

**Public Services Reform  
(Scotland) Act 2010  
Duties to Publish Information**

**Scottish Futures Trust  
2013-14 Publication**

SCOTTISH  
FUTURES  
TRUST

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## 1. Introduction

This document meets the Scottish Futures Trust's duties to provide information as prescribed in the Public Services Reform (Scotland) Act 2010.

It has been compiled with reference to the [guidance](#) issued by Scottish Government here.

Relevant extracts from the guidance are included in boxes.

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

### 1.1 Further Information

Further information on the work of the Scottish Futures Trust can be found on our [website](#)

In particular in the following documents:

[2013/14 Business Plan](#)

[2013/14 Statement of Benefits](#)

[2013/14 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:

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## 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.

### 2.1 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 half-time to external communications and half time to internal matters and communication with other public sector stakeholders.

**Amount for 2013/14: £47,690**

## 2.2 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 includes the following trips:

Date	Person Travelling	Destination	Purpose of Travel
Jun - 18	Barry White	Paris	EPEC Senior level Policy Debate By invitation Primary Members' meeting following review of UK & French PPP initiatives.
Oct - 20	Sam Cassels	Paris	Asked to represent Learning Directorate of Scottish Government to participate at Organisation for Economic Co-operation and Development (OECD) meeting.
Nov - 10	Alistair Young Paul Moseley	Athens	To attend and provide advice to a Workshop on PPP waste procurement (travel funded by EU).
Nov - 19	Barry White Julia Kennedy	Luxembourg	Annual all-members meeting of European PPP Expertise Centre meeting and sharing lessons with similar bodies from around Europe.
Nov - 23	Barry White	Johannesburg	Invited to speak at International Project Finance Association (IPFA) Global Conference.
Feb - 8	Peter Reekie	USA	To attend and participate in International Visitor Leadership Programme (US department of State's professional exchange programme).
Feb - 13	Tony Rose	Geneva	To attend of Eighth Session of the Committee on Economic Cooperation and Integration run by United Nations Economic Commission for

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			Europe (UNECE).
Mar - 26	Gemma Boggs	Paris	To attend a Working Group meeting held by EPEC on recent revision of the Eurostat rules for the statistical treatment of PPPs, accounting and fiscal risks in PPPs.

**Amount for 2013/14: £5,871**

(£7,109 – including EU funded travel).

### 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
- c) Provided any parties or receptions to employees or third parties (including Christmas party which was paid for by staff themselves)

The hospitality and entertainment costs incurred by the Company therefore include only refreshments and meals at meetings with stakeholders.

**Amount for 2013/14: £2,423**

### 2.3 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.

**Amount for 2013/14: £422,018**

#### 2.4 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.

Payee	Date	Subject Matter	Amount £
<b>Item 1: Payment of Suppliers</b>			
Abintra Space Consulting Ltd	26/06/2013	Sensors and ancillary equipment for a Wisenet utilisation survey	48,914
LSE Enterprise Ltd	21/08/2013	Validation of benefits	26,040
Pronexus Developing Connections	27/01/2014	Consultancy work for Scottish Green Investment Portfolio	28,800
City of Edinburgh Council	1/05/2013	Non-domestic rates	46,207
PWC	13/09/13	Financial advisory services – preparation of material for report on Public Sector	66,000

		Delivery Structures for Low Carbon Investments	
<b>Item 2: Award of Grant</b>			
NHS Ayrshire and Arran	10/03/2014	Release of Funds for Board to increase their existing mandate with Mott McDonald to include standardisation of the Payment Mechanism	29,880
Fife Council	27/03/2014	Release of funds to Council to commission works in support of development works for a new Waid Academy	63,000
Zero Waste Scotland	24/02/2014	Release of funds to commission energy efficiency advisory support for West Dunbartonshire Pathfinder Project	25,000
Zero Waste Scotland	27/03/2014	Release of funds to commission support to consider the options for the re-use, redeployment and recycling of surplus physical assets	25,000
West Dunbartonshire Council	26/03/2014	Release of funds to contribute towards energy consultancy and conditions surveys	25,000
North Territory Participants	19/09/2013	Aberdeen City Council Revenue Enabling Funds – Release of Funds for Programme Director Services	89,303

