

Expenditure to be reported under the Public Services Reform (Scotland) Act 2010

Duties to provide information on certain expenditure

In Accordance with sections 31 (1) and (2) of the Public Services Reform (Scotland) Act 2010, as soon as reasonably practicable after the end of each financial year, NHS Forth Valley must publish a statement of any expenditure that it has incurred during that financial year on:

- Public Relations
- Overseas Travel
- Hospitality and Entertainment (Including Gifts)
- External Consultancy

The statement for financial year 2024/25 is provided in the table below:

NHS Forth Valley 2024/25	
Category	£
Public Relations*	£868
Overseas Travel	£9,613
Hospitality and Entertainment	£59,475
External Consultancy	£433,675
Total	£503,631

* No staff costs have been included as there are no roles specific to public relations

Payments with a value in excess of £25,000

Under Section 31 (3) of the Act, NHS Forth Valley must publish as soon as reasonably practicable after the end of each financial year a statement specifying the amount, date, payee and subject matter of any payment made during that financial year with has a value of £25,000 (inclusive of VAT). These statements are published separately on the [NHS Forth Valley website](#).

Members or employees who received remuneration in excess of £150,000

Under Section 31(4) of the Act, NHS Forth Valley must publish as soon as is reasonably practicable after the end of each financial year each 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.

The details for 2024/25 are included within the Staff Report in the [2024-25 Annual Report and Accounts](#) document. A total of 110 people received remuneration in excess of £150,000, these were all clinical staff members.

Sustainable economic growth

Under Section 32(1)(a) of the Act, NHS Forth Valley 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.

The Covid-19 pandemic and its legacy, remains a challenge which our health and care system continues to face, alongside the rising demand for healthcare and increasing complexity associated with the ageing population in Forth Valley. The ongoing impact of the pandemic has brought inequalities into focus, which our Anchor Strategic Plan work seeks to address in collaboration with other local Anchor institutions and in our unique 'Partnership' with the University of Stirling and Forth Valley College. The cost of living and the focus on climate, has informed the Board's continued commitment to sustainability and to reforming and transforming the services we provide, to support and promote innovation and improvements in accessing services and to improve the health and wellbeing of the people who live and work in Forth Valley.

As the Board continued to invest in services to support redesign, NHS Forth Valley introduced a new process for evaluating service change plans and prioritising these, using agreed criteria. This approach is overseen by the Strategic Prioritisation Review and Implementation Group (SPRIG), with membership from NHS Forth Valley and the 2 Health and Social Care Partnership's, including specialists in digital, nursing, medicine, finance, planning and risk and employee representation. The SPRIG process provides a consistent methodology for determining priorities, aligned to value-based health and care.

As we look to the future and finalise our Population Health and Care Strategy, we will continue our focus on prevention, early intervention, supporting people to keep well and stay well, whilst tackling inequalities. Primary care and staff wellbeing will continue to be at the core of our plans to stabilise and reform services. The NHS Renewal Plan underpinned by the Operational Improvement Plan, a 10 Year Population Health Framework and a Service Reform Framework, will support our planning and transformation approach. Boards are being asked to adopt a more collaborative ethos within NHS Scotland, with Boards urged to adopt a systematic approach to balancing local delivery with the broader responsibility of meeting the needs of larger populations beyond their geographical boundaries in the delivery of planned care. NHS Forth Valley has a history of providing mutual aid to other Board areas with over 20,000 procedures already delivered in this manner. We will continue to collaborate regionally and nationally to support this agenda.

We have had continued success in delivering innovation and digital improvements, with the use of technology within the Board and we will ensure we continue to support the acceleration of digital services and innovation to improve patient outcomes and experiences, support value-based health and care and deliver cost improvement, where appropriate.

