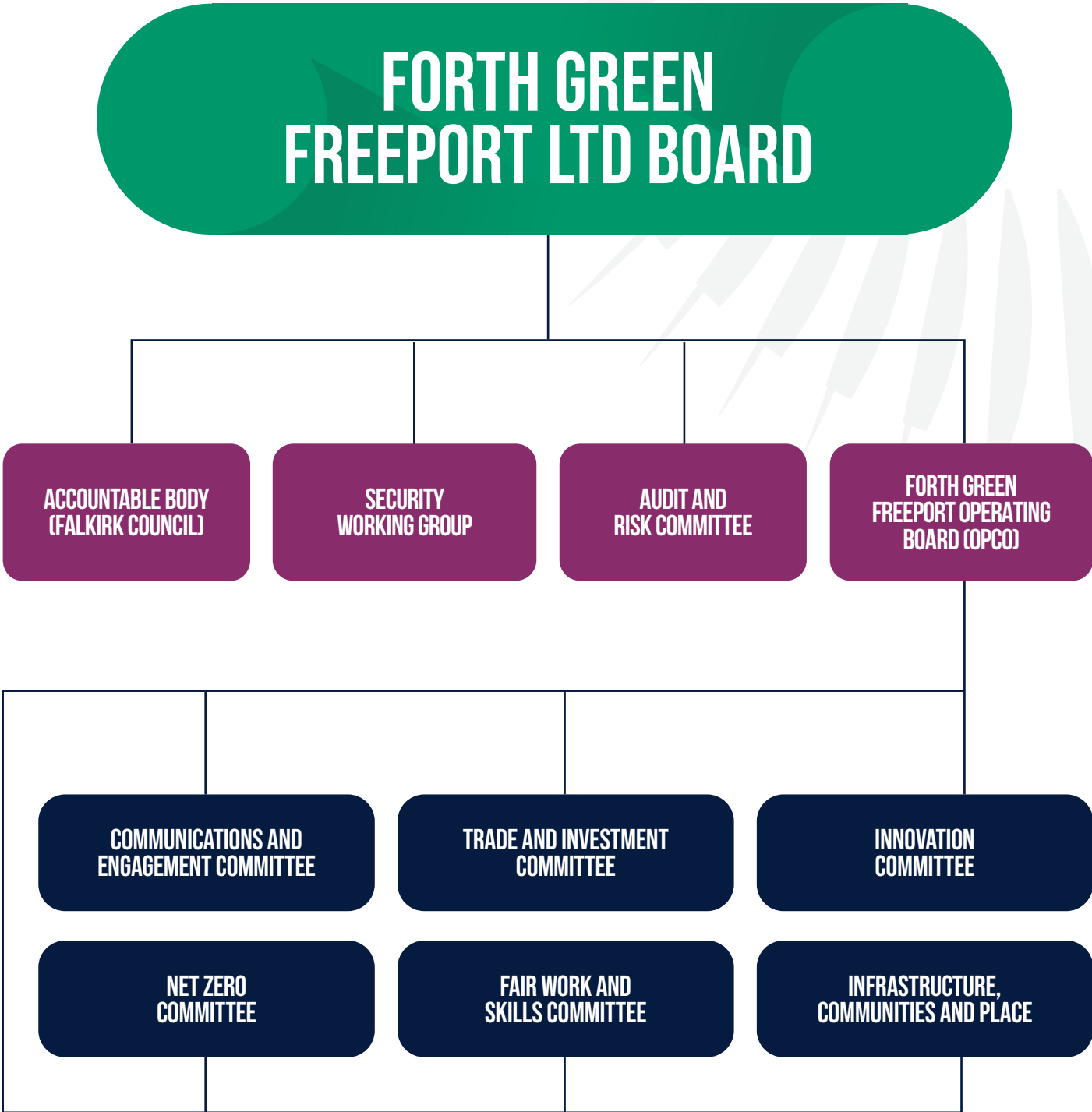
OBJECTIVES	IMPACT
1 REGENERATION AND HIGH-QUALITY JOB CREATION: Transform brownfield sites into productive assets, driving investment, skilled employment and Fair Work.	Increased investment in brownfield redevelopment, creation of high-quality jobs, and improved access to Fair Work opportunities.
2 DECARBONISATION AND JUST TRANSITION: Accelerate industrial decarbonisation and enable major clean-energy projects, such as hydrogen and other alternative fuels, carbon capture, utilisation and storage (CCUS), and offshore wind, while supporting workforce transition.	Reduce industrial emissions and accelerate clean-energy projects that contribute directly to Scotland's net-zero targets.
3 GLOBAL TRADE AND INVESTMENT HUB: Freeport to be a gateway for international trade by leveraging tax & customs incentives and strategic partnerships to attract global businesses.	Growth in international trade flows and inward investment, strengthening Scotland's global competitiveness.
4 FOSTERING AN INNOVATIVE ENVIRONMENT: Enable research & development and advanced manufacturing activity by driving collaboration and technological advancement between industry, academia and business.	Driving productivity improvements to deliver improved safety, reduced cost and better performance across businesses in clusters.

