

**Scottish Futures Trust**  
**PUBLIC SERVICES REFORM (SCOTLAND) ACT 2010**  
**Duties to Publish Information**  
2019-20 Publication

---

## Contents

1. Introduction.....	2
2. Expenditure Information.....	3
3. Remuneration.....	9
4. Steps to Promote Sustainable Economic Growth .....	10
5. Steps to Improve Efficiency, Effectiveness and Economy.....	12

## 1. Introduction

This document details the information Scottish Futures Trust is required to publish as prescribed in the Public Services Reform (Scotland) Act 2010. It has been compiled with reference to the [guidance](#) issued by Scottish Government.

*Relevant extracts from the guidance are included in boxes.*

The publication includes information relating to the Scottish Futures Trust Limited, and its wholly owned subsidiary Scottish Futures Trust Investments Limited.

### Further information

Further information on the work of the Scottish Futures Trust can be found on our [website](#). In particular, in the following documents:

[2019/20 Business Plan](#)

[2019 - 2024 Corporate Plan](#)

2019/20 Annual report and Financial Statements

Should you require further information in relation to the activities or operations of the Scottish Futures Trust, please contact us at:

**Address**

1st Floor, 11-15 Thistle Street, Edinburgh, EH2 1DF

**Phone**

+44 (0)131 510 0800

**Email**

[mailbox@scottishfuturestrust.org.uk](mailto:mailbox@scottishfuturestrust.org.uk)

## 2. Expenditure Information

*Section 31(1) and (2) require public bodies to publish as soon as is reasonably practicable after the end of each financial year a statement of any expenditure they have incurred during that financial year on or in connection with the following matters:*

*Public relations  
Overseas travel  
Hospitality and entertainment  
External consultancy*

*None of these terms are defined in the Act but they are all terms which are widely used and well understood. The guiding principle should be to publish as much information as possible and to interpret the duties imposed by Parliament widely rather than narrowly.*

### Public Relations

*The statement of expenditure on public relations should state the total amount of expenditure during the relevant financial year on all external communications, including the cost of in-house and contracted staff and consultants. Expenditure on 'public relations' includes (for example) marketing, PR campaigns, media relations, marketing research and evaluation, branding and design, promotional events, external events, conferences and exhibitions, corporate communications, sponsorship, publications and printing, digital communications, advertising and media planning.*

*The statement should include expenditure on external communications relating to the services which the public body provides, such as promoting tourism in the case of Visit Scotland. It is not necessary to include expenditure which relates only to internal communications, such as staff newsletters, or to recruitment advertising.*

This amount is stated including VAT and includes half of the all-in cost of employment of SFT's only member of staff engaged in public relations, our Communications Manager. It is assessed that this role is directed 50% to external communications and 50% to internal matters and communication with other public-sector stakeholders.

It also includes revenue costs such as external events and corporate publications.

**Amount for 2019/20: £105,772** (2018/19: £96,951)

## Overseas Travel

*The statement of expenditure incurred on overseas travel should include travel to as well as from the United Kingdom; and should also include the cost of hotels, conference fees, the cost of travel and subsistence during the overseas visit and any other related expenditure. In other words, expenditure incurred on 'overseas travel' should be regarded as the full costs incurred in connection with the trip from departure until return, and not simply the cost of the journey itself.*

This amount is stated including VAT and covers the following tips:

