



Clackmannanshire & Stirling
**Health & Social Care
Partnership**

Clackmannanshire & Stirling Integration Joint Board

Annual Accounts 2018/19



**“Our vision is to enable people in Clackmannanshire
and Stirling to live full and positive lives
in supportive communities”**



Clackmannanshire
Council



NHS
Forth Valley

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Management Commentary

Introduction

The Public Bodies (Joint Working) (Scotland) Act 2014 was passed by the Scottish Parliament on 25 February 2014 and received Royal Assent in April 2014. This established the framework for the integration of health and adult social care in Scotland, to be governed by Integration Joint Boards (IJB's) with responsibility for the strategic planning of the functions delegated to it and for ensuring the delivery of its functions through the locally agreed operational arrangements.

Following approval from Clackmannanshire and Stirling Councils and the Forth Valley Health Board (NHS Forth Valley), the Integration Scheme, the formal legal partnership agreement between the three constituent organisations, was submitted to Scottish Ministers on 24 June 2015. On 3 October 2015 Scottish Ministers legally established the Clackmannanshire and Stirling Integration Joint Board.

On 1 April 2016 health and social care functions per the Integration Scheme were formally delegated to the Integration Joint Board. Therefore, financial year 2018/19 represents the third full year of operations for the Clackmannanshire and Stirling Integration Joint Board and the final year of the initial Strategic Plan. The Integration Joint Board are responsible for the strategic planning and commissioning of adult social care service provision, of Community and Family Health Services relating to in-scope functions, and for large hospital services planning with partners who will continue to manage and deliver the services as part of pan Forth Valley structures.

Clackmannanshire and Stirling Integration Joint Board approved its initial Strategic Plan 2016-2019 on 22 March 2016. The Strategic Plan set out the case for change, vision and outcomes and initial priorities for the Clackmannanshire and Stirling Health and Social Care Partnership (HSCP). At its March 2019 meeting the Integration Joint Board approved its Strategic Commissioning Plan for 2019-2022. This plan is based on a refreshed Strategic Needs Assessment, builds on the initial plan and agrees clear partnership priorities for the period.

This publication contains the financial statements for the financial year from 1 April 2018 to 31 March 2019.

Integration Joint Board Strategy and Business Model

The Clackmannanshire and Stirling Health and Social Care Partnerships vision is to enable people to live full and positive lives within supportive communities. In pursuance of this we are working towards the priorities set out in the Strategic Commissioning Plan for 2019/2022 to achieve improved outcomes for service users through integration planning and delivery principles.

The Partnerships business model, also referred to as the Partnership Principles, is therefore to ensure that services are provided in a way which

- Are integrated from the point of service users
- Take account of the particular needs of different service users
- Respects the rights and takes account of the dignity of service users
- Encourages participation within our communities
- Protects and improves quality and safety

- Are planned and led locally in a way which is engaged with communities
- Anticipates needs and prevents them arising where possible
- Makes best use of available facilities, people and other resources

The Partnerships Strategic Plan 2016-2019 articulated the high level priorities for the Partnership, expressed as a series of 'we will' statements. These were:

- Further develop systems to enable front line staff to access and share information
- Support more co location of staff from across professions and organisations
- Develop single care pathways
- Further develop anticipatory and planned care services
- Provide more single points of entry to services
- Deliver the Stirling Health and Care Village
- Develop seven day access to appropriate Services
- Take further steps to reduce the number of unplanned admissions to hospital and acute services

The Integration Joint Board approved the 2019/2022 Strategic Commissioning Plan in March 2019. The plan builds on the 2016/2019 Strategic Plan based on the Partnership Principles, the refreshed Strategic Needs Assessment for the adult population and an extensive consultation and engagement process with the public.

As a result of this the key priorities for 2019/2022 which were agreed are:

- Care Closer to Home
- Primary Care Transformation
- Caring Connected Communities
- Mental Health
- Supporting People Living with Dementia
- Alcohol and Drugs

