

Financial Year 2021/2022

RELEVANT DISCLOSURES IN RESPECT OF THE PUBLIC SERVICES REFORM (SCOTLAND) ACT 2010

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 Lothian must publish annually the following information:

Section 31 disclosures

- Expenditure incurred in the financial year on public relations
- Expenditure incurred in the financial year on overseas travel
- Expenditure incurred in the year on hospitality and entertainment
- Expenditure incurred in the year on external consultancy (including that incurred on construction or infrastructure projects)
- Expenditure payments in excess of £25,000 not including remuneration
- The number of employees receiving remuneration in excess of £150,000

Section 32 disclosures

- Statement outlining the steps taken to promote sustainable economic growth in Lothian
- Statement outlining the steps taken to improve efficiency, effectiveness and economy

- 1.3 The timing of public release of such disclosures in NHS Lothian is typically built around the time that the Annual Accounts of NHS Lothian are placed before Parliament.
- 1.4 The following paragraphs summaries’ the position of NHS Lothian in respect of the disclosures required by the Act in respect of the items in paragraph 1.2 above.

2. Section 31 Disclosures

Public Relations

- 2.1 The total expenditure in public relations for NHS Lothian is £797,000 (2020/21 - £713,000). This expenditure includes the running costs of the NHS Lothian Communications department and associated support, of which the majority relates to staff costs, £711,000 (2020/21 - £654,000).

Overseas Travel

- 2.2 This data is captured from the e-expenses and procurement processing systems. The total cost for financial year 2021/22 has been identified at £23,522, (2020/21 £14,025). Costs

have increased slightly from the previous year as travel starts to open after Covid 19, although in both years costs remain considerably lower than pre-pandemic level of £260k in 2019/20.

Hospitality and Entertainment

- 2.3 This data incorporates all of the relevant cost offset recharges provided through catering services for meetings and events held internally within NHS Lothian and the cost of Board meetings and away days. The total cost for 2021/22 is £81,991 (2020/21 - £80,067). Although costs have increased slightly the overall value remains around 54% of pre Covid 19 levels (£153k in 2019/20).

External Consultancy

- 2.4 There are two principal elements to this cost. The first element of consultancy expenditure is in relation to revenue costs. This amounts to £237,762 (2020/21 - £874,972). The reduction in revenue consultancy costs is due to the completion of the Royal Hospital for Children and Young People / Department of Clinical Neurosciences, which included circa £600k of technical advisory fees in 2020/21 compared to £40k in 2021/22.
- 2.5 The other element relates to capital schemes. Under this category NHS Lothian is required to include such costs relating to construction or related infrastructure. The total incurred for 2021/22 amounts to £30,460 (2020/21 - £3,000).
- 2.6 The total consultancy costs incurred by NHS Lothian for 2021/22 to be disclosed therefore amount to £268,222 (2020/21 - £877,972).

Expenditure > £25,000

- 2.7 Reports have been regularly extracted from the financial ledger since October 2010 in order to fulfil the statutory requirements. After review of content and format these are now in publishable form, with suitable redaction of information that would contravene Data Protection Act legislation. The summaries published retain **aggregate** payment data for payroll deductions paid to HMRC and SPPA in respect of tax, national insurance and pension scheme payments.
- 2.8 During 2021/22 a process review concluded that net pay costs should not be included in this analysis as payments are to individual employees and none are above the threshold, in previous years the cost to NHSL or weekly and monthly pays had been included.
- 2.9 Subsequently, the monthly expenditure reports' value in 2021/22 represents approximately 52.32% (80.83% in 2020/21) of total gross capital and revenue expenditure flowing through the NHS Board accounts over approximately 2,800 lines of information for any one year. The balance is made up principally of net pay expenditure to employees and expenditure flowing through FHS practitioner services under payments on behalf. Publication is now a single file which will be updated each month.

Employees in receipt of Remuneration > £150,000

- 2.10 This information is capable of extraction from the Annual Accounts but due to the aggregation of employers' pension contributions with gross pay for executive members in

the Accounts' remuneration report, a separate disclosure is required to meet the Act's specific requirements.

- 2.11 For 2021/22 the number in receipt of remuneration in excess of £150,000 was 194 (2020/21 - 144) including 193 (2020/21 - 143) clinical staff and 1 (2020/21 - 1) non-clinical.

Voluntary Disclosure

- 2.12 In addition to the above statutory disclosures NHS Lothian incorporate a voluntary disclosure on the aggregate of board members' expenses. The amount of the aggregate of expenses is £6,527.43 (2020/21 - £4,997.28).

