

**Scottish Futures Trust**  
**PUBLIC SERVICES REFORM (SCOTLAND) ACT 2010**  
**Duties to Publish Information**  
2020-21 Publication

---

## Contents

1. Introduction.....	2
2. Expenditure Information.....	3
3. Remuneration.....	8
4. Steps to Promote Sustainable Economic Growth .....	9
5. Steps to Improve Efficiency, Effectiveness and Economy.....	11

## 1. Introduction

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

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

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

### Further information

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

[2021/22 Business Plan](#)

[2019 - 2024 Corporate Plan](#)

2020/21 Annual report and Financial Statements

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

**Address**

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

**Phone**

+44 (0)131 510 0800

**Email**

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

## 2. Expenditure Information

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

*Public relations  
Overseas travel  
Hospitality and entertainment  
External consultancy*

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

### Public Relations

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

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

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

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

**Amount for 2020/21: £107,342** (2019/20: £105,772)

### Overseas Travel

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

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

Date	Person Travelling	Destination	Purpose of Travel
Nil			

**Amount for 2020/21:**                      **£ 0**  
(2019/20: £18,472 costs borne by SFT)

## Hospitality & Entertainment

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

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

SFT has not:

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

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

**Amount for 2020/21: £44** (2019/20: £2,257)

## External Consultancy

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

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

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

**Amount for 2020/21: £1,721,707** (2019/20: £1,200,189)

**Payments in excess of £25,000**

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

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

<b>Payee</b>	<b>Date</b>	<b>Subject Matter</b>	<b>Amount £</b>
<b>Item 1: Payment of Suppliers</b>			
Faithful Gould Ltd	08/04/2020	Secondment	44,631.00
Ryder Architects	08/04/2020	Architectural services – post occupancy evaluation process review	30,600.00
Farrpoint Limited	09/04/2020	Provision of industry expertise to work closely with the SFT on Data Centres, Scotland 4G Infill, Infralink Programme, Dundee 5G testbed and Scotland 5G Centre	34,217.42
Brodies	18/05/2020	Professional fees in relation to hub West Territory	30,000.00
City of Edinburgh Council	31/07/2020	Non-domestic rates	37,359.82
Farrpoint Limited	09/09/2020	Provision of industry expertise to work closely with the SFT on Data Centres, Scotland 4G Infill, Infralink Programme, Dundee 5G testbed and Scotland 5G Centre	50,351.26
Connected Places Catapult Services Ltd	25/09/2020	Delivery Plan Tech research on behalf of SG	41,383.00
Zurich Assurance Ltd/ Workman LLP	04/12/2020	Rent for quarter to February 2021	36,407.69
Addleshaw Goddard LLP	26/01/2021	Professional charges for services in relation to the Hospitals Inquiry	30,277.20
Scottish Government	10/02/2021	Secondment	44,397.17
Connected Places Catapult Services Ltd	23/02/2021	Infralink Programme Data Discovery – Data ecosystem mapping	26,454.00
Addleshaw Goddard LLP	01/03/2021	Professional charges for services in relation to Hospitals Inquiry	100,331.51
Armila Sustainability Services Ltd	10/03/2021	To assist with SG objective in enhancing building standards to deliver zero carbon homes and buildings	25,674.00

Payments in excess of £25,000 (continued)

Payee	Date	Subject Matter	Amount £
<b>Item 1: Payment of Suppliers</b>			
Zurich Assurance Ltd/ Workman LLP	10/03/2021	Rent for quarter to May 2021	37,184.40
Mott MacDonald Ltd	15/03/2021	To assist with SG objective in enhancing building standards to deliver zero carbon homes and buildings	91,481.34
Delta Energy & Environment Ltd	15/03/2021	Electric Heat Service and Heat Business Service	32,000.00

**Item 2: Award of Grant**

There were no grants awarded during the year ended 31 March 2021 which were over £25,000.

**Credit card payments**

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

### 3. Remuneration

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

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

SFT had two staff members who received remuneration in excess of £150,000 during 2020/21.

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

## 4. Steps to Promote Sustainable Economic Growth

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

### Importance of infrastructure

Established by Scottish Government in 2008 as a centre of infrastructure expertise, the Scottish Futures Trust (SFT) continues to perform an active leadership role across Scotland. We collaborate with partners across the public and private sector and bring our unique mix of skills, experience, resource and knowledge to maximise the social, economic and environmental impact of infrastructure in Scotland.

In the past 18 months the construction sector, like many others, has been impacted by the pandemic, but it is widely acknowledged that the sector has a pivotal role to play in Scotland's economic recovery.