The NHS Forth Valley Annual Delivery Plan (ADP) 2024/25 set out the priorities for 2024/25 aligned to the specific requirements set out in the Annual Delivery Planning guidance provided to Board by Scottish Government colleagues. The guidance included key deliverables linked to the 10 updated national recovery drivers outlined below, whilst recognising the need to make significant financial savings amid workforce challenges:

- Primary and Community Care
- Urgent and Unscheduled Care
- Mental Health
- Planned Care
- Cancer Care
- Health Inequalities and Population Health
- Women and Children's Health
- Digital Services and Innovation Adoption
- Workforce
- Climate

Supporting Themes:

- Finance and Sustainability
- Value Based Health and Care

The Annual Delivery Plan was prepared in collaboration with the Executive Leadership Team and senior leaders in NHS Forth Valley, Clackmannanshire and Stirling Health and Social Care Partnership and Falkirk Health and Social Care Partnership. The Scottish Government Directorate for Health Performance and Delivery Leads also supported the development of the ADP, with guidance documents and regular sponsorship meetings.

Scottish Government indicated their approval of the NHS Forth Valley Delivery Plan 2024/25 and welcomed the approach in Forth Valley to developing service delivery plans and financial planning in an integrated way. The letter acknowledged the significant and ongoing challenges. In line with Scottish Government guidance, the Forth Valley NHS Board approved the Annual Delivery Plan in July 2024.

It is important that NHS Forth Valley takes a Population Health approach in its strategy development. As a population health organisation, NHS Forth Valley aims to improve the health and wellbeing of the whole population, tackle health inequalities, and deliver high value sustainable health and care. We aim to embrace value-based health and care as an approach that enables us to optimise the health of the population from available resources. NHS Forth Valley is committed to leading and promoting Equality and Diversity, equal opportunities and supporting human rights in terms of the provision of health services for the community it serves and in its practice as a model employer. This is achieved by meeting sustainable procurement targets, delivering an ethical supply policy and implementation of Employability Strategies.

A population health and care approach is required if we are to achieve financial sustainability in the longer term. This requires whole-system working as opposed to organisational silos

and a population health and care approach which focuses activity- across four pillars – the wider determinants of health, health behaviours and lifestyle, places and communities and health and social care.

Work to develop the new Population Health & Care Strategy continued throughout 2024/25 supported by a Population Health and Care Task and Finish Group constituted to:

- engage in shaping and developing the new Population Health and Care Strategy.
- ensure appropriate governance around the development of the Population Health and Care Strategy.

The Task and Finish Group is chaired by the Vice Chair of the Board and reports through the NHS Board.

In March 2025, the Board noted the steps taken and the progress made in developing the Population Health & Care Strategy, and the support and advice from the Task and Finish Group. The Strategy has been developed in line with the national direction and the 10-year Population Health Framework that will be published in 2025. In aligning to the national direction, the Population Health & Care Strategy will be for the period 2025-2035. Following approval of the draft Strategy at a Special NHS Board in April 2025 and a period of engagement, it is anticipated that the Strategy will be presented to the NHS Board for final approval and publication by September 2025.

Value Based Health and Care aims to make the best use of the resources available, to improve the health of all local people, achieve better outcomes for patients and deliver sustainable health services. Throughout 2024/25, significant work has been undertaken in NHS Forth Valley to raise awareness of the principles of Value Based Health and Care and what it looks like in practice. This builds on the considerable work already undertaken locally to deliver Realistic Medicine and change the way many local services are designed and delivered in response to increasing demand. The next stage involves implementing a new Value Based Health and Care Programme across Forth Valley to deliver outcomes which matter most by matching the resources available to the needs of our local patients and populations. To support this, a number of workstreams are being established and work is also underway to agree several initial pilot areas to help inform the wider implementation across Forth Valley. The local Integration Joint Boards will continue to play a key role in commissioning services in ways that support people stay and keep well in their own homes and/or communities and we remain committed to working with partners to deliver improved outcomes for the people of Forth Valley.

The NHS Forth Valley corporate objectives set out the response to key priorities for the organisation in 2024/25. They aligned with our Annual Delivery Plan which described our response to the Planning Priorities detailed in Scottish Government Guidance and provide the link between national and local context. The objectives inform team and individual objectives for 2024/25 and support the overall NHS Forth Valley vision and aim, aligned with NHS Scotland values. They help us convert our vision into more specific priorities and plans whilst setting milestones for success which in turn guide our decision making to optimise health

outcomes and maximise care for our population within available resources. Revised Corporate Objectives were approved by the NHS Board in July 2024. The Corporate Objectives 2025/2026 were approved by the NHS Board in March 2025.

