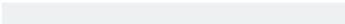




# SCOTTISH FUTURES TRUST

2019/20  
BUSINESS PLAN



## Introduction

**This 2019-20 Business Plan is the first under the 2019-24 Corporate Plan recently agreed with Scottish Ministers. It has been developed to drive towards the outcomes established in the Corporate Plan and covers what will be a critical year for infrastructure in Scotland, as:**

- A new National Infrastructure Mission has been launched by the First Minister in the 2018-19 Programme for Government
- The Infrastructure Commission for Scotland will undertake the majority of its work
- Investment and in particular “Boosting private and public investment and delivering world-class infrastructure” forms a central pillar of Scottish Government’s 2018-20 Economic Action Plan

Page 3 of this plan says more about the context in which the Scottish Futures Trust (SFT) operates.

SFT was established by Scottish Government as an independent centre of infrastructure expertise. Our role is to help the public sector plan, innovate, deliver and manage its infrastructure programmes better. The evolving context demands a fresh and tighter focus from SFT, directing limited resources to where they can make the most difference to national outcomes.



This Business Plan is based on five corporate priorities:

1. Delivering programmes of financed infrastructure investment
2. Enabling and improving investment and development in places
3. Maximising benefits from existing assets and investments
4. Improving the outcomes for public bodies and industry from infrastructure procurement
5. Supporting the Infrastructure Commission for Scotland

SFT is a dynamic organisation and to deliver against these five priorities we have re-structured the organisation and its leadership.

Three operational business areas focus on the first three priorities. The fourth priority is a development area for SFT as we seek to improve outcomes for industry, workers and client organisations from the procurement and delivery of infrastructure projects.

Finally, in recognition of the importance of the Infrastructure Commission for Scotland's work, SFT has made the provision of resource for the Commission's secretariat a fifth priority.

Each of the operational and development business areas is led by a director. Pages 6-7 of this plan describe the structure in more detail with pages 8-18 setting out our objectives for each area.

SFT's success in delivering these objectives will be based on two things – the talents of our team and the strength of our collaborative relationships with organisations and individuals across the public and private sectors.

The corporate arrangements and governance which support SFT's way of working are set out on page 19 and the funding which allows us to deliver this Business Plan is detailed on page 20.

I, SFT's Board and leadership team and all of our highly professional staff are committed to further strengthening our relationships during the year. We are looking forward to collaborating with our many partners to support Scottish Government's ambitious plans as we work towards our vision of '**world class infrastructure for the people of Scotland.**'