As a key participant in the Scottish Construction Leadership Forum, SFT together with numerous public sector organisations, trade bodies, unions and business leaders, took a lead role in developing, publishing and implementing actions in the Scottish Construction Industry Recovery Plan. This vital work continues.

During 18/19 and 19/20 SFT's Infrastructure Strategy team had been supporting the work of the Infrastructure Commission for Scotland (ICS). In January 2020 the ICS submitted its Phase 1: Key findings report to Scottish Government and six months later published its Phase 2: Delivery findings report.

Scottish Government's 2021/26 Infrastructure Investment Plan accepted the recommendations of the Commission and committed to their implementation to inform the ongoing development of its long-term infrastructure investment strategy. SFT's Infrastructure Strategy team will continue to support this implementation work.

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

For more than a decade the Scottish Futures Trust (SFT) has been at the forefront of improving public sector infrastructure across Scotland by providing additional skills, resource and knowledge to public sector organisations, supporting them plan, fund, deliver and manage their construction projects and buildings better.

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

Scotland's infrastructure environment is driven primarily by the long-term trends of the climate emergency, digitalisation, and demographic change that were highlighted in reports from the ICS and in Scottish Government's 2021-26 Infrastructure Investment Plan.

The more immediate COVID reality of changed travel patterns and demands, changes to physical and digital working arrangements and the way we think about and use different places have affected us all. The context in which infrastructure prioritisation decisions are taken, and assets are funded, financed, delivered, maintained and operated is ever changing.

It is SFT's job to evaluate and take account of these diverse global and local forces in our work with public and private sector organisations across infrastructure sectors and phases of asset life cycles.

Further details of SFT's activities for the financial year to 31 March 2021 can be found on our website within the, [2019 - 24 Corporate Plan](#), the [2021/22 Business Plan](#) and the 2020/21 Financial Statements.

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

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

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

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

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

SFT's mission is:

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

Working closely with many organisations across the public and private sectors, during 2020/21 the total value of public infrastructure projects under construction made possible through our innovative funding and financing approaches exceeded £250m; investment in private infrastructure continued to be unlocked with projects valued at over £2.4bn on site, and over the past 12 months our work continued to contribute towards a net-zero carbon economy, saving over 12,000 tonnes of infrastructure-related CO2 emissions during 2020/21.

Some examples of this work during 2020/21 include:

- The success of the SFT-managed hub community infrastructure programme was recognised in an independent evaluation report, confirming that the programme has performed well against its original aims and objectives, having delivered substantial social impacts and community benefits, and with strong support for it to continue
- hub South East completed the largest project by value in the national Programme - the £69m East Lothian Community Hospital in Haddington
- The 117th and last school in the SFT-managed Scotland's Schools for the Future programme (Lossiemouth High School) was completed and handed over to Moray Council by hub North
- Helping accelerate investment into Scotland's datacentre sector, Host in Scotland, (SFT's datacentre workstream), published industry reports identifying key locations that could quickly and easily become large-scale datacentre facilities

- We published guidance aimed at helping the public sector manage the impact of COVID-19 on the performance of operational PPP contracts
- We launched the Infralink programme, aimed at breaking down complex barriers that can negatively impact on the rollout of 4G and 5G infrastructure across Scotland
- In collaboration with a number of public bodies, we published the Net Zero Public Sector Buildings Standard, aimed at supporting public bodies meet their net zero commitments for their new build and major refurbished projects

### **Our Impact**

In 2018, Scottish Government published its updated National Performance Framework (NPF) setting out a series of long-term outcomes aimed at creating a more successful country with opportunities for everyone to flourish through increased wellbeing from sustainable and inclusive economic growth.

The following year we published our 2019-24 five-year Corporate Plan setting out the ten outcomes we wished to achieve with our partners which focussed on the goals set out in the NPF and to where all our business objectives are aligned.

In 2019/20 we published our first Outcomes Report detailing over 30 examples of where our interventions and actions, in collaboration with our many partners, have had the greatest impact in delivering our ten infrastructure outcomes.

And for 2020/21 we have updated our Outcomes report with a further 30 plus case studies that illustrate the work we and our partners have delivered, working towards our three corporate priorities:

- Enable the transition to net zero emissions (focus on leading the way with coordinated decarbonisation of public sector assets to catalyse necessary industry transition)
- Drive inclusive economic growth (focus on delivering additionality of investment and accelerating appropriate development activity in current economic context)
- Build resilient and sustainable places (focus on showing leadership in the shift to collaborative and place-based ways of working)

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