South West Territory Participants	19/11/13	Capital Enabling Funds – Ardrossan Medical Centre Project	207,389
	26/11/13	Capital Enabling Funds – Clyde Valley Campus Project	244,985
	27/1/14	Capital Enabling Funds – Annickbank Innovation Campus Project	55,970
	7/2/14	Capital Enabling Funds – Garnock Academy Project	168,906
	25/2/14	Capital Enabling Funds – Cumbernauld Enterprise Centre Project	30,000
	6/3/14	Capital Enabling Funds – South Carrick Project	49,772
	28/3/14	Capital Enabling Funds – Dalbeattie Campus Project	29,308
South East Territory Participants	14/6/13	City of Edinburgh Council Revenue Enabling Funds - Release of Funds for Programme Director Services	49,875
	18/12/13	Capital Enabling Funds – Muirhouse Placemaking Study	54,056
	12/2/14	Capital Enabling Funds – Duns Community hub Project	149,000
	4/3/14	Capital Enabling Funds – Extra Care in Housing hub Project	36,600

West Territory Participants	13/6/13	Capital Enabling Funds – Clydebank Workshops Project	221,783
	25/6/13	Capital Enabling Funds – Clydebank Workshops Project	104,516
	12/7/13	Capital Enabling Funds – Johnston Townhall Project	200,534
	28/8/13	Capital Enabling Funds - Clydebank Workshops Project	46,385
	27/1/14	Capital Enabling Funds – Johnston Townhall Project	266,000
	7/2/14	Capital Enabling Funds – Johnston Townhall Project	296,286
	6/3/14	Capital Enabling Funds – Johnston Townhall Project	237,180
	28/3/14	Capital Enabling Funds – Eastwood Health Centre Project	493,465
	31/3/14	Capital Enabling Funds – Kirkintilloch Townhall Project	283,640
East Central Territory Participants	31/5/13	Capital Enabling Funds – Spiers Centre Project	66,655
	31/5/13	Capital Enabling Funds – Burntisland Primary School Project	116,177
	12/7/13	Capital Enabling Funds – Spiers Centre Project	79,265
	12/7/13	Capital Enabling Funds – Forfar Community Campus Project	37,430

East Central Territory Participants (cont.)	21/8/13	Capital Enabling Funds – Burntisland Primary School Project	705,529
	23/10/13	Capital Enabling Funds – Forfar Community Campus Project	48,777
	4/12/13	Capital Enabling Funds – Ostler’s Way Project	88,770
	4/12/13	Capital Enabling Funds – Dunfermline Museum and Art Gallery Project	185,852
	29/1/14	Capital Enabling Funds – Ostler’s Way Project	74,405
	14/2/14	Capital Enabling Funds – Oakbank Primary School Project	71,598
	18/3/14	Capital Enabling Funds – Oakbank Primary School Project	115,996
	25/3/14	Capital Enabling Funds – Falkirk Community Project	41,493

### 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 has one staff member who received remuneration in excess of £150,000 during 2013/14.

Barry White, SFT's Chief Executive received a salary of £180,000 and car allowance of £10,000 in 2013/14. 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.

#### 4. Steps to Promote Sustainable Economic Growth

UK-wide reductions in capital spending, constraints on bank lending together with low growth in the economy continue to combine to reduce public and private sector demand for construction projects. SFT has a key role in responding to this challenge. Using innovative financing to achieve additional sustainable investment over and above that allowed by capital budgets continues to be SFT's key focus.

SFT is managing three particular programmes that between them are securing £4bn of additional investment into Scotland; the Non-Profit Distributing (NPD), the National Housing Trust (NHT), and the Tax Incremental Financing (TIF) initiatives. These programmes are bringing acceleration of investment and construction activity, contributing strongly to sustainable economic growth.