Date	Person Travelling	Destination	Purpose of Travel
Apr 19	James King	New Orleans	Triannual subsea cables conference. Sub optic
Apr 19	Toby tucker	Riga	EEMI Advisory Council Meeting and Conference
May 19	James King	Trondheim	Meeting with international subsea company to discuss opportunity to land a cable in Edinburgh
May 19	Kerry Alexander	Lisbon	Presenting on Scotland Infrastructure pipeline and hosting a UK Roundtable session at the European infrastructure and renewables finance exchange event.
Jun 19	James King	Monaco	Datacloud Europe annual conference and forum datacentres
Jun 19	Colin Proctor, Stephen Aird & Grant Robertson	Copenhagen	Design study trip with Scottish Government hosted by Bloxhub
Jun 19	Peter Reekie	Madrid	Speaker and Participate at conference PPP2025
Jun 19	Stephen Aird & Shona Adam	Oslo	European Governments' workshop on smart working practices hosted by Pure-net (Public Real Estate Network)
Sep 19	James King	Dublin	Meeting with major international datacentre provider
Sep 19	Emily Loquidis	Edinburgh	Speaker from Zurich at Pure-net Conference hosted by SFT in Edinburgh
Sep 19	James King	Helsinki	Forum on data centres and cloud services infrastructure and EU data centre association meeting.
Sep 19	Triona Tiernan	Basle	EuHPN Workshop
Oct 19	Kerry Alexander	Luxembourg	Participation in the European PPP centre of expertise annual members forum
Dec 19	James King	Las Vegas	Attendance at AWS re: Invent conference and public sector/government forum
Dec 19	Stephen Aird	Copenhagen	Pure-net European Government Property Agencies Committee Meeting

Jan 20	James King	Amsterdam	Forum on data centres and cloud services Infrastructure and EU data centre association meeting
Mar 20	Peter Reekie, Paul Devine & Richard Lockhart	Nice	MIPIM Postponed due to Covid 19 – costs to be refunded

**Amount for 2019/20:**

**£ 18,742 costs funded by SFT**  
(2018/19: £16,356 costs borne by SFT)

## Hospitality & Entertainment

*Hospitality and entertainment should be interpreted widely as including any gifts, meals, parties, receptions, tickets for or invitations to public, sporting, cultural or other events or other similar benefits accorded by a public body to its own members or employees or third parties for whatever reason. The payment of reasonable travel and subsistence allowances and the reimbursement of expenses that are necessarily incurred in relation to service as a member or employee of a public body (including office-holders and company directors or secretaries) should be excluded.*

*Gifts and benefits which are wholly trivial and of minimal value may also be excluded as de minimis. In the interests of consistency, it is suggested that a threshold of £25 for 'one off' gifts or benefits would be reasonable for this purpose, provided that the gifts or benefits in question are not regular or recurring. If a different threshold is adopted it should be set out in the statement of expenditure.*

SFT has not:

- a) Provided any gifts to any employee or third party.
- b) Provided any invitations to public, cultural or sporting events to any employee or third party.

The hospitality and entertainment costs incurred by the Company include refreshments and meals at meetings with stakeholders and attendance at award ceremonies where SFT or its projects had been nominated for an award.

**Amount for 2019/20: £2,257** (2018/19: £2,781)

## External Consultancy

*Scottish Government guidance on ['Use of Consultancy Procedures'](#) defines 'consultancy' as including a wide range of professional services such as management consultancy, IT consultancy, financial consultancy, construction or infrastructure related consultancy, research and evaluation and policy development (including feasibility studies). It is suggested that the definition set out in this guidance should be adopted for the purposes of the statement of expenditure. It should be noted that the definition applies to the services which are being procured, not the name of the supplier or the supplier's own description of the service.*

*'External consultancy' does not include outsourcing or buying in technical or specialist services such as legal advice and representation or recruitment services.*

This amount is stated inclusive of VAT and includes specialist legal, financial and technical consultancy in relation to the projects and programmes on which SFT has a role. SFT's consultancy spend varies annually reflecting both the range and the stage of development of the programmes which we support.

**Amount for 2019/20: £1,200,189** (2018/19: £1,285,869)

**Payments in excess of £25,000**

*Section 31(3) provides that as soon as is reasonably practicable after the end of each financial year each listed public body must publish a statement specifying the amount, date, payee and subject-matter of any payment made during that financial year which has a value in excess of £25,000 (inclusive of VAT).*

*'Payments' include all individual payment transactions, including payments for goods and services, grants or grant-in-aid to third parties and transactions with government departments or other public bodies. The reporting requirement relates to cash payments, not accruals or invoices; and includes relevant payments made by a listed body on behalf of third parties. It does not include information relating to remuneration or other payments made to an individual in respect of their service as a member or employee of a public body (including office-holders and company directors or secretaries), such as salary, bonuses, allowances, fees, receipt of pension, voluntary severance, compromise agreements or redundancy payments.*

