

## **Notice of Meeting and Agenda Renfrewshire Health and Social Care Integration Joint Board Audit Committee**

<b>Date</b>	<b>Time</b>	<b>Venue</b>
Friday, 14 September 2018	09:00	Abercorn Conference Centre, Renfrew Road, Paisley, PA3 4DR

KENNETH GRAHAM  
Clerk

### **Membership**

Councillor Lisa-Marie Hughes: Councillor Scott Kerr: Morag Brown: Dorothy McErlean: Alan McNiven: David Wylie

Councillor Lisa-Marie Hughes (Chair)

### **To Follow Item**

I refer to the agenda for the meeting of the Renfrewshire Integration Joint Audit Committee to be held on 14 September 2018 at 9.00 a.m. and enclose the undernoted report relative to item 3 previously marked 'to follow':

## **Items of business**

- 3      IJB Audited Accounts 2017/18 and Annual Audit Report      3 - 84**  
Report by Chief Finance Officer.

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**To: Renfrewshire Integration Joint Board Audit Committee**

**On: 14 September 2018**

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**Report by: Chief Finance Officer**

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**Heading: IJB Audited Annual Accounts 2017/18 and Annual Audit Report**

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## **1. Summary**

- 1.1 Each year the IJB's external auditors (Audit Scotland) carry out an audit of the IJB's financial statements and provide an opinion as to whether those statements provide a fair and true view of the financial position of the IJB and its income and expenditure for the year; and also whether they have been prepared in accordance with the Local Government (Scotland) Act 1973.
  - 1.2 In accordance with International Auditing Standards (ISA260), Audit Scotland are obliged to report to those charged with the governance of the organisation, matters which have arisen in the course of the audit.
  - 1.3 The attached report from Audit Scotland outlines their findings from the audit of the 2017/18 IJB's financial statements.
  - 1.4 During the course of the audit a number of presentational adjustments were identified and have been updated in the audited annual accounts. There are no unadjusted misstatements which, due to materiality, have not been reflected in the annual accounts. The attached Annual Accounts reflect the findings of the audit.
  - 1.5 Under the Local Authority Accounts (Scotland) Regulations 2014, which came into force from 10 October 2014, the IJB must meet to consider the Annual Accounts and aim to approve those accounts for signature no later than 30 September. In order to comply with these requirements, the audited financial statements will be presented to the IJB for approval at its meeting of 14 September 2018.
  - 1.6 David McConnell (Assistant Director) and Mark Ferris (Senior Audit Manager), both from Audit Scotland, will attend the IJB Audit Committee to speak to their report. The 2017/18 Annual Accounts were submitted to the IJB for approval on 29 June 2018 and then submitted for audit to Audit Scotland.
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## **2. Recommendation**

- 2.1 Members are asked to:
    - Note the attached Annual Accounts which have been amended to reflect the findings of the audit; and
    - Note the Audit Scotland reports attached.
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## Implications of the Report

1. **Financial** – The financial statements demonstrate that the IJB has managed its financial affairs within the resources available.
2. **HR & Organisational Development** – none
3. **Community Planning** – none
4. **Legal** – An audit opinion free from qualification demonstrates the IJB's compliance with the statutory accounting requirements set out in the Local Government (Scotland) Act 1973 and the Local Government in Scotland Act 2003.
5. **Property/Assets** – none
6. **Information Technology** – none
7. **Equality & Human Rights** – The recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement have been identified arising from the recommendations contained in the report. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the IJB's website.
8. **Health & Safety** – none
9. **Procurement** – none
10. **Risk** – none
11. **Privacy Impact** – none

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## List of Background Papers – None

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Any enquiries regarding this paper should be directed to Sarah Lavers, Chief Finance Officer ([Sarah.Lavers@renfrewshire.gov.uk](mailto:Sarah.Lavers@renfrewshire.gov.uk) / 0141 618 6824)



# **Renfrewshire Integration Joint Board Annual Accounts 2017/18**



## Renfrewshire Integration Joint Board (IJB) – 2017/18 Annual Accounts

### Contents

<b>Management Commentary .....</b>	<b>3</b>
<b>Statement of Responsibilities.....</b>	<b>20</b>
<b>Remuneration Report .....</b>	<b>22</b>
<b>Annual Governance Statement.....</b>	<b>24</b>
<b>Independent auditor's report to the members of Renfrewshire Integration Joint Board and the Accounts Commission .....</b>	<b>30</b>
<b>Comprehensive Income and Expenditure Statement.....</b>	<b>33</b>
<b>Movement in Reserves Statement.....</b>	<b>35</b>
<b>Balance Sheet.....</b>	<b>36</b>
<b>Notes to the Financial Statements .....</b>	<b>37</b>
Note 1: Significant Accounting Policies .....	37
Note 2: Critical Judgements .....	38
Note 3: Events after the Balance Sheet Date .....	39
Note 4: Expenditure and Income Analysis by Nature.....	39
Note 5: Taxation and Non-Specific Grant Income.....	40
Note 6: Short Term Debtors and Creditors .....	40
Note 7: Usable Reserves .....	40
Note 8: Additional Council Services Delegated to the IJB .....	41
Note 9: Related Party Transactions .....	41
Note 10: IJB Operational Costs.....	42
Note 11: VAT .....	42
Note 12: External Audit Costs .....	42

## Management Commentary

### Introduction

The Annual Accounts contain the financial statements of Renfrewshire Integration Joint Board ('the IJB') for the year ended 31 March 2018 and report on the financial performance of the IJB. Its main purpose is to demonstrate the stewardship of the public funds which have been entrusted to us for the delivery of the IJB's vision and its 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 2017/18 Accounts have been prepared in accordance with this Code.

This Management Commentary provides an overview of the key messages in relation to the IJB's financial planning and performance for the financial year 2017/18 and how this has supported delivery of the IJB's Strategic Plan. This commentary also provides an indication of the challenges and risks which may impact upon the finances of the IJB in the future as we strive to meet the health and social care needs of the people of Renfrewshire.

The IJB needs to account for its spending and income to comply with our legislative responsibilities and external auditors will provide an opinion on whether this Management Commentary complies with the statutory requirements and is consistent with the financial statements.

### Role and Remit of Renfrewshire Integration Joint Board

Renfrewshire IJB, formally established on 1 April 2016, has responsibility for the strategic planning and commissioning of a wide range of health and adult social care services within the Renfrewshire area. The functions which are delegated to the IJB, under the Public Bodies (Joint Working) (Scotland) Act 2014, are detailed in the formal partnership agreement between the two parent organisations, Renfrewshire Council and NHS Greater Glasgow and Clyde (GGC).

This agreement, referred to as the Integration Scheme, is available at <http://renfrewshire.cmis.uk.com/renfrewshire/JointBoardsandOtherForums/RenfrewshireHealthSocialCareIntegration.aspx>

In March 2018, Renfrewshire Council and NHSGGC agreed an update to the Integration Scheme to reflect the provisions in the Carers (Scotland) Act 2016 to be delegated to the IJB.

The Vision for the IJB is:

***Renfrewshire is a caring place where people are treated as individuals and supported to live well***

The IJB's primary purpose is to set the strategic direction for the delegated functions through its Strategic Plan.

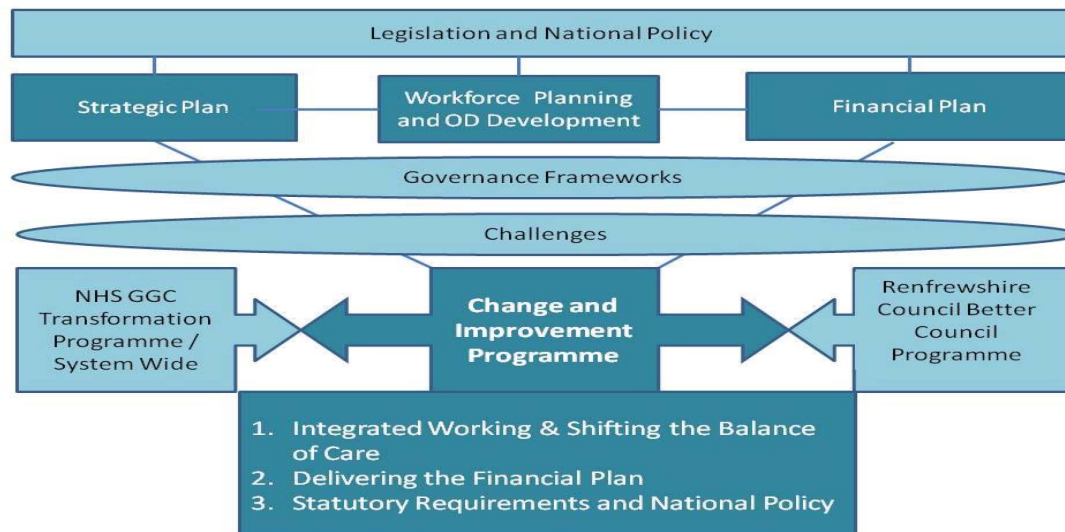
The IJB meet five times per year and comprises eight voting members, made up of four Elected Members appointed by Renfrewshire Council and four Non-Executive Directors appointed by NHS Greater Glasgow and Clyde. Non-voting members include the Chief Officer, Chief Finance Officer, and 3rd sector, professional, carer and staff side representatives.

### Renfrewshire IJB Operations for the Year

#### Change and Improvement Programme

The Change and Improvement Programme was established in support of the IJB's Vision and to enable the delivery of the Strategic, Workforce and Financial Plans and in line with the directions set out in the National Clinical Strategy and Health and Social Care Delivery Plan – see diagram 1. This Programme provides a structured approach to managing and optimising the use of change and improvement approaches.

Diagram 1: Change and Improvement Programme



As illustrated in Diagram 1, the Change and Improvement Programme is being delivered through 3 workstreams:

- **Optimising Joint and Integrated Working and Shifting the Balance of Care** – to proactively develop our health and social care services, exploiting the opportunities joint and integrated working offers and with service redesign being informed by a strategic commissioning approach. This in turn will support the financial sustainability of the Partnership.
- **Delivery of the Financial Plan** – to deliver the approved health and social care savings plans required to address the IJB's budget shortfall in adherence to the IJB's robust financial planning process.
- **Statutory Requirements, National Policy and Compliance** – to ensure the timely delivery of legislative requirements and national policy, whilst managing the wider service, financial and workforce planning implications these present.

The IJB approve this programme on annual basis. Thereafter, regular updates are brought to the IJB to report on progress and to seek approval for any large-scale change and improvement activity, including further savings proposals, to be included within this evolving programme.



## Renfrewshire Integration Joint Board (IJB) – 2017/18 Annual Accounts

Highlights from the 2017/18 Change and Improvement Programme include:

- An independent review of Addictions Services which will help inform our change programme over the next three years to ensure our service model is person-centred, and recovery and outcome focused to enable current and future care needs to be met;
- Progressing our joint Unscheduled Care action plan with colleagues in the RAH, as part of the wider NHSGGC Unscheduled Care Programme. It is intended that this work will demonstrate how the HSCP can reduce unscheduled bed day demand on acute services and create a compelling case for resource transfer;
- Since the introduction of new measures to review enhanced observations of patients (within Mental Health) and ensure that therapeutic interventions are delivered where possible, enhanced observation levels have reduced by around a third. The monthly average spend for Months 1 – 8 was £121k, compared to Months 9 - 10 which was an average of £77k. It is anticipated that this downward trend will continue throughout 2018/19 and beyond.
- An objective, focused review to identify service pressures and determine root causes of the drivers and challenges impacting on delivery of Care at Home Services;
- Implementation of the provisions in the Carers Act, which are designed to support carers' health and wellbeing, which largely came into force on 1 April 2018;
- Compliance with the new Duty of Candour regulations which commenced on 1 April 2018. The duty will create a legal requirement for health and social care organisations to inform people (or their families/carers acting on their behalf) when they have been harmed (physically or psychologically) as a result of the care or treatment they have received;
- Implementation of the recommendations arising from the HSCP's recent evaluation of the Self-Directed Support (SDS) system in Renfrewshire;
- Continue to support Renfrewshire GP clusters, including the development of cluster quality improvement plans;
- Service Improvement through the local Diabetes Interface Group which aims to improve the experience and clinical outcomes for people living with diabetes across Renfrewshire; and
- Established a Respiratory Pathways Interface Group to consider 'tests of change' that will impact positively on reducing COPD admissions/bed days. The group will specifically look at improving pathways, promoting self-management and anticipatory care planning.

### Service Performance

Renfrewshire HSCP has had a proactive approach to reporting on performance since 2015, with changes in our reporting approach reflecting the IJB's views / preferences on how and what is presented. The 2017/18 Annual Report is available online via the following link: [http://www.renfrewshire.hscp.scot/media/6993/Annual-Report-2017-18/pdf/Annual\\_Report\\_2017-18.pdf](http://www.renfrewshire.hscp.scot/media/6993/Annual-Report-2017-18/pdf/Annual_Report_2017-18.pdf)

An overview of our performance for 2017/18 is included below (full year data is not currently available for all performance indicators. Where it is not available data to the latest Quarter has been used).

## Renfrewshire Integration Joint Board (IJB) – 2017/18 Annual Accounts

### Positive Performance

#### *Breastfeeding*

The rate for the number of babies exclusively breast fed at their 6-8 week review remains above target at 21.7% at September 2017 (this is the most recent data available due to NHSGGC Board-wide changes in recording the last two quarters' data are not yet available) against a target of 21.4%.

#### *Alcohol Related Hospital Admissions*

The target for alcohol related hospital stays for the period January to December 2017 was 8.3 per 1,000 population aged 16+ (target 8.9). This is the lowest rate achieved since the recording of this indicator in January 2009. This significant improvement reflects the ongoing work in this area.

#### *30-month Assessment Uptake*

The uptake of 30-month child assessments increased from 82% at March 2017 to 89% at March 2018, against a target of 80%. This was achieved from the introduction of developments including; increased frequency of clinics, follow up on non-attendance, and sharing good practice across Health Visiting teams.

Within this group, 83% of infants achieved their developmental milestones, an increase of 4% on the 2017 figure. For children where difficulties are identified, an intervention pathway is in place to support behavioural and communication needs.

### Areas for Improvement

#### *Alcohol Brief Interventions (ABIs)*

Performance on ABIs at the end of Quarter 4 2017/18 was 549 completed compared to 779 for the same period in 2016/17. In order to improve performance rather than focusing on primary care we are now targeting the wider community. A baseline indicator will be established for this indicator once the full 2017/18 data is available, with a target then set for 2018/19.

Despite a significant amount of training in this area, it has not resulted in an increase in the number of ABIs carried out. In line with other areas in NHSGGC, we are looking at a dedicated resource to focus on these areas.

