

Agenda Item 8

**Falkirk IJB 2019/20
Audited Annual Accounts**



Falkirk Integration Joint Board

20 November 2020

Falkirk IJB 2019/20 Audited Annual Accounts

For Decision

1. Executive Summary

- 1.1 The purpose of this report is to present the audited accounts of Falkirk Integration Joint Board (IJB) for the year to 31 March 2020.

2. Recommendations

The Integration Joint Board is asked to:

- 2.1 Approve the Audited Annual Accounts of Falkirk IJB to 31 March 2020.

3. Background

- 3.1 The 2019/20 draft annual accounts were submitted to the External Auditor by 30th June in line with timescales stipulated in the Local Authority Accounts (Scotland) Regulations 2014.
- 3.2 Following the audit process, the Regulations state that the IJB, or a Committee of the IJB charged with governance, must meet to consider the audited annual accounts and approve the accounts for signature by 30th September. However, flexibility has been granted nationally to extend this to 30th November as a result of Covid-19.
- 3.3 It is normal custom and practice for the accounts to be approved by the IJB's Audit Committee however cancellation of meetings in response to the Covid 19 pandemic has impacted on the usual timescales and process, hence the reason the 2019/20 accounts are presented to the IJB for approval.

4. Considerations

- 4.1 The annual accounts of the IJB have now been audited and are included as Appendix 1. The External Auditor has provided an unqualified opinion on the accounts.
- 4.2 The specific findings arising from the audit are reported as part of the External Auditors Annual Report, as included in appendix 2. The report will also be considered by the Audit Committee on 4th December.
- 4.3 Copies of the audited accounts will be posted on the NHS Forth Valley and

Falkirk Council websites and their availability advertised in the local press.

5. Conclusions

- 5.1 The 2019/20 annual accounts were submitted to our External Auditors (Ernst & Young) in compliance with the statutory timescales. The audit has been now been completed and the accounts are free from qualification.

Resource Implications

There are no resource implications arising from the report recommendations.

Impact on IJB Outcomes and Priorities

The production and audit of annual accounts is a statutory requirement of the IJB.

Directions

A new Direction or amendment to an existing Direction is not required as a result of the recommendations of this report.

Legal & Risk Implications

There are no legal or risk implications arising from the report recommendations.

Consultation

No consultation is required on this report. The audited accounts will be available online.

Equalities Assessment

There are no equality implications arising from the report recommendations.

6. Report Author

- 6.1 Jillian Thomson – Chief Finance Officer

7. List of Background Papers

- 7.1 N/A

8. Appendices

Appendix 1: Audited Annual Accounts 2019/20

Appendix 2: External Audit report 2019/10



Falkirk
Health and Social Care
Partnership

Falkirk Integration Joint Board

AUDITED ANNUAL ACCOUNTS
2019/20

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Management Commentary

Introduction

This publication presents the financial statements for Falkirk Integration Joint Board ("the IJB") for the year ended 31 March 2020. The financial statements have been prepared in accordance with the [Local Authority Accounts \(Scotland\) Regulations 2014](#) and the [Code of Practice on Local Authority Accounting in the United Kingdom](#) as per the requirements of section 106 of the Local Government Scotland Act 1973.

The financial statements are comprised of:

- A management commentary which provides an overview of operational and financial performance during the course of 2019/20. The management commentary also considers key issues and challenges for the coming financial year.
- A statement of responsibilities in respect of the administration of the IJB's financial affairs and delivery of best value.
- A remuneration report summarising remuneration and associated pension benefits in respect of specified IJB members and staff.
- An annual governance statement describing the IJBs corporate governance arrangements and systems of internal control.
- A comprehensive income and expenditure statement which reports the overall surplus or deficit arising from the provision of delegated services.
- A movement in reserves statement which outlines the position on IJB reserves during the course of the year.
- A balance sheet which summarises the assets and liabilities of the IJB as at 31st March 2020.
- Notes to the financial statements, including general accounting policies and other explanatory information.

Role and remit of Falkirk Integration Joint Board

Falkirk IJB was formally established under the Public Bodies (Joint Working) (Scotland) Act 2014 to lead the integration, strategic planning and commissioning of adult health and social care services in the Falkirk area. Integration of health and social care services is a key flagship policy of the Scottish Government which aims to ensure that people receive the care and support they need at the right time, in the right setting, in a more joined up way underpinned by anticipatory and preventative care planning. This supports the IJB's fundamental purpose *to enable people in the Falkirk area to live full and positive lives within supportive and inclusive communities*.

The IJB is a legal entity in its own right (created 1st April 2016) and represents a joint venture between Falkirk Council and NHS Forth Valley. Membership of the IJB is comprised of 6 voting members (3 elected members nominated from Falkirk Council and 3 Non-Executive Directors nominated from NHS Forth Valley) and 13 non-voting members (including the Chief Officer, Chief Finance Officer, third sector, carer and staff side



representatives together with a range of other health and social care professional advisors).

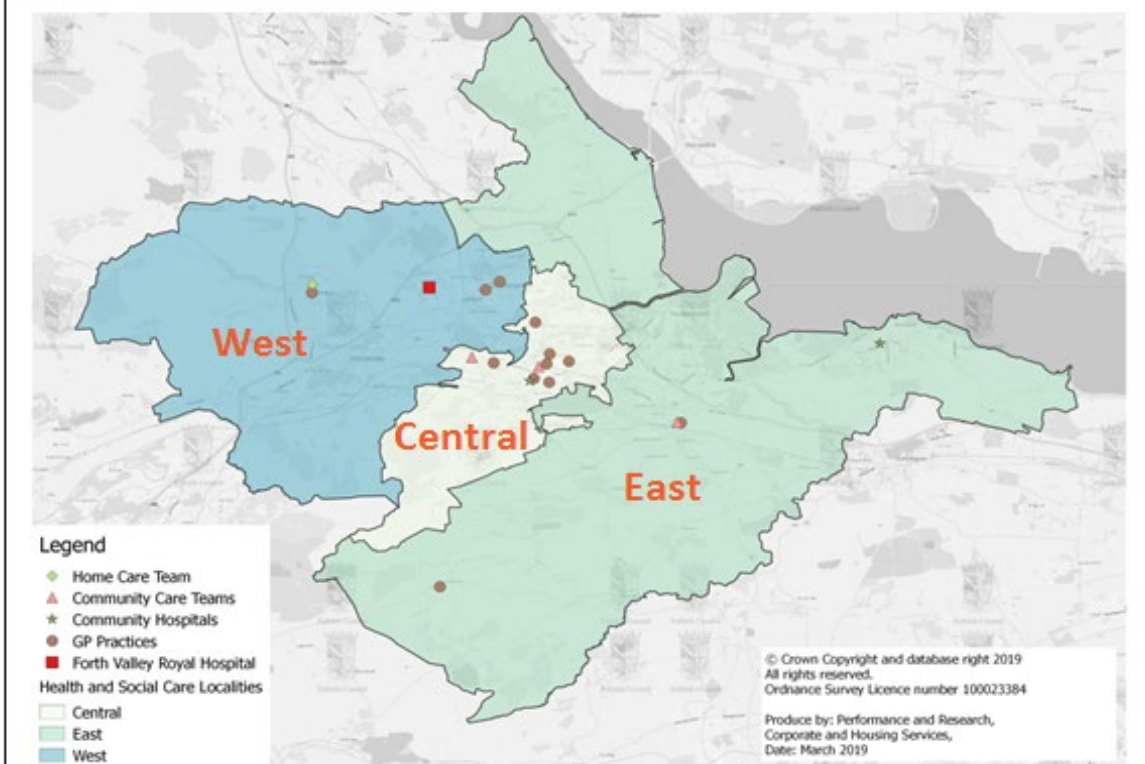
The scope of the health and social care services delegated to the IJB is outlined in the *integration scheme* (a legal document, subject to Ministerial approval, which sets out the specific services involved and how they will be planned, resourced and operationally delivered by the IJB). During 2019/20 this included Adult Social Work services, Integrated Learning Disability services and the Integrated Mental Health team. From February 2020 this was expanded to also include District Nursing and Allied Health Professionals. Operational responsibility and strategic planning for all other services referred to in the integration scheme remained with NHS Forth Valley during 2019/20.

Strategic Planning

A key statutory duty of the IJB is to develop a 3 year strategic plan which reflects the national health and wellbeing outcomes framework and delivery of agreed local priorities. As part of this work, the IJB has implemented a locality planning structure, comprised of 3 distinct areas to ensure that the overall strategic plan is accessible and responsive to the needs and unique circumstances of our local communities (see figure 1 below).

Community empowerment and engagement is key in this respect and the IJB works closely with a range of stakeholders including Falkirk Community Planning Partnership (to ensure service developments are consistent with their Strategic Outcomes and Local Delivery Plan) and Falkirk Council Housing Services to determine and influence housing requirements at locality level. The IJB also consults and maintains established forums with service users and the third and independent sectors.

Figure 1 - Falkirk IJB Locality areas



The current [strategic plan](#) covering the 3 year period 2019 to 2022 was approved by the IJB on 5 April 2019. The plan incorporates a range of policy and legislative developments and describes the transformational change required to improve quality and outcomes for patients, carers, services users and their families whilst making best use of available resources.

This is set against a backdrop of increasing demand linked to ongoing demographic change where people are living longer into old age, often with multiple long term conditions which require more complex multidisciplinary care and support. Similarly the age profile of our workforce is also rising (and this is more prominent in certain staff groups e.g. District Nursing) which presents a number of issues in terms of succession planning and our ability to maintain services and meet future demand. This is also exacerbated by ongoing recruitment and retention difficulties particularly in relation to Social Work services (where staff turnover is in the region of 11.6%).

In order to respond to these demographic and workforce challenges (combined with the impact of growth in general price inflation and advances in new technology and medical treatments), it is clear that major reform and transformation of health and social care services is essential in order to deliver better care, better health and better value. The IJB's strategic plan supports this triple aim and sets out 4 local priority areas requiring significant change, progress or investment in the next 3 years.

The 4 priority areas are described below:

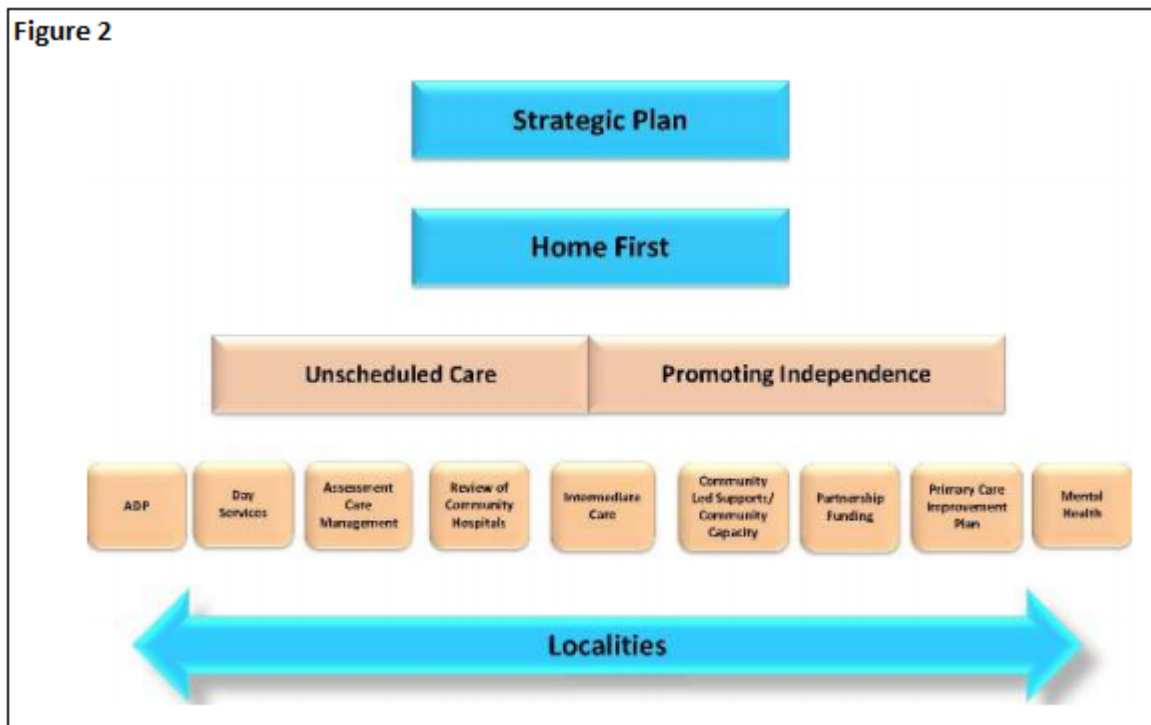
- 1 Deliver local health and social care services, including Primary Care, through enabled communities and workforce
- 2 Ensure carers are supported in their caring role
- 3 Early intervention, prevention and harm reduction that:
 - improve people's mental health and wellbeing
 - improve support for people with substance use issues, their families and communities
 - reduce the impact of health and social inequalities on individuals and communities
- 4 Make better use of technology to support the delivery of health and social care services

A detailed delivery plan has been developed which identifies the specific work streams and actions required to progress the 4 strategic priorities referred to above. Due to the range of complex and competing interdependencies across the entire health and social care landscape, the delivery plan actions are underpinned by an integrated whole systems approach as illustrated in figure 2 overleaf.

The delivery plan actions are well underway and much progress has been made during 2019-20 in terms of the area wide roll out of the home first approach, ongoing implementation of person centred assessment and planning informed by a strengths based systemic social work model (which will be augmented by accurate, complete, real time case management data through the introduction of a new social work information system scheduled to go live during 2020-21), enhanced support for carers, development of locality planning arrangements and expansion of technology enabled care.



Figure 2



2019/20 Operational Performance

2019-20 marks the third year of transition for the IJB. Whilst good progress has been made in a number of key areas, it is recognised that the overall pace of change remains slow, particularly in relation to the transfer of planning and operational management responsibility for all outstanding in scope health services and building capacity in terms of central support functions. These areas will be a key focus for 2020-21 as we work to accelerate our transformation programme and deliver our strategic priorities.

During the course of the financial year, the IJB continued to develop and improve services to promote recovery, reablement and rehabilitation to support the people of Falkirk to remain independent in their own homes (whilst ensuring that people's care needs are anticipated and planned appropriately). A number of specific operational highlights during the year are described below.

Home First

The Home First pilot was introduced in September 2019 initially across 3 wards in Forth Valley Royal Hospital as part of a whole system integrated project designed to improve unscheduled care and instil a "home first" approach to hospital discharge by prioritising care for patients in their own homes or in a homely setting.

As part of the pilot a home first multi-disciplinary team was established to liaise with the patient, their family and ward staff in order to support their timely discharge from hospital (where clinically appropriate) by fully assessing their needs on site and coordinating the necessary arrangements.

74% of the 174 patients supported by the team during 2019-20 were able to return home (the majority of which were in the 85-94 years age bracket) and for most cases, this was achieved in line with the planned discharge date, thereby avoiding unnecessary delays.



Whilst it is recognised that there are a wide range of complex factors that contribute to delayed discharges, initial data is encouraging and demonstrates improvement in the Falkirk area following the introduction of the pilot (particularly in relation to delays previously caused by waits for packages of care or care home places).

As a result of the downward trend in delayed discharges, together with positive feedback and support from the Consultant Geriatrician profession, the pilot was subsequently increased to 2 other ward areas during the year, with further plans to extend to both Falkirk and Bo'ness Community Hospitals. It is also recognised that there is scope to apply the home first principle to the front door of Forth Valley Royal Hospital (including frailty clinics), to support throughput and prevent unnecessary acute admissions.

Locality planning arrangements

The IJB's commitment to locality planning continued during 2019-20 with the appointment of the full complement of Locality Managers to each of the 3 localities. This is a key strand of the wider integrated organisational structure and these posts are leading work to align key services, such as in-house homecare, within the new East, West and Central integrated locality teams.

In addition, each locality manager also holds responsibility for specific partnership-wide and/or Forth Valley-wide hosted services including the Joint Loan Equipment Store and Complex Care services.

Social care assessment and planning

Ongoing implementation of new care assessment and planning arrangements incorporating strengths based systemic social work practices continued during 2019-20. This included a review of care packages in excess of £1,500 per week and all out of area care packages in line with the Scottish Government's Coming Home Report and Keys to Life learning disability strategy.

Early indications from the review work reveal that positive assessments and interventions are being delivered. In particular, the use of Talking Points and Good Communications methodology has improved service users' confidence in the assessment process, providing reassurance that their voice is being heard and views and wishes are considered and respected. Interactions promote dignity and choice to ensure that service users have the opportunity to direct their care.

Throughout the year, significant work was undertaken to form relationships, gather information and address any issues, prior to the formal review stage. Although this increased the time taken to conclude the review process, it also strengthened relationships whereby service users, and their families, felt confident that assessments were outcomes focussed and any changes or transitions would meet the service user's needs whilst promoting independence and personal growth and development.

The review confirmed that many service users placed outwith the local area wished to return to their community, particularly in respect of service users placed in out of area residential placements. Whilst it is recognised that residential placements can build resilience and skills for service users, these are not necessarily life long placements and, where possible and practical, support should be offered to allow the service user to live independently within their own community. This enables them to achieve goals and outcomes, promotes social inclusion, offers opportunities to form natural peer relationships and develop further and sustainable independence.



Case Study

L is a 24 year old man who has a diagnosis of schizo-affective disorder and a mild learning disability. He experienced significant childhood trauma which has impacted on his mental health stability and ability to engage successfully within society. He has spent significant periods of his life in residential placements; schooling and hospital setting due to behaviours associated with his diagnosis and lived experiences. A community placement previously broke down due to him feeling anxious, scared and unsupported due to inconsistencies within his staff team. L has been in a residential placement for 1 year now, his medication has been stable, his environment has been consistent and he has experienced safety and positive encouragement whereby his independence has increased. L now feels ready to move to community living, with support. The review and subsequent outcome focussed single shared assessment has supported this and transition plans are ongoing.

L's transition plans and objectives are aimed at re-integrating him with community living, allowing him opportunities to form relationships with his new core team, familiarise with his new area and feel safe in his ability to develop further independence. Risk factors have been identified alongside risk management strategies to support this transition. It is anticipated his transition plan will complete in April 2020. Not only will this move be positive for L but, in relation to funding, will generate a saving of £88k pa.

This is only one example of positive reviewing to enhance lived opportunities, safely, for service users. By ensuring effective and regular reviews to all service users, not only can we affect positive change but this can also be reflected within funding and finances, without detriment to service users, care plans and support packages. Failure to review consistently and regularly has a negative impact on service users as they can experience increased and unnecessary reliance dependence on others, loss of skills and independence and lack of self confidence and self esteem. By promoting positive and inclusive, person centred reviews, we can positively influence change whilst ensuring fairness in services which is reflected in budgets.

Regular and outcome focussed, person centred reviews are the key to increasing people's resilience, promoting skills development and independence, supporting communities and community spirit whilst reducing pressures on services and funds

Living Well Falkirk Services

The first Living Well Falkirk Centre was established in April 2019. Based within the Forth Valley Sensory Centre at Camelon, the centre builds on the Living Well Falkirk website introduced in 2018 to provide citizens and their relatives with 24/7 access to information about improving their ageing journey, living well and remaining independent.

The Centre enables those with early stage difficulties with everyday tasks to have a 1:1 appointment to complete a web-based assessment. The Lifecurve™ assessment helps people to see where they are on their ageing journey and to have simple exercises recommended for them to help maintain and improve their overall abilities. For difficulties with specific tasks, small equipment items (such as bathing equipment) and minor



adaptations (including grab rails or bannisters) may be more appropriate and can also be arranged as part of the appointment.

The official launch of the Living Well Falkirk Centre was held on 4th October, opened by William Buchanan, Provost of Falkirk Council. The launch was well attended by elected members, service users, health and social care staff and third sector partners. The Centre's first ever user also attended and shared her experience of maintaining her independence and getting out and about safely using the rails that were provided at her home.

