

**Clackmannanshire and Stirling Integration Joint Board
2020/21 Annual Accounts (Unaudited)**



Contents

Management Commentary	3
Remuneration Report	25
2. Accounting Standards That Have Been Issued But Have Not Yet Been Adopted	43
3. Critical Judgements in Applying Accounting Policies	43
4. Events After the Reporting Period	44
5. Expenditure and Income Analysis by Nature	44
6. Taxation and Non-Specific Grant Income	45
7. Debtors	45
8. Creditors	45
9. Provisions	45
10. Usable Reserve: General Fund	46
11. Related Party Transactions	48
12. Expenditure Analysis	51
Independent Auditors Report.....	53

Management Commentary

Introduction & Purpose

This publication contains the financial statements for the financial year from 1 April 2020 to 31 March 2021.

The Management Commentary outlines the key messages in relation to the IJBs financial planning and performance for the year 2020/21 and how this supports delivery of the IJBs strategic priorities as defined in the 2019-2022 Strategic Commissioning Plan. This commentary also takes a forward look and outlines future plans for the IJB and the challenges and risks we will face as we endeavour to meet the needs of the population of Clackmannanshire and Stirling.

Understandably, the continuing and future impacts of the Covid 19 pandemic features heavily in the commentary.

The IJB is responsible for the strategic planning and commissioning of Adult Social Care Services, Community and Family Health Services, and strategic plan of large hospital services with NHS Forth Valley and Falkirk Integration Joint Board. These large hospital services continue to be operationally managed by NHS Forth Valley as part of pan Forth Valley arrangements.

The IJB and the Health and Social Care Partnership (HSCP) Senior Management Team would wish to take this opportunity to convey thanks for the tremendous work that staff, both directly employed and commissioned through providers of health and social care services, have done to deliver services to our citizens during the most challenging of years.

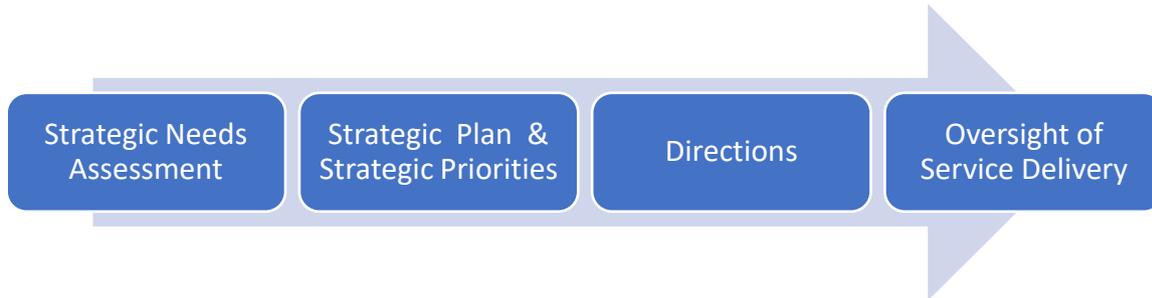
Role and Remit of the Clackmannanshire and Stirling Integration Joint Board

The Clackmannanshire and Stirling Integration Joint Board (IJB) was formally established in October 2016 through the legal partnership agreement between NHS Forth Valley and Clackmannanshire and Stirling Councils known as the Integration Scheme.

The IJB has responsibility for the strategic planning and commissioning of a wide range of health and adult social care services within the Clackmannanshire and Stirling area. The functions delegated to the IJB, under the Public Bodies (Joint Working) (Scotland) Act 2014 (the Act) are detailed within the Integration Scheme <https://clacksandstirlinghscp.org/about-us/integration-scheme/>.

Clackmannanshire and Stirling IJB is unique in Scotland as the only IJB consisting of 2 local authorities and one NHS Board.

IJB Business Model



Under the requirements of the Act, Local Authorities and NHS Boards are required to review Integration Schemes within five years of the scheme being approved in Parliament. With Clackmannanshire and Stirling, work was undertaken during 2020/21 to review the scheme and identify required updates. As a result of the exceptional circumstances in relation to Covid 19 and the changing policy landscape in relation to the Independent Review of Adult Social Care it has been agreed that work on a revised Integration Scheme be paused till at least June 2021.

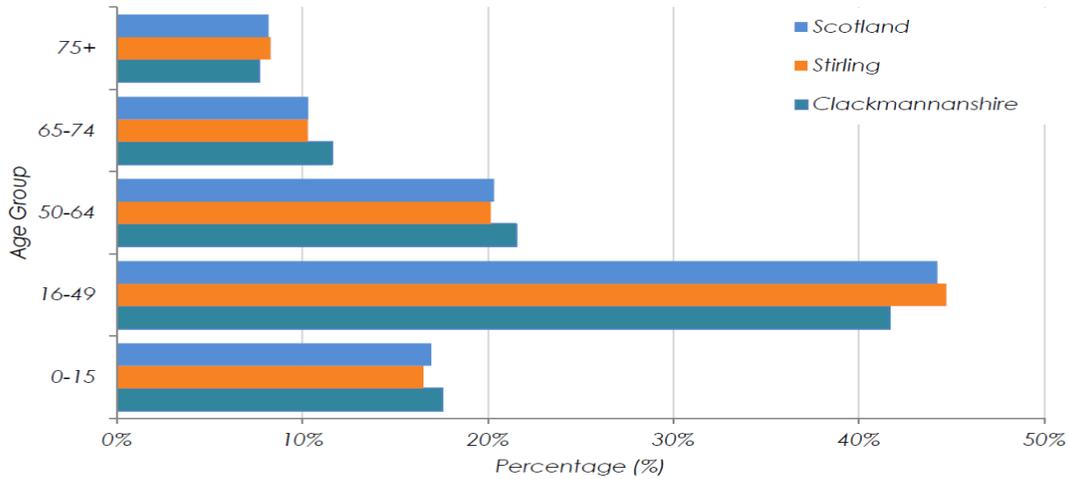
Clackmannanshire and Stirling Health and Social Care Partnership

The Clackmannanshire and Stirling Health and Social Care Partnership population is approximately 146,000 and the partnership provides services over an area of 1454 square miles with urban centres around Stirling and Alloa and very rural areas to the North and West of Stirling including a significant element of the Loch Lomond and Trossachs National Park.



The age distribution of the population of Clackmannanshire and Stirling compared to Scotland is illustrated below.

Figure 2.1a: Clackmannanshire & Stirling Age Distribution compared to Scotland

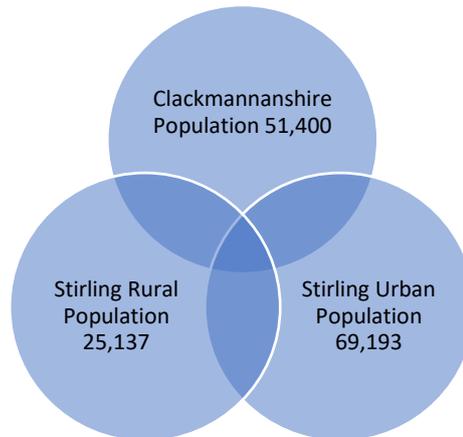


Our Strategic Needs Assessments highlights a number of key messages for the partnership population.

A number of key messages emerged from analysis of our Strategic Needs Assessment

- We have an ageing population
- It is projected that Clackmannanshire and Stirling will have growing numbers of individuals living with long term conditions, multiple conditions and complex needs.
- Supporting unpaid carers is a priority.
- Reducing unplanned, emergency, hospital care will benefit the service as well as the individual
- Reducing behaviours such as smoking, alcohol consumption, drug use and poor diet could have a positive effect on an individual's health.
- There are significant differences in the issues affecting health and social care within each locality including socio-economic issues

There are 3 localities within the partnership:



We have developed locality profiles with key findings for each of our localities to better understand the differing needs and challenges in each and target responses in each.



Integration Joint Board Vision, Strategic Commissioning Plan and Priorities

The vision of Clackmannanshire and Stirling Health and Social Care Partnership is:

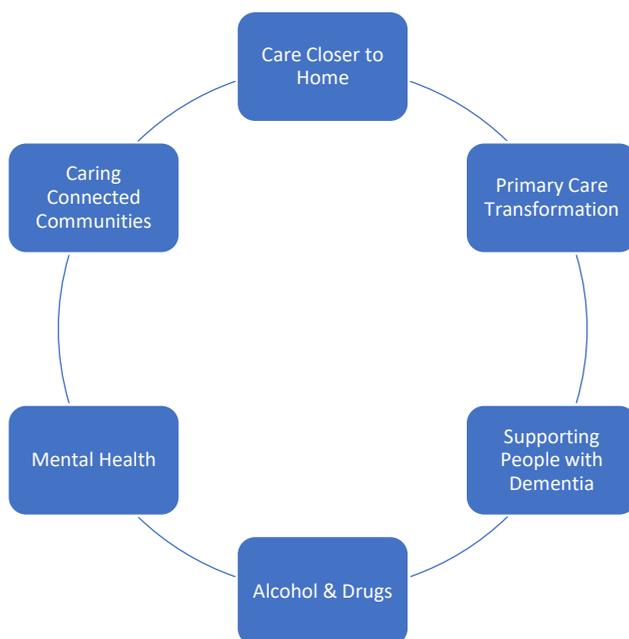
**To enable people to live full and positive lives
within supportive communities**

The vision is based on the Partnership Principles, which are 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
- 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 Integration Joint Board approved the 2019-2022 Strategic Commissioning Plan in March 2019. Financial year 2020/21 therefore reflects the second year of the current plan. The plan built on the priorities within 2016 to 2019 Strategic Plan informed by focused refresh of the Strategic Needs Assessment for the adult population and an extensive consultation and engagement process with the public and stakeholders.