#### *Alcohol and Drugs Waiting Times for Referral to Treatment - % seen within 3 weeks*

The most recent data available shows that alcohol and drugs waiting times have decreased from 96.2% at March 2017 to 78.1% at March 2018 against a target of 91.5%. In line with our improvement strategy, the core drug service has now recruited a nursing post which will increase the capacity of assessment appointments. This will be further enhanced with additional nurse bank hours to clear the backlog of assessments. The outcome of the review of addiction services will be published shortly and a work plan will be developed in line with its recommendations.

#### *Mental Health Waiting Times*

Since 2016/17 performance has deteriorated in relation to the percentage of Primary Care Mental Health Team patients referred to first appointment within 4 weeks from 95% at March 2017 to 79% at March 2018 against a target of 100%.

## Renfrewshire Integration Joint Board (IJB) – 2017/18 Annual Accounts

Various factors have adversely affected performance in this area including:

- increase in the number of referrals during February and March 2018
- increase in the number of short term sickness absences

However, despite the above, 98% of patients referred for first treatment appointments were offered appointments within 9 weeks; an increase from 96% for the 2016/17 year against the target of 100%.

### *Paediatric Speech and Language Therapy Waiting Times-Assessment to Appointment*

The percentage of children seen within 18 weeks for paediatric Speech and Language Therapy assessment to appointment has increased from 47% at March 2017 to 73% at March 2018. This target remains challenging and although there has been a substantial increase, performance is still below the 95% target. This improvement reflects robust caseload management, and the launch of new 'Drop in Clinics', offering direct access to support and advice.

### *Sickness Absence*

NHS sickness absence is measured as a percentage with a target of 4%. Performance in 2017/18 was 5.5%, a slight reduction since March 2017 when the rate was 5.6%.

Renfrewshire Council's sickness absence is recorded as the number of work days lost per full time equivalent (FTE) employee. At March 18 the rate was 4.34 days against a target of 2.36 days, an increase on the rate of 3.65 days in March 2017.

There are a number of plans in place to address the ongoing sickness absence challenges. These include:

- A Council review of current attendance policies in collaboration with trade unions. Human Resource (HR) Operational Teams continue to proactively advise and support managers, particularly in teams where absence rates are high; and
- Ongoing health improvement activities and support through Healthy Working Lives (HWL), aimed at raising employee awareness of health issues.

### Adult Service Inspection

On 18 April 2018, The Care Inspectorate and Healthcare Improvement Scotland published their findings from the inspection in their report 'Joint Inspection (Adults) the Effectiveness of Strategic Planning in Renfrewshire'. The report highlights that Renfrewshire Health and Social Care Partnership are making significant progress on improving residents' health and social care services, it also concurs with the partnerships self-assessment and evaluated the Quality Indicators as Level 4 – Good. In advance of the inspection, the partnership was advised that Quality Indicator 9 Leadership and direction that promotes partnership would not be given a formal grade, however, a number of very positive comments on this indicator have been included within the report.

In relation to financial planning, the inspectors observed that 'positive and trusting relationships exist between the IJB members and the Joint Chief Officer and Joint Chief Financial Officer'. The report noted the partnership's good level of understanding of local needs and pressures, and highlighted that the financial plan includes a refined approach to identifying savings proposals. The IJB's reserves strategy included as part of the IJB's financial planning, which aims to ensure the partnership maintains an adequate level of reserves to address unforeseen circumstances, was commended as sound financial

## Renfrewshire Integration Joint Board (IJB) – 2017/18 Annual Accounts

planning. However, it was noted due to the level of reserves used in 2017/18 to break even and the budget gap going forward, it will be challenging to achieve.

A copy of the full report is available at:

[http://www.careinspectorate.com/images/documents/4344/Joint%20inspection%20\(Adults\)%20Strategic%20Planning%20Renfrewshire.pdf](http://www.careinspectorate.com/images/documents/4344/Joint%20inspection%20(Adults)%20Strategic%20Planning%20Renfrewshire.pdf)

## Renfrewshire IJBs Strategy and Business Model

### Strategic Plan

We have completed our year 2 review of the three-year Strategic Plan for 2016-19. Good progress has been made across the 9 national health and wellbeing outcomes. Early work has commenced on our next 3 year Strategic Plan for 2019-22. A planning session with partners and staff is arranged for early June 2018 to agree the format of the Plan. As part of our planning process we will focus on having greater alignment with our Financial Plan and we will be clear on the challenges ahead due to increasing demand against a backdrop of constrained resources. Through our Strategic Planning Group, we will involve partners to develop our new Plan with prevention, early intervention and addressing health inequalities high on the agenda. We will ensure our Strategic Plan takes account of national strategies and legislation, regional planning, the Council's Plan, the Community Plan and NHS Greater Glasgow and Clyde's Moving Forward Together programme.

Our three strategic priorities are:

- Improving health and wellbeing;
- The Right Service, at the Right Time, in the Right Place; and
- Working in Partnership to Treat the Person as well as the Condition.

Examples of areas included within these priorities are:

- Supporting people to take control of their own health and wellbeing so they maintain their independence and improve self-care where possible;
- Supporting the Renfrewshire Tackling Poverty Programme through a range of specific programmes;
- Targeting our interventions and resources to narrow inequalities and build strong resilient communities;
- Delivering on our statutory duty to protect and support adults and children at risk of harm;
- Continuing to adapt and improve our services by learning from all forms of patient and service users' feedback; and
- Supporting the health and wellbeing of carers to allow them to continue to provide crucial care.

In pursuit of our vision we work to deliver on the 9 national health and social care outcomes:

## Renfrewshire Integration Joint Board (IJB) – 2017/18 Annual Accounts

<b>Outcome 1:</b>	People are able to look after and improve their own health and wellbeing and live in good health for longer
<b>Outcome 2:</b>	People, including those with disabilities or long-term conditions, or who are frail, are able to live, as far as reasonably practicable, independently and at home or in a homely setting in their community
<b>Outcome 3:</b>	People who use health and social care services have positive experiences of those services, and have their dignity respected
<b>Outcome 4:</b>	Health and social care services are centred on helping to maintain or improve the quality of life of people who use those services
<b>Outcome 5:</b>	Health and social care services contribute to reducing health inequalities
<b>Outcome 6:</b>	People who provide unpaid care are supported to look after their own health and wellbeing, including to reduce any negative impact of their caring role on their own health and wellbeing
<b>Outcome 7:</b>	People using health and social care services are safe from harm
<b>Outcome 8:</b>	People who work in health and social care services feel engaged with the work they do and are supported to continuously improve the information, support, care and treatment they provide
<b>Outcome 9:</b>	Resources are used effectively and efficiently in the provision of health and social care services

### Market Facilitation

The Scottish Government requires Integration Joint Boards to produce Market Facilitation Plans or Statements to support the objectives of their Strategic Plans as part of a core suite of strategic documents.

Market facilitation aims to inform, influence and adapt service delivery to offer a diverse range of sustainable, effective and quality care so people can access the right services for themselves and their families at the right time and in the right place.

Our Market Facilitation Plan will link to our existing Strategic Plan 2016-2019 and be aligned to our Strategic Plan for 2019-22. It will help inform financial planning and ultimately how we allocate our resources moving forward. This will include the decommissioning of ineffective or outdated service models, replacing them with person centred, more outcome-based services.

Population projections show the percentage of the population in older age groups is due to rise, with an expected increase of over 70% for those aged 75+, from 8% in 2014 to 13% in 2039. The size and make-up of the population going forward will be a key consideration when planning and delivering Renfrewshire's health and social care services. It will also provide an insight into the changes in the health and care needs of the population of Renfrewshire and the future shape of services that need to be developed and delivered to meet those changing needs.

### Financial Performance 2017/18

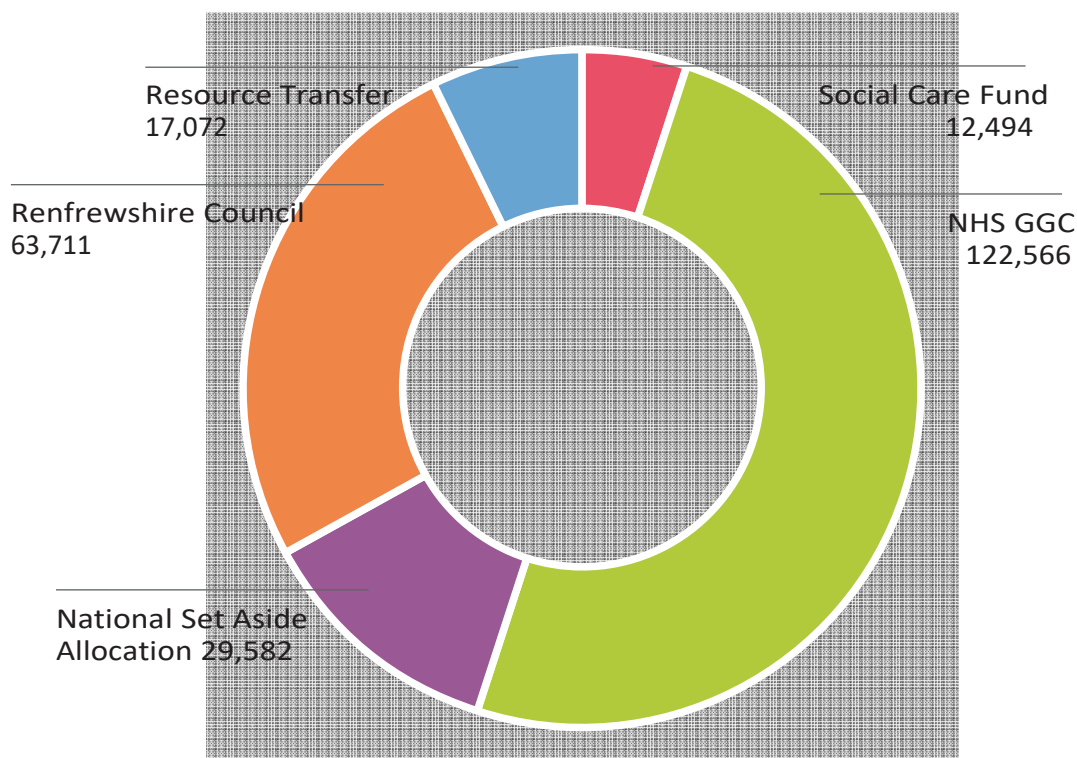
The financial position for public services continues to be challenging, with the IJB operating within ever increasing budget restraints and pressures which were reflected in the IJB's Financial Plan and regular monitoring reports by the CFO to the IJB. This also requires the IJB to have robust financial arrangements in place to deliver services within the funding available in year as well as planning for 2018/19.

## Renfrewshire Integration Joint Board (IJB) – 2017/18 Annual Accounts

### Resources Available to the IJB 2017/18

The resources available to the IJB in 2017/18 to take forward the commissioning intentions of Renfrewshire Health and Social Care Partnership in line with the Strategic Plan totalled £245.425m (not including reserves of £5.494m). The chart below provides a breakdown of where this funding came from:

Funding Sources in 2017/18



Included within the funding available is a 'Large Hospital Services' (Set Aside) budget totalling £29.582m. This is a notional allocation in respect of those functions delegated by the health board which are carried out in a hospital within the health board area. The IJB is responsible for the strategic planning of these services but not their operational delivery.

Over recent financial years a number of pressures on health and social care services have had to be addressed within reduced levels of public sector funding. These pressures include:

- The move to the Scottish Living Wage;
- Increasing 'employer' costs due to: the introduction of the Apprenticeship Levy; increases in national insurance contributions and costs associated with the new requirement for all new starts to be automatically enrolled in pension schemes.
- Increasing costs of medication; and
- Impact of: an ageing population; increased number of people with dementia and an increase in the number of people with complex needs.

In order to facilitate transformational change, additional funding was provided by the Scottish Government to support integration and the focus on shifting the balance of care to



## Renfrewshire Integration Joint Board (IJB) – 2017/18 Annual Accounts

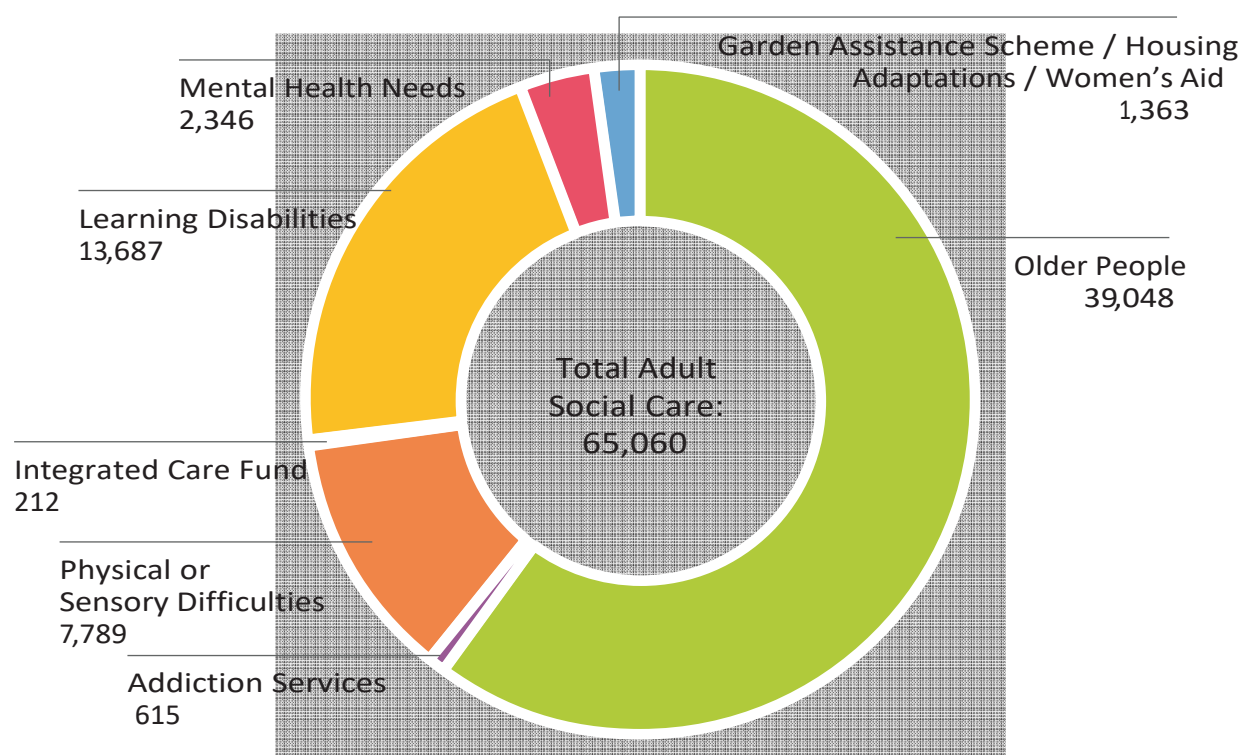
community-based services. In 2016/17, the Scottish Government directed £250m from the national health budget to Integration Authorities for Social Care, and in 2017/18 a further £110m was allocated on the same basis. Renfrewshire IJB's share of this funding was c£12.5m, which was allocated to a range of adult social care services including: the payment of the living wage for all adult social care workers; reducing the level of charges to service users; investment in the Care at Home service and meeting the costs of increasing demand across all areas.

