

# Public Services Reform (Scotland) Act 2010

2024 - 2025

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## 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](#).

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 Head of Communications. 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 2024/25: £118,724** (2023/24: £121,515)

**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
May 24	Paul Devine	Berlin	PureNet European Conference on disposal of public assets
May 24	Robert Gardner	Cologne	The Rise of IoT & Big Data in Rail 2024
Jun 24	Colin Proctor	Oslo & Amsterdam	PureNet Dinner/Event then travel from Oslo to Amsterdam to Edinburgh
Jun 24	Shona Adam	Amsterdam	Speaking on Hybrid Working on behalf of Scotland at the PureNet Public Real Estate Conference
Sept 24	Gordon Alexander & Colin Proctor	Dublin	Annual PureNet Conference
Sept 24	Ryan Tennyson	Dublin	BIM Coordinators Summit
Nov 24	Paul Dodd, Colin Proctor & Andrea Mason	Riga	PureNet Event – improving building projects working table
Jan 25	Kevin Waters	Copenhagen	Heat Networks study trip for UK delegation organised by the Danish Board of District Heating and the Danish Embassy
Mar 25*	Kerry Alexander	Luxembourg	EPEC Conference

\*Some event costs such as flights and accommodation were paid for in Mar 25 as the event took place from 2 – 4 April 2025

**Amount for 2024/25:** **£5,359 costs borne by SFT**  
(2023/24: £5,289 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.

**Amount for 2024/25: £145** (2023/24: £437)

## 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 2024/25: £622,312** (2023/24: £880,376)

**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>			
BSL-IT South Ltd	19/04/2024	Purchase of new IT Equipment	46,709.40
CloudNet IT Solutions Ltd	19/04/2024	Demonstrator Project - Orkney Ferries - Installation of Starlink and Wi-Fi Access on three ferries belonging to Orkney Ferries serving the North Isles route together with the collection and sharing of system usage data during this trial period, with differentiation between public transport operator data and public/passenger Wi-Fi data.	32,952.00
Ove Arup & partners Ltd	19/04/2024	Workshops and delivery of technical content to a Smart Infrastructure Guide for the Education Sector	35,940.00
Scottish Legal Aid Board	19/04/2024	Rent and service charges for quarter to 31 March 2024	39,831.22
Xodus Group Ltd	02/07/2024	Advice regarding the investment case for an international hydrogen pipeline	60,000.00
Scottish Legal Aid Board	14/08/2024	Rent and service charges for quarter to 30 June 2024	42,096.88
Scottish Legal Aid Board	13/11/2024	Rent and service charges for quarter to 30 September 2024	43,322.16
Scottish Legal Aid Board	19/02/2025	Rent and service charges for quarter to 31 December 2024	42,483.82

### 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 four (two, 2023/24) staff members who received remuneration in excess of £150,000 during 2024/25.

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

*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

It is recognised the world over that the right infrastructure in the right places underpins a country's economy, allowing it to function and flourish. In Scotland we must use the infrastructure we already have effectively and maintain it well, and we must invest wisely in the infrastructure we need for the future.

To maximise the economic, social and environmental benefits delivered by Scotland's infrastructure, in 2008 Scottish Government established the Scottish Future Trust as a centre of infrastructure expertise, where we work closely with our many partners towards our vision of 'world class infrastructure for the people of Scotland'.

2024/25 was a busy year where our teams of experts working with partners, continued to deliver positive outcomes across Scotland, with some key highlights listed below:

- We tested a unique digital connectivity service in Orkney by launching a low earth orbit satellite pilot initiative that brought super-fast internet access to passengers on board Orkney Ferries
- We published *Financing and funding the decarbonisation of Scotland's social housing* to highlight a range of financial models able to attract investment into retrofitting Scotland's social housing stock
- To improve the sustainability of island communities, Scottish Government asked us to support the delivery of the Carbon Neutral Islands Programme, selecting transformative net zero projects with a community focus that demonstrate a place-based approach to development and delivery
- To deliver the multiple benefits of a vastly improved learning environment, achieve energy cost savings, and support innovation on the pathway to net zero, the schools forming part of the Dunfermline Learning Campus were delivered by hub East Central as the largest Passivhaus education building in UK using our Net Zero Public Sector Buildings Standard and follows the unique outcomes based funding approach we developed for the SFT-managed Learning Estate Investment Programme
- To increase the delivery of more housing in town centres, we worked with partners to publish *Unlocking Town Centre Living: insights from private sector engagement*, that identified themes for stakeholders to focus on

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

Scotland has set an ambitious target to achieve net zero emissions by 2045. In pursuit of this goal, we are seeing rapid growth in the development of infrastructure essential to supporting the country's low-carbon ambitions. This momentum is creating significant opportunities for investors and professionals in the construction sector.

Key public sector investment priorities continue to include expanding the supply of affordable housing, transitioning the public estate to net zero emissions, and modernising public service delivery.

These priorities will remain at the forefront, and our teams will continue to lead the development of forward-looking asset strategies. We are committed to driving innovation in funding, financing, digital transformation, and project delivery, critical components for our partners navigating today's complex challenges. We view attracting investment and enabling development across Scotland as fundamental to building resilient, prosperous communities.

Our involvement spans 14 interconnected infrastructure workstreams, giving us a comprehensive understanding of the priorities and requirements of our public sector partners.

This integrated perspective allows us to assemble the right expertise and resources to help our partners deliver enhanced value and improved outcomes for the communities they serve.

## 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.*

### Our Impact

SFT's mission during 2024/25 was:

*"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"*

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 that set out 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 on a website that acts as a library of case studies illustrating where our interventions and actions, in collaboration with our many partners, have had the greatest impact towards our ten infrastructure outcomes.

The website is updated annually and the latest set of case studies for 2024/25 has taken the total number of case studies to well over 150, each illustrating how our work contributes towards achieving our ten outcomes as well as 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)

In addition, the Outcomes website reflects much more widely the work being delivered on the ground across Scotland as well as quantified deliverables, which include:

- The value of public infrastructure projects under construction made possible through our innovative funding and financing approaches totalled £234m (23/24: £250m)
- Investment in private infrastructure continued to be unlocked with projects valued at over £1.87bn (23/24: £2.3bn) on site
- Over the past 12 months our work continued to contribute towards a net-zero carbon economy, with 6,000 tonnes (23/24: 29,000 tonnes) of infrastructure-related CO2 saved in the year

Further details of all our workstreams and the impact they make are available on the [SFT Website](#).