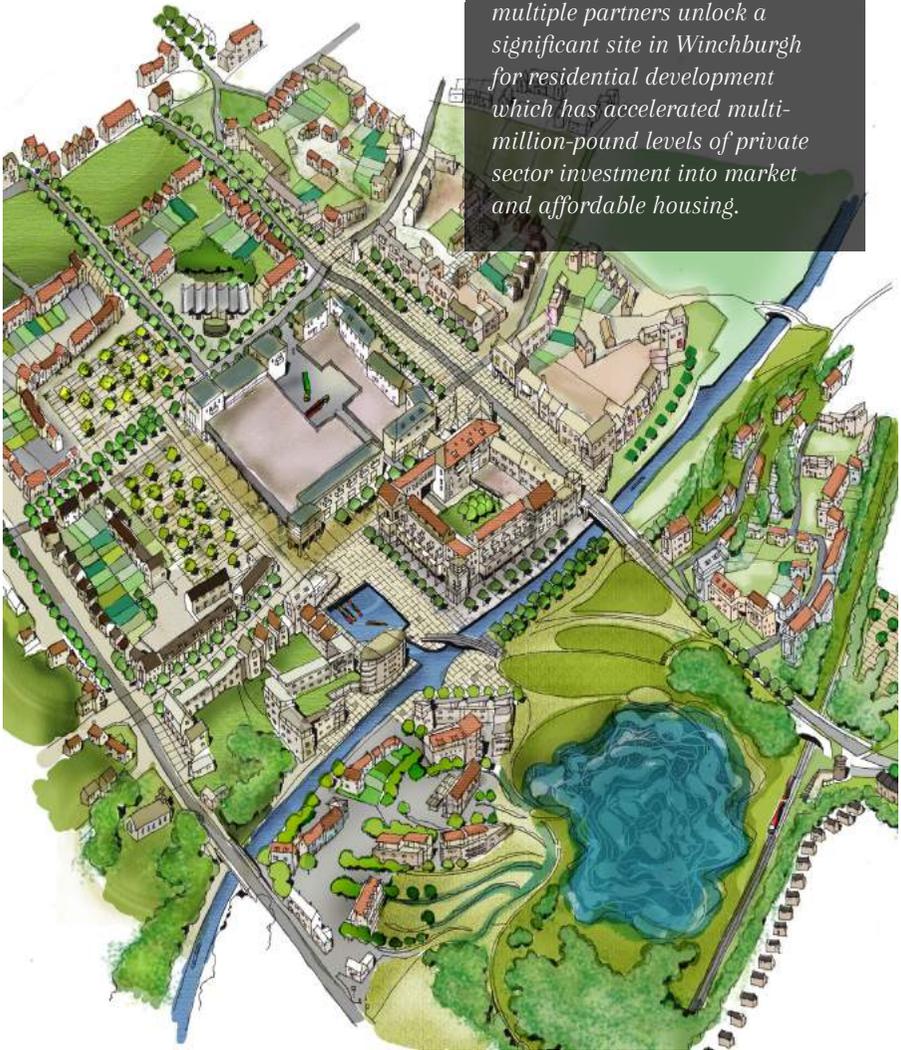


**Peter Reekie,**  
Chief Executive,  
Scottish Futures Trust

CASE STUDY

WINCHBURGH UNDERWAY

*Our development and housing expertise was used to great effect to allow West Lothian Council, Scottish Government and its multiple partners unlock a significant site in Winchburgh for residential development which has accelerated multi-million-pound levels of private sector investment into market and affordable housing.*



# Operating Context

## Global Priority

The G20's Global Infrastructure Outlook<sup>1</sup> states that *"across the globe, a well-functioning, modern infrastructure is central to economic development and to quality of life"* and that global infrastructure investment needs to be \$94 trillion between 2016 and 2040. It considers that the world will need to increase the proportion of GDP it dedicates to infrastructure by 0.5% over that expected under current trends. These global figures are for economic infrastructure only and are not distributed evenly, geographically. They do, however, point to a wide recognition that investment in the right infrastructure is critical for economic growth and meeting sustainable development goals.

## Scotland's National Infrastructure Mission

Recognising the global evidence base, Scottish Government has put investment in infrastructure at the heart of its plan to achieve its overall purpose – *"to create a more successful country with opportunities for all of Scotland to flourish through increased wellbeing, and sustainable and inclusive economic growth."*

In its September 2018 Programme for Government, it established a new National Infrastructure Mission to increase investment so that it will be £1.5bn per year higher in 2025-26 than in 2019-20. In her speech to Scottish Parliament, the First Minister Nicola Sturgeon, said: *"The Scottish Futures Trust will examine new profit sharing finance schemes... to help secure both the investment we need and best value for the taxpayer."* Undertaking this work and supporting the National Infrastructure Mission will be a key part of SFT's activity in 2019-20.

### **Infrastructure Commission for Scotland**

The formation by Scottish Government of the Infrastructure Commission for Scotland (ICS) in late 2018 will go a long way to identifying what Scotland's future infrastructure needs will be. The ICS has been established to provide Scottish Government with impartial, informed advice on what the nation's vision, ambition and priorities should be to create a 30-year infrastructure strategy to support economic growth and the needs of society.

It has already started its engagement programme and is collecting the perspectives of many stakeholders on what Scotland's infrastructure priorities should be, with a final report due to be presented to Scottish Government at the end of 2019. In recognition of the importance of the ICS's work, SFT has agreed to provide dedicated resource to support its secretariat during 2019-20, working directly to the Commissioners alongside Scottish Government staff members.

### **Economic Action Plan**

In its Economic Action Plan published in October 2018, Scottish Government set boosting private and public investment and delivering world-class infrastructure as one of its key economic priorities.

The plan sets out eight key elements for investment and infrastructure: Infrastructure Investment, digital and mobile connectivity,

transport infrastructure and connectivity, housing, city region and other growth deals, carbon neutral economy, ultra-low emission vehicles, oil and gas and carbon capture. SFT is active in all these priority areas and will pursue objectives relating to each in this Business Plan.