### Summary of Financial Position

Budget Monitoring throughout 2017/18 has shown the IJB projecting a break-even position inclusive of the planned draw down of reserves and, the transfer of specific ring-fenced monies (including Scottish Government funding for Health Visitors and the Primary Care Improvement Fund) and agreed commitments to earmarked reserves. At the close of 2017/18, as planned, the IJB drew down £2.052m from reserves to deliver the breakeven position. This leaves an overall reserves balance of £3.442m, of which £2.5m is ring-fenced or earmarked for specific commitments in 2018/19. The balance of £930k will be carried forward as a general contingency to manage unanticipated budget pressures in future years in support of our Strategic Plan priorities.

### Delegated Council Services

The diagram, below, shows the final outturn position for delegated Council services for Renfrewshire HSCP in 2017/18:



Throughout 2017/18, the Chief Finance Officer's budget monitoring reports to the IJB forecast a breakeven position drawing down the planned use of general reserves (£1.5m) and the flexible use of the £4.4m additional resources made available by Renfrewshire

## Renfrewshire Integration Joint Board (IJB) – 2017/18 Annual Accounts

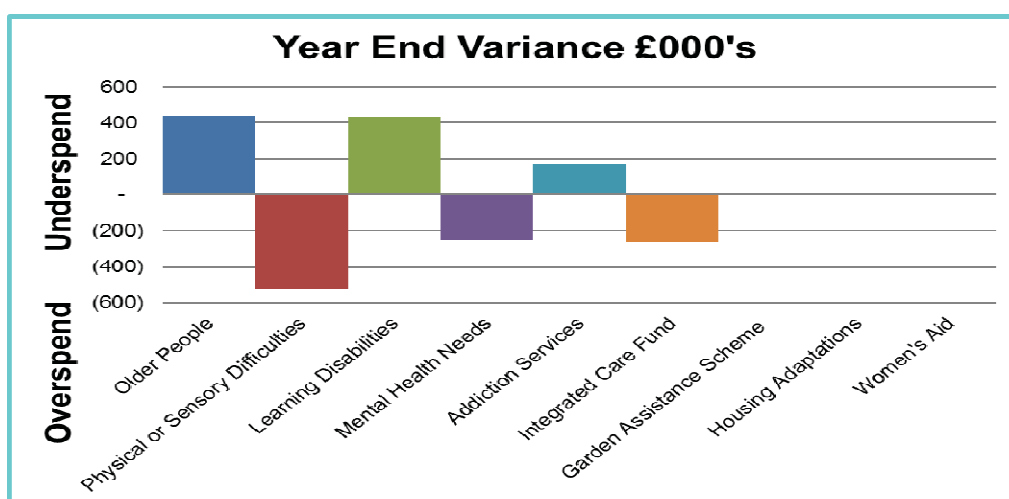
Council, of which £2.7m was utilised in year. The final outturn position, inclusive of the draw down of reserves and net of the ear marked reserves of £484k, was a breakeven. Recognising the use of general reserves in 2017/18, the balance of additional resources made available from Renfrewshire Council remains available to the IJB on a recurring basis moving into 2018/19, supporting the financial sustainability of services.

The main broad themes of the year end position are:

- An underspend of £174k in Older People services mainly in relation to vacancies within HSCP managed Local Authority Care Homes due to staff turnover and occupancy levels. This underspend offset the continued pressure within the Care at Home service reflecting a growing elderly population who are living longer with more complex needs. Despite additional recurring resources of £747k allocated from Renfrewshire Council's additional budget made available in 2017/18, along with the draw down from reserves of £1.519m the year end position of Care at Home was an overspend of £427k;
- An underspend in Learning Disabilities of £434k, and in Addictions of £174k, mainly due to a number of vacant posts and the current client profile of care packages within these areas; and
- An overspend in Physical Disabilities of £526k mainly due to increasing demand, Living Wage associated costs, and, the growing impact of SDS.

In order to fund short term non-recurring restructuring costs of the Care at Home Service throughout the first quarter of 2018/19, and costs relating to the requirement to replace the SWIFT Adult Social Care ICT system, an additional £484k was drawn down (from the resources made available by Renfrewshire Council as part of their 2017/18 budget allocation) at the year end and moved to earmarked reserves. The remaining balance of c£1.6m will be carried forward as a non-recurring balance by Renfrewshire Council to be made available to the HSCP in 2018/19.

The graph, below, summarises the year end variances per client group for all delegated Council services.





## Renfrewshire Integration Joint Board (IJB) – 2017/18 Annual Accounts

### Health Budget

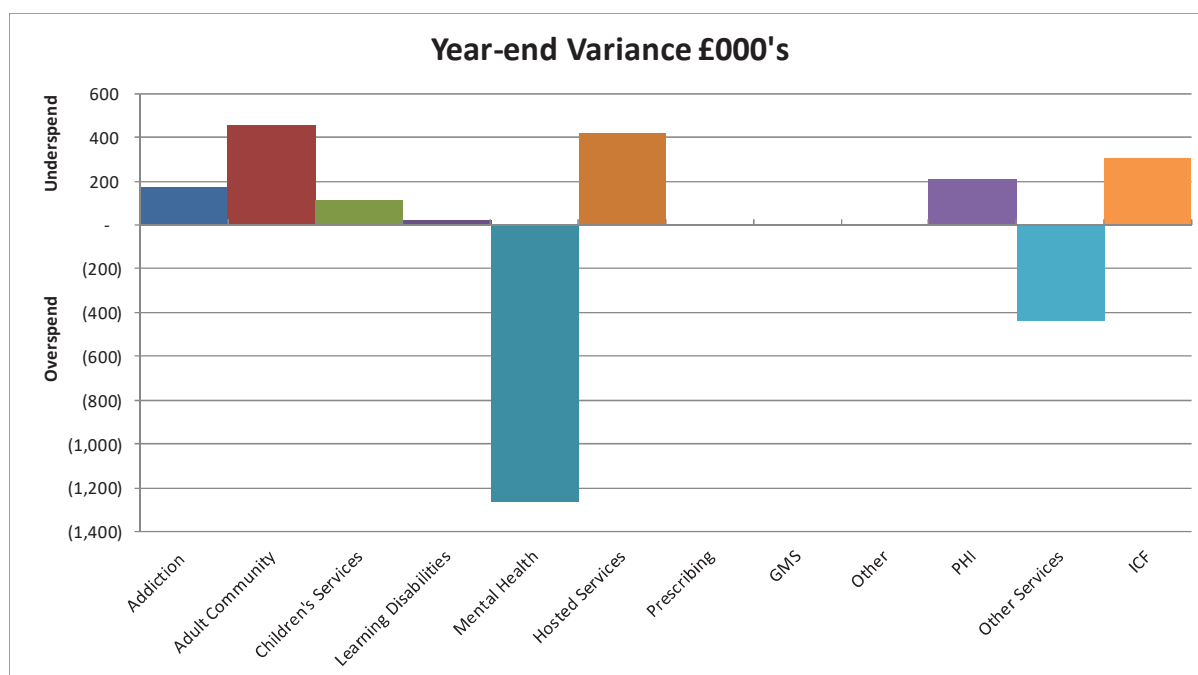
The diagram, below, shows the final outturn position across each delegated Health service client group for Renfrewshire HSCP in 2017/18:

Delegated Health Spend 2017/18, £000s



Addiction Services	2,495	GMS	24,222
Adult Community Services	8,565	Other	21,234
Children's Services	5,206	Planning and Health Improvement	1,044
Learning Disabilities	1,148	Other Services	2,372
Mental Health	20,297	Resource Transfer	17,043
Hosted Services	10,109	Set Aside	29,582
Prescribing	36,271	Integrated Care Fund	2,829

The graph, below, summarises the year end variances per client group for all delegated Health services.



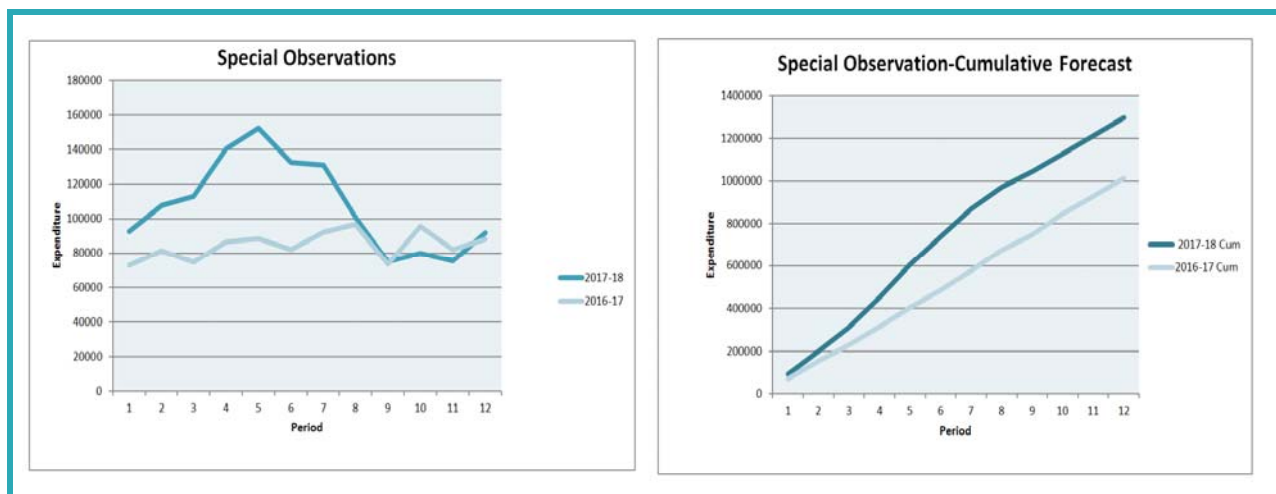
## Renfrewshire Integration Joint Board (IJB) – 2017/18 Annual Accounts

A breakeven position was reported to the IJB throughout 2017/18 (subject to the planned drawdown of general reserves and transfer of ring fenced balances at the year-end to ear marked reserves). The final outturn position, inclusive of the draw down of reserves and net of the ear marked reserves of £2.028m, was a breakeven. The main broad themes of the year end position are:

- An underspend of £458k in Adult Community Services due to turnover across the Rehabilitation and District Nursing services, and an underspend in relation to external charges for Adults with Incapacity (AWI) bed usage;
- Underspends within Addiction Services, Planning and Health Improvement, the Integrated Care Fund and Children's Services reflecting staff turnover including planned vacancies in respect of the reduction in Speech and Language Therapy funding from 2018/19, and use of non-recurring monies to maximise the transfer to ear marked reserves; and
- An underspend of £418k in Renfrewshire Hosted Services due to vacant administrative posts in the Primary Care screening service, and an underspend within Podiatry due to a combination of staff turnover and maternity/unpaid leave, some of which were covered by bank staff.

These underspends offset the overspend in Mental Health Services of c£1.3m due to the significant costs (overtime, agency and bank costs) associated with patients requiring enhanced levels of observation across all ward areas. The IJB inherited significant financial pressures with regards to meeting the costs associated with enhanced observations. Historically there was no budget in place to meet these costs, which were previously managed from slippage and underspends in other budgets across the whole former Health budget. The IJB's requirement to deliver year on year recurring savings means there is now limited slippage from which we can fund the costs. Over 2017/18 this pressure created an overspend of (c£1.3m).

The graphs, below, summarise the fluctuation in enhanced observation costs over the past 2 years. In 2017/18 spend increased by £278k from £1.015m in 2016/17 to £1.293m for 2017/18.



Given the significant budget gap to be met for 2018/19, the Chief Officer and Chief Finance Officer worked with the Senior Management Team on a number of cost containment programmes through the final quarter of 2017/18 to enable ear marked reserves to be

## Renfrewshire Integration Joint Board (IJB) – 2017/18 Annual Accounts

created to meet specific commitments in 2018/19. In addition, in order to fund the continuing pressure associated with enhanced observations, base budget realignments from other areas of the HSCP budget were identified as part of the overall HSCP 18/19 budget realignment exercise, (as requested by the IJB), and transferred to Mental Health to create a recurring budget to fund these costs.

Going forward into 2018/19 the main pressure on the delegated Health budget is likely to be on Prescribing as the current risk sharing arrangement across NHS GGC ceased on 31 March 2018. The main challenge to the prescribing budget relates to additional premiums paid for drugs on short supply, along with the impact of increased volumes and general price increases.

In preparing the 2017/18 financial statements the treatment of Hosted Services has changed. The full cost of these services is now reflected in our financial accounts and are no longer adjusted to reflect activity to/for other IJB's within the Greater Glasgow and Clyde area. This change is fully explained in Note 2 to the Accounts: Critical Judgements and reflects our responsibility in relation to service delivery and the risk associated with it.

The services hosted by Renfrewshire are identified in the table below which includes expenditure for 2017/18 and the value consumed by other IJB's within Greater Glasgow and Clyde.

Host	Service	Actual Net Expenditure to Date	Consumed by other IJB's
Renfrewshire	Podiatry	6,235,691	5,357,082
Renfrewshire	Primary Care Support	3,873,082	3,330,850
<b>TOTAL</b>		<b>10,108,773</b>	<b>8,687,932</b>

The services which are hosted by the other IJB's on behalf of the other IJB's including Renfrewshire are detailed in the table overleaf. This table also includes expenditure in 2017/18 and the value consumed by Renfrewshire IJB.

Host	Service	Actual Net Expenditure to Date	Consumed by Renfrewshire IJB's
East Dunbartonshire	Oral Health	£10,094,336	£1,470,745
<b>TOTAL</b>		<b>£10,094,336</b>	<b>£1,470,745</b>
East Renfrewshire	Learning Disability Tier 4 Community & Others	£2,046,333	£177,425
<b>TOTAL</b>		<b>£2,046,333</b>	<b>£177,425</b>
Glasgow	Continence	£3,683,091	£551,631
Glasgow	Sexual Health	£9,697,602	£1,223,651
Glasgow	MH Central Services	£7,707,927	£1,341,383
Glasgow	MH Specialist Services	£11,517,713	£1,866,615
Glasgow	Alcohol & Drugs Hosted	£16,585,776	£1,607,162
Glasgow	Prison Healthcare	£7,177,437	£977,658
Glasgow	HC in Police Custody	£2,274,008	£345,649
<b>TOTAL</b>		<b>£58,643,554</b>	<b>£7,913,749</b>
West Dunbartonshire	MSK Physio	£5,858,142	£859,897
West Dunbartonshire	Retinal Screening	£798,272	£124,930
<b>TOTAL</b>		<b>£6,656,414</b>	<b>£984,827</b>

### Future Challenges

Looking into 2018/19 and beyond, it is anticipated that the public sector in Scotland will continue to face a very challenging short and medium term financial outlook. There is significant uncertainty over what the scale of this likely reduction in available funding will be. It is therefore important to be clear that within the current models of working, the reducing budgets available will require further recurring savings to be made.