From April to December 2019 a total of 2,063 self assessments were undertaken by citizens or their families via the Living Well Falkirk website. A further 200 people personally attended Living Well Falkirk Centre appointments for help with one or more areas of difficulty.

Plans are underway to develop Living Well Falkirk Centres in the West and East localities. Work is also at an advanced stage to introduce Living Well Talking Points in all three localities. The talking points will provide a drop-in service where people can come for a good conversation with community volunteers, third sector partners and health or social care staff. Information and advice will be available to help people think about and plan ways they can meet their health and wellbeing outcomes.

Primary Care Improvement Plan

2019-20 represents the second year of the 3-year implementation period of the new General Medical Services (GMS) contract across the 25 GP Practices in the Falkirk area. Implementation of the new contract is being taken forward through the Forth Valley area wide Primary Care Improvement Plan (PCIP) which will see a broad range of multidisciplinary healthcare professionals recruited to work as part of GP Practice teams, including Advanced Nurse Practitioners, Mental Health Nurses, Advanced Practice Physiotherapists, Community Link Workers and Pharmacists.

During 2019-20 the PCIP progressed as planned with 125 new full time additional professional roles in place across Forth Valley delivering 3,500 consultations and 2,500 acute prescription authorisations per week, releasing GP capacity to focus on more complex patients, whole system quality improvement and clinical leadership. This is a significant achievement which will improve access to care and treatment for patients at the right time, with the right person, closer to home whilst also protecting GP sustainability.

Performance Indicators

The IJB is subject to a wide range of national and local key performance indicators (KPIs) which are directly aligned to our strategic plan outcomes (the relationship between the KPIs and our strategic plan is summarised in a [strategy map](#)). Progress against all KPIs is routinely monitored on a quarterly basis and is formally reported and communicated through the publication of an annual performance report.

The annual performance report is a statutory requirement which describes the IJB's contribution towards the national health and wellbeing outcomes, together with specific progress against the core suite of associated national integration indicators. At the time of writing, the 2019-20 performance report has not been published as yet. This reflects the fact that many of the staff involved in its preparation have been heavily engaged in supporting the Covid-19 response. As such it was agreed to delay publication until autumn, in exercise of the power granted to public authorities under the Coronavirus (Scotland) Act 2020 to do so. In the meantime, the latest available national trend information is



summarised in the tables presented on page 11 overleaf.

Covid-19 pandemic

As we approached the end of the financial year, the impact of covid-19 resulted in a significant and rapid change in the configuration of health and social care services across Scotland. As part of the IJB's covid-19 mobilisation plan response, a range of immediate actions were implemented in order to create additional local health and social care capacity and support resilience during the course of the pandemic. The vast majority of the costs relating to the mobilisation plan actions are expected to be incurred during financial year 2020-21. We are working closely with the Scottish Government to refine the cost estimates and associated funding requirements, including the impact of potential unachieved savings.

2019/20 Financial Performance

The IJB reported total income of £234.637m for financial year 2019/20 (an increase of £12.821m compared to the previous year) comprised of £206.896m in respect of the integrated budget and £27.741m relating to set aside.

This compares to total expenditure of £234.989m incurred during the year (an increase of £13.621m relative to 2018-19) comprised of £207.248m in respect of expenditure on integrated services and £27.741m relating to set aside.

As a result, a small deficit of £0.352m was reported in the Comprehensive Income and Expenditure Statement as at 31st March 2020. The deficit position is solely due to the in-year net reduction in reserve balances, largely due to the planned release of funds carried forward from 2018-19 for use in 2019-20 in respect of the Primary Care Improvement Plan.

During the course of the year, a number of financial challenges were evident, culminating in projected overspends of £2.619m against the integrated budget and £1.654m against the set aside budget. The projected overspend against the integrated budget reflected a number of issues including:

- Care at Home – due to increased demand for care at home packages resulting in a 13% rise in costs compared to the same period in the previous year (primarily in relation to external providers). Ongoing pressures were also reported in relation to housing aids and adaptations and residential services.
- Primary Care Prescribing – reflecting higher than expected volume growth in the number of items prescribed and increased uptake of expensive new drugs and devices (including direct acting oral anticoagulants and a new blood glucose monitoring system now available on prescription). Ongoing price concessions due to short supply issues also contributed to the overspend position.
- Community Hospitals – relating to increased use of temporary staffing to cover sickness absence and maternity leave. In addition, a number of patients required specialist nursing input resulting in increased staffing ratios over and above the budgeted establishment.



	National Indicator	Title	Falkirk IJB 2015-16	Falkirk IJB 2016-17	Falkirk IJB 2017-18	Falkirk IJB 2018-19	Scotland 2018-19
Data Indicators	NI - 11	Premature mortality rate per 100,000 persons	440	466	427	449	432
	NI - 12	Emergency admission rate (per 100,000 population)	11,529	11,771	12,326	12,122	12,264
	NI - 13	Emergency bed day rate (per 100,000 population)	137,597	145,659	138,917	135,561	119,654
	NI - 14	Emergency readmissions to hospital within 28 days of discharge (rate per 1,000 discharges)	113	121	121	118	103
	NI - 15	Proportion of last 6 months of life spent at home or in a community setting	86%	86%	86%	86%	88%
	NI - 16	Falls rate per 1,000 population aged 65+	20	20	22	24	23
	NI - 17	Proportion of care services graded 'good' (4) or better in Care Inspectorate inspections	84%	86%	88%	84%	82%
	NI - 18	Percentage of adults with intensive care needs receiving care at home	64%	65%	64%	65%	62%
	NI - 19	Number of days people spend in hospital when they are ready to be discharged (per 1,000 population)	864	1,023	910	1,178	793
	NI - 20	Percentage of health and care resource spent on hospital stays where the patient was admitted in an emergency	23%	23%	24%	24%	24%
	NI - 21	Percentage of people admitted to hospital from home during the year, who are discharged to a care home*	NA	NA	NA	NA	NA
	NI - 22	Percentage of people who are discharged from hospital within 72 hours of being ready*	NA	NA	NA	NA	NA
	NI - 23	Expenditure on end of life care, cost in last 6 months per death*	NA	NA	NA	NA	NA

* Denotes that this indicator is under development, therefore data is not available at present.

Source: Public Health Scotland

	National Indicator	Title	Falkirk IJB 2015-16	Falkirk IJB 2017-18	Scotland 2017-18
Outcome indicators	NI - 1	Percentage of adults able to look after their health very well or quite well	93%	92%	93%
	NI - 2	Percentage of adults supported at home who agreed that they are supported to live as independently as possible	85%	83%	81%
	NI - 3	Percentage of adults supported at home who agreed that they had a say in how their help, care, or support was provided	80%	76%	76%
	NI - 4	Percentage of adults supported at home who agreed that their health and social care services seemed to be well co-ordinated	79%	72%	74%
	NI - 5	Total % of adults receiving any care or support who rated it as excellent or good	81%	81%	80%
	NI - 6	Percentage of people with positive experience of the care provided by their GP practice	84%	81%	83%
	NI - 7	Percentage of adults supported at home who agree that their services and support had an impact on improving or maintaining their quality of life	84%	78%	80%
	NI - 8	Total combined % carers who feel supported to continue in their caring role	43%	37%	37%
	NI - 9	Percentage of adults supported at home who agreed they felt safe	85%	84%	83%
	NI - 10	Percentage of staff who say they would recommend their workplace as a good place to work	NA	NA	NA

Note that data to support these indicators is only collected biannually.

* Denotes that this indicator is under development, therefore data is not available at present.

Source: Public Health Scotland



- Covid-19 – largely due to increased GP Prescribing costs as a result of early reordering of repeat prescriptions during March in advance of lockdown arrangements, together with the costs of local care home contingency block booking measures and provision of personal protective equipment (PPE).

In line with previous years, a risk sharing agreement was reached for 2019-20 in respect of the integrated budget whereby Falkirk Council and NHS Forth Valley made an additional payment to the IJB (£0.759m and £1.706m respectively) in order to deliver an overall breakeven position on the specific services delegated to them by the IJB.

With respect to the set aside budget (i.e. the amount set aside by NHS Forth Valley relating to delegated services provided in Forth Valley Royal Hospital for the population served by the IJB), the projected £1.654m overspend reflected ongoing reliance on temporary nursing staff to cover absence and patients requiring special clinical observation. In addition, pressures were reported in relation to drug costs and medical staffing specifically within old age psychiatry services. Note that financial risk in relation to the set aside budget is currently managed by NHS Forth Valley and therefore the figures disclosed in the Comprehensive Income and Expenditure Statement represent the set aside budget figures only.

A reconciliation of the overall 2019/20 financial position to the Comprehensive Income and Expenditure Statement is presented below:

Reconciliation to Comprehensive Income & Expenditure Statement (CIES)	2019-20 £000s		
	Budget	Expenditure	(Underspend)/ Overspend
Large Hospital Services*	27,741	27,741	0
Community Healthcare Services	37,490	36,604	(886)
Social Care Services	87,332	88,259	927
Primary Healthcare Services	79,349	81,941	2,592
IJB Running Costs	458	444	(14)
	232,370	234,989	2,619
Additional payment Falkirk Council	759	0	(759)
Additional payment NHS Forth Valley**	1,706	0	(1,706)
Additional funding Scottish Government (covid-19)	154	0	(154)
	2,619	0	(2,619)
TOTAL	234,989	234,989	0
Reserve adjustments included in budget figures above			
Community Healthcare Services transfers to reserves	424	0	(424)
Social Care Services transfers to reserves	103	0	(103)
Primary Healthcare Services transfers from reserves	(879)	0	879
	(352)	0	352
REVISED TOTAL AS PER CIES	234,637	234,989	352

* This reflects the budget for Large Hospital services only.

** Note that £542k of the £1,706k payment from NHS Forth Valley relates to additional covid-19 related GP prescribing costs estimated for the month of March. This reflects agreement to manage these costs locally rather than through the Scottish Government.



Reserves

As highlighted above, the balance held in reserves reduced by £0.352m from £6.938m as at 31st March 2019 to £6.586m as at 31st March 2020. This reflects a number of transactions where funding previously held in earmarked reserves for specific purposes was released during 2019-20, offset by instances where funding was added or returned to reserves (due to underspends or late funding allocations that required to be carried forward for use in future years).

The vast majority of the £6.586m balance represents earmarked reserves, a small sum of £0.316m is held as a general/contingency reserve. A summary of the key movements is presented below (detailed information is reported under note 8):

Use of reserves during 2019-20	£000s
<u>Transfers from reserves</u>	
Primary Care Improvement Plan	748
GP Out of Hours Service	217
Housing Revenue Account	61
Alcohol & Drugs Partnership	28
Other	22
	1,076
<u>Transfers to reserves</u>	
Partnership funding	(389)
Dementia Innovation	(88)
GMS Premises Improvement	(86)
Capital Grant	(67)
Mental Health Innovation Fund	(64)
Other	(30)
	(724)
Net movement in reserves	352

Forward look 2020-21

Financial year 2020-21 is likely to be dominated by the ongoing financial and operational impact of the covid-19 pandemic. A number of services have been temporarily suspended to enable frontline staff to focus on immediate covid-19 priorities and to provide additional health and social care capacity. Significant service redesign is likely to be required in response to ongoing social distancing requirements and new ways of working as lockdown is gradually eased in line with the Scottish Government's "*framework for decision making - Scotland's route map through and out of the crisis*". Given the level of inherent uncertainty in terms of the duration of the pandemic, the impact on demand and the magnitude of the potential costs involved, covid-19 represents a significant financial risk.

Whilst it is expected that additional funding will be provided by the Scottish Government to offset covid-19 related costs incurred during 2020-21, allocations have still to be confirmed and there may be a need to re-prioritise IJB funding (including reserves) and identify alternative efficiency savings. In addition, the long term adverse impact on the



wider economy, together with any unintended consequences arising from the current suspension of health and social care services is a key consideration going forward.

Other pressing strategic, corporate and operational risks and issues identified through the IJB's risk management process are outlined below:

- financial sustainability – a £4.977m funding gap against the integrated budget is estimated for 2020-21. Significant recurring savings require to be delivered in order to address the underlying deficit and reduce reliance on non-recurring measures and/or additional one off payments from partners to achieve breakeven. Savings initiatives totalling £3.080m were initially identified, however implementation of several schemes have been delayed due to covid-19. The position will be reassessed as part of our pandemic recovery planning in order to enable existing savings schemes to recommence as soon as possible and to identify new initiatives arising from potential opportunities to redesign services in response to covid-19.
- Transfer of outstanding health care services and conclusion of set aside arrangements – lack of progress in these areas impacts on the IJB's ability to affect whole system transformational change and shift the balance of care. Work to resolve these issues is expected to be finalised during 2020-21 (including formal review of the integration scheme and financial risk sharing arrangements).
- National policy commitments – specifically in relation to the funding implications of the Scottish Living Wage, new GMS contract/Primary Care Improvement Plan and the Mental Health Strategy.
- Brexit – potential disruption to services as a result of the impact on our workforce and supply chain arrangements remains high risk. Effective planning and mitigation is challenging due to the ongoing level of uncertainty.

Overall risk is subject to regular systematic review, in conjunction with partners, and is updated in response to new and emerging information, including the impact of ongoing deployment of mitigation controls.

Conclusion

2019/20 concludes another productive and demanding year for the IJB. Implementation of the integrated management structure progressed well during the year and a number of important delivery plan actions were also taken forward to improve services as we worked towards our strategic priorities in a bid to enable people in the Falkirk area to live full and positive lives within supportive and inclusive communities.

It is acknowledged that the pace of change has been relatively slow in terms of the transfer of operational management responsibility for the full range of in scope health care services. This is a key focus for 2020-21 and presents a real opportunity to fulfil the aims of integration to benefit our local patients, service users, carers, families and workforce.

Where to Find More Information

If you would like more information please visit our website at: www.falkirkhsc.org



Fiona Collie
Chair

20 November 2020

Patricia Cassidy
Chief Officer

20 November 2020

Jillian Thomson
Chief Finance Officer

20 November 2020



Statement of Responsibilities

Responsibilities of the Integration Joint Board

The Integration Joint Board is required to:

- Make arrangements for the proper administration of its financial affairs and to secure that the proper officer of the board has responsibility for the administration of those affairs (section 95 of the Local Government (Scotland) Act 1973). In this authority, that officer is the Chief Finance Officer.
- Manage its affairs to secure economic, efficient and effective use of resources and safeguard its assets.
- Ensure the Annual Accounts are prepared in accordance with legislation (The Local Authority Accounts (Scotland) Regulations 2014), and so far as is compatible with that legislation, in accordance with proper accounting practices (section 12 of the Local Government in Scotland Act 2003).
- Approve the Annual Accounts.

I confirm that these Annual Accounts were approved for signature at a meeting of the Integration Joint Board on 19 June 2020.

Signed on behalf of the Falkirk IJB

Fiona Collie
Chair

20 November 2020



Responsibilities of the Chief Finance Officer

The Chief Finance Officer is responsible for the preparation of the IJB's Annual Accounts in accordance with proper practices as required by legislation and as set out in the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom (the Accounting Code).

In preparing the Annual Accounts, the Chief Finance Officer has:

- selected suitable accounting policies and then applied them consistently
- made judgements and estimates that were reasonable and prudent
- complied with legislation
- complied with the accounting code (in so far as it is compatible with legislation)

The Chief Finance Officer has also:

- kept proper accounting records which were up to date
- taken reasonable steps for the prevention and detection of fraud and other irregularities

I certify that the financial statements give a true and fair view of the financial position of the Falkirk Integration Joint Board as at 31 March 2020 and the transactions for the year then ended.

Jillian Thomson
Chief Finance Officer

20 November 2020



Remuneration Report

Introduction

The Remuneration Report discloses information relating to the remuneration and pension benefits of specified IJB members and staff in accordance with the requirements of the Local Authority Accounts (Scotland) Regulations 2014.

The information provided in the tables below is subject to external audit. The explanatory text in the Remuneration Report is reviewed by the external auditors to ensure it is consistent with the financial statements.

Voting Membership of the IJB in 2019/20

The 6 voting members of Falkirk IJB are comprised of 3 elected members nominated from Falkirk Council and 3 Non-Executive Directors nominated from NHS Forth Valley. The IJB Chair and Vice Chair posts alternate between a Councillor and NHS Board representative on the basis of 2 year fixed term.

During 2019-20 voting Membership of the IJB was as follows:

NHS Forth Valley

Julia Swan, Non Executive Member of Forth Valley NHS Board (until 3 Feb 2020)

Alex Linkston, Non Executive Member of Forth Valley NHS Board (until 29 Feb 2020)

Gordon Johnstone, Non Executive Member of Forth Valley NHS Board (from 3 Feb 2020)

Stephen McAllister, Non Executive Member of Forth Valley NHS Board (from 3 Jan 2020)

Dr Michele McClung, Non Executive Member of NHS Forth Valley Board (Vice Chair)

Falkirk Council

Councillor Allyson Black

Councillor Cecil Meiklejohn

Councillor Fiona Collie (Chair)

Remuneration: IJB Chair and Vice Chair

The IJB does not provide any additional remuneration to the Chair, Vice Chair or any other board members relating to their role on the IJB. The IJB does not reimburse the relevant partner organisations for any voting board member costs borne by the partner. Neither the Chair or Vice Chair of the IJB received additional remuneration or taxable expenses.

The IJB does not have responsibilities, either in the current year or in future years, for funding any pension entitlements of voting IJB members. Therefore no pension rights disclosures are provided for the Chair or Vice Chair.

Remuneration: Officers of the IJB

The IJB does not directly employ any staff in its own right; however specific post-holding officers are non-voting members of the Board.

Chief Officer

Section 10 of the Public Bodies (Joint Working) (Scotland) Act 2014 stipulates that a Chief Officer must be appointed on a formal secondment basis to the IJB through the employing partner (in this case the employing partner is Falkirk Council). The employment contract



for the Chief Officer will therefore adhere to the legislative and regulatory framework of the employing partner organisation. The remuneration terms of the Chief Officer's employment are approved by the IJB.

Other Officer

No other staff are appointed by the IJB under a similar legal regime. Other non-voting board members who meet the criteria for disclosure are included in the disclosures below.

Total 2018/19 £	Senior Employee	Salary, Fees & Allowances £	Taxable Expenses £	Total 2019/20 £
105,896	Patricia Cassidy Chief Officer	109,073	-	109,073
58,478	Amanda Templeman Chief Finance Officer	60,233	-	60,233
164,374	Total	169,306	-	169,306

In respect of officers' pension benefits, the statutory liability for any future contributions to be made rests with the relevant employing partner organisation. On this basis there is no pensions liability reflected on the IJB balance sheet for the Chief Officer or any other officers.

However the IJB is required to fund employer contributions for the current year in respect of the officer time spent on discharging their role on the IJB. The below table presents the IJB's funding during the year to support officers' pension benefits. The table also shows the total value of accrued pension benefits which may include benefits earned in other employment positions and from each officer's own contributions.

Senior Employee	In year Pension Contribution		Accrued pension benefits		
	For the year to 31 March 2019 £	For the year to 31 March 2020 £		As at 31 March 2020 £000s	Difference from March 2019 £000s
Patricia Cassidy Chief Officer	23,297	24,541	Pension	33	3
			Lump Sum	22	1
Amanda Templeman Chief Finance Officer	12,865	13,552	Pension	15	2
			Lump Sum	14	1
Total	36,162	38,093	Pension	48	5
			Lump Sum	36	2

Disclosure by pay bands



Pay information has not been separately disclosed as all relevant details are already included in the information above.

Exit Packages

There were no exit packages in relation to the Falkirk IJB in 2019/20 or the previous financial year.