### **Low Carbon Economic Transition**

The transition to a low-carbon economy is central to Scotland's economic strategy and to its infrastructure investment plans. As a strategic partner in Scottish Government's Low Carbon Infrastructure Transition Programme (LCITP), we are doing all we can to minimise the impact infrastructure programmes are having on the environment.

The LCITP provides a range of support to assist the development and delivery of private, public and community low-carbon projects across the country. Its main focus is assisting projects to develop business cases that will help secure public and private capital finance to demonstrate innovative low-carbon technologies in Scotland and support inclusive economic growth.

This Business Plan includes objectives directly related to delivering low-carbon infrastructure and seeks to embed low-carbon characteristics throughout public sector infrastructure investment in Scotland.

## Construction and Related Industries

2018 and the early months of 2019 have been particularly challenging for the construction industry and its workers, with the demise of Carillion and other main and sub-contractors alongside ongoing issues with the quality of its product, fairness within its supply chain and fair work practices.

The industry is, however, very important to Scotland, representing approximately 6% of Scotland's economy and employing over 130,000 people. A flourishing indigenous construction industry will be able to deliver a high-quality product and invest in increasing productivity. It will contribute to inclusive growth by providing local employment opportunities and fair work. It will be committed to a future skilled and diverse workforce making it a sector of choice for Scotland's young people.

As a major client of the industry, the public sector has a significant role to play as an enabler of these ambitions. SFT will be working to drive outcomes **for** the industry through infrastructure procurement alongside delivery of a high-quality product **from** the industry.

## Brexit

It remains too early to say what the impact on infrastructure investment, delivery and maintenance Brexit will bring. Areas of impact are likely to include workforce continuity and cost, material availability and cost, funding sources including the European Investment Bank, construction demand and regulatory uncertainty.

SFT will work with Scottish Government and colleagues across the public and private sectors to minimise the impact of Brexit on infrastructure investment, standing ready to dedicate resources to short-term action if that is required over the coming months.

## SFT's Corporate Plan

This Business Plan is the first under SFT's 2019-24 Corporate Plan. Our business objectives, which follow the corporate priorities set out in the introduction are established to pursue the infrastructure outcomes for the coming five years agreed in the Corporate Plan.

SFT's Board will monitor progress against the business objectives during the year and we will report on both the achievement of annual business objectives and the broader measures of success set out in the Corporate Plan at the year end.

## Business Areas

To maximise our impact, we have restructured our business around the corporate priorities, and we are now operating across five business areas, each led by an experienced director. This structure will improve collaborative working across the organisation to drive outcomes across sectors whilst maintaining existing workstream relationships and the value brought through continuity of the specialist knowledge which individuals have built up.

<b>BUSINESS AREA:</b>	<b>Infrastructure Finance and Programmes</b>
<b>CORPORATE PRIORITY:</b>	Delivering programmes of financed infrastructure investment as part of the National Infrastructure Mission
<b>LEADER:</b>	Kerry Alexander
<b>REASON:</b>	SFT's key role in programme management and the delivery of financed programmes of investment and in particular the priority of preparing and delivering the National Infrastructure Mission.
<b>WORKSTREAMS:</b>	Revenue Funded Programmes, Education Infrastructure, Digital Infrastructure and Low-Carbon Infrastructure
<b>BUSINESS AREA:</b>	<b>Development and Housing</b>
<b>CORPORATE PRIORITY:</b>	Enabling and improving investment and development in places
<b>LEADER:</b>	Christa Reekie
<b>REASON:</b>	The need to draw private and public investment together to deliver what is required for the economy and population of places across Scotland – including for connectivity, public service delivery, economic activity and housing.
<b>WORKSTREAMS:</b>	Asset Strategy, Land, Economic Investment and Housing

