

PUBLIC SERVICES REFORM (SCOTLAND) ACT 2010

2024/25 DISCLOSURES

1. Background to the disclosures

- 1.1. The Public Services Reform (Scotland) Act 2010 (“the Act”) received Royal Assent in April 2010. It contained a number of provisions for the restructuring of Public Sector organisations in Scotland and set up powers for Scottish Ministers to improve the exercise of public functions. It also imposed duties on Scottish Ministers and listed public bodies (including NHS Lothian) to publish information on expenditure and other matters on an annual basis.
- 1.2. Under the Act’s information provisions, NHS Borders must publish annually the following information:

Section 31 disclosures (section 2)

- Expenditure incurred in the financial year on or in connection with:
 - public relations (section 2.1),
 - overseas travel (section 2.2),
 - hospitality and entertainment (section 2.3),
 - external consultancy (section 2.4)
- Payments made during the financial year with a value in excess of £25,000 (section 2.5) (inclusive of VAT and not including remuneration payments)
- The number of members or employees receiving remuneration in excess of £150,000 (section 2.6)

Section 32 disclosures (section 3)

- Statement outlining the steps taken during the financial year to promote sustainable economic growth in Borders (section 3.1).
- Statement outlining the steps taken during the financial year to improve efficiency, effectiveness, and economy (section 3.2).

- 1.3. The timing of public release of such disclosures in NHS Borders is typically built around the time that the Annual Accounts of NHS Borders are placed before Parliament. This typically takes place between September and November.

- 1.4. The following paragraphs summarise the position of NHS Borders in respect of the disclosures required by the Act and listed in paragraph 1.2 above.

2. Section 31 Disclosures

Public Relations

2.1. The total expenditure on public relations during the 2024/25 financial year was £Nil (2023/24: £16k). This expenditure includes costs incurred for external communication and promotional activities, including event support, marketing services, design consultancy and public engagement initiatives.

Overseas Travel

2.2. The total cost of overseas travel during the 2024/25 financial year was £Nil (2023/24: £ Nil).

Hospitality and Entertainment

2.3. The total cost of hospitality and entertainment during the 2024/25 financial year was £Nil (2023/24: Nil).

External Consultancy

2.4. The total cost of external consultancy during the 2024/25 financial year was £1,003k (2023/24: £ 469k). This expenditure includes range of consultancy services across several areas, including capital works, property and plant advisory, management consultancy, IM&T (Information Management and Technology) and financial regulatory compliance. These services were commissioned to provide specialist expertise not available within NHS Borders' own workforce and represent a cost-effective approach to directly employing such specialist staff.

Expenditure > £25,000

2.5. A full list of payments with a value in excess of £25,000 made during the 2024/25 financial year is published on the Board's website here:

[nhsborders.scot.nhs.uk/corporate-information/about-the-board/public-services-reform-\(scotland\)-act-2010/](https://nhsborders.scot.nhs.uk/corporate-information/about-the-board/public-services-reform-(scotland)-act-2010/)

Published information retains **aggregate** payment data for payroll deductions paid to HMRC and SPPA in respect of tax, national insurance, and pension scheme payments.

Employees in receipt of Remuneration > £150,000

2.6. There were 45 employees in receipt of remuneration > £150,000 during 2024/25 (2023/24: 29). The increase in the number of staff in receipt of remuneration >£150,000 is driven primarily by movements in pay with 22 employees who were

below the £150,000 threshold in 2023/24 moving into the > £150,000 salary ranges during 2024/25. Over the same period, 7 employees who were previously > £150,000 category returned to earnings below £150,000. Only one new appointment fell within > £150,000 bands.

The detailed salary-range distribution is shown below, illustrating how the increase is spread across bands. Increase is most notable in the £150,001–£160,000 and £170,001–£180,000 ranges.

Salary Range	2023-24	2024-25
£150,001 to £160,000	8	14
£160,001 to £170,000	9	6
£170,001 to £180,000	2	10
£180,001 to £190,000	5	2
£190,001 to £200,000	1	5
£200,001 and above	4	8
Total	29	45

3. Section 32 Disclosures

In line with Section 32 of the Public Service Reform (Scotland) Act 2010, NHS Borders has a statutory duty to act in ways which contribute to the achievement of sustainable economic growth for the local population. In doing so, NHS Borders recognises that this encompasses economic, social and environmental wellbeing, and is closely aligned with the principles of public value, prevention, and the stewardship of public resources.