As a result of this the approved key priorities for 2019 to 2022 are:



The partnerships ‘plan on a page’ below illustrates how the partnership vision, priorities, enabling activities and strategies and initiatives to deliver change align with the partnership principles detailed above.

Vision	Priorities	Enabling Activities			Strategies and Initiatives to deliver change	
...to enable people in the Clackmannanshire and Stirling Health & Social Care Partnership area to live full and positive lives within supportive communities	Care Closer to Home	Technology Enabled Care	Workforce Planning and Development	Housing / Adaptations	Infrastructure	Intermediate Care Strategy
	Primary Care Transformation				Primary Care Improvement Plan	
	Caring, Connected Communities				Carers (Scotland) Act 2016 Community Empowerment (Scotland) Act 2015 Free Personal Care for under 65's 'A Connected Scotland: our strategy for tackling isolation and loneliness and building stronger social connections' Public Health Priorities for Scotland	
	Mental Health				Mental Health Strategy	
	Supporting people living with Dementia				Dementia Strategy	
	Alcohol and drugs				Forth Valley ADP Strategy	

Delivery plans continue to be developed and implemented to deliver against the priorities in a sustainable manner aligned to the Transforming Care Programme. The Strategic Commissioning Plan is supplemented by regular reports to the Integration Joint Board on Transforming Care, Governance, Finance and Performance.

The Strategic Commissioning Plan can be found here:
<https://clacksandstirlinghscp.org/about-us/strategic-plan/>

Covid 19 – Response, Mobilisation and Re-mobilisation

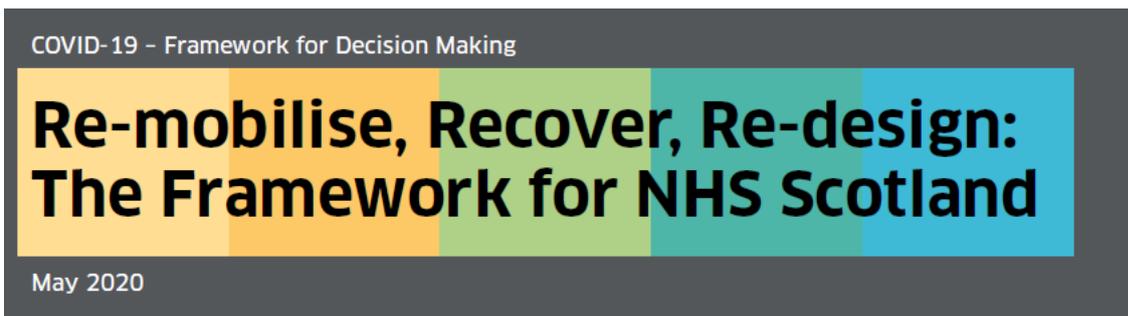
The financial year 2020/21 was, of course, dominated by the impacts of the Covid 19 pandemic for the partnership.

Initial focus was placed upon:

- developing and actioning the initial Partnership Local Mobilisation Plan (LMP) including urgent service prioritisation, rapid service redesign, mobilisation and contingency planning with a 'Community First' focus
- maximising continuance and continuity of care and support in the community
- ensuring adequate capacity for potential surge in bed requirements
- minimising delayed discharges
- establishing enhanced supports to care homes including development of the Care Home Assurance Team (CHART) and care home assurance arrangement through the Care Home Strategy Group
- developing and enhancing wellbeing supports for staff
- taking steps to ensure adequate workforce availability including redeploying workforce where required
- ensuring urgent decision making arrangements were put in place to support rapid decision making within an agreed governance framework, developing approaches to conducting business virtually where possible and reporting progress to the IJB
- Developing regular staff, IJB member and elected member briefings to keep abreast of developments and key information
- active involvement in corporate Incident Management Team (IRT) arrangements across partners including close working with NHS Forth Valley's Public Health Team
- establishing two local hubs to ensure supply and distribution of Personal Protective Equipment (PPE)
- working across local and national networks to co-ordinate responses, keep abreast of developments and share learning
- establishing social care provider support arrangements locally based on nationally agreed principles
- liaison with Scottish Government colleagues to inform financial requirements and support discussions with HM Treasury.

As the year progressed living with and delivering services in a Covid environment became the norm and approaches required to be continually adapted.

Our approach was aligned to the NHS Scotland Covid 19 Framework published on 31 May 2020: Re-mobilise, Recover, Re-design and our existing strategic priorities.



Our ongoing approach was presented to the IJB in March 2021 within a cohesive Re-Mobilisation Plan. The re-mobilisation plan reiterated that the continuing responses to the pandemic do not constitute a shift in the strategic direction of the HSCP but a need to be agile, responsive and continue to rapidly redesign aspects of service delivery.

Principal Activities & Key Achievements in 2020/21

During 2020/21 the key activities and achievements of Clackmannanshire and Stirling Integration Joint Board included:

- Gaining approval for and implementing the initial Covid 19 Local Mobilisation Plan (LMP) and responses detailed under Covid 19 – Response, Mobilisation and Remobilisation
- Developing, periodically updating and monitoring the Strategic Improvement Plan (SIP) as a consolidated, cohesive and comprehensive single partnership improvement plan
- Continuing to significantly progress implementation of the Primary Care Improvement Plan incorporating implementation of the General Medical Services Contract Arrangements and Mental Health Action 15 plans.
- Further development of the Transforming Care Programme overseen by the Transforming Care Board as the key delivery vehicle to modernise and transform integrated service delivery to improve outcomes for citizens
- Developing and Beginning to Implement a Review of Frontline Adult Social Care to improve outcomes and address the implementation gap
- Taking actions to substantially address the operational overspends in relation to the Bellfield Centre within the Stirling Health and Care Village.
- Establishing monthly financial ‘Grip and Control’ meetings to enhance financial management and budgetary control
- Further developing and updating the Strategic Improvement Plan as the key consolidated improvement plan for the partnership.
- Reviewing the Terms of Reference and membership of the Strategic Planning Group to align its role and business more closely to the Strategic Priorities, Strategic Commissioning and Transforming Care Programme. The Strategic Planning Group is now open to the public enhancing transparency and supporting our co-productive approaches.
- Refreshing our approaches to Locality Planning and Engagement and Participation.

- Further developing strategic relationships including the partnerships role in leading on the Community Wellbeing Agenda in Community Planning Partnerships.
- Further developing our approach to Strategic Needs Assessment through work on understanding of impacts of disease at partnership and locality levels.
- Developing Integrated Commissioning Arrangements
- Agreeing delegation of authority for the Alcohol & Drugs Partnership
- Supporting appropriate Working from Home arrangements for staff who can effectively function remotely. This included targeted investment in remote working capabilities.
- Securing full financial support from Scottish Government for the financial implications of Covid 19 including the impact on the planned programme of financial savings.

Forward Look: Changing Policy Landscape for Future Delivery of Health and Social Care

In September 2020 the Scottish Government commissioned the Independent Review of Adult Social Care chaired by Derek Feeley, a former Scottish Government Director General for Health and Social Care and Chief Executive of NHS Scotland.



The primary aim of the review was to recommend improvements to adult social care in Scotland, primarily in terms of the outcomes achieved by and with people to use services, their carers and families, and the experience of people who work in adult social care. The review took a human rights based approach.

The report from the review incorporated 53 recommendations including recommendations on establishing a National Care Service, Direct Funding of reformed IJBs, Options for Raising Revenues to increase investment in Adult Social Care and significant changes in accountability for Adult Social Care.

The review was debated in the Scottish Parliament on 16 February 2021 and the establishment of a National Care Service was incorporated within the manifesto of the new Scottish Government.

The new Cabinet Secretary of Health and Social Care will be tasked with taking forward the establishment of a National Care Service and this will have a significant impact on the policy landscape the IJB operates within in coming years.

2020/21 Annual Accounts

The Accounts report the financial performance of the Integration Joint Board. Its main purpose is to demonstrate the use of the public funds available for the delivery of the Integration Joint Board's vision and priorities as set out in the Strategic Commissioning 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 2020/21 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 2020/21 a surplus of £12.179m has been declared reflecting the net increase in reserves held between 1 April 2020 and 31 March 2021.

At 31 March 2021 the Integration Joint Board holds £13.875m of reserves which are earmarked for use in future years.

The level of reserves held at 31 March 2021 requires to be viewed as exceptional as a result of:

- Covid 19 allocations from Scottish Government. The balance of covid funding held in IJB reserves at 31 March 2021 will be the first call on Covid 19 exceptional expenditure in 2021/22 and is anticipated to be fully utilised in the year.
- Slippage on expenditure in relation to Scottish Government policy priorities including Primary Care and Mental Health Transformation
- Improvements in the underlying financial position of the IJB in the later part of 2020/21
- The financial position not requiring operational overspends to be offset by Transformation Funding as in previous years, and this funding therefore being used to create a Transformation Earmarked Reserve of £1.183m to sponsor the Transformation Programme in 2021/22 and beyond.
- Additional allocations from Scottish Government for specific purposes in the later part of 2020/21 including the allocation of a £0.512m Community Living Change Fund for use over financial years 2021/22 to 2023/24.