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<b>BUSINESS AREA:</b>	<b>Management and Investments</b>
<b>CORPORATE PRIORITY:</b>	Maximising benefits from existing assets and investments
<b>LEADER:</b>	Vivienne Cockburn
<b>REASON:</b>	The need to make the most of what we have already invested in, maintaining it appropriately, using it effectively across organisations - including both managing large-scale contracts to deliver value and maintaining value in SFTi's investment portfolio.
<b>WORKSTREAMS:</b>	Operational Contract Management, SFTi and hub
<b>BUSINESS AREA:</b>	<b>Construction Industry and Delivery</b>
<b>CORPORATE PRIORITY:</b>	Improving the outcomes for public bodies and industry from infrastructure procurement and delivery
<b>LEADER:</b>	Colin Proctor
<b>REASON:</b>	The need to improve the outcomes for the indigenous construction industry and those who work in it from public procurement, and the continued drive to improve the quality of the product.
<b>WORKSTREAMS:</b>	Improving Delivery and Infrastructure Technology
<b>BUSINESS AREA:</b>	<b>Infrastructure Commission for Scotland</b>
<b>CORPORATE PRIORITY:</b>	Supporting the Infrastructure Commission for Scotland
<b>LEADER:</b>	Tony Rose
<b>REASON:</b>	The priority of the Commission's work over the coming 18 months and the need for SFT to provide resources to its secretariat.
<b>WORKSTREAM:</b>	Infrastructure Commission for Scotland

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## Infrastructure Finance and Programmes

In September 2018 Scottish Government announced its intention to drive forward a National Infrastructure Mission that will see annual investment grow by around 1% of GDP, or £1.5bn each year by the end of the next Parliament in 2025-26

Boosting infrastructure investment by that amount across Scotland will have a significant economic impact.

To deliver that level of investment against a backdrop of constrained capital budgets and limits to its own borrowing powers, Scottish Government needs additional funding and financing mechanisms to support that increase of investment.

Within our Infrastructure Finance and Programmes team, we have a strong track-record of devising and developing innovative financing programmes with a delivery focus.

We will continue to work with public sector partners to develop and implement these new funding and financing models for infrastructure investment. We will programme manage delivery and deploy new programme level procurement approaches where appropriate.

For the year ahead this includes our work to design and implement financing and delivery mechanisms for the new £1bn schools investment programme announced by Scottish Government in November 2018. We will also develop a structure for a new financing option which could deliver major infrastructure in other sectors as well as driving strategy and delivery forward for those sectors in their own right.

We will also support the delivery of the infrastructure needed to meet the demands of the early learning and childcare expansion programme.

The delivery of carbon-neutral and digital infrastructure is central to the National Infrastructure Mission. To that end, the Infrastructure Finance and Programmes grouping will embed digital and low carbon as core elements across all our infrastructure sectors.

