

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

**Scottish Futures Trust**  
**2014-15 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.

Relevant extracts from the guidance are included in boxes.
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The publication includes information relating to the Scottish Futures Trust Ltd, 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:

[2014/15 Business Plan](#)

2014/15 Benefits

2014/15 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.

### 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 2014/15: £82,419**

### 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 trips:

Date	Person Travelling	Destination	Purpose of Travel
Sept - 23	Barry White	Barcelona	Speaker at the World Infrastructure Summit. (Part funded by the summit organiser)
Oct - 20	Sam Cassels	Paris	Invited to represent Learning Directorate of Scottish Government to participate at Organisation for Economic Co-operation and Development (OECD) meeting.
Sept - 26	Paul Moseley	Copenhagen	Participation in a district heating study tour including workshops with Danish energy practitioners.
Nov - 18	Barry White Kerry Alexander	Luxembourg	Annual all-members meeting of European PPP Expertise Centre meeting and sharing lessons with similar bodies from around Europe.
Nov - 10	Adam El Mansi	Amsterdam	Attendance at an IPFA training course: "Understanding International Project Finance"
Mar -24	Barry White	Paris	Updating colleagues on recent PPP and infrastructure developments in Scotland at OECD workshop for budget officials

**Amount for 2014/15: £3,026**

(£3,276 – including summit organiser funded travel).

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### 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 together with attendance at award ceremonies where SFT or its projects had been nominated for an award.

**Amount for 2014/15: £11,409**

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**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 2014/15: £757,565**

**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>			
City of Edinburgh Council	16/04/2014	Non-domestic rates	47,277
Zurich Assurance Ltd	30/07/2014	Rent of office premises for three months to 27 Nov 2014	31,364
Zurich Assurance Ltd	04/11/2014	Rent of office premises for three months to 27 Feb 2015	31,240
Zurich Assurance Ltd	17/02/2015	Rent of office premises for three months to 27 May 2015	31,477
LSE Enterprise Ltd	26/11/2014	Validation of benefits	36,030
Deloitte	08/01/2015	Support for Digital Projects	30,000
Deloitte	02/03/2015	Accounting advice with respect to the NPD delivery model and the Hub Project Structure	33,400
IRW Systems	23/02/2015	Development of a new Sharepoint environment and facilitating the migration of existing data to this	31,500

Network ROI	25/03/2015	Office and 365 support services including the creation of a written roadmap together with its implementation for ongoing system enhancement	29,760
Scottish Borders Council	31/03/2015	Secondment of member of Scottish Border Council's staff to assist in next generation broadband project – June 2014 to Feb 2015	67,354
<b>Item 2: Award of Grant</b>			
NHS Tayside	31/03/2015	Release of Funds for pilot project to explore new ways of working for NHS Tayside	35,370
North Territory Participants	04/11/2014	Aberdeenshire Council Revenue Enabling Funds – Release of Funds for Programme Director Services	86,250
	25/03/2015	Aberdeenshire Council Revenue Enabling Funds – Release of Funds for Programme Director Services	28,750
South West Territory Participants	27/06/2014	Capital Enabling Funds – Garnock Academy Project	900,270
	22/08/2014	Capital Enabling Funds – Office Accommodation Project	30,875
	01/12/2014	Capital Enabling Funds – Dumfries Learning Town Project	38,496
	12/12/2014	Capital Enabling Funds – Adrossan Quayside Project	195,762
	12/12/2014	Capital Enabling Funds – Garnock Academy Project	192,350
	18/12/2014	Capital Enabling Funds – Dalbeattie Campus Project	202,444

	26/01/2015	Capital Enabling Funds – Dailly and Tarbolton Primary School Project	124,541
	11/03/2015	Capital Enabling Funds – Dalbeattie Campus Project	34,100
	11/03/2015	Capital Enabling Funds – Stranraer Heritage Project	25,789
	26/03/2015	Capital Enabling Funds – Dalbeattie Campus Project	390,099
	30/03/2015	Capital Enabling Funds – Dalbeattie Campus Project	39,706
South East Territory Participants	30/03/2015	Capital Enabling Funds – Locality study – NHS Bundle	93,000
West Territory Participants	12/11/2014	Capital Enabling Funds – Clydebank Leisure Centre Project	209,270
	16/01/2015	Capital Enabling Funds – Kirkintilloch Town Hall Project	216,360
	26/01/2015	Capital Enabling Funds – Bellsmyre Primary School Project	351,025
	11/03/2015	Capital Enabling Funds - Clydebank Leisure Centre Project	40,730
	31/03/2015	Capital Enabling Funds – Bellsmyre Primary School Project	220,805
	31/03/2015	Capital Enabling Funds – Glasgow Women’s Library Project	196,083
East Central Territory Participants	23/07/2014	Capital Enabling Funds – Arbroath Schools Project	83,012
	03/10/2014	Capital Enabling Funds – Arbroath Schools Project	406,375