3. Section 32 Disclosures

Sustainable Economic Growth

NHS Lothian as an Anchor Institution

- 3.1 NHS Lothian is part of an integrated system, incorporating itself and four Integration Joint Boards (IJBs). Together, this integrated Lothian Health and Care System (LHSC) has the status of an Anchor Institution within Lothian, central to improving population health across the region. As an Anchor Institution, the LHSC has a combined spending power of over £2 billion, employs roughly 35,000 people and serves a population of roughly a million people.
- 3.2 As expressed in the [Lothian Strategic Development Framework \(LSDF\)](#), Anchor Institution status reflects our impact beyond just directly improving the health and wellbeing of our population. In addition to the services, we provide to address and prevent ill-health, we have a positive influence on economic growth, both regionally and nationally. We achieve this through our spending power, our status as a major employer and by working with our partners to maximise our impact for both economic and social good.
- 3.3 We seek to be a good neighbour, a good consumer, and a good employer by deploying our influence in purchasing and procurement, through the use and disposal of our assets and facilities and via our status as a regional employment hub. As an Anchor Institution, we carefully consider our responsibilities to the region by considering the wider societal and economic impacts of our decisions.
- 3.4 The LSDF was finalised during 2021/22 and sets out a framework for how we see the Lothian Health and Care System developing over the next five years.
- 3.5 In addition to its wider aims and impact as an Anchor Institution, NHS Lothian has established specific employment practices and initiatives that provide economic benefit for the population it serves and the region as a whole. These programmes also support our commitment as an inclusive and supportive employer. We also consider sustainability in the wider sense

Apprenticeships and Employability Programmes

- 3.6 The Board continues to deliver significant apprenticeships and employability programmes. The Board has continued its national trailblazer employer role throughout 2021 for the Young Persons Guarantee supporting key learning and sharing created resources. Successfully delivering 42 Kickstart employment opportunities (the largest in NHSS) supporting additional housekeeper roles, domestic assistant and biomedical support worker posts. The housekeeper roles were part of a pilot supporting release of clinical time

within wards. The Board achieved a 92% programme completion rate with 52% progressing into roles within NHS Lothian including 11 Modern Apprentice positions.

- 3.7 Over 300 Modern Apprentices have been recruited to date with completion rates of 95% and average 88% retention post-programme. Currently the Board has over 100 active apprentices learning across 11 different frameworks. Competitive recruitment models for Modern Apprenticeships are continuing to be offered, maintaining five week “offer to start date” timelines.
- 3.8 NHS Lothian recruited 75 new staff and 13 existing staff into modern apprenticeship roles in 2021 with six existing staff starting Graduate Apprenticeships (GA) contributing to a total of 16 staff studying in GA degree programmes. The first two staff graduated from their degree programmes in 2021, gaining degrees in Business Management and Software Development.
- 3.9 The Board has continued to support national application of apprenticeship pathways and funding, contributing significantly to the development of a new Technical Apprenticeship route for Pharmacy Technician training and national delivery model. In addition, NHS Lothian is piloting an extended Modern Apprenticeship programme, developing talent pipelines by enabling access to roles as an Apprentice Pharmacy Support worker that also offers progression into the Technical Apprenticeship.
- 3.10 A new apprenticeship pilot is also being developed to support skill mixing at B4 for a new generic Orthotic/Prosthetic Technician which will use an innovative combination of engineering and clinical education.
- 3.11 In 2021 NHS Lothian launched a wide partnership to co-design the first employability programme for young people with lived experience of care. This involves a model of work experience, accredited education and employability skills training and will specifically support digital skills including provision of hardware and data.
- 3.12 NHS Lothian continues to actively engage with Developing the Workforce (DYW) campaigns and supports large scale regional activity to schools including supporting national NHS delivery and a new programme of online sessions offering career guidance and apprenticeship programme information. The Board supports and develops mentoring opportunities for staff to support local young people and offers youth mentoring training within our programmes of work. To date, 134 staff mentors have been trained and there are now staff who have completed their apprenticeships, mentoring new apprentices.
- 3.13 NHS Lothian has grown its staff youth network to a membership of over 100 in the last year with elected roles, annual action plan and participation in supporting NHSL activity including the advancing equalities action plan and Lothian strategic framework impact assessment.
- 3.14 A number of employability programmes, school events and work experience have remained on hold over 2020-21 but it is hoped to see this change as Covid restrictions lift and education partners progress with post-Covid recovery plans.

Wellbeing

- 3.15 In March 2021, NHS Lothian launched its first wellbeing strategy [‘Work Well’](#). The strategy has three key objectives informed by what staff told us was important: a Work Well programme to support staff wellbeing, leaders committed to caring for themselves and others and proactive mental wellbeing support for all. The objectives are underpinned by four enablers: leadership, communication, infrastructure, and environment.