<b>Payee</b>	<b>Date</b>	<b>Subject Matter</b>	<b>Amount £</b>
<b>Item 1: Payment of Suppliers</b>			
City of Edinburgh Council	12/4/2019	Non-domestic rates	38,338.80
Zurich Assurance Ltd/ Workman LLP	12/4/2019	Rent for quarter to August 2019	33,395.12
AECOM Professional Services LLP	12/4/2019	Support for Development and Piloting the Draft Standard for Zero Carbon Public Sector Buildings	45,143.88
Advanced Wireless Technology Group	12/4/2019	Digital Benchmark assessment	110,940.00
Oxford Economics Ltd	03/05/2019	To examine the extent to which regional economic arrangements are used alongside local and national interventions to deliver inclusive growth.	25,806.00
HMRC	10/05/2019	Vat - Quarter End 31/03/19	34,762.69
Zurich Assurance Ltd/ Workman LLP	02/08/2019	Rent for quarter to November 2019	33,395.12
Market & Opinion Research International Ltd	25/10/2019	Social Market Research carried out for Infrastructure Commission for Scotland	39,480.00
Zurich Assurance Ltd/ Workman LLP	25/10/2019	Rent for quarter to Feb 2020 plus share of past electricity	33,843.19
Campbell MacFarlane Consultants Ltd	15/11/2019	Digital consultancy services	28,238.90
Market & Opinion Research International Ltd	22/11/2019	Social Market Research carried out for Infrastructure Commission for Scotland	39,480.00
Faithful Gould Ltd	17/01/2020	Secondment	38,304.00



Payee	Date	Subject Matter	Amount £
<b>Item 1: Payment of Suppliers</b>			
Zurich Assurance Ltd/ Workman LLP	17/01/2020	Rent for quarter to May 2020	33,395.12
UK Computer Supplies Ltd T/A Misco	14/02/2020	New computer equipment	47,968.50
UK Computer Supplies Ltd T/A Misco	27/03/2020	New computer equipment	35,242.62
Connected Places Catapult Services Ltd	31/03/2020	Plan Tech Research	25,000.00

<b>Item 2: Award of Grant</b>			
Celtic Norse AS	14/11/2019	Release of funds to be utilised for technical studies and development of a branching unit from the main fibre optic cable (between Norway and Ireland) into Scotland	30,000.00
Falkirk Council Net Zero Carbon Exemplar	20/12/2019	Release of funds as a contribution towards the costs of the Net Zero Carbon Multi-Integrated Exemplar Office	45,000.00
Perth and Kinross Council - City Insights dashboard	20/12/2019	Release of funds as a contribution towards the development and delivery of a city insights dashboard for Perth and Kinross Council	65,000.00
Sth Ayrshire Council - Prestwick Aerospace	20/12/2019	Release of funds as a contribution towards the development and delivery of the Spaceport Project within The Prestwick Programme	40,000.00
Stirling Council Net Zero - Grant	27/12/2019	Release of funds as a contribution towards the costs of the Net Zero Carbon Multi-Integrated Exemplar Office	40,000.00
University of Glasgow	09/03/2020	Release of funds as a contribution towards the communications and marketing support of The Scotland 5G Centre	68,100.00
Midlothian Council	20/03/2020	Release of funds as a contribution towards the review on examining the links between space, curriculum and pedagogy	30,000.00

#### Credit card payments

Details of our credit card payments can be found on the SFT website: [here](#).

### 3. Remuneration

*Section 31(4) provides that as soon as is reasonably practicable after the end of each financial year each listed public body must publish a statement specifying the number of individuals (if any) who received remuneration during that financial year in excess of £150,000 in relation to service as a member or employee of a public body (including office-holders and company directors and secretaries).*

*Remuneration in relation to service as a member or employee includes salary, bonus or other discretionary performance payments, allowances, fees, royalties and also bonus or other payments in respect of performance in a previous financial year, but does not include receipt of pension, voluntary severance, compromise agreements or redundancy payments.*

SFT had two staff members who received remuneration in excess of £150,000 during 2019/20.