East Central Territory Participants (cont)	3/10/2014	Capital Enabling Funds – Arbroath Schools Project	126,629
	04/11/2014	Capital Enabling Funds – Falkirk Community Project	75,140
	04/11/2014	Capital Enabling Funds – Arbroath Schools Project	45,484
Scotland's Schools for the Future Programme	27/03/2015	Capital Enabling Funds – Forfar Community Campus Project	2,000,000
	27/03/2015	Capital Enabling Funds – Anderson High School	500,000
	27/03/2015	Capital Enabling Funds – Kelso High School	500,000
	27/03/2015	Capital Enabling Funds – Newbattle High School	500,000
	27/03/2015	Capital Enabling Funds – Elgin High School	500,000
	27/03/2015	Capital Enabling Funds – Baldrigon Academy	500,000

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### 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 two staff members who received remuneration in excess of £150,000 during 2014/15.

Barry White, SFT's Chief Executive received a salary of £182,700 and car allowance of £11,500 in 2014/15.

Peter Reekie, SFT's Deputy Chief Executive & Director of Investments received a salary of £152,250 and a car allowance of £9,200 in 2014/15

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.

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#### 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.

The Government Economic Strategy, which was published in November 2007, sets out the Government's central Purpose is *"to focus the Government and public services on creating a more successful country, with opportunities for all of Scotland to flourish, through increasing sustainable economic growth. By sustainable economic growth we mean building a dynamic and growing economy that will provide prosperity and opportunities for all, while ensuring that future generations can enjoy a better quality of life too."*

The National Performance Framework was developed to provide a clear focus and direction for the whole of the public sector in Scotland and in common with the rest of the public sector, all public bodies are expected to align their activity (demonstrated through their corporate and business plans) in support of the Purpose, Purpose Targets and the 15 National Outcomes set out in the Framework.

Further information about the National Performance Framework, together with the Government Economic Strategy and the Economic Recovery Plan which was first published in January 2009 and most recently updated in March 2010, can all be found on the Scottish Government's website at: [www.scotlandperforms.com](http://www.scotlandperforms.com).

SFT has a key role to play in promoting sustainable economic growth. The recent Fraser Allander Institute's "Forecast of the Scottish Economy (November 2015)" recognises the important role of infrastructure investment in Scotland's growth in the first half of 2015 noting that construction grew by 3% in the second quarter of 2015 outperforming other sectors. SFT's focus on infrastructure investment supports this wider growth. Examples of specific programmes which directly contribute to Sustainable Economic Growth include (i) our Economic Investment programmes including Tax Incremental Financing (TIF) and Growth Accelerator (GA); (ii) programmes of investment delivered through the Non-Profit Distributing (NPD) Model and hub model; and (3) the additional investment we have attracted into Housing through the National Housing Trust. Together these programmes are securing billions of additional investment into Scotland and thereby promoting Sustainable Economic Growth. Further details are provided below:

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### **Economic Investment (TIF and GA)**

In collaboration with both public and private sector stakeholders, SFT seeks to create the right conditions to generate additional economic investment opportunities across Scotland. An example of the steps we have taken during 2014/15 include our work with The City of Edinburgh Council and Scottish Government to design and develop the new 'Growth Accelerator' that will see the public sector invest £60m into the area around St James Centre that will release £850m of private sector investment into the heart of Edinburgh

The approaches we have developed are used as levers to unlock future growth as well as secure benefits at a national, regional and local level, and the planned public sector investment of £310m (under both our TIF and GA programmes) is anticipated to unlock an additional £2.2bn over a 10 year period.