Fiona Collie
Chair

20 November 2020

Patricia Cassidy
Chief Officer

20 November 2020



Annual Governance Statement

As specified in the Local Authority Accounts (Scotland) Regulations 2014, the IJB is required to conduct a review of the effectiveness of its internal control systems at least once in each financial year and must also include an annual governance statement as part of the annual accounts. This is consistent with Code of Practice on Local Authority Accounting in the United Kingdom and guidance developed by the Chartered Institute of Public Finance and Accountancy (CIPFA) entitled "*Delivering Good Governance in Local Government: a framework*".

Scope of Responsibility

The IJB is responsible for ensuring that its business is conducted in accordance with the law and appropriate standards, and that public money is safeguarded and properly accounted for and used economically, efficiently and effectively to secure best value.

In discharging these responsibilities, the Chief Officer has established a system of internal control and arrangements for the governance of the IJB's affairs and the effectiveness of its functions (including management of risk). It is recognised that any system of internal control can only provide reasonable and not absolute assurance of effectiveness.

As part of the governance arrangements, reliance is placed on Falkirk Council and NHS Forth Valley's systems of internal control that support compliance with both organisations' policies and promotes achievement of each organisation's aims and objectives, as well as those of the IJB.

The Purpose of the Governance Framework

The governance framework comprises the systems and processes and culture and values by which the IJB is directed and controlled. It enables the IJB to monitor achievement of the priorities and outcomes included in the Strategic Plan.

As part of the overall governance framework, the system of internal control is designed to identify, prioritise and manage risk to an acceptable level. This includes evaluation of the risk of failure to achieve the IJB's policies, aims and objectives, the likelihood of those risks being realised and the impact of those risks should they be realised. The system aims to help manage risks as efficiently, effectively and economically as possible.

The Governance Framework and Internal Control System

The Board of the IJB is comprised of the Chair, Vice-Chair and 4 other voting members. Of the 6 voting members in total, 3 are nominated by NHS Forth Valley and 3 by Falkirk Council. The Board also includes 13 non-voting members, comprised of the Chief Officer, Chief Finance Officer, other Officers appointed by virtue of their professional role including the Chief Social Work Officer, Medical Director and Director of Nursing, as well as employee representatives, service users, carers and third sector representatives. The IJB is the key decision making body in respect of the planning, resourcing and operational delivery of all integrated health and social care services within its geographical boundary area.

The main features of the governance framework in existence during 2019/20 are summarised below:



- Strategic decision making is governed by the IJB's key constitutional documents including the Integration Scheme, standing orders, scheme of delegation, financial regulations and reserves policy.
- A code of conduct is in place for all IJB Board members, including a register of interests.
- The IJB's vision, outcomes and priorities are set out in the IJB's Strategic Plan for 2019-2022, which contributes to the strategic priorities and outcomes contained in the Community Planning Partnership's Strategic Outcomes and Local Delivery Plan (SOLD) and the national health and well being outcomes framework.
- A comprehensive Performance Management Framework is in place and the IJB regularly receives updates on performance.
- An Audit Committee is in place with a remit which includes risk management, corporate governance and all matters relating to internal and external audit. Terms of reference are regularly reviewed and an annual workplan agreed.
- The Clinical and Care Governance Committee provides assurance to the IJB on the systems in place for delivery of safe, effective, person-centred care in line with the IJB's statutory duty for the quality of health and care services. An annual work plan is in place to ensure all key pieces of work are covered.

System of Internal Control

The governance framework operates on the foundation of internal controls, including management and financial information, financial regulations, administration, supervision and delegation. During 2019/20 this included the following:

- Financial regulations and codes of financial practice
- Management information systems and regular monitoring reports, including performance and financial reporting
- Comprehensive budgeting systems and a formal budget setting process
- Regular reporting to the Audit Committee including internal audit progress reports
- Regular reporting to Falkirk Council's External Scrutiny Committee and the Community Planning Partnership
- Minutes of IJB meetings submitted to Falkirk Council and Forth NHS Valley Board
- Publication of the IJB annual report and submission to Falkirk Council and Forth Valley NHS Board.



Review of Adequacy and Effectiveness

The IJB is required to conduct, at least annually, a review of the effectiveness of its governance framework including the system of internal control. The review of the effectiveness of the framework is informed by the work of the Chief Officer and Senior Management who have responsibility for development and maintenance of the governance environment; reports by the Chief Internal Auditor and reports from External Auditors and other review bodies as appropriate.

The IJB operates in accordance with Public Sector Internal Audit Standards (PSIAS) which require the Chief Internal Auditor to deliver an annual opinion and report to inform the IJB's governance statement.

The Chief Internal Auditor reports directly to the Audit Committee on all audit matters, with the right of access to the Chief Officer, Chief Finance Officer and Chair of the Audit Committee on any matter. The annual programme of internal audit work is based on a risk assessment. The annual internal audit assurance report for 2019-20 has been received which confirms that sufficient internal audit activity was undertaken during the year to allow a balanced opinion to be provided. This included work in relation to performance management and reporting, governance mapping (in terms of the appropriateness of the IJB's committee structure to adequately support delivery of its strategic objectives), progress in implementing the requirements of the Carers (Scotland) Act 2016 and a review of medium term financial planning arrangements. The annual internal audit assurance report offers substantial assurance in respect of Falkirk IJB's overall arrangements for risk management, governance, and control for the year to 31 March 2020.

Areas for improvement

The IJB adopts a continuous improvement approach as part of our ongoing effort to enhance our governance arrangements and system of internal control. A number of areas for improvement have been identified, including:

- Finalisation of arrangements to conclude the transfer of operational management of all outstanding healthcare services, including risk, the assurance framework and reporting structures.
- Implementation of statutory guidance in respect of Directions in order to improve transparency and clarity on local decision making and accountability.
- Implementation of statutory guidance regarding set aside services in collaboration with NHS Forth Valley and Clackmannanshire and Stirling IJB.
- Implementation of various internal and external audit recommendations.

A summary of actions taken during 2019/20 to progress these areas is outlined in the table below:

Area identified for improvement	Current status
Completion of the transfer of planning and operational management responsibility for all outstanding healthcare services.	From February 2020 planning and operational management responsibility for District Nursing and Allied Health Professionals transferred to the IJB.



Area identified for improvement	Current status
	This is in addition to Adult Social Work services, Integrated Learning Disability services and the Integrated Mental Health team. All outstanding in scope health services are expected to transfer during 2020/21.
Implementation of statutory guidance published in January 2020 in respect of Directions.	The required changes to the local process for issuing directions to ensure compliance with the statutory guidance were identified in March 2020. Subsequent IJB approval of the new process was granted in September 2020.
Implementation of statutory guidance regarding set aside services in collaboration with NHS Forth Valley and Clackmannanshire and Stirling IJB.	In line with the statutory guidance, a working group was established in August 2019 (including dedicated health planning and statistical support). A series of scoping workshops were held in the latter half of the financial year. Further work originally scheduled for 2020/21 has been delayed due to the impact of Covid-19.
Review of the Performance Management Framework (last undertaken in 2016) to improve locality level reports and associated information.	<p>The format of various performance management reports were revised during 2019/20 in line with internal audit recommendations to improve content, user friendliness and visual presentation.</p> <p>Reporting at locality level remains outstanding pending further work to develop detailed locality datasets.</p> <p>Reconfiguration of the ledger hierarchy/chart of accounts within Falkirk Council was completed during 2019/20 to accommodate the locality structure, however development of specific reports is ongoing. Considerable work is required in respect of NHS Forth Valley's ledger given the nature and number services involved, many of which are provided on an area wide basis.</p>
Governance mapping exercise to assess the extent to which the IJB's committee structure supports the delivery of strategic objectives.	<p>In line with internal audit recommendations, the Terms of Reference of all IJB committees and working groups are now reviewed on an annual basis.</p> <p>In addition, a formal workplan was developed for the Clinical and Care Governance Committee (CCGC), mirroring the arrangements in place for other IJB committees. The workplan was approved by the CCGC in February 2019 for the forthcoming 2019/20 financial year.</p>
The IJB must ensure that financial reporting from partners supports greater	The vast majority of reserves are held in NHS Forth Valley's ledger on behalf of the



Area identified for improvement	Current status
transparency on the use and impact of reserves.	<p>IJB. Monthly reports were provided throughout 2019/20 by NHS Forth Valley outlining the use of reserve balances.</p> <p>In addition, detailed quarterly performance information was monitored by the Partnership Funding Group.</p>
<p>Longer term budget management arrangements, especially in respect of risk sharing arrangements need to be embedded and agreed between the partners. Robust recovery plans must be developed for areas of overspend to ensure that partners are not subject to unexpected financial risk.</p>	<p>Longer term risk sharing arrangements will form part of the formal review of the integration scheme. The law requires that the integration scheme is reviewed every 5 years by the constituent authorities (due by November 2020).</p> <p>During 2019/20, Partners confirmed the lead officers for the review - Falkirk Council nominated the Chief Governance Officer and NHS Forth Valley nominated the Director of Public Health. Given the Director of Public Health's pivotal role in relation to Covid-19, he is likely to remain heavily engaged in the pandemic response, therefore NHS Forth Valley have been requested to nominate another lead officer.</p>
<p>Continued work is required to finalise a medium term financial strategy, underpinned by identified and agreed budget savings over the term of the plan to not only manage in year financial positions, but also to ensure that the forecast pressures are addressed on a timely basis and the IJBs Strategic Plan is delivered.</p>	<p>The medium term financial plan (MTFP) was developed during 2019/20 and received IJB approval in December 2019. As a live and dynamic document, the MTFP will be subject to regular review.</p> <p>The review and reporting schedule will be developed during 2020/21 in conjunction with Partners and Internal Audit.</p>
<p>The IJB must satisfy itself that risk management support is sufficient from both partners, and that mitigation arrangements for key strategic risks are prioritised and appropriate.</p>	<p>To date the IJB has been supported by Falkirk Council's Corporate Risk Co-ordinator. NHS Forth Valley are currently in the process of recruiting a Corporate Risk Manager which will strengthen the position going forward, particularly in light of the forthcoming transfer of operational management responsibility for all outstanding in scope Health services during 2020/21.</p>
<p>The IJB should review the processes in place to produce the Annual Performance Report to ensure that it provides sufficient information to allow users to assess whether the IJB is achieving Best Value.</p>	<p>The planned review and publication of the 2019/20 Annual Performance Report has been delayed due to the impact of Covid-19. This will be taken forward in 2020/21.</p>
<p>The IJB must ensure that key areas of performance are prioritised to deliver constituent improvement and pace. In addition, Partners must agree support service arrangements to provide additional</p>	<p>Implementation of the integrated management structure and recruitment of key posts progressed well during 2019/20 (including appointment to the second Head</p>



Area identified for improvement	Current status
resource and capacity for the IJB to deliver the Strategic Plan.	of Integration post and Central Locality Manager). The focus for the coming financial year will be to build capacity in terms of central support functions and to realign services within the Locality reporting structure.
Board members need to be clear about their corporate responsibilities to the IJB, and demonstrate the leadership needed to deliver the necessary change and make key decisions about the future shape of services.	A facilitated development programme was initiated for IJB members, Partners and senior staff during 2019/20 to improve collaborative leadership and support change across organisational boundaries.

Emerging governance issues

A number of new governance issues arose during March 2020 as a direct result of the covid-19 pandemic in terms of decision making arrangements, conduct of IJB business and implementation of new policies and procedures.

The IJB deemed the covid-19 outbreak as an emergency under the terms of its Scheme of Delegation and agreed, with effect from 20th March, to:

- suspend all IJB Board and committee meetings until at least 5th June;
- delegate authority to the Chief Officer and/or Chief Finance Officer to deal with urgent business, which would otherwise have normally been determined by the Board, during the period of the Coronavirus outbreak until at least 5th June.

As part of the emergency delegated powers, the Chief Officer and Chief Finance Officer were authorised to take such measures as may be required in emergency situations, subject to:

- reporting to the Board as soon as possible on any items for which approval would normally be necessary.
- Continuing to act in accordance with any policies and procedures of the Board when discharging emergency delegated powers.
- Consulting the Chair and Vice Chair where any decision proposed under the use of emergency delegated powers might lead to a budget being exceeded.

These temporary arrangements will be reviewed and potentially extended pending further Scottish Government advice.

A number of decisions have been taken to date by the Chief Officer under the agreed delegation of powers, largely in relation approval of funding for various ongoing projects, small grants to the voluntary sector to support the Covid response (e.g. fuel fund in respect of food and prescription deliveries by community volunteers) and approval to progress the change in registration of Ercall Road from a residential care home to a housing support care at home facility.



Conclusion and Opinion on Assurance

Subject to the above, and on the basis of the assurances provided, we consider that the internal control environment operating during the reporting period provides reasonable and objective assurance that any significant risks impacting on achievement of the IJBs principal objectives will be identified and actions taken to avoid or mitigate their impact.

Systems are in place to regularly review and improve the internal control environment. These will be supported by action plans going forward.

Fiona Collie
Chair

20 November 2020

Patricia Cassidy
Chief Officer

20 November 2020



Comprehensive Income and Expenditure Statement

This statement illustrates the cost of providing services for the year according to accepted accounting practices. Where the impact on the General Fund is amended by statutory adjustments this is shown in the Movement in Reserves Statement.

2018/19 Gross Expenditure £000	Gross Income £000	Net Expenditure £000		2019/20 Gross Expenditure £000	Gross Income £000	Net Expenditure £000	Notes
26,026	-	26,026	Large Hospital Services	27,741	-	27,741	
119,116	-	119,116	Community Health and Social Care Services	124,863	-	124,863	
75,816	-	75,816	Primary Care Services	81,941	-	81,941	
410	-	410	IJB Running Costs	444	-	444	
221,368	-	221,368	Cost of Services	234,989	-	234,989	
-	(221,816)	(221,816)	Taxation and Non-Specific Grant Income	-	(234,637)	(234,637)	4
221,368	(221,816)	(448)	(Surplus) or Deficit on Provision of Services	234,989	(234,637)	352	3
		(448)	Total Comprehensive Income and Expenditure	352	-	352	

There are no statutory adjustments which affect the IJBs application of the funding received from partners. The movement in the General Fund balance is therefore solely due to the transactions shown in the Comprehensive Income and Expenditure Statement. Consequently an Expenditure and Funding Analysis is not provided in these annual accounts.



Movement in Reserves Statement

This statement presents the movement during the year on the IJB's reserves. The movements which arise due to statutory adjustments which affect the General Fund balance will be separately identified from the movements due to accounting practices, if required.

Movements in Reserves During 2019/20	General Fund Balance £000	Unusable Reserves £000	Unusable Reserves £000
Opening Balance at 1 April 2019	(6,938)	-	(6,938)
Total Comprehensive Income and Expenditure	352	-	352
Adjustments between accounting basis and funding basis under regulations		-	-
(Increase) or Decrease in 2019/20	352	-	352
Closing Balance at 31 March 2020	(6,586)	-	(6,586)

Movements in Reserves During 2018/19	General Fund Balance £000	Unusable Reserves £000	Total Reserves £000
Opening Balance at 1 April 2018	(6,490)	-	(6,490)
Total Comprehensive Income and Expenditure	(448)	-	(448)
Adjustments between accounting basis and funding basis under regulations	-		-
(Increase) or Decrease in 2018/19	(448)	-	(448)
Closing Balance at 31 March 2019	(6,938)	-	(6,938)



Balance Sheet

The Balance Sheet shows the value of the IJB's assets and liabilities as at the balance sheet date. The net assets of the IJB (assets less liabilities) are matched by the reserves held by the IJB. Usable reserves may be used to provide services, subject to the need to maintain a prudent level of reserves and any statutory limitations on their use. Unusable Reserves include reserves relating to statutory adjustments as shown in the Movement in Reserves Statement.

31 March 2019 £000		31 March 2020 £000	Notes
6,938	Short Term Debtors	6,586	5
6,938	Current Assets	6,586	
-	Short Term Creditors	-	6
-	Current Liabilities	-	
-	Provisions	-	
-	Long Term Liabilities	-	
6,938	Net Assets	6,586	
(6,938)	Usable Reserve: General Fund	(6,586)	8
-	Unusable Reserves	-	
(6,938)	Total Reserves	(6,586)	

The unaudited accounts were issued on 19 June 2020 and the audited accounts were authorised on 25 September 2020.

Jillian Thomson
Chief Finance Officer

20 November 2020



Notes to the Financial Statements

1. Significant Accounting Policies

General Principles

The IJB financial statements for 2019/20 have been prepared on a going concern basis. The IJB was established under the requirements of the Public Bodies (Joint Working) (Scotland) Act 2014 and is a Section 106 body as defined in the Local Government (Scotland) Act 1973. In accordance with the CIPFA Code of Local Government Accounting (2019/20), the IJB is required to prepare its financial statements on a going concern basis unless informed by the relevant national body of the intention for dissolution without transfer of services or function to another entity. This has been reinforced by the most recent CIPFA guidance bulletin 05 (closure of the 2019/20 financial statements) which states that while there is likely to be a significant impact of Covid-19 on local authority financial sustainability, the rationale for the going concern basis of reporting has not changed. The accounts are prepared on the assumption that the IJB will continue in operational existence for the foreseeable future.

The IJB's funding from and commissioning of services to partners has been confirmed for 2020/21, and a medium term financial plan has been prepared through to 2024/25. The IJB is working within the context of the Covid-19 pandemic, an unprecedented global crisis. Work is ongoing through the mobilisation plan prepared by the IJB at the request of the Scottish Government to quantify the impact of Covid-19 on the IJB's financial performance going forward. However, ultimately additional costs will be met by the IJB's partners in line with the integration scheme. In practice, the options available within the Integration Scheme have not been necessary in prior years as each risk sharing agreement agreed on an annual basis has ensured that the relevant Partner makes good any overspends. The updated Integration Scheme, due by November 2020, will formalise these arrangements into a longer-term risk sharing agreement. Therefore, the IJB considers there are no material uncertainties around its going concern status.

Accruals of Income and Expenditure

Activity is accounted for in the year that it takes place, not simply when settlement in cash occurs. In particular:

- Expenditure is recognised when goods or services are received and their benefits are used by the IJB.
- Income is recognised when the IJB has a right to the income, for instance by meeting any terms and conditions required to earn the income, and receipt of the income is probable.
- Where income and expenditure have been recognised but settlement in cash has not taken place, a debtor or creditor is recorded in the Balance Sheet.
- Where debts may not be received, the balance of debtors is written down.

Funding

The IJB is primarily funded through funding contributions from the statutory funding partners, Falkirk Council and NHS Forth Valley. Expenditure is incurred as



the IJB commissions specified health and social care services from the funding partners for the benefit of service recipients in Falkirk.

Cash and Cash Equivalents

The IJB does not operate a bank account or hold cash. Transactions are settled on behalf of the IJB by the funding partners. Consequently the IJB does not present a 'Cash and Cash Equivalent' figure on the balance sheet. The funding balance due to or from each funding partner as at 31 March is represented as a debtor or creditor on the IJB's Balance Sheet.

Employee Benefits

The IJB does not directly employ staff. Staff are formally employed by the funding partners who retain the liability for pension benefits payable in the future. The IJB therefore does not present a Pensions Liability on its Balance Sheet.

The IJB has a legal responsibility to appoint a Chief Officer. More details on the arrangements are provided in the Remuneration Report. The charges from the employing partner are treated as employee costs.

Charges from funding partners for other staff are treated as administration costs.

Provisions, Contingent Liabilities and Contingent Assets

Provisions are liabilities of uncertain timing or amount. A provision is recognised as a liability on the balance sheet when there is an obligation as at 31 March due to a past event; settlement of the obligation is probable; and a reliable estimate of the amount can be made. Recognition of a provision will result in expenditure being charged to the Comprehensive Income and Expenditure Statement and will normally be a charge to the General Fund.

A contingent liability is a possible liability arising from events on or before 31 March, whose existence will only be confirmed by later events. A provision that cannot be reasonably estimated, or where settlement is not probable, is treated as a contingent liability. A contingent liability is not recognised in the IJB's Balance Sheet, but is disclosed in a note where it is material. The IJB has no contingent liabilities.