No member of SFT staff has received a bonus or performance related payment. Further information is set out in SFT's pay and grading structure on our website: [SFT Salary Ranges](#)

## 4. Steps to Promote Sustainable Economic Growth

*Section 32(1)(a) provides that as soon as is reasonably practicable after the end of each financial year each listed public body must publish a statement of the steps it has taken during that financial year to promote and increase sustainable growth through the exercise of its functions. Since this requires the publication of a statement it is not sufficient simply to refer to other published material such as the Annual Report. The statement can, of course, draw on such material.*

### **Importance of infrastructure**

The last year was a momentous one for infrastructure, as in October 2019, Scottish Government's Climate Change (Emissions Reduction Targets) (Scotland) Act 2019 received Royal Assent compelling Scotland to reach a net-zero emissions goal by 2045. This built on the Committee on Climate Change's Report published in May 2019.

With infrastructure and the built environment contributing upwards of 70% of Scotland's CO2 emissions and being responsible for protecting the fabric of communities from the elements, it is clear that the infrastructure sector must be at the forefront of both mitigation (reducing net emissions) and adaptation (dealing with climate change consequences) actions.

Infrastructure is, by its very nature a long game, so the planning and implementation of Scottish Government's response to the climate emergency will be a 25-year mission; accelerating, refreshing and building on work which has already, in some cases, been decades in the making.

It will be undertaken in an era of unprecedented digital advancement of all industries, requiring increasing connectivity, and with care to both maximise for Scotland the economic benefits which it presents; and, with all people and places in mind, to create a just transition to a net-zero carbon economy.

The Infrastructure Commission for Scotland (ICS) was established by Scottish Ministers in early 2019 to provide independent, informed advice to Scottish Government on the vision, ambition and priorities for a 30-year infrastructure strategy to meet Scotland's future economic growth and societal needs.

The ICS' Phase 1: *Key Findings Report - A blueprint for Scotland*, was published in January 2020 and sets out eight overarching infrastructure themes and 23 specific recommendations for Scottish Government to consider, with an emphasis on delivering an inclusive, net zero carbon economy.

During 2020/21, the ICS will publish a final report making recommendations to Ministers on the future delivery of infrastructure across Scotland, including the possible creation of a Scottish infrastructure company.

### **Infrastructure and Sustainable Growth – SFT's Role**

For more than a decade the Scottish Futures Trust (SFT) has been at the forefront of improving public sector infrastructure across Scotland.

Established by Scottish Government as a centre of infrastructure expertise, SFT provides additional skills, resource and knowledge to public sector organisations, supporting them plan, fund, deliver and manage their construction projects and buildings better.

As a result, infrastructure (its construction and end use) drives forward inclusive economic growth and secures many social benefits, for example, jobs are secured and apprenticeship places created; places become more attractive for people to move into; communities benefit from enhanced 'place-based' facilities; businesses thrive due to faster digital connectivity, and trade is made easier through improved transport links.

The context in which infrastructure prioritisation decisions are taken, and assets are funded, financed, delivered, maintained and operated is ever changing. It is SFT's job to evaluate and take account of these diverse global and local forces in our work with public and private sector organisations across infrastructure sectors and phases of asset life cycles.

Further details of SFT's activities for the financial year to 31 March 2018 can be found on our website within the, [2019 - 24 Corporate Plan](#), the [2019/20 Business Plan](#) and the 2019/20 Financial Statements.

## 5. Steps to Improve Efficiency, Effectiveness and Economy

*Section 32(1)(b) provides that as soon as is reasonably practicable after the end of each financial year each listed public body must publish a statement of the steps it has taken during that financial year to improve efficiency, effectiveness and economy in the exercise of its functions. Once again, this may draw on other published material but should take the form of a self-standing statement.*

*The Scottish Government publishes guidance on the definition of efficiencies as part of the [Efficient Government Programme](#). It also publishes Efficiency Delivery Plans which explain how various public bodies intend to deliver efficiencies together with an annual outturn report which sets out the extent to which that has been achieved.*

*As part of their drive to improve the efficient and effective delivery of public services and to achieve maximum economy, Scottish Ministers are keen to ensure that public bodies actively explore and implement as appropriate all opportunities for sharing the provision of back office and front-line functions. In the statement required under section 32(1)(b), public bodies should therefore provide details of the current level of shared service activity in which they are engaged, either as a provider or a user, including details about the functional areas involved and the scale of the activity.*