##### **NPD**

SFT is leading the £2.5bn NPD programme which is in relative terms one of the largest financed investment programmes per head of population to be seen anywhere across Europe.

SFT delivers the revenue funded programme in partnership with Scottish Government, local government, NHS Boards and other public bodies with delivery risks transferred to private sector partners under capped profit arrangements. Scotland has pioneered capped private sector profits of revenue funded projects so that profits properly reflect the risks undertaken and deliver better value for the taxpayer.

Alongside the profit cap, SFT has introduced common sense and practical innovations in a simplified contract and has reduced the range of services to increase delivery of better value-for-money, speed up procurements and increased flexibility to public authorities.

SFT has worked with project teams to achieve improved delivery times and reduced the expense of procurement. SFT is delighted to have seen this challenge met with contracts agreed in significantly reduced timescales – just 17 months from OJEU for Inverness College, 21 months for City of Glasgow College and 23 months for the M8/M73/M74 project. In contrast, in ['A new approach to public private partnerships'](#) published in December 2012 by HM Treasury, it highlights that average PFI procurement times across the UK, from initial project tender to financial close, have stubbornly remained at around 35 months.

Paying for infrastructure from future revenue budgets rather than from increasingly constrained capital funds means that construction can start as soon as projects are ready instead of being deferred until capital budgets become available. In essence this means buildings are built and construction jobs protected.

SFT has consistently sought to challenge the reputation of large infrastructure projects for needlessly long and expensive procurements. It has worked with project teams to set vastly improved, efficient procurement strategies with public and private sector stakeholders. SFT's simplification of a 'standard contract' has helped limit the time and expense of negotiation.

The first NPD funded project, the Aberdeen Health Village delivered through the hub programme opened in December 2013, and further NPD projects valued at £600 million are under construction. As part of this work, SFT engages with a wide range of financiers in order to secure the best value debt investment.

Agreement has been reached with the European Investment Bank to invest £600 million in Scottish projects of which £250 million has already been committed. Whilst European commercial banks continue to be lenders to long-term infrastructure projects, there is now a growing number of insurance companies and pension funds who are attracted to the stable, long-term income that infrastructure projects can generate. An increasing number of opportunities are being identified to work with niche funders such as the Green Investment Bank who specialise in funding low carbon projects.

#### **TIF**

Scotland continues to lead the way in the use of Tax Incremental Financing (TIF) as a means to attract additional investment to help regenerate strategic locations. SFT is at the heart of that work by attracting extra funds over and above conventional capital budgets.

Such is the attractiveness of TIF that for every £1 of public sector money spent, potentially a further £5 can be invested by the private sector, which is crucial for future growth. With the public sector set to invest around £300 million into six TIF pilot projects over the next ten years, this is expected to leverage an additional £1.3bn of long-term private sector investment within Scotland.

Of the six TIF projects, construction has started on Glasgow City Council's Buchanan Quarter as well as Falkirk Council's investment to support the petrochemical, manufacturing and logistics industries in the Grangemouth area.

Significant progress has also been made on the remaining TIF Business Cases with construction expected to start on 80% of approved TIF pilots.

#### **NHT**

From what was an initial concept four years ago, today, SFT's National Housing Trust (NHT) initiative is already attracting c.£200m of additional investment through the construction of over 1,300 new homes which is helping protect or create nearly 1,800 jobs.

Given the challenges facing public sector budgets, innovation in the delivery of public infrastructure such as the NHT initiative, is vital to unlocking future development and boosting economic growth.

Today, contracts have been signed for over 1,300 homes to be built on 32 sites across 10 local authority areas with 13 separate developers, ranging from SMEs to large residential house builders. In essence, this means that construction of these homes are generating nearly £200m worth of additional investment in local communities and when complete will provide over 2,000 residents with quality, affordable accommodation.