A contingent asset is a possible asset arising from events on or before 31 March, whose existence will only be confirmed by later events. A contingent asset is not recognised in the IJB's Balance Sheet, but is disclosed in a note only if it is probable and can be reliably measured. The IJB has no contingent assets.

Reserves

The IJB's reserves are classified as either Usable or Unusable Reserves.

The IJB's only Usable Reserve is the General Fund. The balance of the General Fund as at 31 March shows the extent of resources which the IJB can use in later years to support service provision.

The IJB has no unusable reserves.



Indemnity Insurance

The IJB has indemnity insurance for costs relating primarily to potential claim liabilities regarding Board member and officer responsibilities. NHS Forth Valley and Falkirk Council have responsibility for claims in respect of the services that they are statutorily responsible for and that they provide.

Unlike NHS Boards, the IJB does not have any 'shared risk' exposure from participation in CNORIS. The IJB participation in the CNORIS scheme is therefore similar to normal insurance arrangements.

Known claims are assessed as to the value and probability of settlement. Where it is material the overall expected value of known claims, taking probability of settlement into consideration, are provided for in the IJB's Balance Sheet.

The likelihood of receipt of an insurance settlement to cover any claims is separately assessed and, where material, presented as either a debtor or disclosed as a contingent asset.

There were no claims or costs incurred during 2019/20 or the previous financial year 2018/19.

VAT

VAT payable is included as an expense only to the extent that it is not recoverable from Her Majesty's Revenue and Customs. VAT receivable is excluded from income.

The VAT treatment of expenditure in the IJB's accounts depends on which of the partner agencies is providing the service as these agencies are treated differently for VAT purposes.

Where the Council is the provider, income and expenditure excludes any amounts related to VAT, as all VAT collected is payable to H.M. Revenue & Customs and all VAT paid is recoverable from it. The Council is not entitled to fully recover VAT paid on a very limited number of items of expenditure and for these items the cost of VAT paid is included within service expenditure to the extent that it is irrecoverable from H.M. Revenue and Customs.

Where the NHS is the provider, expenditure incurred will include irrecoverable VAT as generally the NHS cannot recover VAT paid and will seek to recover its full cost as income from the Commissioning IJB.

2. Events After the Reporting Period

In accordance with the requirements of International Accounting Standards 10, events after the reporting period are considered up to the date on which the accounts are authorised for issue. This is interpreted as the date that the accounts were certified by the chief financial officer following approval by the Audit Committee.

Events after the Balance Sheet date are those events, both favourable and unfavourable, that occur between the end of the reporting period and the date when the Annual Accounts are authorised for issue. Two types of events can be identified namely:



- Adjusting events: Those that provide evidence of conditions that existed at the end of the reporting period. The Annual Accounts is adjusted to reflect such events.
- Non-adjusting events: Those that are indicative of conditions that arose after the reporting period and the Statements are not adjusted to reflect such events. Where a category of events would have a material effect, disclosure is made in the notes of the nature of the events and their estimated financial effect.

In early 2020 the existence of a new coronavirus (Covid-19) was confirmed which has since spread across a significant number of countries, leading to disruption to businesses and economic activity, including significant disruption to the activity and future plans of all UK Government bodies. While the emergence of Covid-19 is not a post balance sheet event in itself, the potential impact from developments after the 31 March 2020 yearend have been considered accordingly for disclosure in the financial statements.

These developments include:

- Changes to the configuration and delivery of a wide range of health and social care services including the temporary suspension of certain services in line with national guidance.
- The establishment of Covid triage hubs and Community Assessment Centres in order to maintain separate covid and non-covid urgent care pathways within Primary Care, implementation of a local PPE hub to protect the supply chain for social care providers and carers, creation of testing capacity and formation of the integrated Care Home Assurance Review Team to support Care Homes.
- Additional covid related expenditure of £0.154m incurred during 2019/20 is included in the accounts for the year. This was fully funded by the Scottish Government.
- There will be material financial implications during 2020/21, which will apply to next year's financial statements. This will reflect national guidance and the financial impact of all actions currently being taken forward by the IJB as part of the local mobilisation plan to respond and support resilience during the course of the pandemic.

From our assessment we have not identified any material financial impact on the 31 March 2020 financial position.

3. Critical judgements and estimation uncertainty

The critical judgements made in the Financial Statements relating to complex transactions are outlined below:-

- Both partner organisations have considered their exposure to possible losses and made adequate provision where it is probable that an outflow of resources will be required and the amount of the obligation can be measured reliably. Where it has not been possible to measure the obligation, or it is not probable in the partner organisations' opinion that a transfer of economic benefits will be required, material contingent liabilities have been disclosed (there are none).
- The Annual Accounts contain estimated figures that are based on assumptions made by the IJB about the future or that are otherwise uncertain. Estimates are made taking into account historical experience, current trends and other relevant



factors. However, because balances cannot be determined with certainty, actual results could be materially different from the assumptions and estimates.

- There are no items in the IJB's Balance Sheet at 31 March 2020 for which there is a significant risk of material adjustment in the forthcoming financial year

4. Expenditure and Income Analysis by Nature

2018/19 £000		2019/20 £000
73,036	Services commissioned from Falkirk Council	76,489
147,922	Services commissioned from NHS Forth Valley	158,056
-	Provisions	-
382	Other IJB Operating Expenditure	404
3	Insurance and Related Expenditure	3
25	Auditor Fee: External Audit Work	37
(221, 816)	Partners Funding Contributions and Non-Specific Grant Income	(234,637)
(448)	(Surplus) or Deficit on the Provision of Services	352

Other IJB Operating Expenditure relates to shared costs for the Chief Officer, Chief Finance Officer, Programme Manager and supporting administration posts plus associated non-pay costs. Equal contributions to these costs are made by the constituent authorities to reflect the costs of running the Integration Authority.

5. Taxation and Non-Specific Grant Income

2018/19 £000		2019/20 £000
62,517	Funding Contribution from Falkirk Council	66,763
159, 299	Funding Contribution from NHS Forth Valley	167,874
221,816	Taxation and Non-Specific Grant Income	234,637

The funding contribution from the NHS Board shown above includes £27,741,000 in respect of 'set aside' resources relating to acute hospital and other resources (£26,026,000 in 2018/19). These are provided by the NHS which retains responsibility for managing the costs of providing the services. The IJB however has responsibility for the consumption of, and level of demand placed on, these resources.

The funding contributions from the partners shown above exclude any funding which is ring-fenced for the provision of specific services. Such ring-fenced funding is presented as income in the Cost of Services in the Comprehensive Income and Expenditure Statement.

6. Debtors

31 March 2019 £000		31 March 2020 £000
992	Falkirk Council	1,095
5,946	NHS Forth Valley	5,491
6,938	Debtors	6,586



7. Creditors

There are no current year or prior year creditor balances.

8. Provisions

A provision for bad debts in relation to Adult Social Care of £50,000 is included in the 2019/20 accounts.

9. Useable Reserve: General Fund

The IJB holds a balance on the General Fund for two main purposes:

- To earmark, or build up, funds which are to be used for specific purposes in the future, such as known or predicted future expenditure needs. This supports strategic financial management.
- To provide a contingency fund to cushion the impact of unexpected events or emergencies. This is regarded as a key element of the IJB's financial risk management framework.

The table below shows the movements on the General Fund balance, analysed between those elements earmarked for specific planned future expenditure, and the amount held as a general contingency.



Balance 31 March 2019 £000		Transfers Out £000	Transfer In £000	Balance 31 March 2020 £000
(630)	Integration Funding	-	-	(630)
(2,350)	Partnership Funding	3,355	(3,744)	(2,739)
(1,390)	Leadership Funding	-	-	(1,390)
(478)	PC & MH Transformation Funds	374	-	(105)
(245)	Transforming Urgent Care	245	-	-
(112)	Services for Survivors	12	-	(100)
(50)	Sensory Strategy	9	-	(41)
(200)	Dementia Innovation Fund	-	(88)	(288)
(64)	Mental Health Innovation Fund	-	(64)	(128)
(63)	Alcohol & Drugs Partnership	516	(488)	(35)
(11)	British Sign Language Plan	-	(6)	(17)
(23)	Choose Life	-	(24)	(47)
(143)	GP Out of Hours Fund	220	(142)	(67)
(24)	GP Sub Committees		(14)	(38)
-	Action 15 Mental Health Strategy	489	(489)	-
(140)	Unscheduled Care	140	-	-
-	GMS Premises	-	(86)	(86)
(419)	Primary Care Improvement Fund	1,337	(1,194)	(276)
(6,342)	Total Earmarked	6,697	(6,339)	(5,984)
(78)	Capital Grant	-	(67)	(145)
(202)	Housing Revenue Account	61	-	(141)
(316)	General Reserve	-	-	(316)
(6,938)	GENERAL FUND	6,758	(6,406)	(6,586)

Further information on some of the reserves is provided below:

- Integration Funding**

This is funding provided by the Scottish Government which is ringfenced for Social Care. Such funding was initially passed to the Partnership via the Health Board but now comes via the Council. The focus of this funding is for example, to help fund payment of the living wage to social care staff. This reserve balance comes from 2016/17 with all subsequent years funding being fully spent in year.
- Partnership Funding & Leadership Funding**

This is funding provided by the Scottish Government for Delayed Discharge and Integrated Care.
- Capital Grant**

This is funding received as part of the Falkirk Council financial settlement and is tied to private sector housing grants. It is used to fund aids and adaptations to privately owned houses.



- **Housing Revenue Account** This is funding received as part of the Falkirk Council financial settlement and is derived from council house rents. As such it is ringfenced for aids and adaptations within council house properties.

10. Related Party Transactions

The IJB has related party relationships with NHS Forth Valley and Falkirk Council. In particular the nature of the partnership means that the IJB may influence, and be influenced by, its partners. The following transactions and balances included in the IJB's accounts are presented to provide additional information on the relationships.

Transactions with NHS Forth Valley

2018/19 £000		2019/20 £000
(159,299)	Funding Contributions received from NHS Forth Valley	(167,874)
147,922	Expenditure on Services Provided by the NHS Board	158,056
10,852	Integration Funding passed through Falkirk Council	10,055
205	Key Management Personnel: Non-Voting Board Members	218
(320)	Net Transactions with the NHS Forth Valley	455

Balances with NHS Forth Valley

31 March 2019 £000		31 March 2020 £000
5,946	Debtor balances: Amounts due from the NHS Board	5,491
-	Creditor Balances: Amounts due to the NHS Board	-
5,946	Net Balance with NHS Forth Valley	5,491

Key Management Personnel: The Chief Officer and Chief Finance Officer are employed by Falkirk Council. The cost of the posts are recharged to the IJB and funded via equal contributions from the constituent authorities based on voting shares. Details of the remuneration for the Chief Officer and the Chief Finance Officer are provided in the Remuneration Report.

Support services were not delegated to the IJB through the Integration Scheme and are instead provided free of charge as a 'service in kind'. The support services provided by NHS Forth Valley mainly consist of performance management, human resources, financial management, information services, information technology and payroll.



Transactions with Falkirk Council

2018/19 £000		2019/20 £000
(62,517)	Funding Contributions received from Falkirk Council	(66,763)
73,036	Expenditure on Services Provided by Falkirk Council	76,489
(10,852)	Integration Funding passed through Falkirk Council	(10,055)
205	Key Management Personnel: Non-Voting Board Members	226
(128)	Net Transactions with Falkirk Council	(103)

Balances with Falkirk Council

31 March 2019 £000		31 March 2020 £000
1,042	Debtor balances: Amounts due from Falkirk Council	1,145
1,042	Net Balance with Falkirk Council	1,145

Support services were not delegated to the IJB through the Integration Scheme and are instead provided free of charge as a 'service in kind'. The support services provided by Falkirk Council mainly consist of governance services, human resources, financial management, information services, information technology and payroll.



Independent Auditor's report to the members of Falkirk Integration Joint Board and the Accounts Commission

Independent auditor's report to the members of Falkirk Integration Joint Board and the Accounts Commission

Report on the audit of the financial statements

Opinion on financial statements

We certify that we have audited the financial statements in the annual accounts of Falkirk Integration Joint Board ("the Integration Joint Board") for the year ended 31 March 2020 under Part VII of the Local Government (Scotland) Act 1973. The financial statements comprise the Comprehensive Income and Expenditure Statement, Movement in Reserves Statement, Balance Sheet, and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and International Financial Reporting Standards (IFRSs) as adopted by the European Union, and as interpreted and adapted by the Code of Practice on Local Authority Accounting in the United Kingdom 2019/20 (the 2019/20 Code).

In our opinion the accompanying financial statements:

- give a true and fair view in accordance with applicable law and the 2019/20 Code of the state of affairs of Falkirk Integration Joint Board as at 31 March 2020 and of its income and expenditure for the year then ended;
- have been properly prepared in accordance with IFRSs as adopted by the European Union, as interpreted and adapted by the 2019/20 Code; and
- have been prepared in accordance with the requirements of the Local Government (Scotland) Act 1973, The Local Authority Accounts (Scotland) Regulations 2014, and the Local Government in Scotland Act 2003.

Basis for opinion

We conducted our audit in accordance with applicable law and International Standards on Auditing (UK) (ISAs (UK)), as required by the Code of Audit Practice approved by the Accounts Commission for Scotland. Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of our report. We were appointed by the Accounts Commission on 31 May 2016. The period of total uninterrupted appointment is four years. We are independent of the Integration Joint Board in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. Non-audit services prohibited by the Ethical Standard were not provided to the Integration Joint Board. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern basis of accounting

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the Chief Finance Officer has not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about Integration Joint Board's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Risks of material misstatement

We have reported in a separate Annual Audit Report, which is available from the Audit Scotland website, the most significant assessed risks of material misstatement that we identified and our conclusions thereon.



Responsibilities of the Chief Finance Officer and Falkirk Integration Joint Board Audit Committee for the financial statements

As explained more fully in the Statement of Responsibilities, Chief Finance Officer is responsible for the preparation of financial statements that give a true and fair view in accordance with the financial reporting framework, and for such internal control as the Chief Finance Officer determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Chief Finance Officer is responsible for assessing the Integration Joint Board's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless deemed inappropriate.

The Integration Joint Board's Audit Committee is responsible for overseeing the financial reporting process.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, intentional omissions, misrepresentations, or the override of internal control. The capability of the audit to detect fraud and other irregularities depends on factors such as the skilfulness of the perpetrator, the frequency and extent of manipulation, the degree of collusion involved, the relative size of individual amounts manipulated, and the seniority of those individuals involved. We therefore design and perform audit procedures which respond to the assessed risks of material misstatement due to fraud.

A further description of the auditor's responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Other information in the annual accounts

The Chief Finance Officer is responsible for the other information in the annual accounts. The other information comprises the information other than the financial statements, the audited part of the Remuneration Report, and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon except on matters prescribed by the Accounts Commission to the extent explicitly stated later in this report.

In connection with our audit of the financial statements, our responsibility is to read all the other information in the annual accounts and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Report on other requirements

Opinions on matters prescribed by the Accounts Commission

In our opinion, the audited part of the Remuneration Report has been properly prepared in accordance with The Local Authority Accounts (Scotland) Regulations 2014.

In our opinion, based on the work undertaken in the course of the audit:



- the information given in the Management Commentary for the financial year for which the financial statements are prepared is consistent with the financial statements and that report has been prepared in accordance with statutory guidance issued under the Local Government in Scotland Act 2003; and
- the information given in the Annual Governance Statement for the financial year for which the financial statements are prepared is consistent with the financial statements and that report has been prepared in accordance with the Delivering Good Governance in Local Government: Framework (2016).

Matters on which we are required to report by exception

We are required by the Accounts Commission to report to you if, in our opinion:

- adequate accounting records have not been kept; or
- the financial statements and the audited part of the Remuneration Report are not in agreement with the accounting records; or
- we have not received all the information and explanations we require for our audit; or
- there has been a failure to achieve a prescribed financial.

We have nothing to report in respect of these matters.

Conclusions on wider scope responsibilities

In addition to our responsibilities for the annual accounts, our conclusions on the wider scope responsibilities specified in the Code of Audit Practice, including those in respect of Best Value, are set out in our Annual Audit Report.

Use of our report

This report is made solely to the parties to whom it is addressed in accordance with Part VII of the Local Government (Scotland) Act 1973 and for no other purpose. In accordance with paragraph 120 of the Code of Audit Practice, we do not undertake to have responsibilities to members or officers, in their individual capacities, or to third parties.

Stephen Reid, *for and on behalf of Ernst & Young LLP*

Ernst & Young LLP

Atria One

144 Morrison Street

Edinburgh

EH3 8EX

November 2020



Glossary

While much of the terminology used in this document is intended to be self explanatory, the following additional definitions and interpretation of terms may be of assistance.

Accounting Period	The period of time covered by the accounts, which is normally a period of 12 months commencing on 1 April.
Assets	An asset is categorised as either current or non-current. A current asset will be consumed or cease to have material value within the next financial year (e.g. cash and stock). A non current asset will provide benefit for a period of more than one year. The Falkirk Integration Joint Board is not allowed to hold non current assets.
Balance Sheet	This represents the overall financial position of the Falkirk Integration Joint Board at the end of the year. All inter-company balances between the Board and its constituent bodies have been eliminated in preparation of the balance sheet.
Comprehensive Income & Expenditure Statement (CIES)	This statement shows the accounting cost in the year of providing services in accordance with generally accepted accounting practices (IFRS).
Constituent Authorities	The Falkirk Integration Joint Board has two constituent authorities which both fund the Board's activities and provide services to the Board. These are NHS Forth Valley and Falkirk Council.
Creditor	Amounts owed by the Falkirk Integration Joint Board for work done, goods received or services rendered within the accounting period, but for which payment has not been made by the end of that accounting period.
Debtor	Amount owed to the Falkirk Integration Joint Board for works done, goods received or services rendered within the accounting period, but for which payment has not been received by the end of that accounting period.
Events after the Reporting Period	<p>Events after the Reporting Period are those events, both favourable and unfavourable, that occur between the end of the reporting period and the date when the Annual Accounts are authorised for issue. Should such events occur it may or may not be necessary to adjust the accounts. Guidelines are in place to determine whether an adjustment should be made to the accounts.</p> <p>Events taking place after the accounts have been authorised are not reflected in the financial statements or notes.</p>
General Fund	The General Fund encompasses all services areas and is funded mainly by the constituent bodies or the Scottish Government.
Government Grants	Grants made by the Government towards either revenue or capital expenditure in return for past or future compliance with certain conditions relating to the activities of the Falkirk Integration Joint Board. These grants may be specific to a particular scheme or may support the revenue spend of the Falkirk Integration Joint Board.
Gross Expenditure	This includes all expenditure attributable to the service and activity including employee costs, expenditure relating to premises and



	transport, supplies and services, third party payments, support services and capital charges.
Gross Income	This includes grant income and all charges to individuals and organisations for the direct use of the Board's services.
Liability	A liability is where the Falkirk Integration Joint Board owes payment to an individual or another organisation. A current liability is an amount which will become payable or could be called in within the next accounting period e.g. creditors. A long term liability is an amount which by arrangement is payable beyond the next year at some point in the future or to be paid off by an annual sum over a period of time.
Movement in Reserves Statement	This statement shows the movement in the year on the different reserves held by the Board, analysed into usable reserves (i.e. those that can be applied to fund expenditure) and unusable reserves.
Net Expenditure	This relates to gross expenditure less gross income and is the amount that needs to be funded by the constituent bodies and the Scottish Government.
Notes to the Core Financial Statements	These are intended to give the reader further information which is not separately detailed in the financial statements.
Provision	An amount put aside in the accounts for future liabilities or losses which are certain or very likely to occur but the amounts or dates or when they will arise are uncertain.
Related Parties	These are entities or individuals that have the potential to control or influence the Falkirk Integration Joint Board, or to be controlled or influenced by the Board.
Remuneration	All sums paid to or receivable by an employee and sums due by way of expenses allowances (as far as these sums are chargeable to UK income tax) and the money value of any other benefits received other than in cash.
Reserves	The accumulation of surpluses, deficits and appropriations over past years. Reserves can be either usable or unusable. Usable reserves can be used to fund expenditure. Unusable reserves are accounting adjustments which enable a true and fair view to be determined. Unusable reserves cannot be used to fund expenditure. Reserves of a revenue nature are available and can be spent or earmarked at the discretion of the Board.
Revenue Expenditure	The day-to-day running costs associated with the provision of services.