The table below summarises the movement in reserves from 2019/20:

	£m
Reserves at 1 April 2020	1.696
Net Increase in Reserves	12.179
Reserves at 31 March 2021	13.875

The reserves held at 31 March 2021 are across 3 broad categories as summarised in the table below:

	£m
General Reserves	2.986
Earmarked Reserves: Balance of Scottish Government Covid Funding	6.642
Other Earmarked Reserves	4.248
Reserves at 31 March 2021	13.875

A full analysis of reserves and movements therein is provided within the financial statements.

Whilst the reserves position at 31 March 2021 is exceptional due to the issues detailed above this does bring the partnership into a position where it has a degree of general reserve to assist in managing unforeseen future events and financial risk and permits Transformation Funding to be focussed on its intended purpose. This is consistent with the aims of IJBs budget strategy approved along with the Medium Term Financial Plan in March 2020 and effectively accelerates the implementation of elements of the budget strategy.

Performance Reporting

The Integration Joint Board continues to further develop its performance management culture throughout the Partnership through developing over time ways to demonstrate improved outcomes for citizens, best value for the use of public money and evidence of progress in relation to the agreed Strategic Plan Priorities.

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.

Taken together information on key performance indicators, measurable progress in delivering the priorities of the Strategic Plan and financial performance collectively aim to demonstrate best value within a culture of continuous improvement.

The published Annual Performance Reports for the Partnership, including those for previous years, can be found here <https://clacksandstirlinghscp.org/performance/>

The 2020/21 report represents the 5th Annual Performance Report for the Partnership. It is acknowledged the approach to, and quality of performance reporting will continue to develop over time and that the 2020/21 report was developed amidst managing the continuing demands of the COVID19 pandemic including challenges with availability of information.

The Annual Performance Report, when published, will detail progress in relation to the partnership priorities along with summary and detailed performance information.

The Scottish Government has extended the provisions of the Coronavirus (Scotland) Act 2020. This Act provides for Integration Authorities to delay publication of Annual Performance Report.

The partnerships 2020/21 Annual Performance Report will be published by November 2021. The preparation of the Annual Performance Report was not at a stage which permitted inclusion of key performance information within the draft accounts. This will be incorporated within the final accounts when a draft Annual Performance Report is available.

Financial Performance and Outlook, Risks and Plans for the Future

Financial Performance

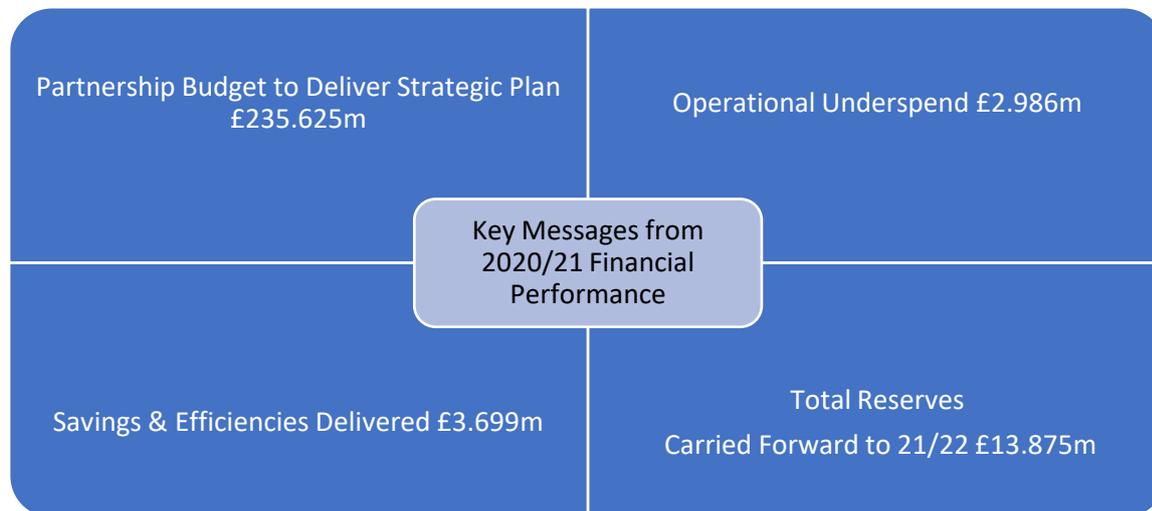
The Partnership has continued to face significant financial challenges in 2020/21 requiring the development and implementation of options for financially sustainable service delivery aligning, as far as possible, to the priorities agreed within the Partnerships Strategic Commissioning Plan 2019-2022.

The 2020/21 Revenue Budget and Medium Term Financial Plan was considered by the Integration Joint Board on 24 March 2020 on a 'business as usual' basis, as advised by Scottish Government, whilst acknowledging the risks that the emerging situation with regard to the Covid 19 pandemic may bring. The plan was predicated on a savings requirement of £6.214m with risk assessed plans in place to deliver £5.787m of these savings at the point of budget setting.

Savings achieved during the year are estimated at £3.699m with Scottish Government funding support being provided for estimated unachieved savings of £2.515m.

The operation financial position on the Integrated Budget (the partnership budget excluding set aside budget for large hospital services) was a net underspend of £2.986m. This position includes allocation of Covid funding from Scottish Government for unachieved savings.

No additional financial contributions from the partners were required in reaching this position and per the terms of the Integration Scheme the underspend on the Integrated Budget is carried forward via establishment of a General Reserve.



Key factors Impacting Financial Performance in 2020/21:

- Level of financial support for the financial impacts of Covid including full support for unachieved savings
- Underspends across several areas of Community Health Services including predominantly staffing related underspends in
 - District Nursing
 - Addictions
 - Allied Health Professionals
 - Community Learning Disabilities

- Community Mental Health Services
- Whilst Family Health Services Prescribing remained the most significant cost pressure area within the partnership budget the level of overspend was less than projected during the year.
- Reductions in costs of residential adult social care
- Levels of staffing underspends across adult social care services

Overall this resulted in a surplus of £12.179m for the Partnership for the 2020/21 financial year.

Whilst this is a positive financial position the Partnership will continue to face significant financial challenges to deliver the Strategic Plan priorities and improved outcomes for service users, unpaid carers and communities in a climate of growing demand, cost and complexity.

Set Aside Budget for Large Hospital Services

The Set Aside budget covers the in-scope integration functions of the NHS that are carried out in a large hospital settings providing services to the population of more than one Local Authority and/or Partnership area. For the Clackmannanshire and Stirling Partnership this includes services provided at the Forth Valley Royal Hospital site including the Lochview Learning Disability Inpatient facility and at Bellsdyke hospital in Larbert (Mental Health Inpatients). This covers areas such as emergency department, geriatric and general medicine, palliative care, learning disability and mental health inpatient services.

For financial year 2020/21 NHS Forth Valley met the pressures associated with the set aside budget and therefore the financial risk does not currently lie with the Integration Joint Board. As a result, the figures disclosed in the accounts reflect the budget position for the Set Aside element. However, financial reports to the Integration Joint Board include information on the actual estimated expenditure against the Set Aside budget, noting that NHS Forth Valley currently meets the financial pressure associated. A summary of the position is as follows:

	£m
Set Aside Budget	23.588
Estimated Expenditure	24.695
Overspend Met by NHS Forth Valley	1.107

Arrangements for the Set Aside budget continue to be under review. Work on completing this review has not been concluded during 2020/21 due to the focus on managing the Covid pandemic. The further work required to complete the review and agree future arrangements in line with extant legislation and the partnership action plan in response to the Ministerial Strategic Group recommendation on Progress on Integration is planned to be completed by September 2021 with recommendations being made thereafter to the IJB and NHS Board. This, along with the review of the Integration Scheme, may impact how this is financed and accounted for in future years.

Financial Outlook

The impact of the Covid 19 pandemic continues to have a profound impact on both the UK and Scottish economies and therefore the outlook for public expenditure over both the short and medium to longer term. The impacts of this remain very uncertain whilst the pandemic continues and the partnership has continued to work closely with Scottish Government to monitor and seek financial support for the financial impacts for 2021/22.

Changing Scottish Government policy in relation to Health and Social Care and particularly the proposed establishment of a National Care Service will have a significant effect on the finances and accountabilities of the IJB going forward. The IJB awaits the detail of the legislative and policy direction of Scottish Government in this regard.

In March 2020 the partnership considered and approved a Medium Term Financial Plan for the coming 5 year period. This plan was developed on a 'business as usual' basis based on:

- The context set out in the Scottish Government 5 Year Financial Strategy and Medium Term Financial Framework for Health and Social Care
- Local and regional intelligence and modelling on the changing demand for services from regional planning work and the refresh of the Strategic Needs Assessment
- The ongoing impact of changes in legislation including the Carers Act and Free Personal Care for <65's
- The estimated impact of the Health and Social Care Partnerships Transforming Care Programme aligned to Strategic Commissioning Plan priorities.