Taking into account a range of scenarios, current projections for the period 2018/19 to 2020/21 include a wide range of assumptions in respect of key cost pressures and demand highlighting a potential budget gap for the HSCP within a range of £16m to £21m for this period. Subject to clarification over the coming months and years, the Chief Finance Officer recommends that the IJB adopts a financial planning assumption to deliver savings of up to £6.4m per annum in the years 2018/19-20/21.

The current budget gap does not take into account potential additional funding for any pressures from either the Scottish Government or our partner organisations. In addition, it does not include potential costs in relation to:

- Changes to the GP Contract;
- Impact of the Carers Scotland Act (2016);
- Impact of the extension of free personal care to adults under the age of 65; and
- Unintended consequences of our partner organisation's changes in activity from 2018/19 onwards.

An ongoing assessment and update of key assumptions will be required to ensure the IJB is kept aware of any significant changes, especially where there is an indication of an increased projection of the current gap.

### Risks and Uncertainties

In addition, there remain wider risks which could further impact on the level of resources made available to the Scottish Government including, the changing political and economic environment, within Scotland, the UK, and wider. This will potentially have significant implications for Renfrewshire IJB's parent organisations, and therefore the delegated Health and Adult Social Care budgets.

There are number of key strategic risks and uncertainties for the IJB:

- The impact of Brexit on the IJB is not currently known;
- The Scottish Government response to Brexit and the possibility of a second independence referendum creates further uncertainty;
- Complexity of the IJB governance arrangements has been highlighted by Audit Scotland as an ongoing concern, in particular the lack of clarity around decision making;
- A shortage of key professionals including General Practitioners, District Nurses, Mental Health Officers, Psychologists and Care@Home Staff are a current recruitment and retention challenge for Renfrewshire HSCP. Potential impacts include negative effect on:
  - the sustainability of, access to, and quality of, services;
  - the resilience and health of our existing workforce as they attempt to provide the required level of services with reduced resources; and
  - the additional cost of using bank and agency staff.

## Renfrewshire Integration Joint Board (IJB) – 2017/18 Annual Accounts

- In Renfrewshire the health inequalities between the affluent and more deprived areas and the wider challenge of deprivation, housing and employment.

The most significant financial risks facing the IJB are set out below:

- The Health Board is required to determine an amount set aside for integrated services provided by large hospitals. In 2016/17 and 2017/18, this did not operate fully as the guidance required. The set aside budget for 2018/19 has not yet been confirmed by NHSGGC; in addition, there are a number of risks associated with the set aside budget which may mean we will not be able to deliver the Scottish Government's expectations in relation to the commissioning of set aside services.
- From 2018/19, the current risk sharing arrangement with NHSGGC for prescribing will change. This creates a new risk for IJBs as the increased costs of drugs, that have a short supply, is projected to create an additional financial pressure over 2018/19 in the region c£0.85m to c£1.7m.
- A number of new statutory requirements such as the Carers Act, the Living Wage and the National Dementia Strategy are anticipated to create additional financial pressures for the Renfrewshire IJB over 2018/19, some of which cannot yet be fully quantified. Without raising eligibility criteria to manage demand for services, any required funding will need to be redirected from other sources.
- Investment in Digital technology is required, creating a further financial pressure. The Health and Social Care Delivery Plan identifies digital technology as key to transforming social care services so that care can be more citizen centred. Furthermore, the current social care management system requires to be replaced within the next three years and all telecare equipment (used to support our most vulnerable service users in their home) must be upgraded from analogue to digital by 2025. These developments alone are projected to create a pressure of circa £2m.
- Further cost pressures may emerge during 2018/19 that are not yet projected or provided for within either partner's 2018/19 Financial Plan, nor the resources delegated to the IJB.
- Given recent market failures within the national Care at Home and Care Home provider sectors, which have had a direct impact on our local service provision, there is a risk that further market failure would result in additional costs as alternative supply is transitioned to new providers.

### Renfrewshire's Financial Planning Strategy

Given this budget gap, going forward we need to consider what type and level of service is required, and can safely and sustainably be delivered. We must continue to strive to deliver both a balanced budget and accessible, high quality and safe services. After many years of budget reductions, it is fair and reasonable to state that these dual objectives cannot be assured.

The Chief Officer, Chief Finance Officer and the HSCP Senior Management Team will work with key stakeholders to continue to critically appraise and challenge current models of service delivery to ensure resources are focused on areas of greatest need delivering the best outcomes to clients. Almost all the delegated services we manage have already been subject to constructive review and redesign over recent times with productivity gains and cost efficiencies taken from every service, using where available evidence of best and safe practice, and evidence of effective service models. There are few remaining areas to apply this scrutiny to.

## Renfrewshire Integration Joint Board (IJB) – 2017/18 Annual Accounts

The IJB's three-year Financial Plan reflects the economic outlook beyond 2018/19, adopting a strategic and sustainable financial plan linked to the delivery of priorities in our Strategic Plan. These strategic priorities will continue to provide a focus for future budget decisions, where the delivery of core services must be balanced with the resources available.

Our Financial Plan, underpinned by a robust financial planning process, focuses on a medium-term perspective centred on financial sustainability, acknowledging the uncertainty around key elements including the potential scale of savings required and the need to redirect resources to support the delivery of key priorities. In addition, where feasible it is important that we work towards creating sufficient reserves to protect it during the course of the financial year.

To deliver the Financial Plan a medium term financial strategy has been developed, with key strands set out below:

Financial Planning Strand	Priority over 2018/19
Prevention and Early Intervention	<p>Continuing the shift towards prevention and early intervention services to promote positive outcomes, tackling inequalities in society and creating savings in high cost, reactive and resource intensive services by intervening earlier to prevent issues arising in the first place, or where the problem is not preventable, to reduce cost and the need for intervention.</p> <p>Examples include:</p> <ul style="list-style-type: none"> <li>Investment in services to support people to live independently including the Community alarm and responder service; Care at Home, RES Service and Occupational Therapy equipment and adaptations services which enable people to undertake daily living activities more independently and support informal carers to continue their caring role.</li> <li>Partnership initiatives to promote smoking cessation, active lifestyles, alcohol brief interventions and breast feeding; and</li> <li>Commissioning a number of third sector providers to deliver early intervention services including ROAR. Food Train, Carers Centre.</li> </ul>
Strategic Planning and Commissioning	<p>We are committed to proactively 'transforming' our health and social care services, exploiting the opportunities integrated working offers with service redesign. This will inform the IJB's Market Facilitation Plan and Strategic Plan. This approach must be balanced with the immediate demands to reduce costs where this is safe to do so given budget pressures.</p>
Financial Planning Process	<p>To support the delivery of our Financial Plan, we have established a robust and inclusive financial planning process to ensure:</p> <ul style="list-style-type: none"> <li>our parent organisations, professional leads, staff and other key stakeholders are actively engaged with their views taken into account;</li> <li>all Service Reviews, and associated saving proposals, are conducted within the context of our Strategic and Market Facilitation Plans.</li> </ul>
Current and future pressures	<p>We seek to continuously manage and monitor financial pressures such as the impact of new legislation; demographic changes and the economy. CFO will keep the IJB and Parent Organisations sighted on these pressures; their impact on the in-year financial position and any associated assumptions for future budget projections.</p>
Change and Improvement Programme	<p>The 2018/19 Programme provides a structured approach to ensure we manage change activity across the HSCP in a timely, inclusive and effective manner to support the delivery of our strategic, financial and statutory objectives.</p>
NHSGGC and Partner IJBs system-wide	<p>We recognise the importance of system wide working to support 'shifting the balance of care'; allowing best use of our limited resources and offering greater consistency in professional care standards. Renfrewshire</p>



## Renfrewshire Integration Joint Board (IJB) – 2017/18 Annual Accounts

Initiatives	is already involved in a number of initiatives including: <ul style="list-style-type: none"> <li>NHSGGC's Unscheduled Care Programme</li> <li>NHSGGC's Mental Health Strategy</li> <li>Parent Organisation Transformation Programmes - NHSGGC's 'Moving Forward Together' and Renfrewshire Council's 'Better Council' Programme.</li> </ul>
Reserves Strategy	In line with the IJB Reserves Policy, to provide future security against unexpected cost pressures and aid financial stability, ear marked reserves have been created to fund delays in the implementation of savings plans in 18/19
Workforce Planning	The 2018/19 Workforce Plan identifies the key actions the HSCP is taking to improve current recruitment and retention challenges in our workforce.

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**Dr Donald Lyons**

14/09/18

IJB Chair

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**David Leese**

14/09/18

Chief Officer

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**Sarah Lavers CPFA**

14/09/18

Chief Financial Officer

## Statement of Responsibilities

### Responsibilities of the Integration Joint Board

The IJB is required to:

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

I confirm that these Annual Accounts were approved for signature at a meeting of Renfrewshire IJB held on 14 September 2018.

Signed on behalf of Renfrewshire IJB

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**Dr Donald Lyons**

**Date:**

**IJB Chair**

14/09/18



## **Responsibilities of the Chief Financial Officer**

The Chief Financial 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 Financial 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 Financial 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 Renfrewshire IJB as at 31 March 2018 and the transactions for the year then ended.

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**Sarah Lavers CPFA**  
Chief Finance Officer

**Date** 14/09/18

## **Remuneration Report**

The Local Authority Accounts (Scotland) Regulations 2014 (SSI No. 2014/200) require local authorities and IJB's in Scotland to prepare a Remuneration Report as part of the annual statutory accounts.

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 Board Members**

Voting IJB members constitute councillors nominated as board members by constituent authorities and NHS representatives nominated by the NHS Board. The voting members of the Renfrewshire IJB were appointed through nomination by NHSGGC and Renfrewshire Council.

Voting board members do not meet the definition of a 'relevant person' under legislation. However, in relation to the treatment of joint boards, Finance Circular 8/2011 states that best practice is to regard Convenors and Vice-Convenors as equivalent to Senior Councillors. The Chair and the Vice Chair of the IJB should therefore be included in the IJB remuneration report if they receive remuneration for their roles. For Renfrewshire IJB, neither the Chair nor Vice Chair receives remuneration for their roles.

The IJB does not pay allowances or remuneration to voting board members; voting board members are remunerated by their relevant IJB partner organisation.

The IJB does not have responsibilities, either in the current year or in future years, for funding any pension entitlements of voting IJB members. Therefore, no pension rights disclosures are provided for the Chair or Vice Chair. For 2017/18 no voting member received any form or remuneration from the IJB.

There were no exit packages payable during the financial year.

### **Officers of the IJB**

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

Under section 10 of the Public Bodies (Joint Working) (Scotland) Act 2014 a Chief Officer for the IJB has to be appointed and the employing partner has to formally second the officer to the IJB. The employment contract for the Chief Officer adheres to the legislative and regulatory framework of the employing partner organisation (NHSGGC). The remuneration terms of the Chief Officer's employment were approved by the IJB.

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

## Renfrewshire Integration Joint Board (IJB) – 2017/18 Annual Accounts

Total Earnings 2016/17 £	Name and Post Title	Salary, Fees & Allowances £	Compensation for Loss of Office £	Total Earnings 2017/18 £
114,305	<b>D Leese</b> Chief Officer, Renfrewshire IJB	119,111	-	119,111
81,844	<b>S Lavers</b> Chief Financial Officer, Renfrewshire IJB	84,949	-	84,949

### Pension Benefits

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

The IJB 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 IJB. The following table shows the IJB's funding during the year to support officers' pension benefits. The table also shows the total value of accrued pension benefits which may include benefits earned in other employment positions and from each officer's own contributions.

Name and Post Title	In Year Pension Contributions		Accrued Pension Benefits		
	For Year to 31/03/17 £	For Year to to 31/03/18 £		As at 31/03/17 £	As at 31/03/18 £
<b>D Leese</b> , Chief Officer, Renfrewshire IJB	16,467	16,979	Pension	19,909	21,898
			Lump sum	59,726	65,695
<b>S Lavers</b> , Chief Finance Officer, Renfrewshire IJB	15,757	16,395	Pension	30,502	32,432
			Lump sum	57,444	57,602

\* Accrued pension benefits have not been accrued solely for IJB remuneration

### 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 31 March 2017	Remuneration Band	Number of Employees 31 March 2018
1	£80,000 - £84,999	1
-	£85,000 - £89,999	-
1	£110,000 - £114,999	-
-	£115,000 - £119,999	1

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**Dr Donald Lyons**  
IJB Chair

**Date** 14/09/18

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**David Leese**  
Chief Officer

**Date** 14/09/18

## **Annual Governance Statement**

### **Scope of Responsibility**

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

The Integration Joint Board (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 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 GGC and Renfrewshire Council 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.

This system can only provide reasonable and not absolute assurance of effectiveness.

### **Governance Framework and Internal Control System**

The Board of the IJB comprises voting members, nominated by either Renfrewshire Council or NHS GGC, as well as non-voting members including a Chief Officer appointed by the Board.

The main features of the governance framework in existence during 2017/18 were:

- The IJB is formally constituted through the Integration Scheme agreed by Renfrewshire Council and NHS GGC and approved by Scottish Ministers.
- A Local Code of Corporate Governance was approved by the IJB early in 2017. Board members adhere to an established Code of Conduct and are supported by induction and ongoing training and development.
- The overarching strategic vision and objectives of the IJB are detailed in the IJB's Strategic Plan which sets out the key outcomes the IJB is committed to delivering with its partners.
- The Strategic Planning Group sets out the IJB's approach to engaging with stakeholders. Consultation on the future vision and activities of the IJB is undertaken with its health service and local authority partners. The IJB publishes information about its performance regularly as part of its public performance reporting.
- Effective scrutiny and service improvement activities are supported by the formal submission of reports, findings and recommendations by Audit Scotland, the external auditors, Inspectorates and the appointed Internal Audit service to the IJB's Senior Management Team and the main Board and Audit Committee, as appropriate.
- The HSCP has a robust Quality, Care and Professional Governance Framework and supporting governance structures which are based on service delivery, care and interventions that are: person centred, timely, outcome focused, equitable, safe, efficient and effective. This is reported annually to the IJB, and provides a variety of evidence to demonstrate the delivery of the core components within Renfrewshire HSCP Quality, Care and Professional Governance Framework and the Clinical and Care Governance principles specified by the Scottish Government.