Falkirk Integration Joint Board

**Annual Audit Report to Members
and the Controller of Audit - year
ended 31 March 2020**

20 November 2020

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About this report

This report has been prepared in accordance with Terms of Appointment Letter from Audit Scotland dated 31 May 2016 through which the Accounts Commission has appointed us as external auditor of Falkirk Integration Joint Board (the IJB) for financial years 2016/17 to 2021/22. We undertake our audit in accordance with the Local Government (Scotland) Act 1973 and our responsibilities as set out within Audit Scotland's Code of Audit Practice. This report is for the benefit of the IJB and is made available to the Accounts Commission, the Controller of Audit and Audit Scotland. This report has not been designed to be of benefit to anyone except the recipients. In preparing this report we have not taken into account the interests, needs or circumstances of anyone apart from the recipients, even though we may have been aware that others might read this report.

Any party other than the Recipients that obtains access to this report or a copy (under the Freedom of Information Act 2000, the Freedom of Information (Scotland) Act 2002, through a Recipient's Publication Scheme or otherwise) and chooses to rely on this report (or any part of it) does so at its own risk. To the fullest extent permitted by law, Ernst & Young LLP does not assume any responsibility and will not accept any liability in respect of this report to any party other than the Recipients

Complaints

If at any time you would like to discuss with us how our service to you could be improved, or if you are dissatisfied with the service you are receiving, you may take the issue up with Stephen Reid who is our partner responsible for services under appointment by Audit Scotland, telephone 0131 777 2839, email sreid2@uk.ey.com. If you prefer an alternative route, please contact Hywel Ball, our Managing Partner, 1 More London Place, London SE1 2AF. We undertake to look into any complaint carefully and promptly and to do all we can to explain the position to you. Should you remain dissatisfied with any aspect of our service, or with how your complaint has been handled, you can refer the matter to Diane McGiffen, Audit Scotland, 4th Floor, 102 West Port, Edinburgh, EH3 9DN. Alternatively you may of course take matters up with our professional institute. We can provide further information on how you may contact our professional institute.

Executive Summary: Key Conclusions from our 2019/20 audit

We intend to issue an unqualified audit opinion on the IJB's 2019/20 financial statements

We updated our risk assessment in response to the global pandemic, and as a result placed additional focus on:

- **the adequacy of the IJB's disclosures in relation to the pandemic; and**
- **management's assessment of going concern.**

Financial Statements

We have concluded our audit of the IJB's financial statements for the year ended 31 March 2020. No audit adjustments were required to be made and there are no unadjusted differences that we are required to communicate. The draft financial statements and supporting working papers were of a good quality, in line with previous years. We worked with the Chief Finance Officer to update and make improvements to the Management Commentary and notes to the financial statements, in particular to reflect the implications of the Covid-19 global pandemic on the financial statements, and the IJB's planning processes.

We concluded that the other information subject to audit, including the applicable parts of the Remuneration Report and the Annual Governance Statement were appropriate. We were satisfied that the Annual Governance Statement reflects the requirements of the *Delivering Good Governance Framework*, and the key changes in governance arrangements that were required as a result of changes to working practices due to Covid-19.

Going Concern

Management is required to conclude on the going concern basis of preparation in the financial statements. As a result of the unprecedented financial and operational pressures faced by the IJB to respond to Covid-19, we placed additional emphasis on management's assessment of going concern, and particularly the need to report on the impact of financial pressures on the IJB and its financial sustainability.

The IJB has submitted regular mobilisation plans to the Scottish Government to estimate the financial impact of Covid-19, which reflect the impact of the pandemic on the delivery of services and the additional costs associated with Covid-19. Key areas of additional spend include:

- staffing costs to provide cover for front-line staff sickness, self-isolation and shielding and provision of PPE;
- additional care home beds in the community to create contingency capacity and maintain patient care; and
- prescribing (additional drug costs) and financial sustainability payments to support external care providers.

Under the Integration Scheme, the financial costs and therefore key financial risks remain with the IJB's partners, NHS Forth Valley and Falkirk Council. We were therefore satisfied that the IJB remains a going concern, but consider the related risks to the delivery of the IJB's Strategic Plan within our wider scope assessment of Financial Sustainability.

Wider Scope and Best Value

We summarise the conclusion we reached in response to our work on the wider scope dimensions below.

We have drawn upon our wider scope work to conclude on the IJB's approach to Best Value. We note that the IJB has made some improvement in working relationships, including effective governance arrangements.

We recommend that the IJB completes a self-assessment against the Audit Scotland's Best Value guidance for IJBs during 2020/21. In our view, until this is in place, the IJB cannot fully demonstrate that it meets its Best Value responsibilities.

Financial Sustainability

Our Annual Audit Plan identified a significant risk in relation to continued financial pressures. The IJB has an approved medium term financial plan for the period to 2025. However, the impact of Covid-19 has added further financial pressure and uncertainty to the IJB and its partners. These financial pressures require either financial support from partners or the Scottish Government, or the re-prioritisation of services provided. The ability of partners to agree and achieve required savings will therefore determine the success of integration in Falkirk.

RED

Financial Management

The IJB relied on non-recurring funding to deliver a £0.352 million deficit in 2019-20, including £1.706 million in additional contributions from NHS Forth Valley to meet overspends on health services.

The IJB has recently updated its reserves policy, and as a result increased the maximum level of contingency/general reserves to allow for offsetting the impact of unforeseen events or emergency situations.

We are satisfied that the core financial management arrangements established by the IJB are adequate for the current management of its financial activities.

AMBER

Governance and Transparency

While progress was made to implement integrated structures, in 2019/20, a number of key governance processes that are required to support integration are not yet in place.

The IJB responded quickly to ensure that governance arrangements were appropriate and operating effectively during the lockdown period caused by the global pandemic. We were satisfied that Board members have access to sufficient information as a result of the continuance of virtual meetings, and regular briefings to all members.

AMBER

Value for Money

The IJB exercised powers granted by the Coronavirus (Scotland) Act 2020 to delay the publishing of the annual performance report for 2019/20.

The Annual Performance Report 2019/20 was finalised in November 2020 and highlights mixed performance, with improvement in areas related to positive experiences of care and healthy living and premature mortality rate, but lower performance for key indicators including readmission to hospital within 28 days and fall rate per ageing population.

AMBER



Introduction

As a result of the impact of Covid-19, Audit Scotland and the Accounts Commission agreed to extend our appointment as external auditor of the IJB by at least 12 months, to 2021/22.

Purpose of this report

In accordance with the Local Government (Scotland) Act 1973, the Accounts Commission appointed EY as the external auditor of Falkirk Integration Joint Board ("the IJB"). Our appointment term has been extended by a further 12 months, to financial year 2021/22. We undertake our audit in accordance with the Code of Audit Practice (the Code), issued by Audit Scotland in May 2016; Auditing Standards and guidance issued by the Financial Reporting Council; relevant legislation; and other guidance issued by Audit Scotland.

This Annual Audit Report is designed to summarise the key findings and conclusions from our audit work. It is addressed to both members of the IJB and the Controller of Audit, and presented to those charged with governance. This report is provided to Audit Scotland and will be published on their website.

We draw your attention to the fact that our audit was not designed to identify all matters that may be relevant to the IJB. Our views on internal control and governance arrangements have been based solely on the audit procedures performed in respect of the audit of the financial statements and the other procedures performed in fulfilling our audit plan.

A key objective of our audit reporting is to add value by supporting the improvement of the use of public money. We aim to achieve this through sharing our insights from our audit work, our observations around where the IJB employs best practice and where practices can be improved. We use these insights to form our audit recommendations to support the IJB in improving its practices around financial management and control, as well as around key aspects of the wider scope dimensions of audit. Such areas we have identified are highlighted throughout this report together with our judgements and conclusions regarding arrangements, and where relevant recommendations and actions agreed with management.

Our independence

We confirm that we have undertaken client and engagement continuance procedures, which include our assessment of our continuing independence to act as external auditor.

Scope and Responsibilities

The Code sets out the responsibilities of both the IJB and the auditor (summarised in Appendix A). We outlined these in our Annual Audit Plan, which was presented to the audit committee on 6 March 2020.

The impact of the Covid-19 Pandemic

The ongoing disruption to the delivery of health and social care as a result of the Covid-19 has a pervasive impact upon the financial statements.

The financial statements have been updated to reflect the impact of Covid-19 on the IJB's financial position and performance.

We conducted our planning in accordance with Audit Scotland's Code of Audit Practice in February 2020, and presented our Annual Audit Plan to the IJB's audit committee, before the declaration of the global Covid-19 pandemic and the resulting lockdown arrangements. We recognise that the pandemic has had a profound impact on the IJB, and on partner staff who deliver frontline services. As a result, we revisited our planning assessments for the 2019/20 audit.

The impact occurred late in the financial year, and as a result the financial results were in line with our expectations. There were no additional transaction streams before 31 March 2020 that would require new accounting policies or treatments.

The IJB has worked with partners and the Scottish Government to identify additional costs as a result of the pandemic within mobilisation plans. However, there was no material spike in activity prior to 31 March 2020. As a result of our assessment we have not identified any new financial statement risks. There are, however, a number of areas of the financial statements that have been impacted by Covid-19, including:

- **Governance Statement:** The IJB and its partners moved to critical service delivery in March 2020 at the commencement of the lockdown. The governance statement captures how the control environment changed during the period and what steps were taken to maintain a robust control environment during the disruption.
- **Disclosures and estimates:** Additional disclosures were required throughout the financial statements, including the management commentary, to reflect the additional risks facing the IJB and how these have impacted the key judgements and estimates made in preparation of the financial statements. These include disclosures on significant events after the balance sheet date.
- **Going concern:** In accordance with the CIPFA Code of Local Government Accounting, the IJB should prepare its financial statements on a going concern basis unless informed by the relevant national body of the intention for dissolution without transfer of services or function to another entity. Covid-19 has created increased financial pressures throughout the public sector. Uncertainty remains about the level of financial support that may become available from the Scottish Government to reflect the financial consequences. In light of this, the audit placed increased focus on management's assertion regarding the going concern basis of preparation in the financial statements. The results of this assessment are reported in Section 2 on page 13.

We remain satisfied that the values reported in our Audit Planning Report for planning materiality, performance materiality and our audit threshold for reporting differences remain appropriate.

Adaption to remote working

Our audit fieldwork was completed remotely as a result of the Scottish Government's lockdown restrictions. There were two key impacts:

- Additional work was required to assess the format of evidence provided and where necessary, procedures were performed to validate the authenticity of evidence.
- All contact with the Chief Finance Officer was conducted via virtual meetings. We would take this opportunity to thank the full IJB team for their co-operation and support throughout this period.

Our review and reassessment of materiality

Our Annual Audit Plan explained that our audit procedures would be performed using a materiality of £2.1 million. We have considered whether any change to our materiality was required in light of Covid-19 and we remain satisfied that the materiality values reported within our Annual Audit Plan remain appropriate.

Our evaluation requires professional judgement and so takes into account qualitative as well as quantitative considerations. Factors which we consider include the perspectives and expectations of users of the financial statements as well as our risk assessment as to the likelihood of material misstatements arising in the financial statements.

Overall Materiality

Tolerable Error

Nominal amount

£2.1 million

£1.6 million

£105,000

1% of the IJB's net expenditure

Materiality at an individual account level

Level that we will report to committee

As outlined in our Annual Audit Plan, based on considerations around the expectations of financial statement users and qualitative factors, we apply lower materiality levels to the audit of the Remuneration Report and Related Party Transactions.

Financial statement audit

We are responsible for conducting an audit of the IJB's financial statements. We provide an opinion as to:

- whether they give a true and fair view of the financial position of the IJB as at 31 March 2020 and its expenditure and income for the year then ended; and
- whether they have been properly prepared in accordance with the Local Government (Scotland) Act 1973 and the 2019/20 Code of Practice on Local Authority Accounting in the United Kingdom.

We also review and report on the consistency of the other information prepared and published along with the financial statements. Our findings are summarised in Section 2 of this report.

Wider Scope audit

Our responsibilities extend beyond the audit of the financial statements. The Code requires auditors to provide judgements and conclusions on the four dimensions of wider scope public audit:

- Financial management;
- Financial sustainability;
- Governance and transparency; and
- Value for money.

Our findings are summarised in Section 3 of this report.

Best Value

Our Annual Audit Plan outlined a requirement to comment on how effectively the IJB demonstrates that it meets its Best Value responsibilities to the Board. Our wider scope audit work, and the judgements and conclusions reached in these areas, contribute to the overall assessment and assurance on the achievement of Best Value. We outline our findings and assessment for 2020/21 on page 25.

Our Plan also noted that we would consider the IJB's arrangements against guidance issued by Audit Scotland, *Auditing Best Value – Integration Joint Boards (March 2018)*. In light of the IJB's focus on responding to and recovery from the pandemic, we have elected to delay our work in this area until 2020/21, to allow us to draw upon the IJB's self-assessment.

We are also required to draw upon our wider scope work to conclude on the extent to which the IJB can demonstrate and evidence the achievement of Best Value. Our findings are summarised in Section 3 of this report.



Financial Statements audit

Introduction

The annual financial statements provide the IJB with an opportunity to demonstrate accountability for the resources that it has the power to direct, and report on its overall performance in the application of those resources during the year.

This section of our report summarises the audit work undertaken to support our audit opinion, including our conclusions in response to the significant and other risks identified in our Annual Audit Plan.

The plan highlighted one area that we identified as a fraud risk relating to the risk of fraud in revenue and expenditure recognition, including through management override of controls. This assessment was not changed as a result of the impact of Covid-19.

Compliance with Regulation

The Local Authority Accounts (Scotland) Regulations 2014 set out the statutory requirements on the IJB to prepare financial statements, ensure their availability for public inspection and consideration by the board or a committee with an audit or governance remit. Schedule 6 of the Coronavirus (Scotland) Act 2020 allowed the IJB to postpone submitting the unaudited financial statements to auditors and publishing the audited financial statements until it was reasonably practicable to do so. Despite the pandemic, the Board complied with the regulations and the normal timescale concerning preparation, publication and approval of its annual accounts. We received the unaudited financial statements on 19 June 2020, in line with planned timescales.

The inspection notice was published by Falkirk Council on the IJB's behalf on 4 June 2020, in line with the requirements of the Regulations. No objections were received in relation to the financial statements.

Audit Outcomes

We identified no unadjusted audit differences arising from the audit. Our overall audit opinion is summarised on the following page.

The Regulations were amended to allow the IJB to delay preparation of the financial statements. However, the draft financial statements were submitted for audit in line with planned timescales. The inspection notice was published in accordance with requirements.

Our audit opinion

Element of opinion

Basis of our opinion

Conclusions

Financial statements

- Truth and fairness of the state of affairs of the IJB at 31 March 2020 and its expenditure and income for the year then ended
- Financial statements in accordance with the relevant financial reporting framework

We report on the outcomes of our audit procedures to respond to our assessed risk of misstatements, including significant risks within this section of our report. We did not identify any areas of material misstatement.

We are satisfied that accounting policies are appropriate and estimates are reasonable

We have considered the financial statements against Code requirements, and additional guidance issued by CIPFA and Audit Scotland.

We have issued an unqualified audit opinion on the 2019/20 financial statements of the IJB.

Going concern

- We are required to conclude and report on the appropriateness of the use of the going concern basis of accounting

We conduct core financial statements audit work, including management's assessment of the appropriateness of the going concern basis

Wider scope procedures including the forecasts are considered as part of our work on financial sustainability.

In accordance with the work reported on page 13, we have no matters to report.

Other information

- We are required to consider whether the other information in the financial statements is materially inconsistent with other knowledge obtained during the audit

We conduct a range of substantive procedures on the financial statements. Our conclusion draws upon:

- Review of committee and board minutes and papers, regular discussions with management, our understanding of the IJB and the wider sector.
- Audit Scotland's *Improving the Quality of Local Government Annual Accounts: Integration Joint Boards* Good Practice Note.

We are satisfied that the Annual Report meets the core requirements set out in the Code of Practice on Local Authority Accounting.

Matters prescribed by the Accounts Commission

- Audited part of remuneration report has been properly prepared.
- Management commentary / annual governance statement are consistent with the financial statements and have been properly prepared.

Our procedures include:

- Agreeing the format of the reports to regulations and agreeing the disclosures to underlying accounting records, including to the underlying partner's accounting records.
- Reviewing the content of narrative disclosures to information known to us.
- Our assessment of the Annual Governance Statement against the Delivering Good Governance Code.

We have issued an unqualified opinion.

Matters on which we are required to report by exception

We are required to report on whether:

- there has been a failure to achieve a prescribed financial objective,
- adequate accounting records have been kept,
- financial statements and the audited part of the Remuneration Report are not in agreement with the accounting records, or
- we have not received the information we require.

We have no matters to report.

Significant and fraud audit risks

Risk of Fraud in expenditure recognition, including through management override of controls

As we outlined in our Annual Audit Plan, ISA (UK) 240 requires us to assume that fraud risk from income recognition is a significant risk. In the public sector, we extend our consideration to the risk of material misstatement by manipulation of expenditure.

Due to the nature of funding to the IJB from Falkirk Council and NHS Forth Valley, we rebutted the assumed fraud risk in respect of the income. For expenditure we associated the risk to the assurance over the existence and occurrence of expenditure incurred by the IJB in commissioning services from the partners.

We undertake specific, additional procedures for income and expenditure streams where we identified a fraud risk. For 2019/20 our work included:

- We challenged management on how the IJB gains assurance over the expenditure it incurs and the basis of payments it makes to its partner bodies to deliver commissioned services. Management present financial information to the IJB that clarifies the source of information provided by each of the IJB partners. Reports to the IJB at the year end also made clear that the year end outturn represented the approval by the IJB of the final expenditure incurred in commissioning services from Falkirk Council and NHS Forth Valley.
- Review of additional revenue streams and cut off testing for additional income received as a result of the Covid-19 outbreak.
- As part of the year end process, the IJB obtained written confirmation statements from the Director of Finance at NHS Forth Valley and Chief Finance Officer at Falkirk Council of the spend by the respective bodies on delivering services, and hence their request for payment from the IJB to cover those costs. We obtained a copy of those confirmations and agreed figures within the financial statement to source documentation.
- We obtained independent confirmation from the appointed auditor at both Falkirk Council and NHS Forth Valley of the income and expenditure transactions recorded at their respective audited bodies. The confirmations agreed the income and expenditure amounts transacted in the year.

Risk of management override

Our Annual Audit Plan recognises that under ISA (UK) 240, management is considered to be in a unique position to perpetrate fraud in financial reporting because of its ability to manipulate accounting records directly or indirectly by overriding controls that otherwise appear to be operating effectively. We respond to this risk on every engagement.

Risk of Fraud

- We considered the risk of fraud, enquired with management about their assessment of the risks of fraud and the controls to address those risks. We also updated and developed our understanding of the oversight of those charged with governance over management's processes over fraud.

Testing on Journal Entries

- We tested the appropriateness of manual journal entries recorded in the general ledger and other adjustments made in the preparation of the financial statements. We obtained all journals posted by management to record the transactions of the IJB, which are hosted on the Falkirk Council financial ledger. All of the journals for the IJB's transactions were posted at the year end and we reviewed all of these in the course of our work.