The Medium Term Financial Plan will initially be reviewed in June 2021. However it is understood the Scottish Government will review, refresh and publish a revised Medium Term Financial Framework for Health and Social Care aligned to the future policy approaches for Health and Adult Social Care. A more substantive review of the IJBs Medium Term Financial Plan will be conducted at this point aligned to key assumptions with the Scottish Governments Medium Term Financial Framework.

COVID19 and Future Risks

COVID19:

The impact of the Covid19 pandemic continues to be the greatest single risk facing the Integration Joint Board. It will continue to affect the demand for and delivery of Health and Social Care services and the cost of these for a considerable period. Demand and service patterns experienced during 2020/21 were significantly different from longer term trends making forecasting more difficult and therefore higher risk. This also brings opportunities to accelerate the redesign and transformation of service delivery at pace. The considerations within the IJBs 2021/22 Revenue Budget approved by the IJB on 11 May 2021 took account of this and incorporated significant strategic change and investment proposals aligned to the Strategic Priorities within a balanced budget framework.

To mitigate this risk the IJB will:

- Continue to work closely with Scottish Government to monitor report and seek support for the direct financial implications arising from the pandemic.
- Incorporate learning from the pandemic into our operational and strategic planning. Examples of this are the Care Home Assurance Team (CHART) and our approaches to Technology Enabled Care and Self Directed Support.
- Continue to monitor and evaluate changing demands for services (for example demand for Mental Health Services) and seek to incorporate these into our planning and service responses incorporating our approaches to participation and engagement.

Future Risks

Covid19 aside the most significant risks facing the IJB are:

- Continued economic uncertainty, and potential effect on public spending, in the wake of the result of the UK's decision to leave the European Union(EU), commonly referred to as 'Brexit', and utilisation of the additional financial powers devolved to the Scottish Government through the Scotland Acts 2012 and 2016.
- Increasing demand for and cost of health and social care services driven by to demographic change including an ageing and increasing population with multiple and complex long term conditions;
- Public sector pay policy, particularly where this deviates from general inflation and/or allocations to the IJB to reflect these costs.
- Price and supply volatility in the markets, at both UK and international levels for prescription drugs and other therapeutic products.
- Inequalities between the affluent and more deprived areas and the challenges of deprivation, housing and employment;
- The wider financial and economic environment, including the impact of Covid on UK and Scottish economic strategies and public expenditure
- Increasing public expectations from health and social care services:
- The changing policy landscape particularly in relation to Adult Social Care and rising expectations associated with this.
- The need to maintain and improve the quality of services and improve outcomes for service users, unpaid carers and communities; and
- Workforce challenges staff wellbeing, the ageing workforce and issues around recruitment and retention within the health and social care workforce.
- Maintaining performance against key local and national indicators whilst maintaining service delivery within resources available.

All of the above risks may have an impact on the partnerships costs in future years and, therefore, add to the financial pressures over the medium to longer term.

Plans for the Future

There continues to be opportunities for the Integration Joint Board to use its combined resources in a more effective, efficient and person-centred ways focusing of place based services to make better use of public resources and improve outcomes for our citizens.

The increasing demand on services risks exceeding available resources and approaches to services design and delivery requires to be focused on better outcomes for citizens and co-produced with our communities through meaningful and ongoing engagement. The Partnership continues to adopt a whole-systems approach to improve health and social care outcomes and will work alongside Community Planning partners to address wider issues in relation to congruence with Local Outcome Improvement Plans, driving public value through place based services, community empowerment, public health and health improvement.

These approaches will ensure a joint contribution to encouraging, supporting and maintaining the health and wellbeing of people who live in our communities thus assisting the partnership in addressing the challenges faced.

It is recognised that if there are not fundamental changes to the way that services are planned and delivered with partners across all sectors, current service provision will not be sufficient to meet the future health and social care needs of the population. We must therefore continue to embed new ways of working and seek to focus resources away from bed based models of care into community based services. We need to continue to critically appraise and challenge our current models of service delivery to ensure our combined resources are focused on areas of greatest need delivering the best outcomes to our service users and patients, and that crucially we co-produce these harnessing the capacity of local communities to support the wider preventative, health and wellbeing outcomes.

The future planning and commissioning of services is, of course, profoundly affected by the COVID19 pandemic. At time of writing we are still in the response phase to the pandemic but focusing significant energy of recovery and renewal planning. The pandemic will affect both demand for services and public sector funding. Whilst there are significant risks associated with this there are also significant opportunities which require, in consultation with our population to be explored. Lessons learned from the pandemic including rapid service transformation, reduction in delayed discharges, use of technologies, and building on the resilience of communities are key examples.

Moving forward there will increasingly be a requirement to focus investment of available resources on Strategic Commissioning Plan Priorities and ensure we and partners meet statutory requirements in innovative ways including increasing use of assistive technologies and digital solutions. It is paramount these solutions are co-produced with communities through an ongoing commitment to public and service user engagements.



The key elements of this approach are set out in the 'plan on a page' schematic on Page 8 of this document and supplemented the detailed planning within and aligned to our Transforming Care Programme.

Conclusion

In this fifth year of operations the Partnership has focussed heavily on our responses to the challenges of the Covid 19 pandemic in ways that are naturally aligned to our Strategic Priorities.

Progress on this and achieving the vision and outcomes of the Strategic Commissioning Plan will be reported to the Integration Joint Board by November 2021 via the draft Annual Performance Report. Thereafter the Integration Joint Board will continue to receive regular reports on the Transforming Care Programme as the delivery mechanism for the Strategic Commissioning Plan. This will seek to demonstrate the scale of activities and significant level of progress in relation to the agreed Strategic Commissioning Plan priorities.

Going forward, the Clackmannanshire and Stirling Health and Social Care Partnership will continue to face significant financial challenges in delivering better outcomes for its patients and service users, in line with its Strategic Commissioning and Financial Plans, in a climate of growing demand and complexity within finite resources.

In order to achieve this we must continue to identify and implement innovative ways of delivering sustainable services to our citizens in ways that are truly co-produced with our communities, that draw on lived experience of our service users and that are human rights based.

We will continue to work with staff, managers, services, partners (including the third and independent sectors) and our communities to lead and support sustainable service design approaches, identify and implement innovative, cost effective and person centred, outcomes focused and place-based service delivery models and pathways, and contribute to the delivery of the Partnership's Strategic Commissioning Plan 2019-2022 priorities within resources available.

Where to Find More Information

If you would like more information please visit our webpage at:

<https://clacksandstirlinghscp.org/>

The papers and minutes from meeting of the Integration Joint Board can be found here:

<https://clacksandstirlinghscp.org/integration-joint-board-meetings/>

Other publications from the partnership, past and present can be found here:

<https://clacksandstirlinghscp.org/publications/>

Acknowledgements

The Integration Joint Board would wish to take this opportunity to thank the staff, volunteers and paid and unpaid carers whose work contributes to the provision of services to the populations of Clackmannanshire and Stirling.

Les Sharp
Chair
24 November 2021

Annemargaret Black
Chief Officer
24 November 2021

Ewan C. Murray
Chief Finance Officer
24 November 2021

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 Clackmannanshire and Stirling Integration Joint Board, 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 on 24 November 2021

Signed on behalf of the Clackmannanshire and Stirling Integration Joint Board.

Cllr Les Sharp
Chair

24 November 2021

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 local authority 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 Clackmannanshire & Stirling Integration Joint Board as at 31 March 2021 and the transactions for the year then ended.

Ewan C. Murray
Chief Finance Officer
24 November 2021

Remuneration Report

Introduction

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

The information 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 Integration Joint Board in 2020/21

Voting members of the Integration Joint Board constitute Councillors nominated as Board members by constituent authorities and NHS representatives nominated by the NHS Forth Valley. The voting members of the Clackmannanshire and Stirling Integration Joint Board were appointed through nomination by Clackmannanshire Council, NHS Forth Valley, and Stirling Council.

Voting Membership of the Integration Joint Board during 2020/21 was as follows:

Clackmannanshire Council

Councillor Les Sharp (Chair)

Councillor Dave Clark

Councillor Martha Benny

NHS Forth Valley

John Ford, Non-Executive

Cathie Cowan, Chief Executive

Julia Swan, Non-Executive

Graham Foster, Director of Public Health and Strategic Planning

Alan Rennie, Non-Executive (Vice Chair)

Gordon Johnston, Non-Executive

Stirling Council

Councillor Scott Farmer

Councillor Graham Houston

Councillor Susan McGill

Remuneration: Integration Joint Board Chair and Vice Chair

The voting members of the Integration Joint Board are appointed through nomination by Clackmannanshire & Stirling Councils and NHS Forth Valley. Nomination of the Integration Joint Board Chair and Vice Chair postholders alternates between a Councillor and a Health Board representative.

The Integration Joint Board does not provide any additional remuneration to the Chair, Vice Chair or any other board members relating to their role on the Integration Joint Board. The Integration Joint Board does not reimburse the relevant partner organisations for any voting board member costs borne by the partner. The details of the Chair and Vice Chair appointments and any remuneration and taxable expenses paid are shown below.