The [NHS Forth Valley Climate Emergency & Sustainability Strategy and Action Plan](#) sets out the actions this Health Board will take to align with the national and global drive to reduce the environmental impacts that contribute towards a changing climate.

The [NHS Forth Valley Annual Climate Emergency and Sustainability Report 2023/2024](#) provides details of the actions taken by the Board to initiate an effective climate emergency response. The annual reports are underpinned by the [NHS Forth Valley Climate Emergency & Sustainability Strategy and Action Plan 2023-2026](#).

This Board's response to the climate emergency was ongoing in financial year 2024/25. However, details of the progress being made will not be available until the data is collected and analysed in line with the Public Bodies Climate Change Duties (PBCCD) and Scottish Government Circular [DL\(2021\)38](#) reporting timeframe i.e. the submission deadline for the mandatory PBCCD report for 2024/25 is 30th November 2025.

Efficiency, effectiveness and economy

Under Section 32(1)(a) of the Act, NHS Forth Valley 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. We delivered all three targets for 2024/25, however despite the favourable revenue outturn position achieved, significant financial challenges were experienced during the course of the year particularly within the Acute Services Directorate. This reflected high levels of service demand and continued use of unfunded contingency areas and ongoing Covid legacy expenditure, together with increases in the costs of new drugs and devices. Delays in achieving efficiency savings and unavoidable inflationary pressures on a range of contracts (particularly relating to IT systems) and IJB risk sharing requirements also contributed to the financial pressures experienced during the year.

A £43.8m savings target was identified for 2024/25 (£21.7m was targeted on a recurring basis with the balance comprised of various non-recurring savings schemes). During the course of the year, total savings of £34.1m were delivered (£16.2m on a recurring basis) which was £9.7m below the targeted level. This was largely due to delays in the closure of contingency areas (where progress was hindered by a peak in flu and respiratory admissions over the winter period). The unachieved recurring savings balance from 2024/25 has been carried forward and incorporated in our financial plan for 2025/26.

During 2024/25 a Financial Sustainability Action Plan was developed which set out the broad range of local and national cost improvement initiatives and efficiency targets which were

intended to mitigate estimated funding gaps and contribute towards delivery of the Scottish Government's 3% recurring savings target. A Financial Sustainability Oversight Board was established in March 2024 to oversee implementation of the Financial Sustainability Action Plan. The group is chaired by the Chief Executive with membership drawn from the Senior Leadership Team (SLT) and staff side. The group meets on a fortnightly basis to review progress across each savings workstream.

NHS Forth Valley continue to share services and resources within NHS Scotland where possible and are supported by [NHS National Services Scotland](#) in delivering our services more efficiently and effectively. During 2024/25 we also continued to work collaboratively with other NHS Boards, with the common goal of achieving efficiencies and financial sustainability in an increasingly challenging financial environment.

Whistleblowing is viewed by NHS Forth Valley as an important source of information that may highlight serious risks to the effectiveness and efficiency of the organisation, with individuals often being best placed to identify deficiencies and problems at the earliest opportunity. NHS Forth Valley continues to promote a culture of speaking up and this remains a key priority. We aim to ensure that staff feel safe, supported, and have confidence in the fairness of the process whilst raising their concerns under the whistleblowing procedure.

In addition, steps were taken to improve Procurement processes during the reporting period as summarised below:

- Major work on Catalogues for the move to "Scan for Safety" so all items have contract pricing for all Orthopaedic Suppliers that the Health Board orders from. This improves our Theatres Catalogue compliance as everything will need to have a Catalogue and be fully priced.
- For PCIP (Procurement Capability) the health board has been working with National Procurement on the areas for improvement identified through the national assessment process. Work has been done on areas such as supplier management, procurement strategies, standardisation and best practice.
- Anchor Institution work and Community Benefits is now well established and our report for Scottish Government will be completed in time for this year's submission.
- As part of the Anchor Institution measures the Procurement Function along with Estates & Facilities held a "Meet the Buyer" event in Alloa Town Hall. The purpose of this was to engage with local suppliers to promote opportunities for increased spending within the local economy. There was a total of 250 Local Suppliers in attendance at the event.