Judgements and Estimates

- We agreed with management's assessment that there are no material accounting estimates included in the financial statements. We confirmed the process for ensuring that there were no claims applicable to the IJB which required provision to be made as part of its participation in CNORIS (Clinical Negligence & Other Risks Indemnity Scheme).

Accounting Policies

- We considered the consistency and application of accounting policies, and the overall presentation of financial information. We consider the accounting policies adopted by the IJB to be appropriate. There were no significant accounting practices which materially depart from what is acceptable under IFRS or the Code.

Our conclusions

- Our testing has not identified any material misstatements relating to revenue and expenditure recognition. We did not identify any areas of significant estimation or judgement as part of our audit work in these areas.
- We have not identified any material weaknesses in the design and implementation of controls around journal processing. We did not identify any instances of evidence of management override of controls.
- There was no disagreement during the course of the audit over any accounting treatment or disclosure and we encountered no significant difficulties in the audit.

Going concern

The rationale for going concern remains the same, but we placed increased focus on management's assertion of going concern and disclosures relating to financial sustainability as a result of the uncertainty and unprecedented budget pressures caused by Covid-19.

In accordance with the CIPFA Code of Practice on Local Government Accounting, the IJB prepares its financial statements on a going concern basis unless informed by the Scottish Government of the intention for dissolution without transfer of services or function to another entity. CIPFA bulletin 05 (closure of the 2019/20 financial statements) states that while there is likely to be a significant impact of Covid-19 on local authority financial sustainability, the rationale for the going concern basis of reporting has not changed.

However, under the revised auditing standard, ISA 570, we are required to undertake greater challenge of management's assessment of going concern, including testing of the adequacy of the supporting evidence we obtained. In light of the unprecedented nature of Covid-19, its impact on the funding of public sector entities and uncertainty over the form and extent of government support, we placed increased focus on management's assertion regarding the going concern basis of preparation in the financial statements, and particularly the need to report on the impact of financial pressures on the IJB and its financial sustainability. Management's going concern assessment and associated disclosures cover the 12 month period from the date of approval of the financial statements, including the expected impact on the Five Year Financial Plan.

The IJB's funding from and commissioning of services to partners has been confirmed for 2020/21, and a medium term financial plan has been prepared through to 2025. Work is ongoing with partners to refine the mobilisation plan prepared by the IJB at the request of the Scottish Government to quantify the financial impact of Covid-19 on the IJB in the immediate term. While there remains uncertainty about the level of Scottish Government funding in relation to Covid-19 additional costs, ultimately any costs will be met by the IJB's partners in line with the terms of the Integration Scheme.

The Integration Scheme sets out the process to be followed should the IJB overspend against the agreed budget. The Chief Officer is expected to manage the budget to ensure that there are no overspends. Where an unexpected overspend is likely, the Chief Officer should agree corrective action to mitigate the overspend. Where this does not resolve the gap, agreement must be made between the partners, to agree a recovery plan to balance the budget. Where this is unsuccessful and the IJB overspends at the year end, partners provide a voluntary additional one-off payment to reflect the level of overspend.

The IJB has therefore concluded that there are no material uncertainties around its going concern status.

Our conclusions

- We are satisfied that the IJB remains a going concern.
- We challenged management on the adequacy of some of the disclosures in relation to going concern and the expected medium term impact of Covid-19, and a number of improved disclosures were made to the financial statements.



Best Value and Wider Scope dimensions

Our wider scope audit work, and the judgements and conclusions reached in these areas, contribute to the overall assessment and assurance on the achievement of Best Value.

Introduction

We are required to reach conclusions in relation to the effectiveness and appropriateness of the IJB's arrangements for the four wider scope audit dimensions, and draw upon these assessments to form conclusions on the IJB's ability to demonstrate Best Value in its activities.

We apply our professional judgement to risk assess and focus our work on each of the dimensions. In doing so, we draw upon conclusions expressed by other bodies including the IJB's internal auditors and the Care Inspectorate, along with national reports and guidance from regulators and Audit Scotland. For each of the dimensions, we have applied a RAG rating, which represents our assessment on the adequacy of the IJB's arrangements throughout the year, as well as the overall pace of improvement and future risk associated with each dimension. We have drawn upon this work to form a view on how effectively the IJB can demonstrate that it meets its Best Value responsibilities to the Board.

The Wider Scope dimensions

Financial Management:

- Considers the effectiveness of financial management arrangements, including whether there is sufficient financial capacity and resources, sound budgetary processes and whether the control environment and internal controls are operating effectively.

Financial Sustainability:

- Considers the medium and longer term outlook to determine if planning is effective to support service delivery. This will focus on the arrangements to develop viable and sustainable financial plans.

Governance and Transparency:

- Is concerned with the effectiveness of scrutiny and governance arrangements, leadership and decision making, and transparent reporting of financial and performance information.

Value for Money ☐

- ☐ Considers whether value for money can be demonstrated in the use of resources. This includes the extent to which there is an alignment between spend, outputs and outcomes delivered and that there is a clear focus on improvement.

Financial Sustainability

Our Annual Audit Plan identified a significant risk in relation to continued financial pressures. The IJB has an approved medium term financial plan to 2025. However, the plan identifies a significant budget gap and the impact of Covid-19 has added further financial pressure and uncertainty to the IJB and its partners.

The partnership has made significant progress in 2019/20 to develop options to deliver the benefits of integration outlined within the Strategic Plan. However, ongoing strategic support from partners is required to capitalise on the opportunities, including the completion of transfer of key services. The ability of partners to agree and achieve required savings will therefore determine the success of integration in Falkirk.

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Medium Term Financial Planning

The IJB approved the 2020/21 budget at its meeting in December 2019, along with its delivery plan for 2019-22 and its medium term financial plan through to 2025. The plan supports the delivery of the IJB's Strategic Plan, and provides a summary of the known factors that will impact the financial position going forward.

The IJB MTFP considers the medium term financial planning arrangements of each partner body. NHS Forth Valley projected a funding gap of £60 million over a 5-year period from 2019-20 to 2023-24. Falkirk Council reported a projected funding gap of £78 million over a 5-year period of 2020-21 to 2024-25. The IJB noted that both the NHS and the Council's MTFP assume significant savings from the IJB over the period.

As Exhibit 1, below, highlights the IJB's projected budget shortfall for the period of the plan was £7 million in 2020-21, falling to £4.9 million in 2024-25. The MTFP could only reflect the savings identified within the first year of the plan, with confirmed savings of £2.2 million from Social Care (71% of the total gap of £3.091 million). The IJB had not yet received confirmation of the status of required savings to be identified from Health partners (to bridge a funding gap of £3.933 million). Changes to funding later reduced the savings target for 2020/21 to £4.98 million.

Recommendation 1: The IJB should ensure that savings plans over the full period of the MTFP should be agreed with partner bodies and embedded into the financial plans.

Exhibit 1: The IJB has projected a shortfall in funding for the 5-year period 2020/21 to 2024/25

Projections	2020-21 £m	2021-22 £m	2022-23 £m	2023-24 £m	2024-25 £m
Expenditure	232.660	236.769	234.842	248.460	253.230
Funding	(225.636)	(232.258)	(239.195)	(234.667)	(248.344)
Shortfall	7.024	4.538	4.647	4.763	4.886

Financial impact of Covid-19 - Mobilisation Plans

The cost and service impact of Covid-19 have added further, significant financial pressures to the financial plan from 2020/21 onwards. The Chief Finance Officer has noted that it is difficult to effect transformational change in the midst of a global pandemic given the novel nature of the virus and evolving public health guidance, combined with ongoing uncertainty in terms of central funding assumptions. The IJB accept that it will be crucial to ensure that the budget position is closely monitored and options to manage budget pressures provided to the IJB board to ensure a balanced position is achieved for 2020/21.

Recommendation 2:

The IJB must revise and update the 5 year financial plan to take into account the impact of Covid-19 on IJB resources and in the context of additional pressure on partners.

While we do not underestimate the level of work required to assess the full effect of the global pandemic on the IJB's financial, operational and strategic plans, it is vital that the IJB works with partners to update the 5 Year Financial Plan.

The IJB is responsible for key front line services to some of the most vulnerable sections of the community. Covid-19 had an immediate and significant impact on the way that services were delivered. As part of the Scottish Government's response to Covid-19, the IJB has worked with partners to submit mobilisation plans, outlining the immediate financial impact. The first mobilisation plan was submitted in April 2020, and monthly submissions have since been provided to the Scottish Government to reflect the wider costs and impact on operational services. The most recent mobilisation plan, submitted by the IJB in August 2020, has identified additional cost pressures of £12.37 million.

Funding to date has fallen significantly short of the costs associated with the response to the pandemic.

The mobilisation plans will be subject to further refinement locally, and benchmarking at national level, to ensure that a core set of assumptions is in place in relation to the duration and financial impact of the virus. While the Cabinet Secretary has approved the mobilisation plan in principle, the funding received to date falls short of the impact estimated by the submitting bodies. Initial funding received to date is £2.1 million.

Falkirk Recovery Plan – Remobilise, Recover and Redesign

As the Board responsible for key front line services to some of the most vulnerable sections of the community, Covid-19 had an immediate and significant impact on the way that services were delivered.

The IJB has begun the process of finalising its recovery plan, based on the Falkirk HSCP COVID-19 remobilisation, recover and redesign plan. The HSCP remobilisation, recover and redesign plan is aligned with those of NHS Forth Valley and Falkirk Council, the national route map and framework documents from the Scottish Government, national guidance and learning from other partners.

The Recovery Plan includes assessing the changes needed to the 2020/21 Business Plan which was agreed by the IJB. One of the key challenges is the non-achievement of savings as the programme was paused and therefore delayed as a result of the pandemic.

The Recovery Plan is wide-ranging, and includes:

- Capitalising on the opportunities made possible, including the promotion of self-management of conditions, the pace in the use of technology and the relationship between primary and secondary care.
- Increased collaborative working, both between Falkirk IJB partners and other HSCPs, including joint funding of critical posts and collaborative working to progress the Enhanced Community Team (ECT) approach.

There are now significant opportunities available to maximise the benefit of integration across the Partnership.

The IJB has acted quickly to identify further opportunities for improvement, such as a review of in-house residential care. Some of the current residential provision is in old buildings, such as Torwoodhall. The layout and age of the building means that it is more difficult to meet post-Covid expectations for infection control and isolation. A review of this service was therefore approved in September 2020, which may allow the IJB to continue to shift the balance of traditional bed based care towards more care in the community and at home, in line with the aims of integration. We also note that work is underway to model the capacity and future demands for bed based care in community hospitals. Falkirk Community Hospital has not yet transferred to IJB control, but this provides a further opportunity to maximise the benefits of integration. The partnership has also identified key challenges, opportunities and risks through reviewing lessons learned, which are being used as key aspects in contingency planning in the event of a second wave of Covid-19.

Savings plans 2020/21

In 2020/21, the IJB identified savings of £4.6 million, against a target of £4.8 million. Savings include £2.2 million from Adult Social Care, including improvements in locality planning, and £2.4 million as a result of a review of primary care prescribing. The majority of work to implement the 2020/21 savings plan was suspended to allow staff to focus on urgent Covid-19 priorities. As a result of this delay, £1.966 million of savings were considered to be high risk in terms of achievement in year as reported in September 2020. In addition, a further £0.413 million worth of savings are still to be identified. This will place further pressure on the IJB's medium term financial plan.

Financial Management

The IJB relied on non-recurring funding to deliver a £0.352 million deficit in 2019/20, including £1.706 million in additional contributions from NHS Forth Valley to meet overspends on health services.

The level of both general and earmarked reserves have remained consistent with the prior year. The IJB has updated the reserves policy, and as a result, increased the maximum level of contingency/general reserves to allow for offsetting the impact of unforeseen events or emergency situations.

The Board receive regular financial monitoring reports, including forecast over and underspends for the full year. Financial regulations have been established for the IJB, and these are kept up to date

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Financial Outturn

As Exhibit 2 below highlights, the IJB reported an overspend in the provision of services against budget of £2.619 million in 2019/20. In line with previous years, a risk sharing agreement was reached in respect of the integrated budget whereby Falkirk Council and NHS Forth Valley made an additional payment to the IJB (£0.759 million and £1.706 million respectively) in order to deliver an overall breakeven position on the specific services delegated to them by the IJB.

Exhibit 2: The IJB delivered overspends in both health services and social care during 2019/20

	Budget £'000	Expenditure £'000	(Underspend) / Overspend £'000
Large Hospital Services	27,741	27,741	0
Community Healthcare Services	37,490	36,604	(886)
Social Care Services	87,332	88,259	927
Primary Healthcare Services	79,349	81,941	2,592
IJB Running Costs	458	444	(14)
	232,370	234,989	2,619
Additional payment Falkirk Council	759	0	(759)
Additional payment NHS Forth Valley	1,706	0	(1,706)
Additional funding SG (Covid-19)	154	0	(154)
	2,619	0	(2,619)
TOTAL	234,989	234,989	0

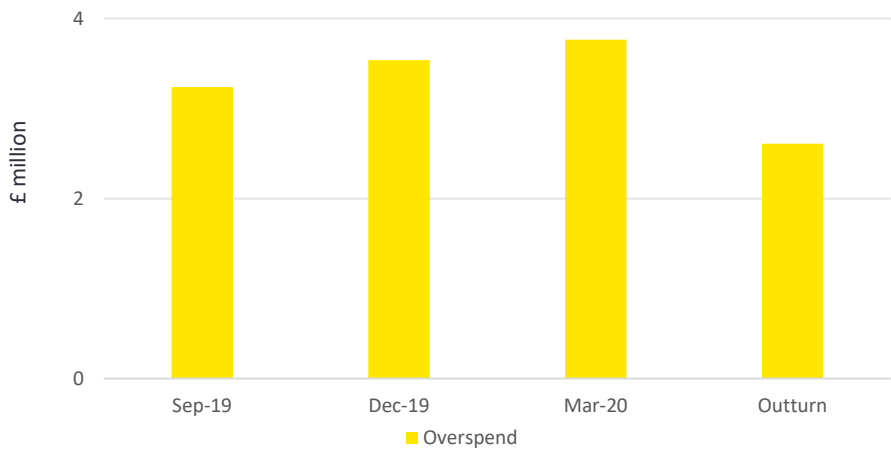
Source: Falkirk IJB 2019/20 Financial Statements

Financial Monitoring

The IJB prepares its financial statement and budget monitoring reports by consolidating financial data from its partners, Falkirk Council and NHS Forth Valley. The IJB receive a financial update report each quarter, with supporting commentary on key areas of movement. In 2019/20, the IJB held a General Reserve of £0.3 million to provide resilience to unforeseen events. In addition, a number of earmarked reserves are in place to ringfence funding for spend in line with key priorities.

As Exhibit 3, below, notes the IJB’s projected overspend increased throughout 2019/20. As we noted in our 2018/19 report, there is not yet a long term risk sharing agreement in place to respond to areas of overspend. As a result, the individuals partners have made additional payments to offset the overspend within their services. While this occurred in 2019/20, in December 2019, NHS Forth Valley proposed that some of the overspend relating to health services should be met from ringfenced reserves. This underlines the need to develop risk sharing agreements to ensure that the IJB has the financial support necessary to deliver its Strategic Plan.

Exhibit 3: The IJB predicted significant overspends throughout the financial year



Source: Financial Monitoring Reports to the IJB 2019/20

The £0.3 million unallocated general reserve was within the approved reserves policy levels, which allowed for a total general reserves balance of £0.440 million (equivalent to 0.2% of 2019/20 total net expenditure) to be held by the IJB. In light of the significant impact of the global pandemic, the Chief Finance Officer reviewed the Reserves Policy to assess its adequacy.

Review of Reserves Policy

A *Review of Reserves* paper was taken to the September 2020 IJB Board, which recommended the general reserves balances be increased from £0.440 million to £1.079 million (equivalent to 0.5% of IJB net expenditure based on the 2019/20 financial statements). This is due to consideration of a wide range of strategic, operational and financial factors including ongoing demand led pressures, whole system transformation, longer term financial risk sharing arrangements and business continuity issues (including Brexit and pandemic response/recovery).

We will follow up on the progress of the investment programme as part of our 2020/21 audit work.

In addition, the paper recommended that the general reserve balance be build up on a recurring basis, where possible, to support longer-term risk management arrangements. The paper also outlined that work will commence in September 2020 to develop a new 3 year investment programme in respect of partnership funds for 2021 to 2024, with work expected to be completed in 2020/21.

Financial management arrangements

Through the year we have observed that IJB receive regular financial monitoring reports, including forecast over and underspends for the full year. Relative to the scale of expenditure incurred by partners in undertaking their functions, the variances identified through the year indicate monitoring controls are robust.

Financial regulations have been established for the IJB, and these are kept up to date. In accordance with statutory requirements, the IJB appointed a Chief Finance Officer (CFO). We are satisfied that the IJB has made arrangements for the proper administration of its financial affairs.

Governance and Transparency

While progress has been made on implementing integrated structures, a number of key governance processes that are required to support integration are still outstanding.

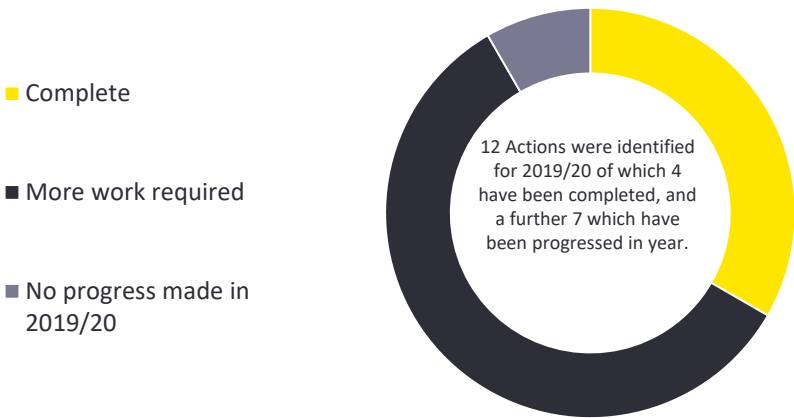
The IJB’s self-evaluation of progress against key features of integration, completed in 2018/19, highlighted that a significant level of work is required to provide the level of collaborative leadership necessary to increase the pace of change. Key improvement actions have been identified in a draft improvement plan, however, progress was put on hold due to the global pandemic.

The IJB responded quickly to ensure that governance arrangements were appropriate and operating effectively during the lockdown period caused by the global pandemic. We were satisfied that Board members have access to sufficient information as a result of the continuance of virtual meetings, and regular briefings to all members.

Local Code of Corporate Governance

Under the CIPFA framework for Delivering Good Governance in Local Government, the IJB uses the Annual Governance Statement (AGS) to report on its assessment of the effectiveness of the governance framework throughout the financial year, and key areas of improvement for 2020/21. The IJB has used the Annual Governance Statement to report back on the progress against priority areas identified for improvement in 2019/20. As Exhibit 4 notes, 4 of the 12 actions were completed as planned. However, the AGS noted that three of the actions were delayed due to Covid-19, including the action which was not progressed during the year.

Exhibit 4: Progress against governance priorities for 2019/20



Source: Annual Governance Statement 2019/20

Governance arrangements were quickly developed to ensure that the IJB was kept informed of the impact of Covid-19. We were therefore satisfied that Board members had sufficient information to continue to fulfil their role.

Annual Governance Statement

We reviewed the Annual Governance Statement within the financial statements against the required guidance. While the IJB acknowledges significant governance development areas, they consider that the internal control environment provides reasonable and objective assurance that significant risks would be identified and mitigated. We were satisfied that the statement met the requirements and was materially consistent with both the governance framework and key findings from relevant audit activity.

As part of the audit process we worked with management to improve the disclosure of how governance arrangements were maintained during the revised operating arrangements as a result of Covid-19.