## Renfrewshire Integration Joint Board (IJB) – 2017/18 Annual Accounts

- The HSCP has an Organisation Development and Service Improvement Strategy developed in partnership with its parent organisations. Progress, including an updated on the Workforce Plan, is reported annually to the IJB
- The IJB follows the principles set out in CoSLA's Code of Guidance on Funding External Bodies and Following the Public Pound for both resources delegated to the Partnership by the Health Board and Local Authority and resources paid to its local authority and health service partners.
- The IJB's approach to risk management is set out in its Risk Management Strategy, and the Corporate Risk Register. Regular reporting on risk management is undertaken through regular reporting to the Senior Management Team and annually to the IJB Audit Committee.

The governance framework described operates on the foundation of internal controls, including management and financial information, financial regulations, administration, supervision and delegation. During 2017/18 this included the following:

- Performance management, monitoring of service delivery and financial governance is provided by the Health and Social Care Partnership to the IJB who are accountable to both the Health Board and the Local Authority. It reviews reports on the effectiveness of the integrated arrangements including the financial management of the integrated budget.
- The IJB operates within an established procedural framework. The roles and responsibilities of Board members and officers are defined within Standing Orders and Scheme of Administration, Contract Standing Orders, Scheme of Delegation, Financial Governance arrangements; these are subject to regular review.
- Scottish Government approved Renfrewshire's revised Integration Scheme which was updated to reflect the provisions in the Carers (Scotland) Act 2016 to be delegated to the IJB from 1 April 2018.

### 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, other than acute services, with oversight from the IJB.

The IJB complies with the CIPFA Statement on "The Role of the Chief Financial Officer in Local Government 2010". The IJB's Chief Finance Officer has overall responsibility for the Partnership's financial arrangements and is professionally qualified and suitably experienced to lead the IJB's finance function and to direct finance staff.

The Partnership complies with the requirements of the CIPFA Statement on "The Role of the Head of Internal Audit in Public Organisations 2010". 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 Committee will operate in accordance with CIPFA's Audit Committee Principles in Local Authorities in Scotland and Audit Committees: Practical Guidance for Local Authorities.

## Renfrewshire Integration Joint Board (IJB) – 2017/18 Annual Accounts

The Audit 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.

### Review of Adequacy and Effectiveness

The IJB has responsibility for conducting at least annually, a review of effectiveness of the system of internal control. The review is informed by the work of the Senior Management Team (who have responsibility for the development and maintenance of the internal control framework environment), the work of the internal auditors 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 assurance certification by the Chief Officer. The Chief Officer completes "Self-assessment Checklists" as evidence of review of key areas of the IJB's internal control framework, these assurances are provided to Renfrewshire Council and NHSGGC. 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. There were no significant internal control issues identified by the review. However, it should be noted that there was a delay in the 2017/18 health budget being approved before the start of the financial year as a consequence of the IJB taking time to further consider the budget proposals in relation to the delegated health budget which delayed the implementation of the identified savings required to deliver a balanced budget. The final IJB budget was agreed in April 2018."

Internal Audit undertakes an annual programme following an assessment of risk completed during the strategic audit planning process. The appointed Chief Internal Auditor provides an annual report to the Audit Committee and an independent opinion on the adequacy and effectiveness of the governance framework, risk management and internal control.

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

Our internal auditors in NHSGGC and Renfrewshire Council highlighted a number of weaknesses they considered should be reported in this Governance Statement. These are outlined below along with a summary of the action taken to address these:

#### NHS GGC Health Service Audits:

- **Achieving Financial Balance:** internal auditors highlighted that the Board relied heavily on the use of non-recurring support to achieve financial balance in year, and raised concerns over the level of recurring savings delivered in 2017/18 with regards to the Boards financial sustainability. They also recommended that the Board put in place a transformation plan for the delivery of recurring savings, to ensure financial sustainability for the future.

*Management response* - A range of actions and measures have been put in place: the FIP, designed to achieve short/medium term recurring financial stability; the Moving Forward Together programme to deliver medium to longer term

## Renfrewshire Integration Joint Board (IJB) – 2017/18 Annual Accounts

transformation and the West of Scotland Regional Planning work to transform service delivery across the wider geographical area.

- **Waiting times management:** internal auditors reviewed the Board's arrangements for waiting times management, highlighting concerns regarding delivery of the key objectives of the programme of demand and capacity gap assessment and improvement.

*Management response* - agreed that management will revisit the project, and formalise the project management framework supporting the exercise with clear objectives and benefits, along with clearly defined: milestones, timescales, success measures and plans. In addition, they agreed to consider the need to form a working team tasked with overall delivery of the programme.

- **Mental Health: Crisis Management:** internal auditors reviewed the execution of the three risk assessment tools operating across NHS GGC, and found that in a significant number of instances, risk assessments were not completed in accordance with the governing policies in place.

*Management response* – Refresher training sessions have been put in place for relevant staff along with a programme of quality reviews implemented across all departments to ensure risk assessment procedures have been followed and evidenced on patient files. The reporting of the quality assurance programme has been built into the revised governance framework.

### Renfrewshire Council Audits:

- **Adults with Incapacity:** procedures were found to be out of date and there was a lack of evidence to support that the correct process had been followed.

*Management response* - A revised policy, process flow chart, referral forms and supporting guidance have been developed to ensure the accuracy and timely completion of the relevant paperwork and required authorisation process.

- **Charging and Payments:** improvements are required in relation to financial assessment and reassessment for non-residential care and raising invoices.

*Management response:* Management agreed to review the procedures to minimise delays and clearly document the procedures to be followed.

Although no system of internal control can provide absolute assurance, nor can Internal Audit give that assurance. On the basis of audit work undertaken during the reporting period and the assurances provided by the partner organisations, the Chief Internal Auditor is able to conclude that a reasonable level of assurance can be given that the system of internal control, risk management and governance is operating effectively within the organisation.



## Renfrewshire Integration Joint Board (IJB) – 2017/18 Annual Accounts

### 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.

Agreed action	Responsible person	Date
Head of Administration should make arrangements to ensure that as part of the annual review the Sources of Assurance used to review and assess the IJB's governance arrangements. The document should also be updated to cover all behaviours and actions in each sub-principle as required by the CIPFA and SOLACE's framework 'Delivering Good Governance' with reference made to identify which evidence is applicable to each behaviour and action.	Jean Still	March 2019
Review of financial regulations and associated guidance by Internal Audit.	Andrea McMahon	March 2019
Alignment of the new Strategic Plan, to be developed over 2018/19, to the Financial Plan.	Fiona MacKay	March 2019

### Update on the 2016/2017 Action Plan

The 2016/17 Governance Statement identified a number of continuous improvement activities to be taken forward to improve the overall governance, risk management and internal control environment. Progress over the last 12 months against the agreed action plan is detailed below.

Agreed action	Progress	Responsible person	Date
Implementation of the local code of governance action plan, as approved by the IJB in June 2017.	Good progress has been made, with the IJB Audit Committee being kept informed of progress. This will work will continue in 2018/19	Jean Still, Head of Admin	March 2018
All outstanding savings plans have now been agreed. The Chief Finance Officer is currently working on a three-year Financial Plan which will be presented to the IJB at its September Board.	The IJB approved their 3 Year Financial Plan in September 2017. The IJB has now delivered all 2017/18 agreed savings.	Sarah Lavers, CFO	Sept 2017
Mid-year Risk Management reporting to the IJB will be reported to the IJB Audit Committee	IJB Audit Committee reviewed the Mid-Year Risk Management report in June 2018 and were satisfied with the monitoring arrangements and mitigation actions in place.	Jean Still, Head of Admin	Dec 2017
Development of performance management scrutiny aligned with the Strategic Plan objectives and national health and well-being indicators. A schedule for progress	Rigorous performance reporting framework in place. A full score card with over 90 performance indicators is produced	Fiona MacKay, Head of Strategic Planning &	March 2018



## Renfrewshire Integration Joint Board (IJB) – 2017/18 Annual Accounts

reporting will be provide regular assurance on the delivery of functions delegated to the IJB.	twice yearly for the IJB. At all other IJB meetings, performance is reviewed using exception reporting or focus reports. Managers receive regular performance information to support local service management.	Health improvement	
Further develop locality planning capability and capacity to facilitate the implementation of Strategic Plan objectives at a locality level.	Good progress as reported by the recent Adult Service Inspection. A locality based operational delivery model has now been established. Over 2017/18 the Senior Management Team has developed a strong locality focus for planning and service delivery e.g. working with GP Clusters.	Ian Beattie, Health and Social Care Services	March 2018

### Conclusion and Opinion on Assurance

While 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 throughout the year.

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**Dr. Donald Lyons**

**Date** 14/09/18

IJB Chair

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**David Leese**

Chief Officer

**Date** 14/09/18

## **Independent auditor's report to the members of Renfrewshire Integration Joint Board and the Accounts Commission**

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

### **Report on the audit of the financial statements**

#### **Opinion on financial statements**

I certify that I have audited the financial statements in the annual accounts of Renfrewshire Integration Joint Board for the year ended 31 March 2018 under Part VII of the Local Government (Scotland) Act 1973. The financial statements comprise the Comprehensive Income and Expenditure Statement, Balance Sheet, Movement in Reserves Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and International Financial Reporting Standards (IFRSs) as adopted by the European Union, and as interpreted and adapted by the Code of Practice on Local Authority Accounting in the United Kingdom 2017/18 (the 2017/18 Code).

In my opinion the accompanying financial statements:

- give a true and fair view in accordance with applicable law and the 2017/18 Code of the state of affairs of the body as at 31 March 2018 and of its income and expenditure for the year then ended;
- have been properly prepared in accordance with IFRSs as adopted by the European Union, as interpreted and adapted by the 2017/18 Code; and
- have been prepared in accordance with the requirements of the Local Government (Scotland) Act 1973, The Local Authority Accounts (Scotland) Regulations 2014, and the Local Government in Scotland Act 2003.

#### **Basis for opinion**

I conducted my audit in accordance with applicable law and International Standards on Auditing (UK) (ISAs (UK)). My responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of my report. I am independent of the body in accordance with the ethical requirements that are relevant to my audit of the financial statements in the UK including the Financial Reporting Council's Ethical Standard, and I have fulfilled my other ethical responsibilities in accordance with these requirements. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

#### **Conclusions relating to going concern basis of accounting**

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

- the use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the Chief Finance Officer has not disclosed in the financial statements any identified material uncertainties that may cast significant doubt Renfrewshire

## **Renfrewshire Integration Joint Board (IJB) – 2017/18 Annual Accounts**

Integration Joint Board's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

### **Responsibilities of the Chief Finance Officer and Audit Committee for the financial statements**

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

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

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

### **Auditor's responsibilities for the audit of the financial statements**

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

A further description of the auditor's responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of my auditor's report.

### **Other information in the annual accounts**

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

In connection with my audit of the financial statements, my responsibility is to read all the other information in the annual accounts and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit or otherwise appears to be materially misstated. If I identify such material inconsistencies or apparent material misstatements, I am required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work I have performed, I conclude that there is a material

## Renfrewshire Integration Joint Board (IJB) – 2017/18 Annual Accounts

misstatement of this other information, I am required to report that fact. I have nothing to report in this regard.

### Report on other requirements

#### Opinions on matters prescribed by the Accounts Commission

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

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

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

#### Matters on which I am required to report by exception

I am required by the Accounts Commission to report to you if, in my opinion:

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

I have nothing to report in respect of these matters.

Date: September 2018

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David McConnell  
4th Floor  
8 Nelson Mandela Place  
Glasgow  
G2 1BT

## Renfrewshire Integration Joint Board (IJB) – 2017/18 Annual Accounts

### Comprehensive Income and Expenditure Statement

This statement shows the cost of providing services for the year according to accepted accounting practices. It includes, on an accruals basis, all expenses and related income.

2016/17 Gross Exp. £000's (Restated)	2016/17 Gross Income £000's (Restated)	2016/17 Net Exp. £000's (Restated)	Renfrewshire health & Social Care Partnership Integration Joint Board	Note	2017/18 Gross Exp. £000's	2017/18 Gross Income £000's	2017/18 Net Exp. £000's
<b>Health Services</b>							
2,746	(245)	2,501	Addiction Services		2,485	(330)	2,155
6,567	(252)	6,315	Adult Community Services		8,643	(79)	8,564
1,777	(1,020)	757	Business Support and Admin		2,513	(703)	1,810
5,628	(615)	5,013	Children's Services		5,548	(525)	5,023
23,134	(2,270)	20,864	Dentists, Pharmacists, Optometrists		23,190	(2,274)	20,916
22,842		22,842	GMS (GP Services)		24,222		24,222
3,490		3,490	Integrated Care Fund		2,829		2,829
1,044		1,044	Learning Difficulties		1,148		1,148
19,740	(164)	19,576	Mental Health		20,460	(192)	20,268
1,377	(294)	1,083	Planning Health Improvement		1,044		1,044
6,564	(27)	6,537	Podiatry		6,256	(20)	6,236
35,007		35,007	Prescribing		36,271		36,271
3,987	(137)	3,850	Primary Care Support		4,086	(213)	3,873
<b>133,903</b>	<b>(5,024)</b>	<b>128,879</b>	<b>Health Services Directly Managed by Renfrewshire IJB</b>		<b>138,695</b>	<b>(4,336)</b>	<b>134,359</b>
29,582		29,582	Set aside for Delegated Services Provided in Large Hospitals		29,582		29,582
<b>163,485</b>	<b>(5,024)</b>	<b>158,461</b>	<b>Total Cost of Health Services</b>		<b>168,277</b>	<b>(4,336)</b>	<b>163,941</b>
<b>Social Care Services</b>							
1,287	(599)	688	Addiction Services		1,237	(605)	632
2,299	(1,649)	650	Integrated Care Fund		2,583	(2,371)	212
21,619	(1,394)	20,225	Learning Difficulties		23,786	(1,323)	22,463
4,354	(143)	4,211	Mental Health		4,681	(134)	4,547
53,111	(9,869)	43,242	Older People		55,896	(9,891)	46,005
7,821	(489)	7,332	Physical or Sensory Difficulties		8,816	(502)	8,314
<b>90,491</b>	<b>(14,143)</b>	<b>76,348</b>	<b>Social Care Services Directly Managed by Renfrewshire IJB</b>		<b>96,999</b>	<b>(14,826)</b>	<b>82,173</b>
1,251	(31)	1,220	Services Delegated to Social Care	8	1,502	(139)	1,363
<b>91,742</b>	<b>(14,174)</b>	<b>77,568</b>	<b>Total Social Care Services</b>		<b>98,501</b>	<b>(14,965)</b>	<b>83,536</b>
<b>255,227</b>	<b>(19,198)</b>	<b>236,029</b>	<b>Total Cost of Services</b>		<b>266,778</b>	<b>(19,301)</b>	<b>247,477</b>
	(241,523)	(241,523)	Taxation and Non-Specific Grant Income	5		(245,425)	(245,425)
<b>255,227</b>	<b>(260,721)</b>	<b>(5,494)</b>	<b>(Surplus)/Deficit on Provisions of Services (movement in reserves)</b>		<b>266,778</b>	<b>(264,726)</b>	<b>2,052</b>

## **Renfrewshire Integration Joint Board (IJB) – 2017/18 Annual Accounts**

- 5.1 The income and expenditure statement has been restated in 2016/17 to reflect the revised position in relation to hosted services. See section 1.6.18 - 20 for further details.
- 5.2 There are no statutory or presentation adjustments which affect the IJB'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 IJB'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.