FORTH GREEN FREEPORT WILL DELIVER IMPACT FOR THE REGION THROUGH A PROGRAMME OF WORK ANCHORED IN THESE OBJECTIVES AND DELIVERED IN PARTNERSHIP.

SECTION 2

Governance

GOVERNANCE STRUCTURE



SECTION 3

Key Objectives & Indicative Activities

OBJECTIVE ANCHORED ACTIVITIES

ACTIVITIES ARE ALIGNED TO OBJECTIVES, WITH A CLEAR MILESTONE PLAN FOR DELIVERY

	YEAR 1 - 2026/7	YEAR 2 - 2027/8	YEAR 3 - 2028/9
	MARKET SITES, COMMUNICATE FGF PLANS/STRATEGIES, ESTABLISH PARTNERSHIPS	RAMP-UP DELIVERY, COMMENCE ENABLING INFRASTRUCTURE WORKS	FURTHER MARKETING PUSH, SCALE HUBS AND CUSTOMS SITE NETWORK
KEY MILESTONES	• First investments land in tax sites (end-user agreements signed; site mobilisation starts) • Skills Fund structure and approach agreed • Further Education (FE) / Higher Education (HE) partnerships launched • Start of seed capital projects including delivery of utilities constraints study • Completion of Whole Life Carbon Assessment (WLCA) of all seed capital projects	• Scale FE / HE provision to match future requirements • Delivery of seed capital works • Progress Arrol Gibb Innovation Campus (AGIC) enabling and design to Royal Institute of British Architects (RIBA), subject to funding approvals • Expand Trade and Investment (T&I) campaigns with department for Business and Trade (DBT) and Scottish Development International (SDI) • Skills Fund goes live	• Scale offshore wind manufacturing, supply chain, marshalling and O&M (Operations and Maintenance) • Expand hydrogen usage beyond pilot phase • Support expansions to the customs site network to enhance trade facilitation • Completion of seed capital projects
GOVERNANCE	• Full Business Case is published • Deliver the decarbonisation report and update to the baseline • Two monitoring and evaluation data collections • First Annual Conversation/Annual Performance Review	• Annual Conversation/Annual Performance Review • Publish update of decarbonisation baseline • Board annual plan refresh • 2x Monitoring and Evaluation data collections	• Annual Conversation/Annual Performance Review Evaluate Year-1 Skills Fund projects; • Publish update of decarbonisation baseline • Publish the Trade & Investment Impact Report • Board annual plan refresh • 2x Monitoring and Evaluation data collections

CONTINUOUS OVERSIGHT IS DELIVERED THROUGH THE BOARD AND COMMITTEES VIA ANNUAL DELIVERY PLANS, WITH KEY MILESTONES REVIEWED ANNUALLY.

OBJECTIVE 1

REGENERATION AND HIGH-QUALITY JOB CREATION

IMPACT

INCREASED INVESTMENT IN BROWNFIELD REDEVELOPMENT, CREATION OF HIGH-QUALITY JOBS, AND IMPROVED ACCESS TO FAIR WORK OPPORTUNITIES.