Principal Activities

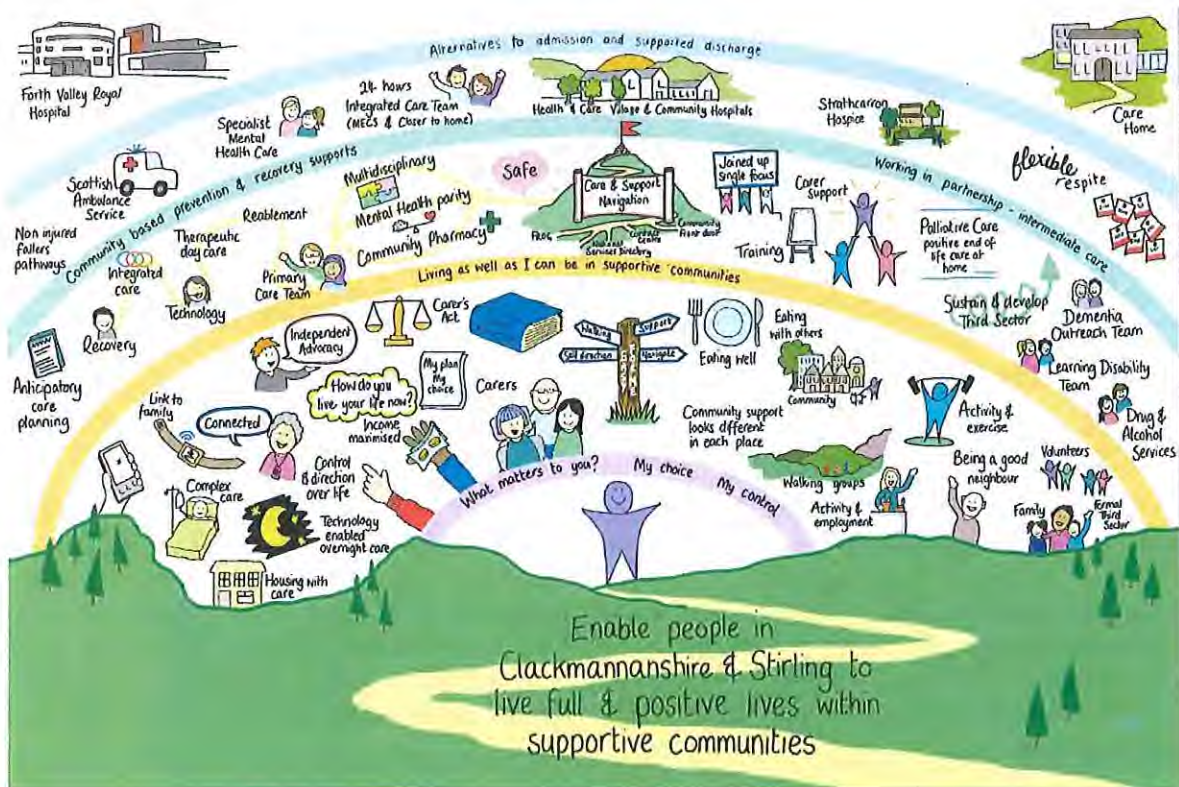
During 2018/19 the key activities of Clackmannanshire and Stirling Integration Joint Board included:

- Issuing of Directions to Clackmannanshire Council, NHS Forth Valley and Stirling Council for their respective delegated functions from 1 April 2018, as set out in the Integration Scheme. The Directions are the mechanism by which the Integration Joint Board instructs the constituent authorities to carry out the delegated functions. These documents set out how the Integration Joint Board expect the constituent bodies to deliver each function, and spend Integration Joint Board resources, in line with the Strategic and Financial Plans.
- Progression in implementation of the Transforming Care Programme as the overarching delivery programme for the progressing implementation of the Partnership Strategic Plan priorities. The key elements of the Transforming Care Programme were:
 - Intermediate Care
 - Day Services
 - Mental Health and Learning Disabilities
 - Self Directed Support
 - Delayed Discharge

- Stirling Health and Care Village
- Models of Neighbourhood Care
- Primary Care Transformation
- High Health Gain

Business Model

- The partnership's business model is best described in a visual manner. To this end a 'rich picture' was commissioned to articulate the partnership vision and transforming care programme.



Key Achievements in 2018/19

- Delivery of the major elements of the Stirling Health and Care Village including
 - The Bellfield Centre incorporating a truly integrated care model and workforce.
 - The Primary and Urgent Centre incorporating 3 GP Practices, Minor Injuries, Associated Health Services and Scottish Ambulance Service
 - The final phase of the facility will be completed during 2019/20 including the Scottish Ambulance Services vehicle workshop and completion of demolition and grounds works including car parks and landscaping
- Implementing delegation of operational management arrangements for Adult Social Care Service in Stirling and progressing plans for delegation of further operational management arrangements relevant NHS services during 2019/20
- Undertaking a further review of the utilisation and effectiveness of deployment of Partnership Funding allocated to the partnership from Scottish Government based on evidence of impact, value, alignment with and contribution to the Strategic Plan Priorities and Key Performance Objectives.

- Development and Approval of the Strategic Commissioning Plan for 2019-2022 including:
 - Focused update of the Joint Strategic Needs Assessment
 - Further development of locality planning arrangements
 - Agreement of Partnership Planning Approach including Strategic and Financial Alignment
 - Refreshed Partnership Workforce Plan
 - An extensive and transparent process of Public Engagement, which will be an ongoing process
- Commencement of implementation of the Carers (Scotland) Act 2016 including development and approval of short breaks statement.
- Planning for implementation of Free Personal Care for under 65's (commonly referred to as 'Franks Law').
- Development and approval of a Primary Care Improvement Plan
- Development and Approval of Redesigns of Mental Health and Learning Disability Services including Action 15 of the Scottish Government Mental Health Strategy
- Agreeing a future approach to Directions linked to the Strategic Commissioning Plan for 2019/22
- Agreement on a Locality Management Structure and appointment to Locality Manager posts
- Taking forward appointment of the new permanent Chief Officer who takes up post in June 2019.
- Development of Partnership identity including logo and website.