	General Fund Balance £000's	Earmarked Reserves £000's	Total Reserves £000's
<b>Movement in Reserves during 2016/17:</b>			
<b>Opening Balance at 31 March 2016</b>	-	-	-
Total Comprehensive Income and Expenditure			
Increase or Decrease in 2016/17	(2,644)	(2,850)	(5,494)
<b>Closing Balance at 31 March 2017</b>	(2,644)	(2,850)	(5,494)
<b>Movement in Reserves during 2017/18:</b>			
<b>Opening Balance at 31 March 2017</b>	(2,644)	(2,850)	(5,494)
Total Comprehensive Income and Expenditure			
Increase or Decrease in 2017/18	1,714	338	2,052
<b>Closing Balance at 31 March 2018</b>	(930)	(2,512)	(3,442)

## Renfrewshire Integration Joint Board (IJB) – 2017/18 Annual Accounts

### Balance Sheet

The Balance Sheet shows the value of the IJB's assets and liabilities as at 31 March 2018. The net assets of the IJB (assets less liabilities) are matched by the reserves held by the IJB.

31 March 2017 £000's		Notes	31 March 2018 £000's
5,494	Short Term Debtors	6	3,442
<b>5,494</b>	<b>Current Assets</b>		<b>3,442</b>
-	Short Term Creditors	6	-
<b>-</b>	<b>Current Liabilities</b>		<b>-</b>
<b>5,494</b>	<b>Net Assets</b>		<b>3,442</b>
(2,644)	Usable Reserves: General Fund	7	(930)
(2,850)	Unusable Reserves: Earmarked	7	(2,512)
<b>(5,494)</b>	<b>Total Reserves</b>		<b>(3,442)</b>

The statement of Accounts presents a true and fair view of the financial position of the Integration Joint Board as at 31 March 2018 and its income and expenditure for the year then ended.

The unaudited accounts were issued on 29 June 2018 and the audited accounts were authorised for issue on 14 September 2018.

Balance Sheet signed by:

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**Sarah Lavers CPFA**  
Chief Finance Officer

**14/09/2018**



## Notes to the Financial Statements

### **Note 1: Significant Accounting Policies**

#### General Principles

The Financial Statements summarise the IJB's transactions for the 2017/18 financial year and its position at the year-end of 31 March 2018.

The IJB was established under the requirements of the Public Bodies (Joint Working) (Scotland) Act 2014 and is a section 106 body as defined in the Local Government (Scotland) Act 1973.

The Financial Statements are therefore prepared in compliance with the Code of Practice on Local Authority Accounting in the United Kingdom 2017/18, 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 IJB will continue in operational existence for the foreseeable future. Assets are held at fair value.

#### Accruals of Income and Expenditure

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

- Expenditure is recognised when goods or services are received, and their benefits are used by the IJB.
- Income is recognised when the IJB has a right to the income, for instance by meeting any terms and conditions required to earn the income, and receipt of the income is probable.
- Where debts may not be received, the balance of debtors is written down.

#### Funding

The IJB is primarily funded through funding contributions from its statutory funding partners, Renfrewshire Council and NHSGGC. Expenditure is incurred as the IJB commissions' specified health and social care services from the funding partners for the benefit of service recipients in the Renfrewshire area.

#### Cash and Cash Equivalents

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

#### Employee Benefits

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

## Renfrewshire Integration Joint Board (IJB) – 2017/18 Annual Accounts

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

### Reserves

Reserves have been created from net surpluses in current or prior years, some of which are earmarked for specific purposes, the remainder is the general reserve.

When expenditure to be financed from a reserve is incurred it will be charged to the appropriate service in that year and will be processed through the Movement in Reserves Statement.

### Indemnity Insurance / Clinical and Medical Negligence

The IJB has indemnity insurance for costs relating primarily to potential claim liabilities regarding Board member and officer responsibilities through the CNORIS scheme. NHS Greater Glasgow & Clyde and Renfrewshire Council have responsibility for claims in respect of the services for which they are statutorily responsible and that they provide.

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

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

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

### Debtors

Financial instruments are recognised in the balance sheet when an obligation is identified and released as that obligation is fulfilled. Debtors are held at fair value, and represent funding due from partner bodies that was not utilised in year.

## Note 2: Critical Judgements

In applying the accounting policies set out above, the IJB has had to make a critical judgement relating to complex transactions in respect of the values included for services hosted within Renfrewshire IJB for other IJBs within the NHS Greater Glasgow and Clyde area. In previous financial years the financial accounts have been prepared on the basis that the costs associated with activity for services related to non- Renfrewshire residents were removed and transferred to other IJB's to reflect the location of the service recipients. Costs were also added to reflect activity for services delivered by other IJB's related to Renfrewshire residents. The costs removed/added were based upon budgeted spend such that any overspend, or underspend remains with the hosting IJB.

In preparing the 2017/18 financial statements these adjustments will no longer be made. Within NHS Greater Glasgow and Clyde, each IJB has operational responsibility for services, which it hosts on behalf of the other IJB's. In delivering these services the IJB has

## Renfrewshire Integration Joint Board (IJB) – 2017/18 Annual Accounts

primary responsible for the provision of the services and bears the risk and reward associated with this service delivery in terms of demand and the financial resources required. As such the IJB is considered to be acting as 'principal', and the full costs should be reflected within the financial statements for the services which it hosts. This is the basis on which 2017-18 accounts have been prepared.

### Note 3: Events after the Balance Sheet Date

The Annual Accounts were authorised for issue by the Chief Financial Officer on XX September 2018. Events after the balance sheet date are those events that occur between the end of the reporting period and the date when the Statements are authorised for issue.

Where events take place before the date of authorisation and provide information about conditions existing as at 31 March 2018 the figures in the financial statements and notes have been adjusted in all material aspects to reflect the impact of this information.

Events taking place after the date when the Accounts were authorised are not reflected in the financial statement or notes.

### Note 4: Expenditure and Income Analysis by Nature

The table below shows the gross expenditure and income for Renfrewshire IJB against subjective headings.

This note has been restated in 2016/17 to reflect the revised position in relation to hosted services (see section 1.6.18 - 20 for further details), and the change in the alignment of expenditure in relation to housing adaptations and self-directed support costs from 2017/18.

Renfrewshire Integration Joint Board	2016/17 £000's Restated	2017/18 £000's
<b>Health Services</b>		
Employee Costs	43,718	43,749
Property Costs	33	29
Supplies and Services	8,722	8,779
Purchase of Healthcare	56	2,483
Family Health Service	81,375	83,655
Set Aside	29,582	29,582
Income	(5,025)	(4,336)
<b>Total Health Services</b>	<b>158,461</b>	<b>163,941</b>
<b>Adult Social Care</b>		
Employee Costs	28,471	30,817
Property Costs	551	996
Supplies and Services	1,722	1,723
Contractors	56,329	60,578
Transport	727	655
Administrative Costs	1,017	1,168
Payments to Other Bodies	2,925	2,564
Income	(14,174)	(14,965)
<b>Total Adult Social Care Services</b>	<b>77,568</b>	<b>83,536</b>
<b>Total Cost of Services</b>	<b>236,029</b>	<b>247,477</b>
<b>Partners Funding Contributions and Non-Specific Grant Income</b>	<b>(241,523)</b>	<b>(245,425)</b>
<b>(Surplus)/Deficit on Provision of Services</b>	<b>(5,494)</b>	<b>2,052</b>

## Renfrewshire Integration Joint Board (IJB) – 2017/18 Annual Accounts

### Note 5: Taxation and Non-Specific Grant Income

The table below shows the funding contribution from the two partner organisations:

Taxation and Non-Specific Grant Income	2016/17 £000's Restated	2017/18 £000's
NHS Greater Glasgow and Clyde Health Board	162,436	162,925
Renfrewshire Council	79,087	82,500
<b>Total</b>	<b>241,523</b>	<b>245,425</b>

This note has been restated in 2016/17 to reflect the revised position in relation to hosted services. See section 1.6.18 - 20 for further details.

The funding contribution from the NHS Board shown above includes £29.582m in respect of 'set aside' resources relating to hospital services. These are provided by the NHS which retains responsibility for managing the costs of providing the services. The IJB however has responsibility for the consumption of, and level of demand placed on, these resources.

### Note 6: Short Term Debtors and Creditors

At the end of this financial year, Renfrewshire IJB had short term debtors of £3.442m relating to the reserves held. There were no creditors. Amounts owed by the funding partners are stated on a net basis.

Short Term Debtors	2016/17 £000's	2017/18 £000's
NHS Greater Glasgow and Clyde Health Board	3,975	2,958
Renfrewshire Council	1,519	484
<b>TOTAL</b>	<b>5,494</b>	<b>3,442</b>
Short Term Creditors	2016/17 £000's	2017/18 £000's
NHS Greater Glasgow and Clyde Health Board	-	-
Renfrewshire Council	-	-
<b>TOTAL</b>	<b>-</b>	<b>-</b>

### Note 7: Usable Reserves

As at 31 March 2018 the IJB has created earmarked reserves in order to fund expenditure in respect of specific projects. In addition, a general reserve has been created as part of the financial strategy of the IJB. This will be used to manage the risk of any future unanticipated events and support service provision that may materially impact on the financial position of the IJB in later years.

The table below shows how reserves are allocated:

General Reserves	2016/17 £000's	2017/18 £000's
Health delegated budget under spend carried forward	1,125	930
Renfrewshire Council under spend carried forward	1,519	-
<b>TOTAL GENERAL RESERVES</b>	<b>2,644</b>	<b>930</b>

## Renfrewshire Integration Joint Board (IJB) – 2017/18 Annual Accounts

Earmarked Reserves	2016/17 £000's	2017/18 £000's
<b>Health delegated budget planned contribution to reserve:</b>		
16/17 & 17/18 PCTF Monies for Tests of Change & GP Support	1,100	438
GP Digital Transformation	289	-
GP Premises Fund - Renfrewshire Allocation	705	414
Funding for Temp Mental Health Posts	82	-
Primary Care Transformation Fund Monies	39	39
District Nurse 3 year Recruitment Programme	150	150
Health & Safety Costs for Mental Health Shower Facilities	35	-
Prescribing	450	450
Funding to Mitigate Any Shortfalls in Delivery of savings in 18/19	-	339
Health Visiting	-	181
Tannahill Diet and Diabetes Pilot Project	-	17
<b>TOTAL Renfrewshire HSCP</b>	<b>2,850</b>	<b>2,028</b>
<b>Renfrewshire Council delegated budget planned contribution to reserve:</b>		
Care @ Home Redesign/Locality Services Redesign Costs	-	399
Additional Specific Planned Placement start up costs	-	35
ICT Swift Update Costs	-	50
<b>TOTAL Renfrewshire Council</b>	<b>-</b>	<b>484</b>
<b>TOTAL EARMARKED RESERVES</b>	<b>2,850</b>	<b>2,512</b>

The following earmarked reserves, created in 2016/17 on behalf of NHSGGC, were drawn down in full at the start of 2017/18, by NHSGGC:

- Primary Care Transformation Monies: £1,100k
- GP Digital Transformation: £289k and,
- GP Premises Fund: £705k

### Note 8: Additional Council Services Delegated to the IJB

The table below shows the costs of Renfrewshire Council services delegated to the IJB. Under the Public Bodies (Joint Working) (Scotland) Act 2014, the IJB is accountable for these services, however, these continue to be delivered by Renfrewshire Council. The HSCP monitor the delivery of these services on behalf of the IJB.

Additional Council Services Delegated to the IJB	2016/17 £000's	2017/18 £000's
Garden Assistance Scheme	369	370
Housing Adaptations	770	910
Women's Aid	112	222
Grant Funding for Women's Aid	(31)	(139)
<b>NET AGENCY EXPENDITURE (INCLUDED IN THE CIES)</b>	<b>1,220</b>	<b>1,363</b>

### Note 9: Related Party Transactions

The IJB has related party relationships with NHSGGC and Renfrewshire Council. In particular the nature of the partnership means that the IJB may influence, and be influenced by, its partners. The following transactions and balances included in the IJB's accounts are presented to provide additional information on the relationships. The table below shows the funding that has transferred from the NHS Board via the IJB to the Council. This amount includes Resource Transfer Funding.

## Renfrewshire Integration Joint Board (IJB) – 2017/18 Annual Accounts

This note has been restated in 2016/17 to reflect the revised position in relation to hosted services. See section 1.6.18 - 20 for further details.

Service Income Received	2016/17 £000's Restated	2017/18 £000's
NHS Greater Glasgow and Clyde Health Board	(5,024)	(4,336)
Renfrewshire Council	(14,174)	(14,965)
<b>TOTAL</b>	<b>(19,198)</b>	<b>(19,301)</b>

Expenditure on Services Provided	2016/17 £000's Restated	2017/18 £000's
NHS Greater Glasgow and Clyde Health Board	163,485	168,277
Renfrewshire Council	91,742	98,501
<b>TOTAL</b>	<b>255,227</b>	<b>266,778</b>

Funding Contributions Received	2016/17 £000's Restated	2017/18 £000's
NHS Greater Glasgow and Clyde Health Board	162,436	162,925
Renfrewshire Council	79,087	82,500
<b>Total</b>	<b>241,523</b>	<b>245,425</b>

Debtors	2016/17 £000's	2017/18 £000's
NHS Greater Glasgow and Clyde Health Board	3,975	2,958
Renfrewshire Council	1,519	484
<b>TOTAL</b>	<b>5,494</b>	<b>3,442</b>

### Note 10: IJB Operational Costs

NHSGCC and Renfrewshire Council provide a range of support services for the IJB including finance services, personnel services, planning services, audit services, payroll services and creditor services. There is no charge to the IJB for these support services.