Taxable Expenses 2020/21	Salary, Fees and Allowances 2020/21	Name	Post(s) Held	Nominated by	Taxable Expenses 2019/20	Salary, Fees and Allowances 2019/20
£	£				£	£
Nil	Nil	Councillor Les Sharp	Chair from April 2020	Clackmannanshire Council	Nil	Nil
Nil	Nil	Alan Rennie	Vice Chair from September 2020	NHS Forth Valley	Nil	Nil
Nil	Nil	Total			Nil	Nil

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

Remuneration: Officers of the Integration Joint Board

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

Chief Officer

Under section 10 of the Public Bodies (Joint Working) (Scotland) Act 2014 a Chief Officer for the Integration Joint Board must be appointed and the employing partner must formally second the officer to the Integration Joint Board. The employment contract for the Chief Officer will 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 Integration Joint Board.

The Interim Chief Officer from 1 April to 16 June 2019 was employed by Stirling Council who met the costs of the interim appointment for this period in full.

The permanent Chief Officer took up post on 17 June 2019 and was employed by NHS Forth Valley.

Other Officers

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

The Chief Finance Officer is employed by NHS Forth Valley.

Total 2019/20	Senior Employees	Salary, Fees & Allowances	Taxable Expenses	Total 2020/21
£		£	£	£
17,652	Chief Officer (Interim) M Valente From 1 April to 16 June 2019	-	-	-
74,279 (FTE £94,156)	Chief Officer A Black From 17 June 2019	99,175	-	99,175
74,710	Chief Finance Officer E Murray	76,978	-	76,978
166,641	Total	176,153	-	176,153

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 Integration Joint Board balance sheet for the Chief Officer or any other officers.

The Integration Joint Board however has responsibility for funding the employer contributions for the current year in respect of the officer time spent on fulfilling the responsibilities of their role on the Integration Joint Board. The following table shows the Integration Joint Board'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 Contributions		Accrued Pension Benefits		
	For Year to 31/03/20 £	For Year to 31/03/21 £		Difference from 31/03/20 £000	As at 31/03/21 £000
Chief Officer (interim)	3,884	-	Pension	-	-
M Valente			Lump sum	-	-
Chief Officer	15,524	20,728	Pension	3	28
A Black			Lump Sum	3	73
Chief Finance Officer	15,614	16,088	Pension	2	32
E Murray			Lump Sum	2	70
Total	35,040	36,816	Pension	5	59
			Lump Sum	5	42

Disclosure by Pay Bands

As required by the regulations, the following table shows the number of persons whose remuneration for the year was £50,000 or above, in bands of £5,000.

Number of Employees in Band 2019/20	Remuneration Band	Number of Employees in Band 2020/21
2	£70,000 - £74,999	0
0	£75,000 - £79,999	1
0	£95,000 - £99,999	1

Exit Packages

There were no exit packages in relation to Clackmannanshire and Stirling Integration Joint Board in financial year 2020/21.

Cllr Les Sharp

Chair
24 November 2021

Annemargaret Black

Chief Officer
24 November 2021

Annual Governance Statement

The Annual Governance Statement explains the IJB's governance arrangements and reports on the effectiveness of the IJB's system of internal control.

Scope of Responsibility

The IJB is responsible for ensuring that:

- its business is conducted in accordance with the law and appropriate standards
- that public money is safeguarded, properly accounted for, and used economically, efficiently and effectively.

The IJB also aims to foster a culture of continuous improvement in the performance of the IJB's delegated functions and to make arrangements to secure best value.

To meet this responsibility, the IJB has established arrangements for governance which includes a system of internal control. The system is intended to manage risk to support the achievement of the IJB's policies, aims and objectives. Reliance is also placed on the NHS Forth Valley and Clackmannanshire and Stirling Councils systems of internal control which support compliance with both organisations' policies and promotes achievement of each organisation's aims and objectives, as well as those of the IJB.

Given the IJB utilises the systems of internal control with NHS Forth Valley, Clackmannanshire Council and Stirling Council the system can only provide reasonable and not absolute assurance of effectiveness.

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 the achievement of the objectives set out in the IJB's Strategic Plan. The governance framework will be continually updated to reflect best practice, new legislative requirements and the expectations of stakeholders.

The system of internal control is based on an ongoing process designed to identify and prioritise the risks to the achievement of the IJB's objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them effectively.

Governance Framework and Internal Control System

The Board of the IJB comprises the Chair, Vice Chair and 10 other voting members; 6 are Council Elected Members nominated (3 each council) by Clackmannanshire and Stirling Council, and, 6 are Board members of NHS Forth Valley (4 Non Executive Directors and 2 Directors). There are also a number of non-voting professional and stakeholder members on the IJB including the Chief Officer and Chief Finance Officer. Stakeholder members currently include representatives from the third sector interfaces, carers and service users.

The main features of the governance framework in existence during 2020/21 were:

- The Integration Scheme
- Standing Orders
- Scheme of Delegation

- Urgent Decision Making Powers to ensure effective and responsive governance during Covid
- Financial Regulations and Reserves Policy and Strategy
- Code of Conduct and Register of Interests
- Strategic Improvement Plan
- Enhanced Governance and Assurance Arrangements for Care Homes and Care at Home Services
- The HSCP Covid 19 Mobilisation and Re-mobilisation Plans
- IJB Audit and Risk Committee operating within a Terms of Reference approved by the IJB
- IJB Finance & Performance Committee operating within a Terms of Reference approved by the IJB
- Clinical and Care Governance Framework
- Risk Management Framework and Strategic Risk Register
- Complaints Handling Procedure
- Information Governance Arrangements & Information Security Policy
- General Data Protection Regulations (GDPR)
- Climate Change Duties
- Equality Duty
- Accessibility Regulations

The governance framework described operates on the foundation of internal controls, including management and financial information, financial regulations, administration, supervision and delegation.

The IJB utilises the internal control systems of NHS Forth Valley, Clackmannanshire Council and Stirling Council in the commissioning and delivery of in-scope functions. The Annual Governance Statements of the constituent authorities will be reviewed for any significant weaknesses which could be a risk to the IJB.

The IJB complies with “The Role of the Head of Internal Audit in Public Organisations” (CIPFA) and operates in accordance with “Public Sector Internal Audit Standards” (CIPFA). The Head of Internal Audit reports directly to the Integration Joint Board Audit Committee with the right of access to the Chief Financial Officer, Chief Officer and Chair of the Integration Joint Board Audit and Risk Committee on any matter. The annual programme of internal audit work is based on a risk assessment drawn from review of the Integration Joint Boards Strategic Risk Register and is approved by the Integration Joint Board Audit and Risk Committee.

From April 2020 the IJBs Chief Internal Auditor has been from FTF Internal Audit Service who are an internal audit consortium covering Fife, Tayside and Forth Valley.

Review of Adequacy and Effectiveness

The IJB has responsibility for conducting at least annually, a review of effectiveness of the system of internal control and the quality of data used throughout the organisation. The review is informed by the work of the Senior Management Team, work of the IJBs internal audit service and the Chief Internal Auditor’s annual report, and reports from external auditors and other review agencies and inspectorates.

The review of the IJB’s governance framework is supported by a process of self-assessment and compiled by the Chief Finance Officer.

The Chief Finance Officer completes a “Self-assessment Checklist” and any further supporting evidence requested as evidence of adequacy and review of key areas of the

IJB's internal control framework; this is provided to the IJBs Chief Internal Auditor as part of the evidence base to inform the opinion within the Annual Internal Audit Report.

The Chief Officer also gives assurances as Director of Health and Social Care through the Annual Governance Statement processes of the constituent authorities and the IJB Chief Finance Officer reviews the Annual Governance Statements of the constituent authorities to identify any identified weaknesses in governance which may affect integration functions and/or pose a risk to the IJB.

The Senior Management Team has input to this process through the Chief Finance Officer. In addition, the review of the effectiveness of the governance arrangements and systems of internal control within the Health Board and Local Authority partners places reliance upon the individual bodies' management assurances in relation to the soundness of their systems of internal control.

The appointed IJB Chief Internal Auditor provides an annual report to the Audit and Risk Committee and an independent opinion on the adequacy and effectiveness of the governance framework, risk management and internal control.

Due to the nature of IJB Board Membership, a conflict of interest can arise between an IJB Board Members' responsibilities to the IJB and other responsibilities that they may have. The IJB has arrangements in place to deal with any conflicts of interest that may arise. It is the responsibility of Board and Committee Members to declare any potential conflicts of interest, and it is the responsibility of the Chair of the relevant Board or Committee to ensure such declarations are appropriately considered and acted upon. There is specific guidance from the Standards Commission for IJB members.

The Management Commentary provides an overview of the key risks and uncertainties facing the IJB.

Roles and Responsibilities

The Chief Officer is the Accountable Officer for the IJB and has day-to-day operational responsibility to monitor delivery of integrated services, with oversight from the IJB.

The IJB complies with the CIPFA Statement on "The Role of the Chief Finance Officer in Local Government 2014". The IJB's Chief Finance Officer has overall responsibility for Clackmannanshire and Stirling Health and Social Care Partnerships financial arrangements.