Covid-19 Governance Arrangements

Like all other public bodies in Scotland, the IJB moved to revised governance arrangements at the beginning of the UK lockdown period. The IJB has continued to meet virtually throughout the crisis. The board meeting scheduled for 5 June 2020 was cancelled as a result of the pandemic, however, the March, June and September meetings went ahead.

A paper noting the 'Delegation of Powers to Determine Urgent Issues' including the cancellation of the 5 June 2020 board meeting due to Covid-19 was taken to the March board meeting. Early information on the impact of Covid-19 on Care Homes was reported to the board at its June 2020 meeting.

In response to the Covid-19 pandemic, the Falkirk Health and Social Care Partnership (HSCP) established Covid-19 triage hubs and Community Assessment Centres in order to maintain separate Covid-19 and non-Covid-19 urgent care pathways within Primary Care. They also implemented a local PPE hub to protect the supply chain for social care providers and carers, created testing capacity and formed the integrated Care Home Assurance Review Team to support Care Homes.

Risks associated with the pandemic have also been considered by the board. An updated risk register, taking account of Covid-19, was presented to the Audit Committee and the board at the September 2020 meeting.

Scottish Government guidance issued in May 2020 meant that NHS boards assumed accountability and responsibility for care governance across all care homes. We are satisfied that key information was disseminated to IJB board members on a timely basis.

Assurance Statement

The IJB's Internal Audit opinion for the year, reported to the board at their meeting held on 19 June 2020, concluded that "on the basis of work undertaken, Internal Audit can provide substantial assurance in relation to Falkirk IJB's arrangements for risk management, governance, and control for the year to 31 March 2020."

Updated Audit Committee terms of reference ensure that the minutes of committee meetings are reported to the board, and the committee are required to report an annual assurance statement to the board.

Audit Committee

The Audit Committee met on 6 March 2020, and then again, virtually, on 25 September 2020. Consideration of the draft financial statements and Annual Governance Statement was fulfilled by a virtual meeting of the IJB in June 2020.

Updated terms of reference for the Audit Committee were proposed to the board in March 2020 (and subsequently approved by the Chief Officer with agreement from the Chair and Vice Chair under delegated powers). The terms of reference included two main updates, both driven by previous Internal Audit reviews.

- The first was to formally note that the minutes of the Audit Committee will be submitted to the IJB. This was appropriately actioned through 2019/20.
- The second was to confirm that the Audit Committee will report annually to the IJB. The annual assurance statement for 2019/20 was considered at the Audit Committee meeting in September 2020, and will be taken to the board meeting in November for consideration.

Self Assessment of Arrangements to support Integration

In November 2018, Audit Scotland published a progress report on Health and Social Care Integration. The report highlighted a number of challenges faced by IJBs that impacted the pace and effectiveness of intervention. A series of six features that support integration were identified. In February 2019, a Leadership Group led by the Ministerial Strategic Group (MSG) for Health and Community Care, and the Convention of Scottish Local Authorities (CoSLA) reported on their review of progress. The MSG developed a self-evaluation template based on the six key features of integration that each IJB considered and reported to the Scottish Government in May 2019.

The Falkirk IJB self-evaluation was undertaken during a board development session in May 2019. Over 80 improvement actions were identified during the self-evaluation exercise in 2018/19.

A draft improvement plan has been developed to reflect the views set out in the self-evaluation template, and was presented to the board in September 2019. The improvement plan was developed with prioritised improvement actions, and the improvement actions have been aligned (where relevant) to the IJB risk register. The plan also sets out how progress will be monitored and reported through arrangements outlined, for example, agreement of delegated budgets being reported through the Chief Officer and/or Chief Finance Officer report and the IJB performance reports.

The IJB had originally planned for a follow up report to be presented to the board in early 2020, however, the emergence of the global pandemic had delayed further progress of the integration improvement plan. While we understand that deadlines will be impacted by the Covid-19 response, we note that this work is intended to support the progression and maturity of integration in Falkirk.

Recommendation 3:

The IJB should ensure that the draft improvement plan is finalised and the follow-up report for the improvement plan is revisited to allow for further progress with integration.

Integration scheme review

Legislation requires that the Integration Scheme which governs the operations of the IJB is reviewed by the main partners, being Falkirk Council and NHS Forth Valley, at least every five years. The integration scheme for Falkirk IJB is due to be reviewed by November 2020.

During 2019/20, the Partner bodies confirmed the lead officers for the integration scheme review. Falkirk Council nominated the Chief Governance Officer, and NHS Forth Valley nominated the Director of Public Health. Given the Director of Public Health's pivotal role in relation to Covid-19, he is likely to remain heavily engaged in the response to the pandemic. The IJB has therefore requested that NHS Forth Valley nominate another lead officer for the integration scheme review.

Recommendation 4: The IJB should ensure that risk sharing is embedded into upcoming integration scheme review.

As noted within our 2018/19 Annual Audit Report, the IJB has recognised that longer-term budget management arrangements (especially in respect of risk sharing arrangements) need to be embedded and agreed between partners. This will be incorporated into the upcoming Integration Scheme review.

Value for Money

The IJB exercised powers granted by the Coronavirus (Scotland) Act 2020 regarding the delayed publishing of the Annual Performance Report for 2019/20.

The Annual Performance Report 2019/20 highlights mixed performance, with improvement in areas related to positive experiences of care and healthy living and premature mortality rate, but lower performance for key indicators including readmission to hospital within 28 days and fall rate per ageing population.

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Performance Reporting

The IJB exercised the powers granted to public authorities under the Coronavirus (Scotland) Act 2020 regarding the delayed publishing of the Annual Performance Report for 2019/20 due to a significant number of the staff involved in the preparation of the report being involved in supporting the Covid-19 response. The report was published at the start of November 2020.

The IJB receives regular performance reports against a range of local and national indicators. Dashboards are used to provide an easy to understand summary of performance and the direction of travel, supported by additional explanation within exception reports where performance has fallen.

The Annual Performance Report highlights key areas of strategic priority investment and includes a range of performance measures against the outcomes included in its strategic plan. The Covid-19 pandemic had a significant impact on the partnership, however, the IJB were at the forefront of the response to the pandemic including the redesign of services as well as innovative ways to deliver services. The 'Remobilise, Recover and Redesign Plan' outlines the approach for recovery and the potential opportunities for redesign. A key aspect of this is integrated working across the partnership.

As Exhibit 5 demonstrates, for the indicators that the IJB was able to report on against new data in 2019/20, performance remained mixed. The report highlights improvement in key indicators including positive experiences of care and healthy living and premature mortality rate, but lower performance for key indicators including readmission to hospital within 28 days and fall rate per ageing population.

Exhibit 5: Performance against key indicators improved overall in 2019/20



Source: Falkirk IJB Performance report 2019/20

Best Value: Our assessment

We have drawn upon our wider scope work to conclude on the IJB's approach to Best Value. We note that the Board has made a number of improvements in working arrangements, including maintaining governance arrangements throughout lockdown. However, in our view, the IJB does not yet have a framework to allow it to demonstrate to the Board that Best Value is being achieved. The level of integration continues to fall short of the expectations within legislation and the IJB cannot yet demonstrate financial sustainability.

A planned self assessment against the Audit Scotland's Best Value guidance for IJBs was delayed as a result of the global pandemic, and will be addressed in 2020/21. This will be a key step to allow the IJB to demonstrate that it meets Best Value responsibilities to the Board.

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Forming our judgement

As auditors to the IJB, we are required to comment on how effectively, in our view, the IJB demonstrates that it meets its Best Value responsibilities to the Board. In forming this judgement, we have drawn upon the work conducted in response to our wider scope responsibilities, and specifically:

- Our consideration of the IJB's financial planning processes;
- Governance arrangements, including monitoring reports on the use of resources and scrutiny arrangements;
- Our assessment of performance reporting to the Board, and to the public via the Annual Performance Report;
- The IJB's self-assessment arrangements, including review of its effectiveness and improvement plan against Audit Scotland's November 2018 report; and
- The ability of the IJB to direct change to deliver its Strategic Plan through the level of integration and the effectiveness of Directions.

We also note that the IJB has not yet been able to conduct its own self-assessment against guidance issued by Audit Scotland in March 2018, *Auditing Best Value – Integration Joint Boards*. Prior to the impact of the global pandemic, our annual audit work planned to support this self-assessment. The self-assessment, and our review, is now planned for 2020/21 will include consideration of:

- How the IJB is demonstrating the impact of integration;
- The effectiveness of plans in improving the outcomes for local people;
- How the integration partners are working together to deliver integration reform; and
- The overall pace and scale of change.

Recommendation 5: The IJB should conduct a self-assessment against Audit Scotland's 'Auditing Best Value – Integration Joint Boards' guidance issued in March 2018 as part of planned 2020/21 work.



Appendices

A – Code of Audit Practice: responsibilities

B – Independence and audit quality

C – Required communications with the audit committee

D – Action plan

E - Follow up of prior year recommendations

F – Timing and deliverables of the audit

Appendix A: Code of Audit Practice Responsibilities

Audited Body's Responsibilities

Corporate Governance

Each body, through its chief executive or accountable officer, is responsible for establishing arrangements to ensure the proper conduct of its affairs including the legality of activities and transactions, and for monitoring the adequacy and effectiveness of these arrangements. Audited bodies should involve those charged with governance (including audit committees or equivalent) in monitoring these arrangements.

Financial Statements and related reports

Audited bodies must prepare an annual report and accounts containing financial statements and other related reports. They have responsibility for:

- preparing financial statements which give a true and fair view of their financial position and their expenditure and income, in accordance with the applicable financial reporting framework and relevant legislation.
- maintaining accounting records and working papers that have been prepared to an acceptable professional standard and support their financial statements and related reports disclosures.
- ensuring the regularity of transactions, by putting in place systems of internal control to ensure that they are in accordance with the appropriate authority.
- maintaining proper accounting records.
- preparing and publishing, along with their financial statements, an annual governance statement, management commentary (or equivalent) and a remuneration report that are consistent with the disclosures made in the financial statements. Management commentary should be fair, balanced and understandable and also clearly address the longer-term financial sustainability of the body.
- Management, with the oversight of those charged with governance, should communicate clearly and concisely relevant information to users about the entity and its financial performance, including providing adequate disclosures in accordance with the applicable financial reporting framework.

Audited bodies are responsible for developing and implementing effective systems of internal control as well as financial, operational and compliance controls. These systems should support the achievement of their objectives and safeguard and secure value for money from the public funds at their disposal. They are also responsible for establishing effective and appropriate internal audit and risk-management functions.

Standards of conduct / prevention and detection of fraud and error

Audited bodies are responsible for establishing arrangements for the prevention and detection of fraud, error and irregularities, bribery and corruption and also to ensure that their affairs are managed in accordance with proper standards of conduct by putting proper arrangements in place.

Standards of conduct / prevention and detection of fraud and error

Audited bodies are responsible for putting in place proper arrangements to ensure that their financial position is soundly based having regard to:

- such financial monitoring and reporting arrangements as may be specified
- compliance with any statutory financial requirements and achievement of financial targets
- balances and reserves, including strategies about levels and their future use
- how they plan to deal with uncertainty in the medium and longer term
- the impact of planned future policies and foreseeable developments on their financial position.

Best Value

Local authority bodies have a statutory duty, under the Local Government (Scotland) Act 1973 and associated statutory guidance, to make arrangements to secure best value through the continuous improvement in the performance of their functions.

Appendix B: Independence and audit quality

Professional ethical standards, and the Terms of our Appointment, require us to communicate all significant facts and matters that have a bearing on EY's objectivity and independence as auditor of the IJB.

Matters that we are required to communicate

The FRC Ethical Standard requires that we provide details of all relationships between Ernst & Young (EY), its directors and senior management and affiliates, and you, including all services provided by us and our network to you, and other services provided to other known connected parties that we consider may reasonably be thought to bear on our integrity or objectivity, including those that could compromise independence and the related safeguards that are in place and why they address the threats.

There are no relationships from 1 April 2019 to the date of this report, which we consider may reasonably be thought to bear on our independence and objectivity.

Confirmations

We confirm that there are no changes in our assessment of independence since our confirmation in our Annual Audit Plan, dated March 2020.

We complied with the Financial Reporting Council's Ethical Standards and the requirements of Audit Scotland's Terms of Appointment. In our professional judgement the firm is independent and the objectivity of the audit engagement partner and audit staff has not been compromised within the meaning of regulatory and professional requirements.

We consider that our independence in this context is a matter which you should review, as well as us. It is important that management and members of the IJB consider the facts known collectively to you and come to a view. If you would like to discuss any matters concerning our independence, we will be pleased to do this at the meeting of the Board on 20 November 2020.

Audit Fees

	2019/20	2018/19
Component of fee:		
Total agreed auditor remuneration *	£20,100	£18,900
Agreed additional fees	-	£8,690
Audit Scotland fixed charges:		
Pooled costs	£1,790	£1,670
Performance audit and best value	£5,360	£5,050
Audit support costs	£1,110	£1,080
Total fee	£28,360	£35,390

* The expected fee for each body is a range set centrally by Audit Scotland, which assumes that it has sound governance arrangements in place and operating effectively throughout the year, prepares comprehensive and accurate draft financial statements and supporting schedules, and meets the agreed timetable for the audit. It also assumes there is no major change in respect of the scope of work in the year and an unqualified audit opinion resulting from the audit.

As the 2019/20 audit required additional audit procedures to address both the need for a reassessment of all audit risks and the additional scrutiny around financial statement disclosures impacted by the direct and indirect consequences of Covid-19, we have positioned the fee towards the higher end of the fee range.

Matters that we are required to communicate

International Standard on Quality Control (UK and Ireland) 1 (ISQC1) requires that a system of quality control is established, as part of financial audit procedures, to provide reasonable assurance that professional standards and regulatory and legal requirements are being complied with and that the independent auditor's report or opinion is appropriate in the circumstances.

The EY 2020 UK Transparency Report can be accessed on our website at https://www.ey.com/en_uk/who-we-are/transparency-report-2020. This material is published to provide a timely and relevant source of information about EY in general, and our audit business in particular. This includes our Audit Quality Report.

The disclosures are extensive. For example, they explain our outlook and how we are structured and governed, including the role of our Independent Non-Executives and how we apply the requirements of the UK's Audit Firm Governance Code. We refer to the quality of our audits and our commitment to recruiting, developing and diversifying our people and talent pool. We also explain how we manage our risks and remain innovative and technologically advanced in what we do and how we do it.

Maintaining high audit quality across all of our engagements is of paramount importance to us. Our transformational Audit Quality Programme continues and is a part of the global EY Sustainable Audit Quality Programme (SAQ).

Our Audit Quality Board (AQB) continues to oversee all matters relating to audit quality and sets the agenda for the Audit Quality programme. The AQB meets monthly and also holds an annual strategy session. The AQB reports to the EY UK Board. The AQB receives regular updates on regulatory matters, results of internal and external reviews, results of root cause analysis, resourcing, the SAQ programme and pursuit approvals, as well as a comprehensive dashboard on quality measures.

Our Audit Quality Support Team (AQST), which started within the SAQ programme, reviews 40 to 50 audits each audit cycle providing challenge and guidance to the engagement teams. These are in-depth reviews carried out by experienced auditors independent of the audit team. AQST reviews enhance the quality of both the audit under review and other audits on which team members apply the lessons learned. The AQST has now become a business-as-usual function.

Audit Quality Framework /
Annual Audit Quality Report

Audit Scotland's Appointments and Assurance Team are responsible for applying the new Audit Quality Framework across all financial audits and performance and Best Value audits. This covers the quality of audit work undertaken by Audit Scotland staff and appointed firms. The team are independent of audit delivery and provide assurance on audit quality to the Auditor General and the Accounts Commission.

We support Audit Scotland in their commitment to reporting on audit quality through responding to requests for information and providing the results of internal quality reviews undertaken in respect of relevant public sector audits in Scotland.

The most recent audit quality report which covers our work at the IJB since appointment can be found at: <https://www.audit-scotland.gov.uk/report/quality-of-public-audit-in-scotland-annual-report-201920>.

Appendix C: Required communications

Required communication	Our reporting to you
Terms of engagement / Our responsibilities Confirmation by the audit committee of acceptance of terms of engagement as written in the engagement letter signed by both parties. Our responsibilities are as set out in our engagement letter.	Audit Scotland Terms of Appointment letter – audit to be undertaken in accordance with the Code of Audit Practice
Planning and audit approach Communication of the planned scope and timing of the audit, any limitations and the significant risks identified.	Annual Audit Plan
Significant findings from the audit <ul style="list-style-type: none"> Our view about the significant qualitative aspects of accounting practices including accounting policies, accounting estimates and financial statement disclosures Significant difficulties, if any, encountered during the audit Significant matters, if any, arising from the audit that were discussed with management Written representations that we are seeking Expected modifications to the audit report Other matters if any, significant to the oversight of the financial reporting process 	Annual Audit Plan Annual Audit Report
Going concern Events or conditions identified that may cast significant doubt on the entity's ability to continue as a going concern, including: <ul style="list-style-type: none"> Whether the events or conditions constitute a material uncertainty Whether the use of the going concern assumption is appropriate in the preparation and presentation of the financial statements The adequacy of related disclosures in the financial statements 	Annual Audit Report
Misstatements <ul style="list-style-type: none"> Uncorrected misstatements and their effect on our audit opinion, unless prohibited by law or regulation The effect of uncorrected misstatements related to prior periods A request that any uncorrected misstatement be corrected Corrected misstatements that are significant Material misstatements corrected by management 	Annual Audit Report
Fraud <ul style="list-style-type: none"> Enquiries of the audit committee to determine whether they have knowledge of any actual, suspected or alleged fraud affecting the entity Any fraud that we have identified or information we have obtained that indicates that a fraud may exist A discussion of any other matters related to fraud 	Annual Audit Report
Consideration of laws and regulations <ul style="list-style-type: none"> Audit findings regarding non-compliance where the non-compliance is material and believed to be intentional. This communication is subject to compliance with legislation on tipping off Enquiry of the audit, risk and governance committee into possible instances of non-compliance with laws and regulations that may have a material effect on the financial statements and that the Committee may be aware of 	Annual Audit Report or as occurring if material.

Required communication

Our reporting to you

Related parties

Significant matters arising during the audit in connection with the entity's related parties including, when applicable:

- Non-disclosure by management
- Inappropriate authorisation and approval of transactions
- Disagreement over disclosures
- Non-compliance with laws and regulations
- Difficulty in identifying the party that ultimately controls the entity

No significant matters have been identified.

Independence

Communication of all significant facts and matters that bear on EY's, and all individuals involved in the audit, objectivity and independence

Communication of key elements of the audit engagement partner's consideration of independence and objectivity such as:

- The principal threats
- Safeguards adopted and their effectiveness
- An overall assessment of threats and safeguards
- Information about the general policies and process within the firm to maintain objectivity and independence

Annual Audit Plan

This Annual Audit Report – Appendix B

Internal controls

Significant deficiencies in internal controls identified during the audit

This Annual Audit Report – no significant deficiencies reported

Subsequent events

Where appropriate, asking the audit committee whether any subsequent events have occurred that might affect the financial statements.

We have asked management and those charged with governance. We have no matters to report.

Material inconsistencies

Material inconsistencies or misstatements of fact identified in other information which management has refused to revise

This Annual Audit Report

Appendix D: Action Plan

This action plan summarises specific recommendations included elsewhere within this Annual Audit Report. We have graded these findings according to our consideration of their priority for the IJB or management to action.

Classification of recommendations

Grade 1: Key risks and / or significant deficiencies which are critical to the achievement of strategic objectives. Consequently management needs to address and seek resolution urgently.

Grade 2: Risks or potential weaknesses which impact on individual objectives, or impact the operation of a single process, and so require prompt but not immediate action by management.

Grade 3: Less significant issues and / or areas for improvement which we consider merit attention but do not require to be prioritised by management.