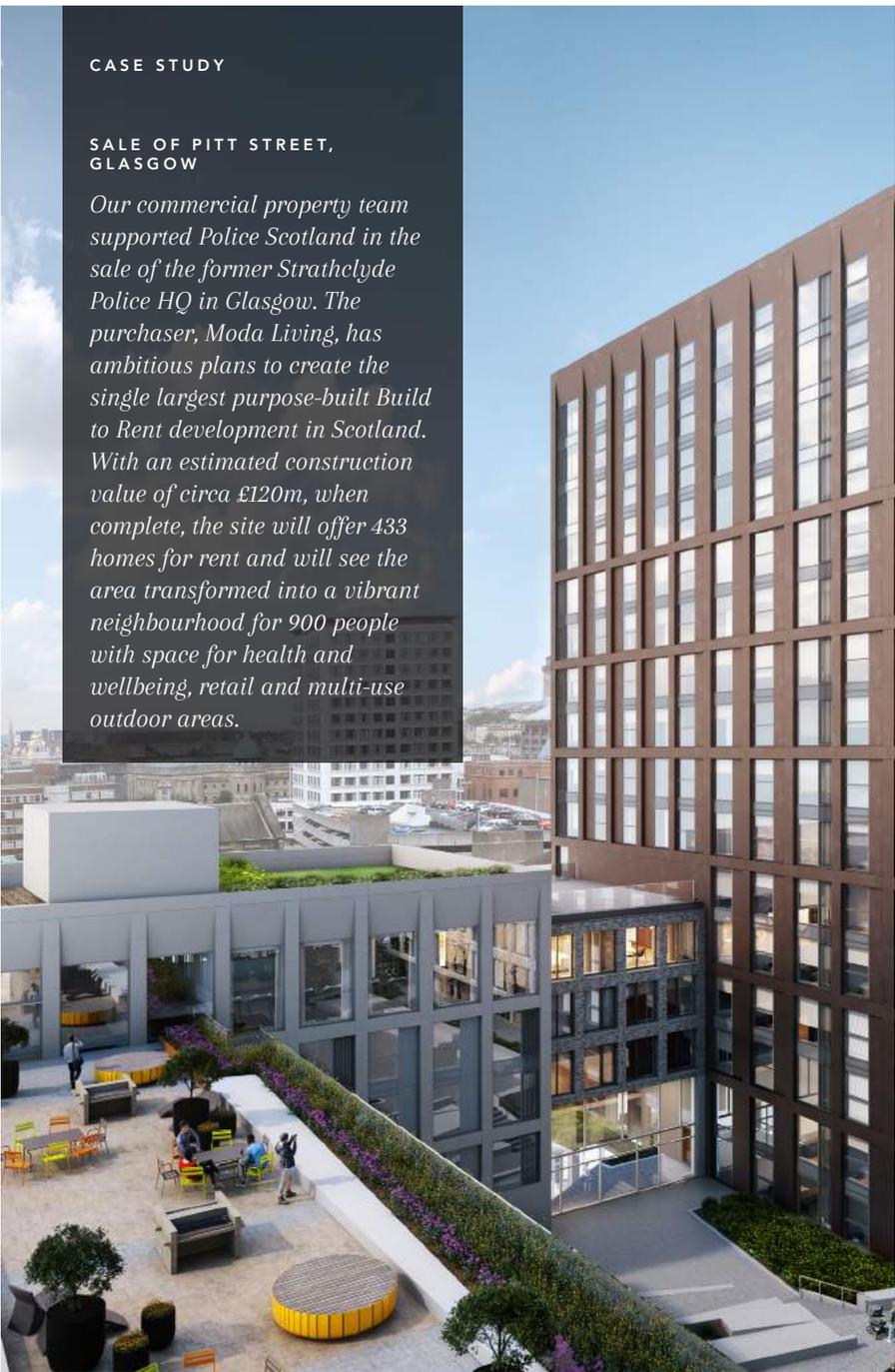
We will continue to work closely with industry and academia to support 5G research and investment in collaboration with local authorities, communities and businesses to develop and demonstrate 'use cases' to support the adoption of 5G enabled services across Scotland. Our work on commercial approaches for future telecoms infrastructure development will also be informed by ongoing project activity on the deployment of masts for the Scottish 4G Infill contract supporting the extension of coverage to remote and rural areas.

Our low carbon work will focus on working alongside Scottish Government to support the delivery of its ambitious climate change targets. For example, using our commercial and technical expertise, to develop innovative approaches to support Scottish Government in the financial aspects of its development of the Energy Efficient Scotland programme. We will also support projects progressing through the Low Carbon Infrastructure Transition Programme and support Transport Scotland to develop financing and delivery options for electric vehicle charging infrastructure.

CASE STUDY

SALE OF PITT STREET,  
GLASGOW

*Our commercial property team supported Police Scotland in the sale of the former Strathclyde Police HQ in Glasgow. The purchaser, Moda Living, has ambitious plans to create the single largest purpose-built Build to Rent development in Scotland. With an estimated construction value of circa £120m, when complete, the site will offer 433 homes for rent and will see the area transformed into a vibrant neighbourhood for 900 people with space for health and wellbeing, retail and multi-use outdoor areas.*



### Revenue funded programme objectives

- Complete an options appraisal examining profit sharing finance schemes and recommend an additional investment approach to support the delivery of the Scottish Government's National Infrastructure Mission
- Work with Scottish Government, procuring authorities and industry to design and establish a programme structure and develop procurement and delivery solutions with a new form of standard contract for revenue funded projects

### Education infrastructure objectives

- Open seven additional Scotland's Schools for the Future programme schools and work in collaboration with local authorities and Scottish Government to collate and disseminate lessons learned from completed projects
- Work with Scottish Government and partners including local authorities and the Scottish Funding Council to support the development, publication and promotion of the Learning Estate Strategy which will inform the implementation of the new investment programme
- Work with Scottish Government and local government partners to design and implement the new £1bn schools investment programme including funding and financing approaches for delivery and operation and establishing an initial phase of projects

- Work in collaboration with Scottish Government, local authorities and other partners to support the delivery of the required infrastructure needed for the 1,140 hours early learning and childcare expansion programme including tracking progress quarterly, targeted interventions based on progress, and the sharing of best practice