The IJB complies with the requirements of the CIPFA Statement on "The Role of the Head of Internal Audit in Public Organisations 2019". The IJB's appointed Chief Internal Auditor has responsibility for the IJB's internal audit function and is professionally qualified and suitably experienced to lead and direct internal audit staff. The Internal Audit service operates in accordance with the CIPFA "Public Sector Internal Audit Standards 2017".

Board members and officers of the IJB are committed to the concept of sound internal control and the effective delivery of IJB services. The IJB's Audit and Risk Committee operates in accordance with CIPFA's Audit Committee Principles in Local Authorities in Scotland and Audit Committees: Practical Guidance for Local Authorities. The Committee's core function is to provide the IJB with independent assurance on the adequacy of the risk management framework, the internal control environment and the integrity of the financial reporting and governance arrangements.

Governance Issues Relating to the Impact of COVID-19

The IJB's approved governance framework has been in place for the year ended 31 March 2021.

However, from March 2020 the governance context in which the IJB operates has been impacted by the need to implement urgent decision making arrangements and take urgent actions where required in response to the significant public health challenge presented by the COVID-19 pandemic.

The planning and delivery of health and social care services has had to rapidly adapt to meet this challenge and the IJB has had to adapt its governance arrangements accordingly.

In response to the pandemic and the requirement to move quickly and decisively to manage the subsequent pressures on health and social care services in Clackmannanshire & Stirling, the IJB approved and initiated urgent decision-making arrangements at its March 2020 meeting and have extended them at each IJB meeting to date.

Under these arrangements, authority is delegated, if required, to take decisions to meet urgent operational requirements, to the Chief Officer in consultation with the Chair and Vice Chair of the IJB and Chief Executives and Chief Financial Officers of the Constituent Authorities. Any decisions taken require to be reported to the IJB.

Financial governance arrangements remain in place and have been supplemented by additional controls and reporting arrangements to manage and monitor COVID-19 related expenditure and resultant impact on the IJBs financial position.

The IJB and IJBs committees have continued to meet and function through the pandemic however agenda has been reduced from time to time to focus on essential business and statutory requirements without compromising effectiveness of governance arrangements.

The timing of approval and publication of audited Annual Accounts and the Annual Performance Report for 2020/21 were in line with the flexibility permitted through the Coronavirus Act (Scotland).

Some elements of planned reviews of governance arrangements during 2020/21 have not been taken forward within the originally planned timescales due to management capacity being focused on dealing with the COVID-19 pandemic. Much of this is also due to the relationship between the governance framework and the review of the Integration Scheme. The constituent authorities and IJB have agreed to pause progress with the review of the Integration Scheme until at least June 2021.

The review of certain elements of the governance frameworks including the Scheme of Delegation are currently planned to be revisited, reprioritised and undertaken during 2021/22. Despite actions having been deferred effective governance was maintained during the year.

Other Governance Issues

The IJB considered an initial indicative 2021/22 revenue budget in March 2021 but did not approve the 2021/22 Revenue Budget until its special meeting on 11 May 2021.

This was as a result of the exceptional timing of UK and Scottish Budgets in response to Covid, knock on impacts on budget setting for NHS Forth Valley, Clackmannanshire Council

and Stirling Council impeding compliance with the terms of the Integration Scheme, a number of material issues affecting the IJB budget remaining fluid or unclear at the time of the March meeting and the IJB wishing further information in the form of business cases to support proposed investment decisions.

The exceptional nature of financial planning and budget setting for 2020/21 rather than any systemic weaknesses in the IJBs arrangements drove these circumstances however it is disclosed here in the spirit of transparency. The IJBs budget timetabling will always be predicated on setting the revenue budget for the coming financial year before the 31 March.

Management of Risk

The Integration Joint Board monitors and seeks to mitigate significant risk through its Risk Management Framework and Strategic Risk Register. The Strategic Risk Register is regularly reviewed by the partnership Senior Leadership Team. The Audit & Risk Committee provide a scrutiny role for the Integration Joint Board by reviewing, scrutinising and approving the Strategic Risk Register as a standing agenda item at each meeting. High risks on the Strategic Risk Register are reported to the Integration Joint Board through regular Performance Reports.

As the Transforming Care Programme and the role of the Transforming Care Board has been developed over 2020/21 a risk register for the programme has now also been developed which enhances the IJBs approach to management of risk going forward.

The IJBs risk management framework is currently under review. This review will consider any updates required to the risk management framework and improving interfaces with risk management arrangements across the constituent authorities assisting in linking operational and strategic risk identification, management and reporting.

The major changes to the risk profile of the IJB during the year are, understandably, predominantly in relation to the current and future impacts of the Covid 19 pandemic. As well as the additional of a specific strategic risk in relation to Covid 19 all the control actions for all other strategic risks have been reviewed in relation to mitigation of impacts of Covid 19. Additionally, the format of the register has been reviewed to ensure control actions are SMART (Specific, Measurable, Achievable, Realistic and Timely). Furthermore, given ongoing challenges in relation to recruitment and retention of the workforce and the need to prioritise the workforces wellbeing the associated strategic risk has been fundamentally reviewed.

Action Plan

Following consideration of the review of adequacy and effectiveness the following action plan has been agreed to ensure continual improvement of the IJB's governance. Regular updates on progress of the agreed actions will be monitored by the IJB Audit and Risk Committee.

Update on 2019/20 Action Plan and 2020/21 Action Plan

Areas for Improvement Identified	Action Undertaken in 2020/221	Responsible Party(s)	Previous Planned Date of Completion	Revised Planned Date of Completion
A comprehensive review of the IJBs Governance Frameworks will be undertaken aligned to changes in operational responsibilities of the Chief Officer	<p>Action outstanding.</p> <p>Not yet progressed due to continued management focus on managing impact of pandemic.</p> <p>Linked to review of Integration Scheme and further consideration of requirement to develop a revised scheme post June 2021.</p>	Chief Officer and Chief Finance Officer	March 2021	December 2021
Development of Local Code of Corporate Governance, Whistleblowing Policy and Counter Fraud arrangements to strengthen governance.	<p>Local Code of Corporate Governance will be developed as part of review of governance frameworks.</p> <p>Consideration has been made to HSCP Whistleblowing and Counter Fraud Policies however it is felt that these would confuse and risk weakening rather than strengthen arrangements as these are anchored in employing authorities.</p>	Chief Officer and Chief Finance Officer	March 2021	December 2021

Clackmannanshire & Stirling IJB – Annual Accounts for the year ended 31 March 2021

<p>Implement Revised Approach to Directions</p>	<p>Action outstanding.</p> <p>Preparations were made to implement revised approach in line with development of Transforming Care Programme and Medium Term Financial Plan but deferred due to Covid-19 pandemic response.</p> <p>Chief Officer has will facilitate work on future approach in later half of 2021.</p>	<p>Chief Officer, Head of Service (SP&HI) & Chief Finance Officer</p>	<p>March 2021</p>	<p>December 2021</p>
<p>Review Form and Fitness for Purpose of Extant Scheme of Delegation</p>	<p>Extant IJB Scheme of Delegation has been in place since 30 March 2016 and as partnership arrangements have changed substantively since this time is requires review to ensure it is fit for purpose.</p> <p>It is therefore viewed that this could be reviewed in advance of any revised Integration Scheme.</p>	<p>Chief Officer, Chief Finance Officer and Heads of Governance of Constituent Authorities</p>	<p>N/A</p>	<p>December 2021</p>
<p>Produce Annual Assurance Reports for IJB Committees</p>	<p>As part of developing good governance arrangements and continuous improvement the IJBs committees will consider and approve annual assurance reports and these will be considered by the IJB and previous work on assurance principles</p>	<p>Chief Finance Officer & Business Manager</p>	<p>N/A</p>	<p>November 2021</p>

<p>Review of relationship between IJB and Community Planning Partnerships (CPPs)</p>	<p>Action being progressed. As part of developing good governance arrangements the IJBs has taken on the CPP leadership role for the Alcohol and Drug Partnership across Clackmannanshire and Stirling areas. In addition, the IJB has taken on the leadership role on behalf of both CPPs for Well-being, particularly focused on the impact of COVID. The delegation of Health Improvement is underway and will further develop with CPPs throughout 2021/ 22.</p>	<p>Head of Service (Strategic Planning & Health Improvement)</p>	<p>March 2021</p>	<p>March 2022</p>
<p>Further Develop Best Value Arrangements</p>	<p>Establish and agree mechanism to provide IJB with overt assurance on the characteristics of Best Value in accordance with the Local Government in Scotland Act 2003 Best Value Guidance</p>	<p>Chief Finance Officer</p>	<p>-</p>	<p>March 2022</p>
<p>Further Develop Strategic Improvement Plan</p>	<p>Review format, structure and effectiveness of plan as key consolidated improvement plan for partnership including :</p> <ul style="list-style-type: none"> • Ensuring plan is 'SMART' • Ensuring progress on MSG Proposals on Progress are adequately incorporated • Further review post Annual Internal Audit Report & Annual Audit Report. • Consideration of role of Audit & Risk Committee in monitoring. 	<p>Head of Service Strategic Planning & Health Improvement</p>	<p>-</p>	<p>December 2021</p>

Undertake Review of Strategic Plan / Strategic Commissioning Plan	Current plans lifecycle is 2019/2022 so a review requires to be conducted during 2021/22 including consideration on Covid impacts and other material changes in Strategic Needs Assessment	Chief Officer & Head of Service, Strategic Planning & Health Improvement	-	March 2022
Ensure Information Governance Assurance Report presented to IJB.	Including review of information sharing protocols and assurance on information governance arrangements.	Head of Information Governance, NHS Forth Valley	-	November 2021

Conclusion and Opinion on Assurance

Whilst recognising that improvements are required, as detailed above, it is our opinion that reasonable assurance can be placed upon the adequacy and effectiveness of the IJB's governance arrangements.