No.	Findings and / or risk	Recommendation / grading	Management response / Implementation timeframe
1	<p>The IJB approved the 2020/21 budget at its meeting in December 2019, along with its delivery plan for 2019-22 and its medium term financial plan through to 2025.</p> <p>The IJB medium term financial plan reported expenditure, funding and shortfall projections over the 5-year period. The projected shortfall decreases from £7 million in 2020-21 to £5m in 2024-25.</p> <p>The MTFP includes a savings summary, however, this only covers the first year of the plan, with confirmed savings of £2.2 million from Social Care (for a total gap of £3.091 million) and no confirmation of savings identified from Health (funding gap of £3.933 million).</p> <p>It was noted that NHS Forth Valley colleagues were working on plans to address the financial gaps in 2020/21 and beyond, and that an update would be provided to the IJB. 2020/21 savings are being monitored within quarterly finance reports to the board.</p>	<p>The IJB should ensure that the MTFP saving summary is completed for the full 5-year period of the financial plan, to allow for potential funding gaps and savings targets to be identified by the IJB and partners as soon as possible.</p> <p style="text-align: right;"><i>Grade 1</i></p>	<p>Accepted.</p> <p>The need to identify future savings initiatives to support longer term financial sustainability is recognised. Progress in this area is dependent on completion of the transfer of planning and operational management responsibility for all outstanding in scope health services.</p> <p>Responsible officer: Falkirk IJB Chief Officer, Falkirk IJB Chief Finance Officer, Falkirk Council Chief Executive and NHS Forth Valley Chief Executive.</p> <p>Implementation date: March 2021</p>
2	<p>The impact of the Covid-19 global pandemic has meant that the 5 Year Financial Plan now needs to be updated and reviewed.</p> <p>There remains uncertainty about the level of financial support that will be available from the Scottish Government.</p>	<p>The IJB must review the 5 Year Financial Plan, and Strategic Plan to respond to the impact of the global pandemic. This should include an assessment about the appropriateness and achievability of savings moving forward.</p> <p style="text-align: right;"><i>Grade 1</i></p>	<p>Accepted.</p> <p>The Medium Term Financial Plan is a live, dynamic document which is routinely updated and reviewed. As the longer term operational service impact of the pandemic becomes clear, this will be incorporated within our strategic financial planning assumptions. In the meantime, we continue to separately track and monitor the financial impact of Covid in line with Scottish Government guidance.</p> <p>Responsible officer: Chief Finance Officer</p> <p>Implementation date: 31 March 2021</p>

Classification of recommendations

No.	Findings and / or risk	Recommendation / grading	Management response / Implementation timeframe
3	<p>In November 2018, Audit Scotland published a progress report on Health and Social Care Integration. The Ministerial Steering Group (MSG) developed a self-evaluation template based on the six key features of integration. Falkirk IJB completed a self-assessment during a board development session in May 2019, with over 80 improvement actions being identified to allow for a fully integrated IJB.</p> <p>A draft improvement plan has been developed to reflect the views set out in the self-evaluation template, and was presented to the Board in September 2019. The IJB had originally planned for a follow up report to be presented to the Board in early 2020, however, the emergence of the global pandemic had delayed further progress of the integration improvement plan.</p> <p>Further steps have been taken during 2019/20 to allow for integration, including shared working as a response to the global pandemic. However, the IJB has acknowledged that further work to complete in order to be fully integrated. This includes, for example, the Falkirk Community Hospital being transferred from NHS Forth Valley to the IJB.</p>	<p>Falkirk IJB and partner bodies should take further steps to allow for full integration, in line with the expectation of the MSG and Audit Scotland.</p> <p>The MSG draft improvement plan should be finalised, and follow up reports presented to the Board on a regular basis to allow for appropriate governance overview regarding integration.</p> <p style="text-align: right;"><i>Grade 1</i></p>	<p>Accepted.</p> <p>Good progress has been made in a number of key areas during 2019/20 however, it is recognised that the overall pace of change remains slow and further work to achieve full integration is necessary.</p> <p>Responsible officer: Falkirk IJB Chief Officer, Falkirk Council Chief Executive and NHS Forth Valley Chief Executive</p> <p>Implementation date: June 2021</p>
4	<p>Legislation requires that the Integration Scheme which governs the operations of the IJB is reviewed by the main partners, being Falkirk Council and NHS Forth Valley, at least every five years. The integration scheme for Falkirk IJB is due to be reviewed by November 2020.</p> <p>As noted in 2018/19, the IJB has recognised that longer-term budget management arrangements (especially in respect of risk sharing arrangements) need to be embedded and agreed between partners.</p> <p>Currently, risk sharing is agreed by partners on an annual basis.</p>	<p>The IJB should ensure that risk sharing is embedded into the integration scheme which is due to be formally reviewed by November 2020. This will allow for longer-term financial management.</p> <p style="text-align: right;"><i>Grade 1</i></p>	<p>Accepted.</p> <p>A longer term risk sharing agreement to support strategic financial management for all Partners is preferable to the current annual arrangement. This will be considered as part of the formal review of the Integration Scheme. It is unlikely that the Integration Scheme will be reviewed by the original deadline of November 2020 due to the ongoing impact of Covid.</p> <p>Responsible officer: Falkirk Council Chief Executive and NHS Forth Valley Chief Executive.</p> <p>Implementation date: March 2021.</p>

Classification of recommendations

No.	Findings and / or risk	Recommendation / grading	Management response / Implementation timeframe
5	The IJB has not yet conducted a self-assessment against guidance issued by Audit Scotland in March 2018, <i>Auditing Best Value – Integration Joint Boards</i> .	<p>The IJB should conduct a self-assessment against Best Value guidance to allow it to demonstrate to the Board key requirements are in place.</p> <p>Results can be considered in conjunction with the MSG integration improvement plan to further embed integration with the partnership.</p> <p style="text-align: right;"><i>Grade 2</i></p>	<p>Agreed.</p> <p>The IJB's ability to demonstrate Best Value is dependent on achievement of full integration of all adult Health and Social Care services.</p> <p>Responsible officer: Falkirk IJB Chief Officer, Falkirk Council Chief Executive and NHS Forth Valley Chief Executive.</p> <p>Implementation date: June 2021</p>

Appendix E: Prior Year Action Plan

This action plan summarises specific recommendations included within the 2019 Falkirk IJB Annual Audit Report. We have graded these findings according to our consideration of their priority for the IJB or management to action.

Classification of recommendations

Grade 1: Key risks and / or significant deficiencies which are critical to the achievement of strategic objectives. Consequently management needs to address and seek resolution urgently.

Grade 2: Risks or potential weaknesses which impact on individual objectives, or impact the operation of a single process, and so require prompt but not immediate action by management.

Grade 3: Less significant issues and / or areas for improvement which we consider merit attention but do not require to be prioritised by management.

No	Findings and recommendation	Management response	Management response / Implementation timeframe
1	<p>The final reserves position was a significant improvement on levels projected throughout the financial year. Unexpected underspends against earmarked funds meant that priority areas of investment for the IJB may not have had the impact envisaged.</p> <p>The IJB must ensure that financial reporting from partners supports greater transparency on the use and impact of reserves.</p> <p style="text-align: right;"><i>Grade 2</i></p>	<p>Accepted.</p> <p>Partnership Funding reserves are project driven and in some cases, confirmation of spend for the year, through monitoring returns, can be late and this impacts on projections. Steps will be taken to try and improve this process.</p> <p>For the remaining reserves, processes will be reviewed to ensure an improved reporting framework is developed.</p> <p>Responsible officer:</p> <p>IJB Chief Finance Officer</p> <p>Falkirk Council Chief Finance Officer</p> <p>NHS FV Director of Finance</p> <p>Implementation date: 31 March 2020</p>	<p>The vast majority of reserves are held in NHS Forth Valley's ledger on behalf of the IJB. Monthly reports were provided throughout 2019/20 by NHS Forth Valley outlining the use of reserve balances.</p> <p>In addition, detailed quarterly performance information was monitored by the Partnership Funding Group.</p> <p>Progress towards further clarity in reserves reporting from partners will be reviewed in 2020/21.</p> <p>Audit Assessment: Partially complete</p>

No	Findings and recommendation	Management response	Management response / Implementation timeframe
2	<p>The IJB recognised within its self-evaluation that insufficient progress has been made to ensure that funding loses its identity. Current financial monitoring reports focus on the source of funding rather than how the funding has been used to support the delivery of the Strategic Plan. One of the contributing factors is the short term risk sharing agreement which necessitates budget monitoring by partner bodies’.</p> <p>Longer-term budget management arrangements, especially in respect of risk sharing arrangements need to be embedded and agreed between the partners.</p> <p>Robust recovery plans must be developed for areas of overspend to ensure that partners are not subject to unexpected financial risk.</p> <p style="text-align: right;"><i>Grade 1</i></p>	<p>Accepted.</p> <p>Work is underway to develop a longer term approach to risk sharing and to developing recurrent savings. Partners recognise the importance of this.</p> <p>This is dependent on progress with integration and links to the due diligence exercise required for services where the operational management is transferring to the Partnership. This work must be progressed at pace by all partners.</p> <p>Responsible officer:</p> <p>Chief Officer & Chief Executives IJB Chief Finance Officer Falkirk Council Chief Finance Officer NHS FV Director of Finance</p> <p>Implementation date: 31 March 2020</p>	<p>Longer term risk sharing arrangements will form part of the formal review of the integration scheme. The law requires that the integration scheme is reviewed every 5 years by the constituent authorities, and is due to be completed by the IJB in November 2020.</p> <p>Audit Assessment: Superseded by Action Plan Point 4</p>
3	<p>The IJB has identified that changes in service delivery are needed to develop financial sustainability. While progress has been made to develop integrated structures, the pace has been slower than anticipated.</p> <p>A key element of a longer term plan will be the identification of sustainable savings through both service change and efficiency.</p> <p>Continued work is required to finalise a medium-term financial strategy, underpinned by identified and agreed budget savings over the term of the plan to not only manage in year financial positions, but also to ensure that the forecast pressures are addressed on a timely basis and the IJBs Strategic Plan is delivered.</p> <p style="text-align: right;"><i>Grade 1</i></p>	<p>Accepted.</p> <p>High level financial data has been provided to allow a projected financial gap for the IJB to be projected over the medium term. More work is required to consider the impact of key cost drivers and how these can be mitigated over the period. The development of a robust medium term financial plan will require planning support as well as input from officers across the Partnership to ensure changes to service delivery models are developed collaboratively and have the necessary impact.</p> <p>A robust medium term financial plan will be dependent on an increase in the pace of integration.</p> <p>Responsible officer:</p> <p>Chief Officer & Chief Executives IJB Chief Finance Officer Falkirk Council Chief Finance Officer NHS FV Director of Finance</p> <p>Implementation date: 31 March 2020</p>	<p>The medium term financial plan (MTFP) was developed during 2019/20 and received IJB approval in December 2019. The MTFP will be subject to regular review, especially in light of significant changes such as the impact of Covid-19.</p> <p>The review and reporting schedule will be developed during 2020/21 in conjunction with Partners and Internal Audit.</p> <p>Audit Assessment: Superseded by Action Plan points 1 and 2</p>

No	Findings and recommendation	Management response	Management response / Implementation timeframe
4	<p>A number of key governance arrangements necessary to support integration are not in place. The level of management capacity available means that the scale and pace of change is at risk.</p> <p>Partners must agree support service arrangements to provide additional resource and capacity for the IJB to deliver the Strategic Plan.</p> <p style="text-align: right;"><i>Grade 2</i></p>	<p>Accepted.</p> <p>Work is underway by each of the Partners to produce a report on support services for the IJB. This report will be produced in collaboration with the Chief Officer.</p> <p>Responsible officer:</p> <p>Chief Officer & Chief Executives</p> <p>Heads of HR – Falkirk Council & NHS Forth Valley</p> <p>Implementation date:</p> <p>31 December 2019</p>	<p>Significant progress was not able to be made in 2019/20 due to the emergence of the Covid-19 pandemic which required key staff to support the Covid-19 response. This will be progressed in 2020/21.</p> <p>Audit Assessment: Incomplete</p>
5	<p>During our attendance and observations at meetings, we noted occasions where there continue to be disagreements and confusion about the lines of accountability.</p> <p>Board members need to be clear about their corporate responsibilities to the IJB, and demonstrate the leadership needed to deliver the necessary change and make key decisions about the future shape of services.</p> <p style="text-align: right;"><i>Grade 1</i></p>	<p>Accepted.</p> <p>A programme of leadership development is ongoing across the Board which will seek to address these issues.</p> <p>Responsible officer:</p> <p>IJB Board Members</p> <p>Chief Officer & Chief Executives</p> <p>Implementation date:</p> <p>31 December 2019</p>	<p>Management noted that a facilitated development programme was initiated for IJB members, Partners and senior staff during 2019/20 to improve collaborative leadership and support change across organisational boundaries.</p> <p>Our attendance and observation at meetings during 2019/20 identified that there continue to be disagreements adversely affecting the long term risk sharing approach for the IJB. Therefore, original recommendation raised still valid for 2019/20 report.</p> <p>Audit Assessment: Partially complete</p>
6	<p>We note that the IJB has taken steps to improve risk management arrangements during 2018-19. However, the lack of dedicated risk management support from NHS Forth Valley may not provide sufficient assurance to the IJB that appropriate arrangements are in place to identify and mitigate risk. The IJB must satisfy itself that risk management support is sufficient from both partners, and that mitigation arrangements for key strategic risks are prioritised and appropriate.</p> <p style="text-align: right;"><i>Grade 1</i></p>	<p>Accepted.</p> <p>NHS Forth Valley is in the process of increasing the risk management support available to the Health Board and the IJBs.</p> <p>Responsible officer:</p> <p>Chief Executive, NHS Forth Valley</p> <p>NHS FV Director of Finance</p> <p>Implementation date:</p> <p>31 March 2020</p>	<p>To date the IJB has been supported by Falkirk Council's Corporate Risk Co-ordinator. NHS Forth Valley have recently recruited a Corporate Risk Manager which will strengthen the position going forward, particularly in light of the forthcoming transfer of operational management responsibility for all outstanding in scope Health services during 2020/21.</p> <p>Audit Assessment: Complete</p>

No	Findings and recommendation	Management response	Management response / Implementation timeframe
7	<p>There to is scope to make the Annual Performance Report more accessible and user friendly by focusing on key priorities, achievements and challenges.</p> <p>We also note that the report was published before it had been considered by the IJB in order to meet the statutory deadline of 31 July.</p> <p>The IJB should review the processes in place to produce the Annual Performance Report to ensure that it provides sufficient information to allow users to assess whether the IJB is achieving Best Value.</p> <p style="text-align: right;"><i>Grade 1</i></p>	<p>Accepted.</p> <p>The processes in place for preparation of the Annual Performance Report will be reviewed.</p> <p>Responsible officer:</p> <p>Chief Officer & Chief Executives Senior Service Manager – Performance & Planning Falkirk Council Service Manager – Performance NHS FV Performance Manager</p> <p>Implementation date:</p> <p>31 July 2020</p>	<p>The planned review and publication of the 2019/20 Annual Performance Report has been delayed due to the impact of Covid-19. This will be taken forward in 2020/21.</p> <p>Audit Assessment: Incomplete</p>
8	<p>The IJB reports performance against a range of indicators and outcomes in the Financial Statements and its Annual Performance report.</p> <p>Performance against a number of indicators has declined both against prior year and against comparators.</p> <p>The IJB must ensure that key areas of performance are prioritised to deliver constituent improvement and pace.</p> <p style="text-align: right;"><i>Grade 1</i></p>	<p>Accepted.</p> <p>Delivery of this recommendation will be dependent on progress with integration and the support services agreement. The Partnership needs the appropriate support and capacity to deliver on the transformation work required to see an improvement in performance in key areas.</p> <p>Responsible officer:</p> <p>Chief Officer & Chief Executives IJB Board Members</p> <p>Implementation date:</p> <p>31 March 2020</p>	<p>Implementation of the integrated management structure and recruitment of key posts progressed well during 2019/20 (including appointment to the second Head of Integration post and Central Locality Manager). The focus for the coming financial year will be to build capacity in terms of central support functions and to realign services within the Locality reporting structure.</p> <p>Audit Assessment: In progress</p>
9	<p>Longer-term budget management arrangements, especially in respect of cost sharing arrangements need to be embedded and agreed between the Partners.</p> <p style="text-align: right;"><i>Grade 2</i></p>	<p>The one year agreement for 2017/18 reflects the transitional phase that the IJB is in. This transition is expected to continue throughout 2018/19. Subsequently another one year agreement may be required. However, it is recognised and accepted that a formal, long term agreement will be required.</p> <p>Implementation date: Ongoing</p>	<p>As outlined above, the IJB is due to complete a review of the Integration Scheme by November 2020. Embedding risk sharing agreements into the integration scheme is a key aspect of this exercise.</p> <p>Audit Assessment: Superseded by Action Plan Point 4</p>

No.	Findings and recommendation	Management response	Management response / Implementation timeframe
10	<p>Continued work is required to finalise a medium-term financial strategy, underpinned by identified and agreed budget savings over the term of the plan to not only manage in year financial positions, but also to ensure that the forecast pressures are addressed on a timely basis and the IJBs Strategic Plan is delivered.</p> <p><i>Grade 1</i></p>	<p>Agreed. An outline Medium Term Financial Plan is expected to go to the IJB in October 2018. The savings plan is expected to go alongside an updated Medium Term Financial Plan in December 2018.</p> <p>Implementation date: October 2018 and then ongoing.</p>	<p>The medium term financial plan (MFTP) was developed during 2019/20 and received IJB approval in December 2019.</p> <p>Audit Assessment: Complete</p>
11	<p>While it is currently anticipated NHS in-scope services will transfer to the IJB during 2018/19, this has still be approved. The pace of integration requires significant improvement.</p> <p><i>Grade 1</i></p>	<p>There is an IJB Development session planned for 21 September 2018 with support from Scottish Government to review the role of the IJB, chief Officer and governance. This will inform the continued development at the proposed structure which will be submitted to the IJB meeting on 5 October.</p> <p>Implementation date: Ongoing</p>	<p>While the proposed structure has been agreed in 2018/19, minimal progress has been made on transferring in-scope services during 2019/20. For example (as outlined at Appendix D, action plan 3), the Falkirk Community Hospital has not yet been transferred to the IJB.</p> <p>Audit assessment: Incomplete</p>
12	<p>Notwithstanding the progress that has been made, a large number of actions remain to be fully implemented across the governance framework and increased focus is required to address the outstanding actions, with a focus on addressing the red graded items.</p> <p><i>Grade 2</i></p>	<p>The outstanding actions will be prioritised with a focus by the leadership team to be completed by March 2019.</p> <p>Implementation date: Ongoing</p>	<p>As we note within Appendix D, the governance action plan has been superseded by a revised improvement plan for the MSG. A draft improvement plan has been documented, however, progress has been delayed due to the global pandemic.</p> <p>Audit Assessment: Superseded by Action Plan Point 3</p>

Appendix F: Timing and deliverables of the audit

We deliver our audit in accordance with the timeline set by the IJB, in accordance with guidance from Audit Scotland. Below is a timetable showing the key stages of the audit and the deliverables through the 2019/20 audit cycle.

	Audit Activity	Deliverable	Timing
JAN			
FEB	<ul style="list-style-type: none"> Audit planning; setting scope and strategy for the 2019/20 audit LAN meetings held with other scrutiny partners 	Annual Audit Plan	March 2020
MAR			
APR			
MAY	<ul style="list-style-type: none"> Ongoing assessment around wider scope dimensions and support of Audit Scotland requested information 	Impact report: Children and Young People's Mental Health	NA
JUN			
JUL	<ul style="list-style-type: none"> Year-end substantive audit fieldwork on unaudited financial statements 	Audit clearance meeting	September 2020
AUG			
SEP	<ul style="list-style-type: none"> Conclude on results of audit procedures Issue opinion on the IJB's financial statements 	Certify Annual Financial Statements Issue Annual Audit Report	November 2020
OCT			
NOV			

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