THEMATIC AREA	YEAR 1	YEAR 2	YEAR 3
1.1 REGENERATION, INFRASTRUCTURE & PLACE	Seed-capital enabling works; Align with planning for green transition on brownfield sites	Develop Non-Domestic Rates (NDR) re-investment plans	Use retained NDR for place-based improvements; Smart Port/digital pilots
1.2 TRADE, INVESTMENT & INNOVATION	Execute T&I Strategy; Promote tax site propositions; Deliver utility study	Case study analysis of processes within FGF and other Freeports	Expand innovation pipelines; Promote customs sites;
1.3 SKILLS, WORKFORCE & FAIR WORK	Design Framework and Governance for Skills fund; Begin FE/HE partnerships; Engage employers on pathways; Implement Fair Work Charter	Deploy the Skills Fund (5% employer NIC): Target gaps in provision; Co-invest into training aligned to FGF growth sectors	Maintain Skills Fund pipeline & deliver ongoing training
1.4 NET ZERO & DECARBONISATION	Implement the FGF Decarbonisation Plan	Monitor all FGF development	Monitor all FGF development
1.5 GOVERNANCE	First Annual Performance review, Board reviews and compliance reporting; ongoing assessment of prospective investors against the Fair Work Charter	Annual governance reviews and compliance reporting, including Fair Work & Skills periodic reviews; Ongoing assessment of prospective investors against the Fair Work Charter	Evaluate Y1 skills fund projects & re-grant; Publish Net Zero progress update; Ongoing assessment of prospective investors against the Fair Work Charter

OBJECTIVE 1

HOW WE MEASURE SUCCESS



OBJECTIVE 2

DECARBONISATION AND JUST TRANSITION

IMPACT

REDUCE INDUSTRIAL EMISSIONS AND ACCELERATE CLEAN-ENERGY PROJECTS THAT CONTRIBUTE DIRECTLY TO SCOTLAND'S NET-ZERO TARGETS.

THEMATIC AREA	YEAR 1	YEAR 2	YEAR 3
2.1 DECARBONISATION, NET ZERO COMPLIANCE & CIRCULAR ECONOMY	Monitor and evaluate carbon reduction; Publish learnings from seed capital WLCA to promote circular economy principles and use of low carbon materials and construction techniques	Promotion of the Net Zero Charter; Implement transition pathways curricula; Ensure that the Skills Fund enables the Just Transition; Monitor net zero progress and update the decarbonisation baseline	Monitor net zero progress and update the decarbonisation baseline; Review WLCA of investors
2.2 JUST TRANSITION, SKILLS, TRADE & FREEPORT OPERATIONS	Sector-focused T&I Strategy; Communicate Net Zero (NZ expectations in charters to potential investors)	Skills fund transition pathways; Micro-credentials; Market customs sites to clean-energy supply chains using Carbon Equivalent (CE)/ low-carbon value propositions	Explore use of skills fund to match business needs of new investors; Ensure that the Skills Fund enables the Just Transition
2.3 GOVERNANCE	Biannual monitoring and evaluation; Review membership and Terms of Reference (TOR) of Net Zero committee; Ongoing assessment of prospective investors against the Net Zero charter	Biannual monitoring and evaluation; Ongoing assessment of prospective investors against the Net Zero charter	Biannual monitoring and evaluation; Ongoing assessment of prospective investors against the Net Zero charter



FastBlade - Photo Credit: Neil Hanna

OBJECTIVE 2

HOW WE MEASURE SUCCESS





OBJECTIVE 3

GLOBAL TRADE AND INVESTMENT HUB

IMPACT

GROWTH IN INTERNATIONAL TRADE FLOWS AND INWARD INVESTMENT, STRENGTHENING SCOTLAND'S GLOBAL COMPETITIVENESS.