We consider that the internal control environment provides reasonable and objective assurance that any significant risks impacting on the IJB's 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 and the implementation of the action plan will be monitored by the HSCP Senior Management Team and reported via the IJB and the IJB Audit and Risk Committee.

Cllr Les Sharp
Chair
24 November 2021

Annemargaret Black
Chief Officer
24 November 2021

Comprehensive Income and Expenditure Statement

This statement shows 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.

2019/20			2020/21		
Gross Expenditure	Gross Income	Net Expenditure	Gross Expenditure	Gross Income	Net Expenditure
£'000	£'000	£'000	£'000	£'000	£'000
22,006	0	22,006	23,588	0	23,588
111,166	(10,135)	101,031	125,010	(7,186)	117,824
76,594	0	76,594	81,750	0	81,750
284	0	284	301	0	301
210,050	(10,135)	199,915	230,649	(7,186)	223,463
	(199,634)	(199,634)		(235,642)	(235,642)
210,050	(209,769)	281	230,649	(242,828)	(12,179)
		281			(12,179)

There are no statutory or presentation adjustments which affect the Integration Joint Board's 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 shows the movement in the year on the Integration Joint Board's reserves. The movements which arise due to statutory adjustments which affect the General Fund balance are separately identified from the movements due to accounting practices.

Movements in Reserves During 2020/21	General Fund Balance £000	Unusable Reserves £000	Total Reserves £000
Opening Balance at 31 March 2020	(1,696)	0	(1,696)
Total Comprehensive Income and Expenditure	(12,179)	0	(12,179)
Increase in 2020/21	(12,179)	0	(12,179)
Closing Balance at 31 March 2021	(13,875)	0	(13,875)

Movements in Reserves During 2019/20	General Fund Balance £000	Unusable Reserves £000	Total Reserves £000
Opening Balance at 31 March 2019	(1,977)	0	(1,977)
Total Comprehensive Income and Expenditure	281	0	281
Decrease in 2019/20	281	0	281
Closing Balance at 31 March 2020	(1,696)	0	(1,696)

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.

31 March 2020		Notes	31 March 2021
£'000			£'000
1,696	Short Term Debtors	Note 7	13,875
<u>1,696</u>	Current Assets		<u>13,875</u>
0	Short Term Creditors		0
<u>0</u>	Current Liabilities		<u>0</u>
0	Provisions		0
<u>0</u>	Long-Term Liabilities		<u>0</u>
<u><u>1,696</u></u>	Net Assets		<u><u>13,875</u></u>
(1,696)	Useable Reserves: General Fund	Note 10	(13,875)
<u>0</u>	Un-useable Reserves		<u>0</u>
<u><u>(1,696)</u></u>	Total Reserves		<u><u>(13,875)</u></u>

Ewan C. Murray
Chief Finance Officer

The unaudited accounts were issued on 23 June 2021.

Notes to the Financial Statements

1. Significant Account Policies

General Principles

The Financial Statements summarises the authority's transactions for the 2020/2021 financial year and its position at the year-end of 31 March 2021.

The Integration Joint Board 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.

The Financial Statements are therefore prepared in compliance with the Code of Practice on Local Authority Accounting in the United Kingdom 2020/21, supported by International Financial Reporting Standards (IFRS), unless legislation or statutory guidance requires different treatment.

The accounts are prepared on a going concern basis, which assumes that the Integration Joint Board will continue in operational existence for the foreseeable future. The historical cost convention has been adopted.

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 Integration Joint Board.
- 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 Integration Joint Board is primarily funded through funding contributions from the statutory funding partners, Clackmannanshire and Stirling Councils and NHS Forth Valley. Expenditure is incurred as the Integration Joint Board commissions specified health and social care services from the funding partners for the benefit of service recipients in Clackmannanshire and Stirling.

Cash and Cash Equivalents

The Integration Joint Board does not operate a bank account or hold cash. Transactions are settled on behalf of the Integration Joint Board by the funding partners. Consequently, the Integration Joint Board 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 Integration Joint Board's Balance Sheet.

Employee Benefits

The Integration Joint Board 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 Integration Joint Board 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 Integration Joint Board's Balance Sheet but is disclosed in a note where it is material.

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 Integration Joint Board's Balance Sheet but is disclosed in a note only if it is probable to arise and can be reliably measured.

Reserves

The Integration Joint Board's reserves are classified as either Usable or Unusable Reserves.

The Integration Joint Board'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 Integration Joint Board can use in later years to support service provision.

The Integration Joint Board has no unusable reserves.

Indemnity Insurance

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

Unlike NHS Boards, the Integration Joint Board does not have any 'shared risk' exposure from participation in CNORIS. The Integration Joint Boards participation in

the CNORIS scheme is therefore supplementary to normal insurance arrangements for clinical and care services.

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, is provided for in the Integration Joint Board'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.

VAT

The Integration Joint Board is not registered for VAT and as such VAT is settled or recovered by the partner agencies.

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.

2. Accounting Standards That Have Been Issued But Have Not Yet Been Adopted

The Code requires the disclosure of information relating to the impact of an accounting change that will be required by a new standard that has been issued but not yet adopted. The IJB considers that there are no such standards which would have significant impact on its annual accounts.

3. Critical Judgements in Applying Accounting Policies

Set Aside Budget for Large Hospital Services

For financial year 2020/21 the sum included within the accounts in relation to the Set-Aside budget for Large Hospital services reflects the budget allocated rather than the actual cost of hospital activity. Systems are continuing to be developed to be able to accurately provide this information within the accounts in future financial years. Development of these arrangements continues to be impacted by the pandemic but is ongoing.

In terms of risk of misstatement a 10% shift in activity would equate to an estimated £2.469m in costs which would, in turn, be matched by additional income from NHS Forth Valley.

The approach to developing arrangements was detailed in a report to the Integration Joint Board meeting in June 2018 and within the partnerships consolidated response to the Ministerial Strategic Groups proposals on Progress on Integration. The Integration Joint Board, and its committees, will continue to receive reports on progress of this work with the next substantive progress report due in September 2021.

4. Events After the Reporting Period

The Annual Accounts were authorised for issue by the Chief Finance Officer on 23 June 2021. Events taking place after this date are not reflected in the financial statements or notes. Where events taking place before this date provided information about conditions existing at 31 March 2021, the figures in the financial statements and notes have been adjusted in all material respects to reflect the impact of this information.

5. Expenditure and Income Analysis by Nature

2019/20		2020/21
£000		£000
20,677	Services commissioned from Clackmannanshire Council	21,428
43,321	Services commissioned from Stirling Council	40,283
145,769	Services commissioned from NHS Forth Valley	168,638
254	Other IJB Operating Expenditure	271
3	Insurance and Related Expenditure	3
27	Auditor Fee: External Audit Work	27
(4,547)	Service Income: Clackmannanshire Council	(4,162)
(5,588)	Service Income: Stirling Council	(3,024)
(199,634)	Partners Funding Contributions and Non-Specific Grant Income	(235,642)
281	(Surplus) or Deficit on the Provision of Services	(12,179)

6. Taxation and Non-Specific Grant Income

2019/20 £000		2020/21 £000
17,323	Funding Contribution from Clackmannanshire Council	20,474
35,769	Funding Contribution from Stirling Council	42,854
146,542	Funding Contribution from NHS Forth Valley	172,314
<hr/>		
199,634	Taxation and Non-specific Grant Income	235,642
<hr/>		

The funding contribution from the NHS Board shown above includes £23.588m in respect of 'set aside' resources relating to acute hospital and other resources. These are provided by the NHS which currently retains responsibility for managing the costs of providing the services. The Integration Joint Board, however, has strategic responsibility for the consumption of, and level of demand placed on, these resources.

7. Debtors

31 March 2020 £000		31 March 2021 £000
694	Stirling Council	6,198
0	Clackmannanshire Council	3,148
1,002	NHS Forth Valley	4,529
<hr/>		
1,696	Debtors	13,875
<hr/>		

Amounts owed by the funding partners are stated on a net basis. Creditor balances relating to expenditure obligations incurred by the funding partners but not yet settled in cash terms are offset against the funds they are holding on behalf of the Integration Joint Board.

8. Creditors

There are no creditor's balances in the Integration Joint Board accounts.

9. Provisions

No provisions have been made in the Integration Joint Board accounts.

10. Usable Reserve: General Fund

The Integration Joint Board 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 and pursuance of best value from available resources.
- To provide a contingency fund to cushion the impact of unexpected events or emergencies. This is regarded as an element of the Integration Joint Board's financial resilience framework. The IJB held contingency funding totalling £2.986m at 31 March 2021.