### Low carbon infrastructure objectives

- Through the Low Carbon Infrastructure Transition Programme provide financial and commercial input to deliver six investment grade business cases and progress four projects into capital support stage
- Provide commercial input to the development, delivery and expansion of low carbon heat opportunities. To include the development and promotion of guidance and a new tariff modelling tool for heat to be launched by September 2019
- Provide commercial input and develop innovative approaches including a financing pilot for domestic energy efficiency in support of the Energy Efficient Scotland programme
- Engage with external stakeholders to agree actions required for new public sector buildings across Scotland to be near zero-carbon in advance of 2050, assisting at least one procuring authority to define appropriate ambitious operational energy targets for a new build project
- Develop financing and delivery model options for electric vehicle charging infrastructure to attract the investment and activity required to phase out the need for new petrol and diesel cars and vans by 2032



**CASE STUDY**

**HOST IN SCOTLAND**

*We established Host in Scotland as an umbrella organisation to represent and promote the interests of the Scottish datacentre sector industry. Data is one of the key utilities of the 21st century and datacentres will be the engine rooms of the knowledge economy. They will enable the future growth of full fibre and 5G networks and will be key to harnessing the full economic potential, investment in digital will bring.*

**Digital infrastructure objectives**

- Manage the Scottish 4G Infill contract and oversee deployment of at least 15 mast locations, secure mobile operator commitment for a further 30 and work with Ofcom to promote the resulting infrastructure to develop and demonstrate an effective neutral host model
- Lead the procurement of a partner to develop a 5G testbed in collaboration with Dundee City Council using council owned assets to facilitate the deployment of seamless 5G connectivity across the Waterfront that will act as a catalyst to commence the development of use cases in collaboration with industry, academia and the public sector
- Evaluate and propose recommended commercial options that 5G could use for the financing and delivery of future telecoms infrastructure
- Work with Scottish Government to publish and promote its 5G strategy and to define how SFT will support the Digital Directorate to develop and deliver the outputs that will underpin its success such as use case demonstration
- Deliver the Host in Scotland initiative to secure at least one of the potential datacentre build and/or subsea cable route opportunities by the end of the financial year

## Development and Housing

In the coming year the Development and Housing team will use its combined strength and expertise to work closely with private and public stakeholders to enable and improve investment and development in 'places' across Scotland.

Working collaboratively, the team will focus on unlocking development which can make a significant contribution to housing needs and inclusive growth. We will seek to use public land and assets effectively to deliver joined up public services and to promote economic activity through sales and transfers.

Building on the successes of the National Housing Trust and Growth Accelerator, we will create and deploy innovative arrangements to attract investment (both public and private) into places, enabling development with an emphasis on creating sustainable places, inclusive growth and affordable housing. We will work with public and private sector partners to understand and build on regional economic priorities and take forward these collaborative initiatives.

### Economic investment objectives

- For economic investment projects: work with key partners to advance three strategically important projects
- Continue to support the Scottish and UK governments and local authorities to progress the City and Growth Deals initiatives, to include the development of proposals for the remaining five deals, with the aim of reaching agreement on two of those and supporting deal partners in delivery phase of the agreed deals.
- Continue our involvement with the current Place Programmes, working with three local authorities and/or partner organisations to successfully enshrine the programme principles in wider activity

### Housing objectives

- 350 homes completed as a result of SFT interventions through joint ventures, delivery models and by enabling additional development within the private sector through our work supporting applicants to the Building Scotland Fund
- Develop and/or expand routes into affordable home ownership across Scotland through engagement with at least three new delivery partners
- Bring more new homes for rent to the market, including supply through Housing Delivery Partnerships, Build to Rent and pursuing housing opportunities within town centres through engagement with at least five public and private sector delivery partners
- Secure 100 homes for long term affordable rent from the National Housing Trust where the developer initiates in-year disposal
- Work closely with partners and key stakeholders on three strategic sites to unlock the delivery of housing, produce positive economic outcomes and create better places



**CASE STUDY**

**REFERENCE DESIGNS  
PUBLISHED**

*Last year we published a suite of Reference Designs to support Scotland’s councils deliver their Early Learning and Childcare expansion plans. The designs were prepared to support local delivery and have the ability to be taken on their own and used to advise on different options for refurbishment, extension or new build projects to improve quality and help save both time and money.*