THEMATIC AREA	YEAR 1	YEAR 2	YEAR 3
3.1 TRADE & INVESTMENT PROMOTION	Promotion of tax/customs sites with Office for Investment (OFI)/DBT/SDI; Develop value proposition materials; Deepen engagement; Apply Investment principles to potential investments; Begin onboarding	Investment negotiations; Investment promotion events; SME/supply chain pipeline growth; Case studies; (AGIC) co-location	Scale FDI promotion; Innovation-linked initiatives; Collaborate with SE/SNIB/CES; Net zero-aligned trade publication
3.2 SKILLS, WORKFORCE PIPELINE & EXPORT-FACING ROLES	Design Framework and Governance for skills fund; Begin FE/HE partnerships; Engage employers on pathways	Stand-up trade-aligned skills pathways; Document case studies of successful pathways into trade-linked roles	Maintain skills fund pipeline; Annual KPI reporting
3.3 CUSTOMS, FREEPORT OPERATIONS & SUPPLY CHAIN FACILITATION	Progress customs site operator activities	Market customs sites to supply chains; Position innovation activity with SMEs to nurture supply chains	Co-location ecosystem; Customs site expansion
3.4 GOVERNANCE	Bi-annual monitoring and evaluation data collection and site update reports; Ongoing assessment of prospective investors against investment principles	Bi-annual monitoring and evaluation data collection and site update reports; Ongoing assessment of prospective investors against investment principles	Bi-annual monitoring and evaluation data collection and site update reports; Ongoing assessment of prospective investors against investment principles

OBJECTIVE 3

HOW WE MEASURE SUCCESS



OBJECTIVE 4

FOSTERING AN INNOVATIVE ENVIRONMENT

IMPACT			
EXPANSION OF R&D CAPACITY AND ADVANCED MANUFACTURING CLUSTERS, DRIVING COLLABORATION AND TECHNOLOGICAL ADVANCEMENT.			
THEMATIC AREA	YEAR 1	YEAR 2	YEAR 3
4.1 INNOVATION INFRASTRUCTURE & SITE-BASED DEVELOPMENT	Begin seed capital works for AGIC; Encourage ‘meanwhile’ innovation activity including Grangemouth Sustainable Manufacturing Campus (GSMC)	Progress AGIC to RIBA; Encourage LA retained NDR investment; Work with university partners, such as Edinburgh Data-Drive Innovation	Public showcase of flagship innovation milestones
4.2 RESEARCH, TECHNOLOGY DEVELOPMENT & INNOVATION PROJECTS	Identify FE/HE advanced manufacturing & clean energy projects; Engineering biology innovation aligned with chemicals-sector investment at Grangemouth; Collaborate with the Freeport and Investment Zone Innovation Network (FIZIN)	Expand SME innovation support; Address regulatory barriers Explore rNDR support for innovation enablers aligned with the Investment Strategy	Net Zero-linked innovation learning brief
4.3 SKILLS, WORKFORCE & FAIR WORK EMBEDDED IN INNOVATION	Embed skills & Fair Work governance link for apprenticeships, micro-credentials & open-access skills	Connect innovation with skills provision	Host/co-host a “Meet the Buyer” event to connect innovators with anchor tenants and major suppliers.
4.4 PROMOTION, PARTNERSHIPS & INNOVATION ECOSYSTEM GROWTH	Promote existing R&D facilities (e.g. fastblade); Promote meanwhile innovation at AGIC and GSMC	SME innovation support; Knowledge exchange; Edinburgh DDI extension	Maintain innovation-linked promotion with AGIC and GSMC
4.5 GOVERNANCE	Annual governance reviews and compliance reporting, including annual Innovation Impact Report and NZ-linked learning brief	Annual governance reviews and compliance reporting, including annual Innovation Impact Report and NZ-linked learning brief	Annual governance reviews and compliance reporting, including annual Innovation Impact Report and NZ-linked learning brief

OBJECTIVE 4

HOW WE MEASURE SUCCESS



SECTION 4

KPIs

WHILE A LARGE NUMBER OF DATA POINTS AND METRICS ARE GATHERED, ESPECIALLY THROUGH THE TWICE ANNUAL MONITORING AND EVALUATION DATA COLLECTION PROGRAMME, THE FOLLOWING ARE THE CURRENT KEY PRIORITY INDICATORS. THESE WILL BE REVIEWED FOR THEIR SUITABILITY ANNUALLY.