*Statements under section 32(1)(b) should also include details of the steps taken to improve procurement processes and capability, including contract management; managing risk in the supply chain; acting on procurement capability assessments; and savings achieved through collaborative and local contracts.*

SFT's mission is:

*“to improve the efficiency and effectiveness of infrastructure investment and use in Scotland by working collaboratively with public bodies and industry, leading to better value for money and improved public services”*

Some examples of this work during 2019/20 include:

- In supporting Scottish Government work towards its ambition of becoming a sustainable and inclusive net zero carbon economy, SFT launched its Infrastructure Technology Navigator to help the public sector plan, deliver and manage their buildings better and respond to new technologies that can offer significant benefits across the whole life of Scotland's public sector estate.
- hub South East completed one of Scotland's most technologically advanced community hospitals for NHS Lothian and East Lothian Health and Social Care Partnership. The completion of the new East Lothian Community Hospital in Haddington means patients and staff now have improved access to mental health services, IV treatment as well as an increase of inpatient beds and other new and existing services.
- In recognising the huge economic and social impact enhanced digital capabilities could have across Scotland, SFT helped establish the Scotland 5G Centre to provide leadership in the early stages of the development of what will be a transformative technology.
- The hub programme completed and handed over 17 community infrastructure projects during the 2019/20 financial year worth nearly £300m, taking the total number of projects completed since the hub programme began to 195, worth over £2.2bn and a further £600m of projects under construction.

- Scotland's first brand new school to be built for more than 25 years opened in 2019 on the outskirts of Perth. As one of the 117 schools in the SFT-managed Scotland's Schools for the Future programme, Bertha Park High School was built by hub East Central and is also one of only 17 schools in the world (and the only one in the UK) to be selected to be part of the Microsoft Flagship Schools programme. And in March 2020, from a long list of 80 projects, Bertha Park High School (designed by NORR Architects) was picked as one of 18 buildings to be shortlisted for a coveted Royal Incorporation of Architects in Scotland (RIAS) award.
- SFT's commercial property team supported Police Scotland in the sale of the former Glasgow city-centre HQ, allowing the purchaser, Moda Living, to bring its ambitious plans to life by creating the single largest purpose-built, Build to Rent development in Scotland. With demolition nearly complete, and with a construction value of circa £120m, the site will provide over 430 homes for rent and see the area transformed into a vibrant neighbourhood for 900 people with space for health and wellbeing, retail and multi-use outdoor areas.
- The £64m Balfour Hospital in Kirkwall opened. Funded through SFT's NPD programme, the state-of-the-art hospital will completely transform how NHS Orkney delivers healthcare across the island.
- SFT's Options Appraisal was approved in May 2019, recommending the Mutual Investment Model (a version of it is being used by the Welsh Government) as the best value-for-money option to deliver additionality over and above current capital and public borrowing sources of investment.
- Delivered through the SFT-managed hub programme by hub North. NHS Highland signed a £40 million contract for two new community hospitals for Badenoch & Strathspey and Skye, Lochalsh & South West Ross, that will provide two new 24 bed facilities, offering in-patient and X-ray services for the community in Skye and an urgent care facility, GP practice, in-patient and Scottish Ambulance Service facility in Aviemore.

### **Our Impact**

For more than ten years, we and our many public and private sector partners have managed and delivered impactful infrastructure programmes right across Scotland. For each of our first 10 years of operation, we published an annual savings and benefits figure to reflect the impact that work has had. Cumulatively, that figure stands at £1.36bn.

It is widely recognised that this approach does not fully capture or represent the widespread benefits being delivered by us and our many partners, captured within the infrastructure related outcomes noted above.

For the duration of the 2019-2024 corporate plan, we set out a new approach to recognise the positive impact our actions and infrastructure programmes have had across Scotland. Each year we will publish an updated report outlining the performance, with specific examples of where our interventions and actions have had the greatest impact in delivering the above outcomes.

Further details of all our programmes and the benefits we deliver are available on the [SFT Website](#).

---