Without SFT, the NHT model would not have been developed and the success of the procurement process during NHT Phases 1 and 2 was dependent upon SFT's active leadership, working in partnership with local authorities, developers and Scottish Government. The NHT model received industry-wide recognition as setting the standard for innovative delivery by winning the 2012 'Best Alternative Deal Structure' in the international Partnerships Awards.

The NHT initiative has been a catalyst for a shift in the affordable housing sector with SFT working in partnership with a variety of public bodies to produce alternative models that are no longer relying on direct subsidy. In particular, working in close collaboration with Stirling Council, SFT has developed a new variation of the NHT model – the NHT Council Variant.

This was conceived, developed and executed by SFT and Stirling Council with Scottish Government acting as guarantor, all within 12 months, which will see an additional 170 homes purchased and let for affordable rent in Stirling.

Such has been its appeal that the Council Variant is currently being explored by a number of local authorities, with Scottish Borders Council entering into a joint venture with SFT for 200 NHT Council Variant homes.

## 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 operates to deliver improved value-for-money on all public sector investment in infrastructure with its aim, as stated in its first Business Plan published in 2009, remaining as:

**Aim:** “To improve the efficiency and effectiveness of infrastructure investment in Scotland by working collaboratively with public bodies and commercial enterprises, leading to better value for money and providing the opportunity to maximise the investment in the fabric of Scotland and hence contribute to the Scottish Government’s single overarching purpose to increase sustainable economic growth.”

All that the Company does is directed towards this aim. The primary measure of the efficiency and effectiveness delivered by SFT is through its annually published Statement of Benefits. For the fifth consecutive year, SFT has delivered substantial benefits with 2013/14 being the most successful year to date. Over the past 12 months, £139.7m of net benefits and savings have been achieved, made up of a variety of elements including efficiency gains,

additional investment, avoided costs and by undertaking regular reviews of projects to bring about better value for money.

SFT conservatively estimates that the £139.7m value attributable to it is in fact only half the total benefit achieved by working together with bodies across the public sector in response to the need to deliver infrastructure in a more efficient way. Since SFT was established in late 2008, total benefits and savings amount to over £640m.

<b>Year</b>	<b>Benefits and Savings</b>
2009-10	£111m
2010-11	£129m
2011-12	£131m
2012-13	£132m
2013-14	£139m
<b>TOTAL</b>	<b>£642m</b>

Delivering value for money has never been more important than it is today. Across the UK, capital budgets are being reduced and in Scotland this means that available finance for future infrastructure projects will fall by over one third. SFT's ability to finance additional investment and to improve value for money are vital strengths in tackling this challenge, in partnership with all other public sector partners.

The various programmes of 'additionality' SFT is delivering, either through the recent award-winning NHT programme, or through the NPD and TIF initiatives, brings over £3bn of increased infrastructure investment to support vital public services, protect construction jobs and aid economic growth. Taken together, these represent in relative terms, one of the largest investment programmes over and above capital budgets in Europe.

In infrastructure delivery, much of the long term benefit is secured in the planning and commissioning phases well before spades hit the ground. SFT works collaboratively with Scotland's public sector bodies to help identify what infrastructure is required and how best that can be delivered. In addition, through sourcing innovative funding routes within rigorous procurement guidelines and delivering quality and sustainable design, SFT's objective has always been and will continue to be, to deliver value for money, thereby creating benefits and savings at every stage of a project's journey through to completion.

Such has been the success of SFT's focus on high quality sustainable design at a competitive price that within the Scotland's Schools for the Future programme for example, enough money has been saved to build an additional 12 schools, increasing the total number from 55 to 67.

Further additional benefits include the significant employment opportunities that will be created within the construction industry when these schools are built, as well as increasing the number of pupils and communities across Scotland who will benefit from well designed and energy efficient schools.

After submitting two reports on public sector asset management in September 2011 on the Local and Scottish Government Civil Estates, SFT was tasked to champion a more collaborative approach to property asset management within the public sector. Working with public sector partners, this initiative is expected to realise cost efficiencies of over £500m as a direct result of a five year programme, as well as leading to improved service delivery, reducing the carbon footprint and releasing land for other uses.