2018/19 Annual Accounts

The Accounts report the financial performance of the Integration Joint Board. Its main purpose is to demonstrate the stewardship of the public funds which have been entrusted to us for the delivery of the Integration Joint Board's vision and its core outcomes as expressed within the Strategic Plan. The requirements governing the format and content of local authorities' annual accounts are contained in The Code of Practice on Local Authority Accounting in the United Kingdom (the Code). The 2018/19 Annual Accounts have been prepared in accordance with the Code of Practice on Local Authority Accounting and the Local Authority Accounts (Scotland) Regulations 2014.

For financial year 2018/19 a deficit of £0.383m has been declared reflecting the net reduction in reserves held between 1 April 2018 and 31 March 2019. The reserves held by the Integration Joint Board have been utilised to meet, in part, the financial pressures in 2018/19 along with significant additional payments from the constituent authorities.

At 31 March 2019 the Integration Joint Board holds £1.977m of reserves which are earmarked for use in future years. The majority of these reserves relate to managing the difference in timing of allocations from Scottish Government and expenditure for transformation programmes including those relating to Unscheduled Care, Mental Health and Primary Care.

The table below summaries the movement in reserves from 2017/18

	£m
Opening Reserves	2.539
Reduction in Reserves	(0.383)
Closing Reserves	1.977

The Integration Scheme sets out the arrangements for agreeing how financial risk is managed. An agreement for additional contributions (or payments) from the constituent authorities of the partnership has been reached for 2018/19 and the impact of these additional contributions is reflected in the accounts. Going forward, given the lack of general reserves to assist in managing unforeseen financial pressures and the ongoing tight fiscal environment, it is paramount to ensure the partnership further develops and agrees plans for sustainable service delivery within resources available aligned to the priorities of the Strategic Commissioning Plan.

Key Partnership Performance Issues

The Integration Joint Board continues to further develop a performance management culture throughout the Partnership.

The Integration Joint Board receives a performance report at each meeting which along with financial reports and reporting on the Transforming Care Programme, gives a rounded view of the overall performance, financial sustainability and progress in implementing the Strategic Plan priorities of the Partnership. The triangulation of key performance indicators, measureable progress in delivering the priorities of the Strategic Plan and financial performance is regarded as forming the cornerstone of demonstrating best value within a culture of continuous improvement and best value.

In line with statutory requirements an Annual Performance Report has been produced and was presented to the Integration Joint Board, in draft form, at its July 2019 meeting. The published Annual Performance Reports for the Partnership can be found here <https://clacksandstirlinghscp.org/performance/>

This will be the third Annual Performance Report published by the Partnership and it is acknowledged the approach and quality of performance reporting will continue to develop in future years including the development of locality arrangements. The Annual Performance Report details progress in relation to the high level Partnership priorities along with summary and detailed performance information.

The Annual Performance Report incorporates comparative information for Scotland as a whole and an agreed set of comparator Health and Social Care Partnerships with relatively similar profiles in terms of relative needs of the partnership populations. These are South Ayrshire, East Lothian, Angus, Moray, Perth and Kinross and Falkirk.

The key performance issues arising from the report were:

- For the majority of Core Suite of Integration Indicators the Clackmannanshire and Stirling Partnerships performance is broadly similar to comparator Partnerships and Scotland as a whole (Source: Annual Performance Report: Our Performance: A Summary)
- There is generally high satisfaction with Health and Social Care services within the Partnership area. (Source: Annual Performance Report: Our Performance: A Summary)
- There requires to be a continued focus on supporting carers to continue in their caring role (Source: Annual Performance Report: Our Performance: A Summary).
- Delayed Discharge Performance continues to be significantly better than Scotland and comparator partnerships despite an increase in occupied bed days attributable to Delayed Discharges in 2018/19 (Source: Annual Performance Report: Delayed Discharge).
- Emergency Admission Rates rates (per 100,000 population) for the Partnership continue to be notably lower than for comparator partnerships and for Scotland which is illustrative of positive performance
- The Emergency Admission Rate has, however, risen from 2016/17 which gives some cause for concern. (Source: Our Performance: A Summary: Core Indicator N12)
- The Emergency Bed Day Rate (per 100,000 population) whilst having fallen slightly, which is positive, is not reducing at the same pace as for Scotland as a whole which is worthy of further exploration to identify possible improvement opportunities. (Source: Our Performance: A Summary: Core Indicator N13)