The table below shows the movements on the General Fund balance:

2019/20				2020/21			
Balance at 1 April 2019	Transfers Out 2019/20	Transfers In 2019/20	Balance at 31 March 2019/20		Transfers Out 2020/21	Transfers In 2020/21	Balance at 31 March 2020/21
£000	£000	£000	£000		£000	£000	£000
(1)	1	0	0	Integration Fund	0	0	0
(320)	0	(73)	(393)	Transformation Funding	0	(790)	(1,183)
(253)	0	(87)	(340)	Primary Care & Mental Health Transformation Funds	0	(189)	(529)
(176)	176	0	0	Transforming Urgent Care	0	0	0
(23)	0	0	(23)	Autism	0	0	(23)
(100)	12	0	(88)	Dementia Friendly	44	0	(44)
(508)	0	0	(508)	Drug and Alcohol Recovery Support	0	(72)	(580)
(40)	0	0	(40)	See Hear	0	(11)	(51)
(11)	0	0	(11)	Sensory Impairment	11	0	0
(140)	140	0	0	Primary Care Improvement Fund	0	0	0
(128)	92	0	(36)	GP OOH Fund	0	(78)	(114)
(24)	2	0	(22)	Alcohol & Drugs	0	(7)	(29)
(21)	0	0	(21)	GP subcommittees for GP contract	0	(20)	(41)
(57)	0	(57)	(114)	Mental Health Innovation Fund	0	(24)	(138)
(124)	124	0	0	Unscheduled Care	0	0	0
(50)	27	0	(23)	Independent Travel	23	0	0
0	0	(77)	(77)	Primary Care Premises	0	(33)	(110)
0	0	0	0	Scottish Living Wage	0	(237)	(237)
0	0	0	0	Community Living Fund	0	(512)	(512)
0	0	0	0	District Nursing Posts	0	(57)	(57)
0	0	0	0	Forth Medical Group	0	(94)	(94)
0	0	0	0	Mental Health - Perinatal Funding	0	(32)	(32)
0	0	0	0	Drug Related Deaths Funding	0	(153)	(153)
0	0	0	0	Covid Earmarked Reserve - NHS FV	0	(704)	(704)
0	0	0	0	Appropriate Adult	0	(33)	(33)
0	0	0	0	Self Directed Support	0	(32)	(32)
0	0	0	0	Old Age Isolation	0	(27)	(27)
0	0	0	0	Shielding	0	(114)	(114)
0	0	0	0	Covid Earmarked Reserve - Stirling	0	(4,622)	(4,622)
0	0	0	0	Aids for Daily Living	0	(117)	(117)
0	0	0	0	Covid Earmarked Reserve - Clackmannanshire	0	(1,316)	(1,316)
(1,976)	574	(294)	(1,696)	Total Earmarked	78	(9,273)	(10,890)
0	0	0	0	Contingency	0	(2,986)	(2,986)
(1,976)	574	(294)	(1,696)	General Fund	78	(12,259)	(13,875)

11. Related Party Transactions

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

There are no material transactions with Clackmannanshire and Stirling Integration Joint Board officers or with organisations they have an interest in. The remuneration and any other taxable payments to senior officers, the Chair and Vice Chair are disclosed in the remuneration statement. Each Board member's registered interests will be published on the Integration Joint Board webpage in due course.

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

Transactions with NHS Forth Valley

2019/20		2020/21
£000		£000
(146,542)	Funding Contributions received from the NHS Board	(172,314)
145,769	Expenditure on Services Provided by the NHS Board	168,638
99	Key Management Personnel: Non-Voting Board Members	118
<hr/>		
(673)	Net Transactions with NHS Forth Valley	(3,558)
<hr/>		

Key Management Personnel: The Chief Officer and Chief Finance Officer are employed by NHS Forth Valley and recharged to the Integration Joint Board via contributions from the constituent authorities based on voting shares. Details of the remuneration for the Chief Officer and Chief Finance Officer is provided in the Remuneration Report.

Balances with NHS Forth Valley

31 March 2020		31 March 2021
£000		£000
1,002	Debtor balances: Amounts due from the NHS Board	4,529
1,002 Net Balance with the NHS Forth Valley		4,529

Transactions with Clackmannanshire Council

2019/20		2020/21
£000		£000
(17,323)	Funding Contributions received from the Council	(20,474)
(4,547)	Service Income Received from the Council	(4,162)
20,677	Expenditure on Services Provided by the Council	21,428
50	Key Management Personnel: Non-Voting Board Members	59
(1,144) Net Transactions with Clackmannanshire Council		(3,149)

Balances with Clackmannanshire Council

31 March 2020		31 March 2021
£000		£000
0	Debtor balances: Amounts due from the Council	3,148
0 Net Balance with Clackmannanshire Council		3,148

Transactions with Stirling Council

2019/20 £000		2020/21 £000
(35,769)	Funding Contributions received from the Council	(42,854)
(5,588)	Service Income Received from the Council	(3,024)
43,321	Expenditure on Services Provided by the Council	40,283
50	Key Management Personnel: Non-Voting Board Members	59
<hr/>		
2,014	Net Transactions with Stirling Council	(5,536)

Balances with Stirling Council

31 March 2020 £000		31 March 2021 £000
694	Debtor balances: Amounts due from the Council	6,198
<hr/>		
694	Net Balance with Stirling Council	6,198

12. Expenditure Analysis

Expenditure on services commissioned by the Clackmannanshire and Stirling Integration Joint Board from its constituent authorities is analysed below:

Expenditure Analysis

	2019/20 Expenditure £'000	2020/21 Expenditure £'000
Health Services		
<u>Set Aside</u>		
Accident and Emergency Services	6,076	6,446
Inpatient Hospital Services Relating to:		
General Medicine	2,977	3,294
Geriatric Medicine	4,340	4,304
Rehabilitation Medicine	1,397	1,616
Respiratory Medicine	1,069	1,167
Psychiatry of Learning Disability	1,092	1,084
Palliative Care (Hospital Based)	939	965
Mental Health Inpatient Services	5,433	5,819
Subtotal	23,323	24,695
Adjustment to budget	(1,316)	(1,107)
Subtotal	22,006	23,588
<u>Operational</u>		
District Nursing Services	3,730	3,883
Community Nursing Services	197	323
Community Addiction Services	2,600	2,685
Community Based AHP Services	6,243	6,397
Public Dental Service	1,027	1,040
Services provided outwith a hospital in relation to geriatric medicine	1,075	1,090
Palliative Care (delivered in Community)	74	77
Community Learning Disability Services	765	712
Community Mental Health Services	3,664	4,274
Continence Services	145	147
Services Provided by health professionals to promote public health	955	963
Community Hospitals (recurrent budget)	5,224	5,814
Resource Transfer	8,465	8,576
Joint Partnership Agreements	1,723	1,792
Partnership Funds (ICF/ Delayed Discharge / Bridging)	2,202	2,454
Shared Partnership Costs	142	150
Integration Fund Pass Through Funding	8,838	23,072
Reserves	242	-
Subtotal	47,312	63,450
<u>Universal</u>		
Primary Medical Services (GMS Contract)	26,406	29,565
Primary Dental Services (GDS Contract)	8,248	9,304
Community Ophthalmic Services	2,686	2,787
Community Pharmaceutical Services	37,067	38,069
GP Out of Hours Services	2,187	2,025
Subtotal	76,594	81,750
Total Health Services	145,911	168,788

Social Care Services - Clackmannanshire

Long Term Care	10,668	12,062
Care at Home	7,649	9,326
Day Care	291	230
Housing with Care	279	162
Respite Care	61	(1)
Staffing	6,629	7,649
Direct Payments	981	789
Third Party Payments	731	993
Supplies & Services	398	348
Premises	34	103
Transport	45	23
Provisions	-	-
Garden Aid	-	-
Housing Aids and Adaptions	149	42
Income	(4,547)	(4,162)
Resource Transfer	(7,239)	(10,298)
Share Partnership Costs	57	60

Total Social Care Services - Clackmannanshire	16,187	17,326
--	---------------	---------------

Social Care Services - Stirling

Long Term Care	14,544	15,615
Housing Aids & Adaptations	788	373
Voluntary Orgs / 3rd Sector	1,063	984
Sensory Services	168	175
Daycare	1,551	150
JLES	327	220
Equipment	201	207
Respite	557	1,057
Care and Support at Home	16,887	17,010
Integration Fund	(5,563)	(5,342)
Transport	87	41
Alcohol & Drug Services	371	286
Resource Transfer	(5,214)	(5,371)
MECS / Telecare / Telehealth	327	608
Reablement	1,601	1,836
Bellfield Centre	4,763	3,937
Strathendrick	-	523
Streets Ahead	-	317
Riverbank	-	446
Appropriate Adults	-	18
Quality Assurance	-	21
Self-Directed Support	-	39
FV Domestic Abuse	-	-
Unachieved Savings	-	1,138
Staffing	4,321	4,839
Direct Payments	957	1,080
Savings	-	-
Reserves	-	(672)
Share Partnership Costs	85	90

Total Social Care Services - Stirling	37,818	37,349
--	---------------	---------------

Partnership Total	199,916	223,463
--------------------------	----------------	----------------

Independent Auditor's Report

Space left blank for insertion of independent auditors report within final accounts.