The costs associated with running the IJB are shown in the table below:

IJB Operational Costs	2016/17 £000's	2017/18 £000's
Staff Costs	271	281
Audit Fees	17	24
<b>TOTAL</b>	<b>288</b>	<b>305</b>

### Note 11: VAT

The IJB is not a taxable person and does not charge or recover VAT on its functions.

The VAT treatment of expenditure and income within the Accounts depends upon which of the partners is providing the service as these bodies are treated differently for VAT purposes.

The services provided by the Chief Officer to the IJB are outside the scope of VAT as they are undertaken under a specific legal regime.

### Note 12: External Audit Costs

Fees payable to Audit Scotland in respect of external audit services undertaken in accordance with Audit Scotland's Code of Audit Practice in 2017/18 are £24,000. There were no fees paid to Audit Scotland in respect of any other services.

## Renfrewshire Integration Joint Board Audit Committee

14 September 2018

### Renfrewshire Integration Joint Board Audit of 2017/18 annual accounts

#### Independent auditor's report

1. Our audit work on the 2017/18 annual report and accounts is now substantially complete. Subject to the receipt of a revised set of annual report and accounts for final review, we anticipate being able to issue unqualified audit opinions in the independent auditor's report on 17 September 2018 (the proposed report is attached at [Appendix A](#)).

#### Annual audit report

2. Under International Standards on Auditing in the UK, we report specific matters arising from the audit of the financial statements to those charged with governance of a body in sufficient time to enable appropriate action. We present for the Audit Committee's consideration our draft annual report on the 2017/18 audit. The section headed "Significant findings from the audit in accordance with ISA 260" sets out the issues identified in respect of the annual accounts.
3. The report also sets out conclusions from our consideration of the four audit dimensions that frame the wider scope of public audit as set out in the Code of Audit Practice.
4. This report will be issued in final form after the annual accounts have been certified.

#### Unadjusted misstatements

5. We also report to those charged with governance all unadjusted misstatements which we have identified during the course of our audit, other than those of a trivial nature and request that these misstatements be corrected. We have no unadjusted misstatements to bring to your attention.

#### Representations from Section 95 Officer

6. As part of the completion of our audit, we are seeking written representations from the Chief Finance Officer on aspects of the annual accounts, including the judgements and estimates made.
7. A draft letter of representation is attached at [Appendix B](#). This should be signed and returned to us by the Section 95 Officer with the signed annual accounts prior to the independent auditor's report being certified.



## **APPENDIX A: Proposed Independent Auditor's Report**

### **Independent auditor's report to the members of Renfrewshire Integration Joint Board and the Accounts Commission**

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

#### **Report on the audit of the financial statements**

##### **Opinion on financial statements**

I certify that I have audited the financial statements in the annual accounts of Renfrewshire Integration Joint Board for the year ended 31 March 2018 under Part VII of the Local Government (Scotland) Act 1973. The financial statements comprise the Comprehensive Income and Expenditure Statement, Balance Sheet, Movement in Reserves Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and International Financial Reporting Standards (IFRSs) as adopted by the European Union, and as interpreted and adapted by the Code of Practice on Local Authority Accounting in the United Kingdom 2017/18 (the 2017/18 Code).

In my opinion the accompanying financial statements:

- give a true and fair view in accordance with applicable law and the 2017/18 Code of the state of affairs of the body as at 31 March 2018 and of its income and expenditure for the year then ended;
- have been properly prepared in accordance with IFRSs as adopted by the European Union, as interpreted and adapted by the 2017/18 Code; and
- have been prepared in accordance with the requirements of the Local Government (Scotland) Act 1973, The Local Authority Accounts (Scotland) Regulations 2014, and the Local Government in Scotland Act 2003.

##### **Basis for opinion**

I conducted my audit in accordance with applicable law and International Standards on Auditing (UK) (ISAs (UK)). My responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of my report. I am independent of the body in accordance with the ethical requirements that are relevant to my audit of the financial statements in the UK including the Financial Reporting Council's Ethical Standard, and I have fulfilled my other ethical responsibilities in accordance with these requirements. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

##### **Conclusions relating to going concern basis of accounting**

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

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

## **Responsibilities of the Chief Finance Officer and Audit Committee for the financial statements**

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

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

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

## **Auditor's responsibilities for the audit of the financial statements**

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

A further description of the auditor's responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of my auditor's report.

## **Other information in the annual accounts**

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

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

## **Report on other requirements**

### **Opinions on matters prescribed by the Accounts Commission**

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

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

- the information given in the Management Commentary for the financial year for which the financial statements are prepared is consistent with the financial statements and that report has been prepared in accordance with statutory guidance issued under the Local Government in Scotland Act 2003; and

- the information given in the Annual Governance Statement for the financial year for which the financial statements are prepared is consistent with the financial statements and that report has been prepared in accordance with the Delivering Good Governance in Local Government: Framework (2016).

### **Matters on which I am required to report by exception**

I am required by the Accounts Commission to report to you if, in my opinion:

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

I have nothing to report in respect of these matters.

David McConnell  
4th Floor  
8 Nelson Mandela Place  
Glasgow  
G2 1BT  
September 2018

## APPENDIX B: Letter of Representation (ISA 580)

David McConnell, Audit Director  
Audit Scotland  
4th Floor  
8 Nelson Mandela Place  
Glasgow  
G2 1BT

Dear David,

### **Renfrewshire Integration Joint Board Annual Accounts 2017/18**

1. This representation letter is provided in connection with your audit of the annual accounts of Renfrewshire Integration Joint Board for the year ended 31 March 2018 for the purpose of expressing an opinion as to whether the financial statements give a true and fair view in accordance with the financial reporting framework, and for expressing other opinions on the remuneration report, management commentary and annual governance statement.
2. I confirm to the best of my knowledge and belief, and having made appropriate enquiries of the Audit Committee, the following representations given to you in connection with your audit of Renfrewshire Integration Joint Board 's annual accounts for the year ended 31 March 2018.

### **General**

3. Renfrewshire Integration Joint Board and I have fulfilled our statutory responsibilities for the preparation of the 2017/18 annual accounts. All the accounting records, documentation and other matters which I am aware are relevant to the preparation of the annual accounts have been made available to you for the purposes of your audit. All transactions undertaken by Renfrewshire Integration Joint Board have been recorded in the accounting records and are properly reflected in the financial statements.
4. I confirm that the effects of uncorrected misstatements are immaterial, individually and in aggregate, to the financial statements as a whole. I am not aware of any uncorrected misstatements other than those reported by you.

### **Financial Reporting Framework**

5. The annual accounts have been prepared in accordance with the Code of Practice on Local Authority Accounting in the United Kingdom 2017/18 (2017/18 accounting code), mandatory guidance from LASAAC, and the requirements of the Local Government (Scotland) Act 1973, the Local Government in Scotland Act 2003 and The Local Authority Accounts (Scotland) Regulations 2014.
6. In accordance with the 2014 regulations, I have ensured that the financial statements give a true and fair view of the financial position of the Renfrewshire Integration Joint Board at 31 March 2018 and the transactions for 2017/18.

## **Accounting Policies & Estimates**

7. All significant accounting policies applied are as shown in the notes to the financial statements. The accounting policies are determined by the 2017/18 accounting code, where applicable. Where the code does not specifically apply, I have used judgement in developing and applying an accounting policy that results in information that is relevant and reliable. All accounting policies applied are appropriate to Renfrewshire Integration Joint Board circumstances and have been consistently applied.
8. The significant assumptions used in making accounting estimates are reasonable and properly reflected in the financial statements. Judgements used in making estimates have been based on the latest available, reliable information. Estimates have been revised where there are changes in the circumstances on which the original estimate was based or as a result of new information or experience.

## **Going Concern Basis of Accounting**

9. I have assessed Renfrewshire Integration Joint Board 's ability to continue to use the going concern basis of accounting and have concluded that it is appropriate. I am not aware of any material uncertainties that may cast significant doubt on Renfrewshire Integration Joint Board 's ability to continue as a going concern.

## **Liabilities**

10. All liabilities at 31 March 2018 of which I am aware have been recognised in the annual accounts.
11. Provisions have been recognised in the financial statements for all liabilities of uncertain timing or amount at 31 March 2018 of which I am aware where the conditions specified in the 2017/18 accounting code have been met.

## **Fraud**

12. I have provided you with all information in relation to:
  - my assessment of the risk that the financial statements may be materially misstated as a result of fraud
  - any allegations of fraud or suspected fraud affecting the financial statements
  - fraud or suspected fraud that I am aware of involving management, employees who have a significant role in internal control, or others that could have a material effect on the financial statements.

## **Laws and Regulations**

13. I have disclosed to you all known instances of non-compliance or suspected non-compliance with laws and regulations whose effects should be considered when preparing financial statements.

## **Related Party Transactions**

14. All material transactions with related parties have been disclosed in the financial statements in accordance with the 2017/18 accounting code. I have made available to you the identity of all the Renfrewshire Integration Joint Board 's related parties and all the related party relationships and transactions of which I am aware.

## **Remuneration Report**

15. The Remuneration Report has been prepared in accordance with the Local Authority Accounts (Scotland) Regulations 2014, and all required information of which I am aware has been provided to you.

## **Management commentary**

16. I confirm that the Management Commentary has been prepared in accordance with the statutory guidance and the information is consistent with the financial statements.

## **Corporate Governance**

17. I confirm that the Renfrewshire Integration Joint Board has undertaken a review of the system of internal control during 2017/18 to establish the extent to which it complies with proper practices set out in the Delivering Good Governance in Local Government: Framework 2016. I have disclosed to you all deficiencies in internal control identified from this review or of which I am otherwise aware.
18. I confirm that the Annual Governance Statement has been prepared in accordance with the Delivering Good Governance in Local Government: Framework 2016 and the information is consistent with the financial statements. There have been no changes in the corporate governance arrangements or issues identified, since 31 March 2018, which require to be reflected.

## **Balance Sheet**

19. All events subsequent to 31 March 2018 for which the 2017/18 accounting code requires adjustment or disclosure have been adjusted or disclosed.

## **Prior Year Restatements**

20. I confirm the prior year restatements to reflect the change in accounting policy for hosted services in the Comprehensive Income and Expenditure Statements and for the realignment of self-directed support / housing adaption costs in the Expenditure and Income Analysis by Nature note are accurate and in line with accounting records.

Yours sincerely

Chief Finance Officer

# Renfrewshire Integration Joint Board

2017/18 Annual Audit Report: **PROPOSED**



 **AUDIT SCOTLAND**

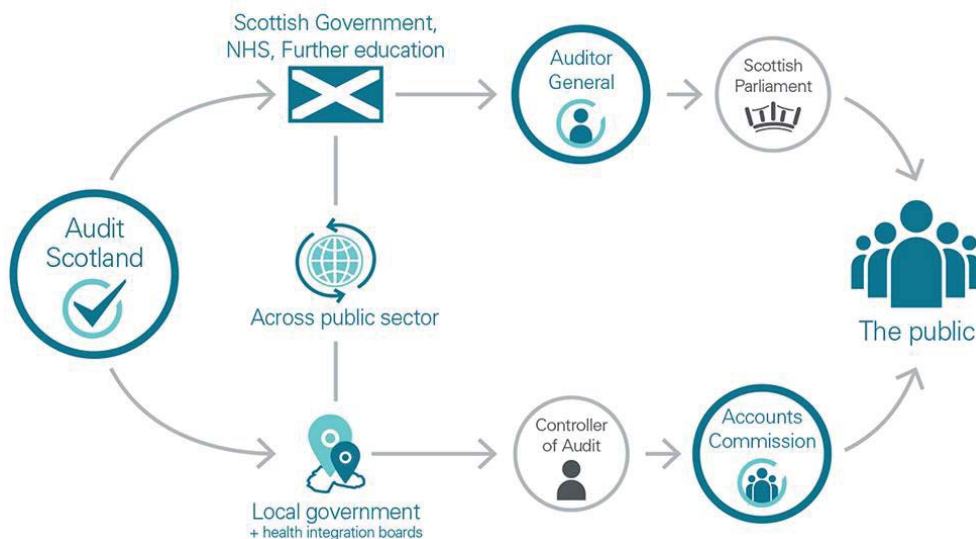
Prepared for the members of Renfrewshire Integration Joint Board and the Controller of Audit  
14 September 2018



## Who we are

The Auditor General, the Accounts Commission and Audit Scotland work together to deliver public audit in Scotland:

- The Auditor General is an independent crown appointment, made on the recommendation of the Scottish Parliament, to audit the Scottish Government, NHS and other bodies and report to Parliament on their financial health and performance.
- The Accounts Commission is an independent public body appointed by Scottish ministers to hold local government to account. The Controller of Audit is an independent post established by statute, with powers to report directly to the Commission on the audit of local government.
- Audit Scotland is governed by a board, consisting of the Auditor General, the chair of the Accounts Commission, a non-executive board chair, and two non-executive members appointed by the Scottish Commission for Public Audit, a commission of the Scottish Parliament.



## About us

Our vision is to be a world-class audit organisation that improves the use of public money.

Through our work for the Auditor General and the Accounts Commission, we provide independent assurance to the people of Scotland that public money is spent properly and provides value. We aim to achieve this by:

- carrying out relevant and timely audits of the way the public sector manages and spends money
- reporting our findings and conclusions in public
- identifying risks, making clear and relevant recommendations.

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# Contents

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Key messages	4
Introduction	5
Part 1	7
Audit of 2017/18 annual accounts	
Part 2	11
Financial management and sustainability	
Part 3	18
Governance, transparency and value for money	
Appendix 1	22
Action plan 2017/18	
Appendix 2	26
Significant audit risks identified during planning	
Appendix 3	29
Summary of national performance reports 2017/18	

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# Key messages

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## 2017/18 annual report and accounts

- 1 In our opinion Renfrewshire Integration Joint Board's (RIJB) financial statements give a true and fair view and were properly prepared.
- 2 The management commentary, remuneration report and annual governance statement were consistent with the financial statements and prepared in accordance with applicable guidance.
- 3 RIJB should ensure that measures are put in place to strengthen year end procedures to avoid issues arising in the submission of financial data to partner organisations.

## Financial management and sustainability

- 4 RIJB incurred a deficit of £2.052 million. RIJB did not implement a deficit recovery plan as required by the integration scheme. As additional recurring funding was made available from Renfrewshire Council, RIJB believe this was not required.
- 5 RIJB should continue to review how financial information is reported to continue to improve clarity in relation to variances in planned expenditure, how reserves and additional funding are being used and how it reports its financial position.
- 6 RIJB should consider updating its reserves policy to set out a minimum and maximum reserves level.