KPI CONSIDERATIONS:

PILLAR(S)	INDICATOR	WHAT DOES THIS MEASURE?
WORKFORCE & JOBS	Direct new jobs created onsite (a) Actual (b) Pipeline	The number of full time equivalent personnel during operations within the tax and/or customs sites. Includes end user and sub-contractor staff
REVITALISE SITES	Total acreage leased or sold (a) Actual (b) Pipeline	Cumulative area of tax site land with signed commercial agreement with landowner
INVESTMENT	Total expected capex spend (a) Actual (b) Pipeline	Cumulative committed Capex on tax and/or customs site projects. This excludes Devex and Opex
CLEAN ENERGY	Number of (a) clean energy production projects and (b) clean energy supply chain businesses established on the tax sites	Effectiveness in enabling and accelerating clean energy projects that contribute directly to Net Zero by 2045 and attracting supply chain businesses that directly support these projects

RED = LAGGING (IN M&E) VS GREEN = LEADING



£8.1 BILLION
GVA BOOST

Photo Credit: Jamie Simpson

KPI CONSIDERATIONS:

PILLAR(S)	INDICATOR	WHAT DOES THIS MEASURE?
REDUCE EMISSIONS	% of investors signing up to the Net Zero Charter	Measures whether investors are committed to Net Zero by 2045, and a potential predictor of future emission reductions after an initial increase due to more development on site
FAIR WORK	Fair Work Charter Compliance RateAspiring, Achieving and Excelling	Aspiring: Organisation has committed to the FW Charter and meets all 6 core FW requirements at “Aspiring” Level with an approved action plan Achieving: Organisation has committed to the FW Charter and meets all 6 core FW requirements at “Aspiring” Level & at least 3 at “Achieving” Level Excelling: Organisation exceeds Charter requirements and demonstrates sector leadership

RED = LAGGING (IN M&E) VS GREEN = LEADING

DEFINITIONS:
Actual – investments/projects that have received planning permission and/or final investment decision i.e. “projects”.

Pipeline – investments/projects that have active landowner discussions, and are beyond pre-application planning i.e. “opportunities”.

Prof. Susan Rosser, Edinburgh Genome Foundry
Photo Credit: Callum Bennetts – Maverick Photo Agency



SECTION 5

Delivery Team

MEET THE TEAM



EMMA DALZIEL
GOVERNANCE &
OPERATIONS OFFICER

SIÂN MCGUINNESS
NET ZERO & INNOVATION
MANAGER

SARAH MURRAY
CHIEF EXECUTIVE
OFFICER

SHARON PRYDE
SKILLS & FAIR WORK
MANAGER

TOM MORRIS
TRADE & INVESTMENT
MANAGER

GLOSSARY OF TERMS

AGIC	Arrol Gibb Innovation Campus	(r)NDR	Non Domestic Rates
BASILINE CARBON	The emission of carbon that would have occurred under a business-as-usual scenario	NIC	National Insurance Contribution
CCUS	Carbon Capture, Utilisation and Storage	NWF	National Wealth Fund
DBT	Department for Business and Trade	NZ CHARTER	Net Zero Charter
DDI	Data Driven Innovation	OFI	OFI Office for Investment
FBC	Full Business Case - this follows on from the Outline Business Case (OBC)	O&M	Operations and Maintenance
FDI	Foreign Direct Investment	OpCo	Forth Green Freeport Operating Ltd
FE/HE	Further Education / Higher Education	OSW	Offshore Wind
FIN	Freeport Innovation Network	RAMSAR	Wetlands of international importance
FLOW	Floating Offshore Wind	RIBA	Royal Institute of British Architects
FW CHARTER	Fair Work Charter	SDI	Scottish Development International
GSMC	Grangemouth Sustainable Manufacturing Campus	SE	Scottish Enterprise
GW	Gigawatt	SNIB	Scottish National Investment Bank
KAG	Key Agencies Group	SSSI	Site of Special Scientific Interest
KPI	Key Performance Indicator	SWG	Security Working Group
LA	Local Authorities	TopCo	Forth Green Freeport Ltd
M&E	Monitoring and Evaluation	WLCA	Whole Life Carbon Assessment



FloWave, University of Edinburgh
Photo Credit: Jane Barlow

FORTH GREEN FREEPORT



SCAN QR CODE FOR
INVESTMENT ENQUIRIES

TO EXPLORE THE OPPORTUNITIES
THAT FORTH GREEN FREEPORT
OFFERS PLEASE CONTACT:

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FORTHGREENFREEPORT.COM