**Land objectives**

- Secure value from asset disposals in the form of capital receipts of £20m or equivalent for the public sector
- Identify two opportunities to collaborate with existing and new partners on strategies for major asset disposal or major strategic asset redevelopment pipelines

**Asset strategy objectives**

- Provide leadership, support and challenge to partners across key strategy programmes, with a particular focus on collaboration and supporting public bodies in achieving a cumulative saving of at least £95m

- Support three local authorities (acting as lead agencies) in preparing business cases to explore, develop, deliver and evaluate multi agency civic centres which meet the Place Principle and contribute to inclusive growth
- Embed Scottish Government’s Estate Strategy across its organisational network evidencing progress towards implementing a more effective and improved estates and facilities management delivery
- Support Scottish Government by advancing at least one major estates project to business case stage, demonstrating that collaborative opportunities and efficiencies will be achieved

## Management and Investments



Across Scotland there are over £6bn of assets delivered and managed through public private partnerships, including our Scotland-wide hub programme. It is therefore imperative that value for money is delivered throughout the life-cycle of these public assets.

Within the Management and Investments team, we support public bodies to actively manage complex arrangements and contracts, ensuring Scottish public bodies are empowered to make the most efficient and effective use of their buildings.

Meanwhile, the hub programme is developing and delivering a diverse pipeline of best-value, award-winning community infrastructure, currently valued at more than £3bn of assets in development, construction or operation. This programme is now maturing and we will support its transition. With over 40 Design, Build, Finance and Maintain (DBFM) projects operational and a significant local pipeline of work, there is much to focus upon. This programme generates investment returns which we utilise to support other areas of infrastructure activities.

With a particular focus on mature programmes, maintaining quality and value over asset lives through improved contract management and managing SFT's investment portfolio this Business Area will:

### **Operational contract management objectives**

- Embed the seven collaborative groups to publish a target operating model and recommend next steps for further improvement
- Develop a programme approach to the handback of PPP projects and the management of lifecycle works during the latter stages of PPP contracts
- Complete four legacy review projects

### **Investment objectives**

- Manage the portfolio of DBFM investments ensuring target returns are delivered to SFTi
- Structure and complete a substantial investment for the Building Scotland Fund

### **hub objectives**

- Support delivery and handover into operation of six completed revenue funded projects.
- Transition the hub Programme Management Office to a mature operating programme
- Continue development of case study reviews, performance data, the Community Infrastructure Benchmark Database - targeting over 30% of projects, programme benefits and knowledge sharing, in support of the programme

CASE STUDY

24-HOUR POWER

*Our contribution as a member of the Low Carbon Infrastructure Transition Programme (LCITP) led to the remote island of Fair Isle being plugged into the electricity grid 24/7 – the first time in its history. The Scottish Government-funded LCITP supports the delivery of innovative, low carbon energy projects across Scotland.*

Fair Isle



## Construction Industry and Delivery

Building strong and positive working relationships between the construction industry and the public sector – both strategically and at project level – is critical, not only for improving the quality of infrastructure but also having a positive impact on Scotland's economy.

SFT must maintain a central role in that relationship, driving improvements through new ways of working, fair work, technology, modern construction methods and improved capacity and skills.

This team will develop and coordinate improved approaches, as well as pilot a role for SFT to support the public sector and its projects through development into delivery.

We will work in collaboration with other stakeholders to establish a new agenda for change and begin to implement with others, work on the ground in key areas such as early project development, project control, procurement, improving sub-contractor payments and delivery of quality on site.

Our leadership role in the arena of infrastructure technology continues to bear fruit and we will seek to expand beyond Building Information Modelling (BIM) into other technology applications focussed on improving infrastructure performance.

### Improving infrastructure delivery objectives

- Work in collaboration with key stakeholders to develop an agenda for change for improving the conditions for and outputs from construction in Scotland, towards achieving better buildings, better delivery and a vibrant, more productive and sustainable industry
- Provide support to three public bodies in the early stage development of challenging projects to improve their approach to setting up projects for success
- Work with Scottish Government, construction representative bodies, and project teams on four pathfinder projects, to establish a collaborative programme for improving construction quality on site

### Infrastructure technology objectives:

- Continue to provide leadership in BIM across Scotland and support three organisations in different sectors to help improve their capability in the use of new BIM tools and techniques and disseminate learnings
- Launch the new Infrastructure Technology Navigator and facilitate the introduction of performance tools on three case study projects, targeting key areas in early programme/ project development, on-site construction quality and management of the built estate
- Work with partners to prepare a framework for the development of a whole life benchmark database

## Infrastructure Commission for Scotland

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

The ICS will be supported by a Secretariat that will report directly to Commissioners in undertaking its work. In developing its recommendations, the intent of the Commission is to capture the expertise and opinions of people from across industry, business, central and local government, academia, civic society and the wider public.