Sustainable Growth

Under Section 32(1)(a) of the Act, NHS Borders must publish as soon as is reasonably practicable after the end of each financial year a statement of the steps it has taken during that financial year to promote and increase sustainable growth through the exercise of its functions. Our statement for 2024/25 is set out below.

During the year NHS Borders published the Anchor Institutions Strategic Plan Update. The Anchor Strategic Plan describes how resources are spent locally and how NHS Borders can help influence inequalities faced in our local area.

NHS Borders has a powerful voice in where and how resources are spent locally and can help to influence inequalities faced in our local area. By deliberately adopting strategies to support our local community, NHS Borders has the potential to further

support Scotland's ambition for a 'Wellbeing Economy' and reduce inequalities caused by socioeconomic disadvantage. This can be achieved through a number of initiatives:

Anti-Poverty Work

Inclusive Employment Practices, Stable Employment, Workforce Training, Digital Inclusion, Local Procurement & Community Benefits Gateway Promotions, NHS Smoke-Free Policy, NHS Borders Money Worries App & Money Guiders Training

Increasing Employability

Kings Trust Project, Train to Care & Project Search

Green Health

Reducing emissions in our hospital sites, promoting active travel through our cycle to work scheme, hosting an annual Climate & Sustainability Conference

Improving Staff Health & Wellbeing

Staff Training & Development, Occupational Health Service, Family Friendly Policies, Mental Health Improvement & Suicide Prevention Strategy (Creating Hope Awards & Ways to be Well, Annual Staff Wellbeing Week, Menopause Café

Sustainability and Environmental Reporting

Under Section 32(1)(a) of the Act, NHS Borders must publish as soon as is reasonably practicable after the end of each financial year a statement of the steps it has taken during that financial year to improve efficiency, effectiveness and economy in the exercise of its functions. Our statement for 2024/25 is set out below.

The Scottish Government requires NHS Boards to meet 3 key financial targets: a Revenue Resource Limit, a Capital Resource Limit, and a Cash Requirement. During 2024/25 we delivered on the Capital Resource Limit and Cash Requirement targets, however, due to a deficit position we did not achieve the Revenue Resource Limit target.

NHS Borders General Fund reported an outturn position of £0.07m deficit at 31 March 2025 which included £13.3m of brokerage support from The Scottish Government. NHS Borders achieved 100% of its £8.4m recurring savings challenge, with £8.4m savings achieved in the year on a recurring basis. 2024/25 saw an unprecedented level of savings achieved compared to prior years and staff remain committed to achieving financial sustainability. NHS Borders continues to face significant financial challenges. Costs continue to grow at a rate higher than

available funding and changes in population health and general economic factors continue to impact on the cost of services.

During 2024/25 work began on a new organisational strategy. The strategy has 4 key pillars:

- Developing our Clinical Strategy
- Rewiring our Internal Operating Model
- Instilling Improvement in our Workforce
- Agreeing our Social Compact

Each of these pillars are the building blocks which will enable us to continue to be financially sustainable.

NHS Borders continue to share services and resources within NHS Scotland where possible and are supported by NHS Lothian in delivering our Human Resources. During 2024/25 we continued to work collaboratively with other NHS Boards, with the common goal of achieving efficiencies and financial sustainability in an increasingly challenging financial environment.

During 2024/25 NHS Borders continued to progress with the implementation of the Quality Management System (QMS) within the organisation which supports our on-going commitment to prioritise the quality-of-service delivery and provide the framework for how we lead and deliver our services moving forward. This will remain an ongoing priority and NHS Borders will ensure staff continue to be at the centre of our approach when developing and implementing the outputs from the QMS.

NHS Borders remains committed to tackling Climate Change as set out in The Climate Change (Scotland) Act 2009 originally set out measures adopted by the Scottish Government to reduce emissions in Scotland by at least 80% by 2050. The Climate Change (Emissions Reduction Targets) (Scotland) Act 2019 amended this longer-term target to net-zero by 2045, five years in advance of the rest of the UK. In 2020, The Climate Change (Scotland) Amendment order came into force to reflect this and now requires NHS Boards to report on their progress in delivering their emissions reduction targets.

In February 2024 the Health Board published its third annual climate and sustainability report. This report describes the level of emissions currently reported against our estate, together with the actions we are taking in relation to adaptation and mitigation of climate change, and our wider duties in relation to biodiversity and sustainable development. You can access this report at the following link:

[NHS Borders Climate and Sustainability Report](#)