

PUBLIC SERVICES REFORM (SCOTLAND) ACT 2010

2025/26 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 2025/26 financial year was £0.2k (2024/25: £Nil). 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 2025/26 financial year was £Nil (2024/25: £ Nil).

Hospitality and Entertainment

2.3. The total cost of hospitality and entertainment during the 2025/26 financial year was £Nil (2024/25: Nil).

External Consultancy

2.4. The total cost of external consultancy during the 2025/26 financial year was £425k (2024/25: £1,003k). Expenditure in 2025/26 primarily related to specialist support in connection with financial and regulatory requirements, including property and estate compliance, technical advisory services, and assurance activities. Additional expenditure was incurred on clinical strategic advice and clinical safety assurance relating to digital health systems.

The reduction compared with 2024/25 principally reflects the completion of significant capital works and estates-related consultancy commissions undertaken in the prior year.

Expenditure > £25,000

2.5. A full list of payments with a value in excess of £25,000 made during the 2025/26 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 53 employees in receipt of remuneration > £150,000 during 2025/26 (2024/25: 45). The increase in the number of employees is primarily attributable

to nationally agreed pay uplifts during the year, alongside progression through discretionary pay points for eligible staff. In addition, there has been an increased focus on reducing waiting lists, which has resulted in additional hours being worked, contributing to higher overall pay levels.

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	2024-25	2025-26
£150,001 to £160,000	14	09
£160,001 to £170,000	06	10
£170,001 to £180,000	10	06
£180,001 to £190,000	02	07
£190,001 to £200,000	05	08
£200,001 and above	08	13
Total	45	53

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 2025/26 is set out below.

The launch of NHS Borders’ Organisational Strategy in April 2025 was a significant milestone following extensive engagement with staff and members of the Borders community. The mission is to enable communities to keep themselves well and work towards long-term health equity for communities. When communities need NHS Borders, the aim is to be easily accessible, delivering compassionate, efficient, high-quality, person-centred care at the right time and place.

In December 2025, NHS Borders launched its new Clinical Strategy 2025-2030, which forms part of the wider Organisational Strategy and sets out a vision to transform healthcare across the Scottish Borders. The strategy focuses on prevention, person-centred care and equity of access, ensuring services meet the changing needs of the population.

Alongside the Clinical Strategy, a suite of Enabling Strategies was created to support delivery of NHS Borders' mission: to enable communities to keep themselves well and work towards long-term health equity for the people of the Borders. These Enabling Strategies cover Partnerships, Digital, People, Quality, and Environment & Sustainability and provide the essential foundations required to deliver strategic ambitions effectively and sustainably.

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 2025/26 is set out below.

The Board operated within the limits set by the Scottish Government in 2025/26. The Annual Report shows total resource expenditure of £384.829 million against a total resource limit of £384.793 million, giving a variance of £0.036 million.

NHS Borders required £10 million from the Scottish Government in the form of Deficit Support Funding in order to achieve financial balance in 2025/26. The Annual Report states that, without this additional support, the Board's final outturn would have been an overspend of £10.1 million, equivalent to 2.68% of the Revenue Resource Limit.

By the end of the financial year there was a significant level of success against planned savings. The total savings target was £12.1 million, with £6.0 million of recurring savings delivered in the year with a full year effect of £7.2 million against a target of £9.1 million, and £3.2 million of non-recurring savings.

During 2025/26 key capital projects included the commissioning of a new modular Aseptic suite, installation of a refurbished X-ray facility within Borders General Hospital, adaptation to Hawick Community Hospital to establish a GP Walk-In Centre, and completion of a Solar PV array on the Borders General Hospital campus.

NHS Borders continues to face significant financial challenges as our costs continue to grow at a rate higher than available funding. Changes in population health and general economic factors such as price inflation continue to impact on the cost of services and productivity in healthcare delivery has continued to fall below pre-pandemic levels. Alongside this, delays to hospital discharge, long waits for treatment, and workload in primary care, mean that services are often working under pressure.

A robust Grip and Control Framework was issued to cover the broader agenda including cost pressure and cost containment measures. This covers all measures that reduce and eliminate overspends around the budgeted cost base, and includes robust scrutiny at senior level within the organisation.

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 Reductions Targets) (Scotland) Act 2019 amended this longer-term target to net-zero by 2045, five years in advance of the rest of the UK.

Scottish public bodies are required to complete annual climate change reports by the Climate Change (Duties of Public Bodies: Reporting Requirements) (Scotland) Order 2015 as amended by the Climate Change (Duties of Public Bodies: Reporting Requirements) (Scotland) Amendment order 2020.

All designated Major Players (of which NHS Borders is one) are required to submit an annual report to the Sustainable Scotland Network (SSN) detailing compliance with the climate change duties imposed by the Act and the Amendment order. The information returned by the Board is compiled into a national analysis report, published annually and superseding the prior requirement for public bodies to publish individual sustainability reports.

NHS Borders developed a draft Environmental Sustainability Enabling Strategy expected to be published in 2026/27. The strategy sets out the actions required to reduce emissions and embed sustainability across services and the estate. Performance is monitored through the Board's annual climate change duties return and supporting internal reporting.

In November 2025 the Health Board published its fourth 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](#)

The report includes our metrics used to measure all aspects of reducing our Carbon footprint. It also includes details of the Adaptation plan.