### **NPD and hub**

The Non Profit Distributing (NPD) programme has brought forward construction and delivering modern infrastructure to support the economy, help the environment and improve social outcomes. Across the NPD programme of major projects and revenue funded hub projects, at the end of March 2015, £1.8bn of projects were in construction. These included the recently signed contracts for the £469m Aberdeen Western Peripheral Route and two large new hospital facilities – the £150m Royal Hospital for Sick Children and Department for Clinical Neurosciences for NHS Lothian and the new £213m Royal Infirmary for NHS Dumfries & Galloway.

The Scotland-wide hub programme, co-ordinated through SFT, involves five Joint Venture partnerships across Scotland delivering community facilities such as schools, community hospitals and health centres. To date this programme has secured 315 new apprenticeship and trainee places; created employment for more than 90 new graduates and delivered 1,125 work placement days.

### **National Housing Trust (NHT)**

From an initial concept five years ago, today, SFT's National Housing Trust (NHT) initiative has already attracted c. £200m of additional investment through the construction of over 1,300 new homes which is helping protect or create nearly 1,800 jobs. These works are being delivered on 32 sites across 10 local authority areas with 15 separate developers, ranging from SMEs to large residential house builders. This will provide over 2,000 residents with quality, affordable accommodation.

### **Summary**

SFT's programmes of infrastructure investment support both long term economic growth and, in the shorter term, the performance of Scotland's construction sector - a sector which outperformed other areas of Scotland's economy in the first half of 2015. This arises from a

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number of sources including direct investment in new buildings; supporting enabling investment to generate economic growth; and acting as a strategic enabler of change in areas such as asset management and low carbon. We assess the non-financial benefits of our Programmes which include the creation of employment opportunities; improved environments for the delivery of public services and promote low carbon initiatives on a spend to save basis.

SFT evaluates the impact of its work on an annual basis targeting the delivery of benefits of £500m-£750m across our 5 year corporate planning period. In 2014/15 we have delivered benefits of £135m details of which can be found in our Benefits publication. These benefits represent SFT's contribution to additional investment generated; more cost-effective investment and the delivery of savings. All of these initiatives help support sustainable economic growth.

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## 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”*

SFT's Benefits Statement (published in December 2015) showed that during 2014/15 SFT secured £135. million of net future benefits and savings.

In securing benefits SFT acts in partnership with other public bodies across all phases of the infrastructure investment cycle, from needs identification and options investigation, through investment appraisal, procurement, financing, and design, and on to construction, life cycle management/maintenance and disposal. It has a particular focus on infrastructure planning, project financing and procurement. We provide further details regarding our approach to our programmes of investment and provide specific examples of areas which impact upon efficiency, effectiveness and economy.

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## SFT - Shared Services

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. Examples of the steps SFT takes to improve efficiency, effectiveness and economy across public sector infrastructure cover both procurement and contract management. In these areas SFT facilitates a shared services approach ensuring that the Scottish public sector can leverage additional benefits through working together.

### 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 through the use of collaborative approaches in the field of capital investment. Examples of where we have promoted a shared approach include:

- **NPD Programme** – across the 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.
- **Hub** – the Scottish-wide hub programme provides a shared-procurement platform of 5 Joint Venture Partnerships across 5 distinct regions of Scotland stream-lining delivery of community projects. The establishment of long-term partnerships with standard contracts and processes drives efficiency through the approach to design and development as well as the standardisation of contracts and the selection of common financiers to ensure the most competitive rate of finance is achieved.
- **Non-domestic Energy Efficiency** – where SFT worked closely with Scottish Government to support the procurement of a national Non-domestic Energy Efficiency Framework open to all public and third sector bodies in Scotland. These approaches facilitate delivery of investment in a manner which minimises procurement costs and allows the development of standardised approaches to new areas of investment.
- **Scotland's Schools for the Future Programme** – where SFT has promoted a shared approach to design which has driven out cost savings and allowed 67 schools to be built for the cost of 55.

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- **Operational PPP** – where our approach of working with all public bodies has supported improvements in contract management and performance of operational PPP projects.

### SFT Programmes

SFT are involved in delivering a range of infrastructure investment programmes with other public bodies which improve efficiency, effectiveness and economy. Examples of these programmes where we implement a shared service approach include:

#### **Asset Management**

SFT works across the public sector landscape in Scotland to champion a strategic approach and lead a programme of change, supporting and challenging public bodies to deliver a step change in improved property asset management. A centre of expertise and support on best practice asset management has been developed, including disposal of property, drawing on support and advice from Scottish Government's Property Advice Division, Health Directorate Capital and Facilities and Health Facilities Scotland. The work stream facilitates collaborative planning and property rationalisation between different public sector bodies, reviews asset management plans and, where appropriate, provides an external challenge to public bodies on their strategic approach to property asset management and the savings that can be achieved.