Importantly, SFT's work also delivers many non-financial benefits, including the creation of employment opportunities. As well as creating access to a wide range of modern public services SFT's work addresses environmental issues such as waste prevention and carbon reduction.

As specific examples, the NHT initiative is supporting over 1,500 jobs in the house building sector and the hub programme is opening up many opportunities for SMEs to get involved in building new public sector facilities (with over 75% of construction value being delivered by SMEs).

SFT's independence of operation, being arms' length from Government, allows its commercial skills and knowledge to be deployed in facing the current economic and financial challenges. Those skills, combined with working in partnership with other public sector bodies, are vital in stretching the effectiveness of the public pound and in securing long-term benefits. SFT's statement of benefits, independently validated by Grant Thornton and the London School of Economics, demonstrated the good progress being made but also noted that more remains to be done in facing the current challenging climate.

Further information on how our work has contributed to the efficiency and economy of infrastructure delivery is available in SFT's [2013/14 Statement of Benefits](#).

### Shared Services

SFT is a small company with simple finance, payroll, IT and other back and mid-office requirements. When the company was established the opportunity for shared functions with other public sector organisations was considered and discussed with potential partners. At that stage it was identified that the degree of customisation required by such services, designed to operate on a much bigger scale, would not deliver value for money when applied to the scale of SFT.

The company generally follows the practices adopted by small businesses of using local SME suppliers or corporate shared service solutions which better scale to the requirements of a small organisation such as SFT. SFT does use the shared service of commodities procurement offered by the Procurement Scotland national framework contracts as appropriate, including: travel, hotels, stationery. The Company has also used Buying Solutions frameworks for the provision of certain consultancy services.

SFT provides a shared service of infrastructure investment and procurement expertise to public bodies across Scotland. Examples of this work span across all of SFTs work and include:

**Hub:** SFT acts as the Programme Delivery office for the five “hub” territory procurements across Scotland where Local Authorities, Health Boards, blue light services and others have come together to procure a partner for the planning and delivery of community infrastructure projects in geographic regions. The central knowledge sharing and expertise has seen external consultancy fees reduce by 70% between the first and last of these five procurements.

**National Housing Trust:** SFT acts as the central purchasing body on behalf of Local Authorities for Phase 1 and Phase 2 of the National Housing Trust initiative, set to deliver over 1,300 homes at affordable rent across Scotland through innovative public private partnership arrangements.

### Procurement

Complex procurement, particularly of works, is a core competence of SFT and part of our primary purpose. The work of the company, and significant elements of the benefits that we deliver, come from assisting public bodies in taking steps to improve procurement processes and capability in the field of capital investment.

SFT has established a framework for the provision of advisory services to infrastructure projects across the hub and NPD programmes. This framework has been used by Public Bodies across Scotland to deliver enhanced value for money for these financial, legal and technical advisory services.

Across the £2.5bn Non Profit Distributing (NPD) infrastructure investment programme SFT has developed standardised contract documentation and approaches to procurement spanning sectors and procuring bodies. This has led to more efficient procurement processes, improved understanding and commercial approach to risk transfer and management; and reduced bidding costs in the private sector. Taking a role on individual Project Boards during the procurement phase of projects brings knowledge sharing and SFT's central expertise directly to projects.

In the area of Contract Management, SFT is assisting Local Authorities and Health Boards to collaborate more effectively on the management of legacy long-term PFI contracts in order to improve value for money across this approximately £6bn asset base.

Finally, SFT has embedded the delivery of community benefits into both the procurement evaluation and contracting structures of our hub and NPD programmes. Each NPD procurement has appointed a community benefits champion and will specifically evaluate tenderer's approach to the delivery of community benefits in its selection process. In the hub programme, a Key Performance Indicator regime is in place across the five hub territories measuring a "triple bottom line" of economic, environmental and community benefits delivered by hub projects and ensuring that these three elements of sustainable value for money are considered explicitly at all stages of project development and delivery.