3.16 The intent of the strategy is not only to create the conditions for our existing staff to 'Work Well' but also to attract our future workforce. [The 'Work Well' strategy](#) is therefore hosted on both the internet and intranet.

Some of the key deliveries in the first 18 months of the strategy included:

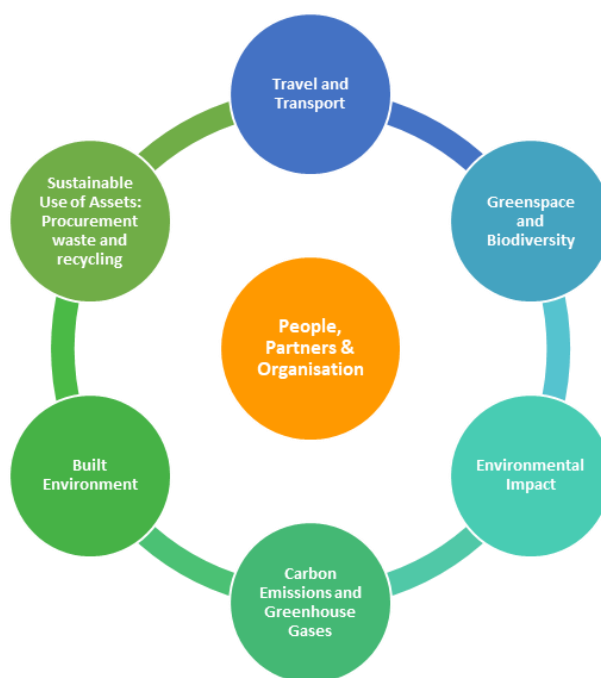
- Recruitment of a dedicated Work Well Specialist Lead post to implement delivery of the strategy and to support a network of local Work Well Leads.
- Establishment of a Staff Psychological Support Service and a system wide Peer Support Service
- Establishing a coaching for wellness service
- Commissioning and planning of our 'Energise You' wellbeing programme for 2022/2023
- Reading for wellbeing monthly book club
- Improving rest spaces and facilities for staff
- Delivery of wellbeing roadshows across our sites and services
- A programme of campaigns to support hydration and nutrition
- Financial wellbeing support across crisis, short term stabilisation and long-term planning

Please refer to the link on page 13 of the NHS Lothian Annual Report and Accounts for the year ended 31 March 2022 (Sustainable Development Framework and Action Plan)

Sustainability and Environmental Reporting

3.17 NHS Lothian's vision is to be a lead organisation in sustainable health care with all our staff empowered to put sustainable healthcare at the heart of their practice. We will work with our partners and the communities we serve to put in place work practices, procurement systems and preventative interventions to minimise our environmental impact, protect the natural environment and enhance social value so that we are a sustainable service promoting good health and enhancing quality of life.

3.18 NHS Lothian Sustainable Development Framework and Action Plan is available at [Sustainable Development Framework and Action Plan \(nhslothian.scot\)](#).



- 3.19 Delivery of the Framework and Action Plan was a corporate objective for 2021/22. Progress on the implementation of this framework and action plan is reported to the NHS Lothian Finance and Resources Committee at every meeting.
- 3.20 The NHS Lothian Sustainable Development Framework will be updated to take account of the Policy for NHS Scotland on the Climate Emergency and Sustainable Development DL (2021) 3 and the forthcoming NHS Scotland Climate Emergency and Sustainability Strategy 2022-2026.
- 3.21 In line with DL (2021) 3 and the Draft NHS Scotland Climate Emergency and Sustainability Strategy, NHS Lothian self-assessed performance in 2021/22 using the National Sustainability Assessment Tool. The self-assessed performance will be independently verified in the coming months. The internal self-assessment showed an overall improvement in completion – up to 98% at this submission, and an overall improvement in self rated score on the previous year from 67% to 73%.
- 3.22 NHS Lothian submitted its Mandatory Climate Change Report (Carbon Emissions Report) for 2020-2021 as required in November 2021. This report extended the scope of our reporting of emissions, to include anaesthetic gases. The report showed (for those emissions reported) that our total emissions were 67,758 Tonnes CO₂ a reduction of 2,883 from the previous year.
- 3.23 The Carbon Emissions Report for 2021-2022 will be published in July 2022 and available on the NHS Lothian website.

Efficiency, Effectiveness and Economy

- 3.24 During 2021/22 the Board undertook a programme to identify potential savings within its operations. The saving amounted to £25.3m and as they accumulated were reported to relevant Board Committees.