Public bodies were tasked by Ministers to deliver a financial saving of £500m across the local estate (councils, NHS and emergency services) over a five year period from 2012 and in the central estate (the core and wider Scottish Government network) of £28m per annum after a five year period (from 2012) office workplace transformation programme. SFT's asset management works stream supports public bodies in their achievement of these targets.

Key work streams this year are in support of; office workplace transformation programmes (for example, with 12 Councils and Scottish Government), strategic place based programmes (for example in Dumfries and Galloway), surplus property disposals (supporting NHS Boards, Colleges and Police Scotland), and supporting Police Scotland with the development of their estate strategy.

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## **Digital**

Modern digital connectivity is an essential component of creating a successful economy. For businesses and social enterprises, it enhances productivity and drives innovation. In rural communities it has the potential to boost economic development, retain young people and attract new residents.

SFT has built up a team of experts that work in partnership with industry to ensure the right mechanisms, partnerships and commercial approaches are developed to deliver a world-class telecommunication infrastructure in a practical way. During 2014/15, SFT led the development of a roadmap to support the Scottish Government's World Class digital vision. We also supported pilot projects such as the introduction of 4G mobile coverage on to Coll – the first Scottish island to have such coverage.

## **Street Lighting**

Across Scotland, there are some 900,000 street lights previously costing local authorities £41m in annual electricity charges. These street lights also impact on the environment by releasing nearly 200,000 tonnes of CO<sub>2</sub> into the atmosphere each year.

With electricity prices forecast by the Department of Energy & Climate Change to increase substantially over the next ten years, it was timely that in February 2015 SFT published its latest Street Lighting Toolkit. The Toolkit is aimed to provide local authorities with the most up-to-date information to enable them to prepare robust business cases to invest in spend-to-save measures to phase in new LED lighting. This has now been rolled out across the UK by DECC and Local Partnerships.

Work to date with local authorities, Scottish Government and Resource Efficient Scotland has already seen committed street lighting investment levels increase from £6.9m in 2013/14 to £30m in 2014/15. In 2014/15 £1.5m savings were achieved on the annual electricity charges associated with street lighting – these are forecast to be in excess of £20m if all Local Authorities invest in their street lighting estate.

## **Scotland's Schools for the Future**

When launched in 2009, the Scotland's Schools for the Future programme was intended to deliver 55 new or refurbished schools within a £1.25bn budget. Such has been the success of SFT's focus on high quality sustainable design at a competitive price, that within the Schools programme enough money has been saved to build an additional 12 schools, increasing the total number to 67.

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At the end of the 2014/15 financial year, 20 schools were under construction and 18 new schools were open, providing 8,000 pupils with fantastic learning environments which often also include amenities for the wider community to use and enjoy.

### **hub**

Within the hub programme SFT:

- Manages the programme delivery office which supports, encourages and shares best practice in the delivery of projects across Scotland. For example, support in the design development and contracting for new community facilities;
- Acts as expert advisor to participants helping ensure that they maximise the benefits and value for money from their individual procurements. For example, running funding competitions for the hub programme to ensure cost effective private finance for our revenue funded projects; and
- Is an investor and shareholder in the five hub companies and all DBFM project vehicles – ensuring value for money for taxpayers.

These roles all support the delivery of efficiency, effectiveness and economy as it related to community projects such as schools and health centres which hub deliver.

### **SFT's Own Efficiency, Effectiveness and Economy**

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 national framework contracts as appropriate, including: travel, hotels, stationery and consultancy.

### **Summary**

SFT's approach to infrastructure investment promotes improved efficiency, effectiveness and economy. On new build projects we have developed reference designs for primary schools; facilitated joint procurement through, for example, the hub programme and used funding competitions to drive down the cost of finance where private finance is utilised. For existing assets, we assist in developing the case for change and in ensuring that the estate is

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suitable to deliver the services for the future be that through our guidance on the use of the office or through supporting the transition to low carbon activities.

We assess the impact of our activities and the impact they make in areas such as additionality, efficiency, effectiveness and economy. In 2014/15 we delivered net benefits of £135m details of which can be found in our Benefits Statement.