Given the importance of the work of the Commission to infrastructure in Scotland, we have committed to provide a significant level of resource to support the Secretariat team.

### Infrastructure Commission for Scotland objective:

- Support the work of the Infrastructure Commission for Scotland through the provision of appropriate resource to the independent Commission Secretariat



# Corporate

## SFT's aim

Our aim, as it has been from the start, 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 ultimately improved public services.”*

## Positive impacts of our work

Working towards that aim, we plan, deliver and manage a wide range of public sector infrastructure programmes. Not only does that work support economic growth, but it contributes towards a low carbon economy and it delivers buildings into the heart of communities for maximum impact. Some examples of the positive impacts of our work are detailed in the case studies throughout this Business Plan.

Another positive impact of our work is the financial savings we help generate. Scottish Government set us a challenge to achieve between £100m - £150m of savings each year across our infrastructure programmes. And we have. 2017/18 was no exception with £139m savings secured, taking our cumulative savings to £1.2bn since our first savings statement was published in 2010.

## Staff

Our success lies with the people we employ and the commercial skills and expertise they bring to the heart of the public sector. Their leadership, expertise and determination help many public bodies achieve their objectives.

Recruited from both the public and private sectors, we have attracted and developed talented people from the infrastructure world, drawing on a range of experience from a wide variety of professions.

Our uniqueness lies in being able to bring all these specialist skills together under a small organisational set up. We do all we can to retain our staff by creating a stimulating environment for them to reach their potential and fulfil their career ambitions.

## Governance

Our sole shareholder is the Scottish Ministers and our activity is overseen by the Cabinet Secretary for Finance, Economy and Fair Work, with whom our Board and Chief Executive meet regularly.

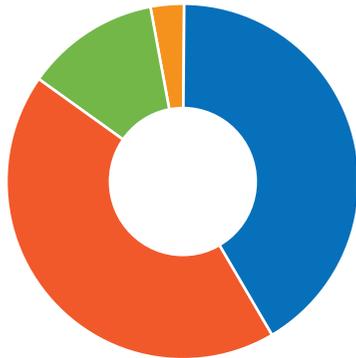
The Board, chaired by Ian Russell, sitting with five experienced non-executive directors as well as our chief executive, is operationally independent and is responsible for developing and delivering this Business Plan.

# Budget

Our operational budget for 2019/20 is £10.6m and comes from the following sources:

## SFT SOURCES OF INCOME 2019/20

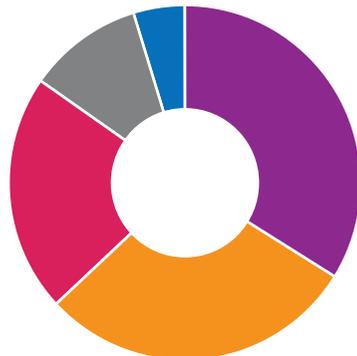
- Scottish Government Core Grant  
**£4.4 million**
- Scottish Government Programme Grant  
**£4.6 million**
- Net Investment Income  
**£1.3 million**
- Other income  
**£0.3 million**



Our funding will be applied to our workstreams as follows:

## SFT EXPENDITURE 2019/20

- Infrastructure Finance and Programmes  
**£3.6 million**
- Development and Housing  
**£3.1 million**
- Management and Investments  
**£2.3 million**
- Construction Industry and Delivery  
**£1.1 million**
- Infrastructure Commission for Scotland  
**£0.5 million**



# Leadership Team

SFT's Leadership Team and details of how you can contact them are outlined below:



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**TONY ROSE**

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SFT's new Corporate Services Director has been appointed and joins the organisation in the summer of 2019.

SCOTTISH  
FUTURES  
TRUST

**Scottish Futures Trust**

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