## Governance, transparency and value for money

- 7 RIJB has appropriate governance arrangements in place that support the scrutiny of decisions by the board and conducts its business in an open and transparent manner.
- 8 The new General Data Protection Regulation (GDPR) came into force on 25 May 2018. Until RIJB implements these changes there is a risk that they are in breach of the GDPR requirements.

# Introduction

**1.** This report is a summary of our findings arising from the 2017/18 audit of Renfrewshire Integration Joint Board, hereby referred to as the RIJB.

**2.** The scope of our audit was set out in our Annual Audit Plan presented to the Audit Committee meeting on 26 January 2018. This report comprises the findings from:

- an audit of the RIJB's annual accounts
- consideration of the four audit dimensions that frame the wider scope of public audit set out in the [Code of Audit Practice 2016](#) as illustrated in [Exhibit 1](#).

## Exhibit 1

### Audit dimensions



Source: Code of Audit Practice 2016

**3.** The main elements of our audit work in 2017/18 have been:

- an interim audit of Renfrewshire Council's main financial systems which are used by the IJB
- an audit of RIJB's 2017/18 annual accounts including issuing an independent auditor's report setting out our opinions
- consideration of the four audit dimensions.

**4.** RIJB has primary responsibility for ensuring the proper financial stewardship of public funds. This includes preparing annual accounts that are in accordance with proper accounting practices.

**5.** RIJB is responsible for compliance with legislation, and putting arrangements in place for governance, propriety and regularity that enable it to successfully deliver its objectives.

**6.** Our responsibilities as independent auditor appointed by the Accounts Commission are established by the Local Government (Scotland) Act 1973, the [Code of Audit Practice \(2016\)](#), supplementary guidance, and International Standards on Auditing in the UK.

**7.** As public sector auditors we give independent opinions on the annual accounts. We also review and provide conclusions on the effectiveness of RIJB's performance management arrangements, suitability and effectiveness of corporate governance arrangements, and financial position and arrangements for securing financial sustainability. In doing this, we aim to support improvement and accountability.

**8.** Further details of the respective responsibilities of management and the auditor can be found in the [Code of Audit Practice \(2016\)](#) and supplementary guidance.

**9.** The weaknesses or risks identified in this report are only those that have come to our attention during our normal audit work, and may not be all that exist.

**10.** Our annual audit report contains an agreed action plan at [Appendix 1](#) setting out specific recommendations, responsible officers and dates for implementation. It also includes outstanding actions from last year and progress against these.

**11.** We can confirm that we comply with the Financial Reporting Council's Ethical Standard. We can confirm that we have not undertaken any non-audit related services and therefore the 2017/18 audit fee of £24,000 as set out in our Annual Audit Plan, remains unchanged. We are not aware of any relationships that could compromise our objectivity and independence.

### **Adding value through the audit**

**12.** Our aim is to add value to RIJB by providing insight on financial sustainability, risk and performance, and by identifying areas of improvement and recommending good practice. In so doing, we aim to help RIJB promote improved standards of governance, financial planning, decision making and effective use of resources.

**13.** This report is addressed to both the board and the Controller of Audit and will be published on Audit Scotland's website [www.audit-scotland.gov.uk](http://www.audit-scotland.gov.uk).

**14.** We would like to thank all management and staff who have been involved in our work for their co-operation and assistance during the audit.

# Part 1

## Audit of 2017/18 annual accounts



### Main judgements

**In our opinion RIJB's financial statements give a true and fair view and were properly prepared.**

**The management commentary, audited part of the remuneration report and annual governance statement were consistent with the financial statements and prepared in accordance with applicable guidance.**

**RIJB should ensure that measures are put in place to strengthen year end procedures to avoid issues arising in the submission of financial data to partner organisations.**

### Audit opinions on the annual accounts

**15.** The annual accounts for the year ended 31 March 2018 were approved by the board on 14 September 2018. We reported within our independent auditor's report that in our opinion:

- the financial statements give a true and fair view and were properly prepared
- the audited part of the remuneration report, management commentary, and annual governance statement were all consistent with the financial statements and properly prepared in accordance with proper accounting practices.

**16.** Additionally, we have nothing to report in respect of those matters which we are required by the Accounts Commission to report by exception.

### Submission of annual accounts for audit

**17.** We received the unaudited annual accounts on 29 June 2018 in line with our agreed audit timetable.

**18.** RIJB submitted the information required for consolidation purposes to NHS Greater Glasgow and Clyde (NHSGGC) within the agreed timetable. However, during the audit of NHSGGC the external auditors noted that the figures included by RIJB did not correctly reflect RIJB's year end position in the NHS consolidation schedules.

**19.** Due to the timing and value of the error identified, NHSGGC decided not to adjust for this in the financial statements which has resulted in an unadjusted item, albeit one which is not material in the context of NHSGGC.

**20.** RIJB are also required to submit financial information to Renfrewshire Council to allow the unaudited Council Group Accounts to be completed and submitted for audit. RIJB initially provided incorrect financial information which will require to be amended as part of the Renfrewshire Council audit.

The annual accounts are the principal means of accounting for the stewardship of the board's resources and its performance in the use of those resources.

**21.** Once the error was identified a revised finance report and amended RIJB unaudited accounts were tabled for approval on the morning of the board meeting to reflect the deficit position of £2.052 million.

**22.** RIJB should ensure that measures are put in place to strengthen year end procedures to avoid issues arising in the submission of financial data to partner organisations. [Action Plan \(Appendix 1, Recommendation 1\).](#)

**23.** The working papers provided with the unaudited annual accounts were of a satisfactory standard and finance staff provided support to the audit team which helped ensure the audit process ran smoothly.

## Risks of material misstatement

**24.** [Appendix 2](#) provides a description of those assessed risks of material misstatement that were identified during the planning process, wider dimension risks, how we addressed these and our conclusions. These risks had the greatest effect on the overall audit strategy, the allocation of staff resources to the audit and directing the efforts of the audit team.

## Materiality

**25.** Misstatements are material if they could reasonably be expected to influence the economic decisions of users taken based on the financial statements. The assessment of what is material is a matter of professional judgement. It involves considering both the amount and nature of the misstatement. It is affected by our perception of the financial information needs of users of the financial statements.

**26.** Our initial assessment of materiality for the annual accounts was carried out during the planning phase of the audit. We assess the materiality of uncorrected misstatements, both individually and collectively. The assessment of materiality was recalculated on receipt of the unaudited financial statements and is summarised in [Exhibit 2](#).

## Exhibit 2

### Materiality values

Materiality level	Amount
<b>Overall materiality</b> - This is the calculated figure we use in assessing the overall impact of audit adjustments on the financial statements. It was set at 1% of gross expenditure for the year ended 31 March 2018.	£2.668 million
<b>Performance materiality</b> - This acts as a trigger point. If the aggregate of errors identified during the financial statements audit exceeds performance materiality this would indicate that further audit procedures should be considered. Using our professional judgement, we have calculated performance materiality at 60% of overall materiality.	£1.601 million
<b>Reporting threshold</b> - We are required to report to those charged with governance on all unadjusted misstatements in excess of the 'reporting threshold' amount. This has been calculated at 5% of planning materiality.	£0.133 million

Source: Audit Scotland, 2017/18 Annual Audit Plan

## How we evaluate misstatements

**27.** There were no material adjustments to the unaudited financial statements arising from our audit.



## Significant findings from the audit in accordance with ISA 260



**28.** International Standard on Auditing (UK) 260 requires us to communicate significant findings from the audit to those charged with governance. These are summarised in [Exhibit 3](#). Where a finding has resulted in a recommendation to management, a cross reference to the Action Plan in [Appendix 1](#) has been included.

**29.** The findings include our views about significant qualitative aspects of the board's accounting practices including:

- |   |   |
|---|---|
| • Accounting policies   | • Accounting estimates and judgements   |
| • Significant financial statements disclosures                | • Timing of transactions and the period in which they are recorded              |
| • The impact on the financial statements of any uncertainties | • The effect of any unusual transactions on the financial statements            |
| • Misstatements in the annual report and accounts             | • Disagreement over any accounting treatment or financial statements disclosure |

## Exhibit 3

### Significant findings from the audit of the financial statements

Issue	Resolution
<p><b>1. 2018/19 Health Budget</b></p> <p>The RIJB integration scheme sets out that budgets must be agreed between RIJB and partner bodies. The 2018/19 health services budget was not approved by RIJB until 27 April 2018, one month after the start of the financial year. At the meeting on 23 March 2018, when the budget was initially tabled it was agreed that the budget proposals set out in the report be not approved and that consideration of the budget proposals be continued and that the Chief Officer submit a report to the IJB following further consideration of the budget proposal.</p>	<p>RIJB should ensure that all necessary steps are taken to allow the board to approve the health budget in a timely manner in 2019/20.</p> <p> B/f <a href="#">Recommendation 2 (refer appendix 1, action plan)</a></p>
<p><b>2. Hospital Acute Services (Set Aside)</b></p> <p>A notional figure for the sum 'set aside' for hospital acute services under the control of RIJB has been agreed with NHSGGC and included in the 2017/18 annual report and accounts of both bodies. This is based on the 2014/15 activities and the levels have been up-rated to reflect the 2017/18 position. The set aside sum recorded in the 2017/18 annual report and accounts does not reflect actual hospital use.</p>	<p>This was expected to be a transitional arrangement for 2016/17, however an extension was agreed by the Scottish Government. NHSGGC and RIJB should prioritise establishing revised processes for planning and performance management of delegated hospital functions and associated resources in 2018/19.</p> <p> B/f <a href="#">Recommendation 3 (refer appendix 1, action plan)</a></p>
<p><b>3. Change in Accounting Treatment for Hosted Services</b></p> <p>RIJB hosts podiatry and primary care support services on behalf of other IJBs linked to NHSGGC.</p>	<p>Hosted services have been accounted for as a principal arrangement in 2017/18 financial statements. The 2016/17 comparative figures in the annual accounts have been restated to reflect the revised accounting arrangements. This has</p>

Issue	Resolution
<p>Previously RIJB assessed this as an agency relationship, meaning that any surplus or deficit on provision of the services should be passed to the service user (i.e. the other IJB). RIJB reassessed this for 2017/18, and judged themselves to be acting as the principal, meaning that they retain any surplus or deficit on provision of these services. Other IJBs host services on behalf of RIJB have also adopted this change in accounting treatment for 2017/18.</p> <p>As this is a material change in accounting treatment, RIJB has processed a prior year restatement through their accounts to reflect hosted services as though RIJB was the principal in 2016/17.</p>	<p>resulted in a decrease in the prior year net expenditure in the Comprehensive Income and Expenditure Statement of £1.903 million, and a corresponding decrease in the taxation and non-specific grant income. As RIJB did not pass the surplus on hosted services in 2016/17 back to partner IJBs, there is no change in the net surplus.</p> <p>A disclosure note has been added to the financial statements explaining this change in treatment between financial years.</p> <p>We have reviewed management's accounting treatment of hosted services, including the additional narrative disclosures, as part of our 2017/18 financial statements audit work and have concluded that it is in accordance with accounting requirements.</p>

## Management Commentary

**30.** Part of our audit work involves assessing whether the management commentary is consistent with the financial statements. We noted a number of areas that required to be amended, which were updated by management.

## Follow up of prior year recommendations

**31.** We have followed up actions previously reported and assessed progress with implementation, these are reported in Appendix 1 and identified by the prefix b/f (brought forward).

**32.** In total, five agreed actions were raised in 2016/17. Of these:

- two were fully implemented
- two have been partially actioned
- one has not been actioned.

**33.** For those actions not yet implemented, revised responses and timescales have been agreed with management in Appendix 1.

# Part 2

## Financial management and sustainability



### Main judgements

**RIJB incurred a deficit of £2.052 million. RIJB did not implement a deficit recovery plan as required by the integration scheme. As additional recurring funding was made available from Renfrewshire Council, RIJB believe this was not required.**



**RIJB should continue to review how financial information is reported to continue to improve clarity in relation to variances in planned expenditure, how reserves and additional funding are being used and how it reports its financial position.**

**RIJB should consider updating its reserves policy to set out a minimum and maximum reserves level.**

### Financial management

**34.** As auditors, we need to consider whether audited bodies have established adequate financial management arrangements. We do this by considering several factors, including whether:

- the Chief Finance Officer has sufficient status to be able to deliver good financial management
- standing financial instructions and standing orders are comprehensive, current and promoted within the IJB
- reports monitoring performance against budgets are accurate and provided regularly to budget holders
- monitoring reports do not just contain financial data but are linked to information about performance
- IJB members provide a good level of challenge and question budget holders on significant variances.

Financial management is about financial capacity, sound budgetary processes and whether the control environment and internal controls are operating effectively.

### Agreement of health budget

**35.** As highlighted in part 1 of this report, a number of issues relating to the budget setting process were noted in our significant findings section ([Exhibit 3 \(page 10\)](#)):

- the health budget savings plan for 2017/18 was not agreed until September 2017, six months after the start of the financial year. [Action Plan \(Appendix 1, b/f Recommendation 2\)](#)
- the 2018/19 health budget was not agreed until 27 April 2018, as outlined below.

**36.** On 23 March 2018 the CFO submitted the 2018/19 Delegated Health and Social Care Budget report in relation to the financial allocation and budgets made

available to the IJB for 2018/19 by Renfrewshire Council and NHSGGC respectively. At this meeting it was agreed that the:

- delegated adult social care budget for 2018/19 should be accepted
- delegated health budget should not be approved and that a Special Meeting of the IJB would be held to further consider these budget proposals and the delegated health budget for 2018/19
- use of reserves from the health budget to fund the impact of delays in the implementation of the required savings for the health delegated budget in 2018/19 be approved.

**37.** Due to the resultant delays in the implementation of the final savings required to deliver a balanced budget, and on the advice of the Chief Finance Officer, the Chief Officer implemented a financial recovery plan from the 1 April 2018 to manage the budget shortfall.

**38.** On 27 April 2018 a special meeting of the IJB was held to further consider the indicative delegated health budget for 2018/19 and the revised budget proposals were approved.

**39.** The board should put in place procedures to ensure that future budgets/savings plans are fully agreed in advance of the financial year end. [Action Plan \(Appendix 1, b/f Recommendation 2\)](#).

## Financial reports

**40.** The financial reports presented to the board during 2017/18 include the current financial position against budget, a detailed breakdown of spend against budget and details of the use of reserves. The themes covered are appropriate and should be sufficient to provide RIJB members with an understanding and an overview of the key financial pressures facing RIJB. However, the presentation of the information within the reports could be enhanced to improve the overall clarity of the financial position throughout the year.

**41.** All financial reports relating to 2017/18 reported that RIJB was in a “breakeven” position. This was also reflected in the detailed spend against budget reporting (i.e. actual net expenditure equalled budgeted net expenditure).

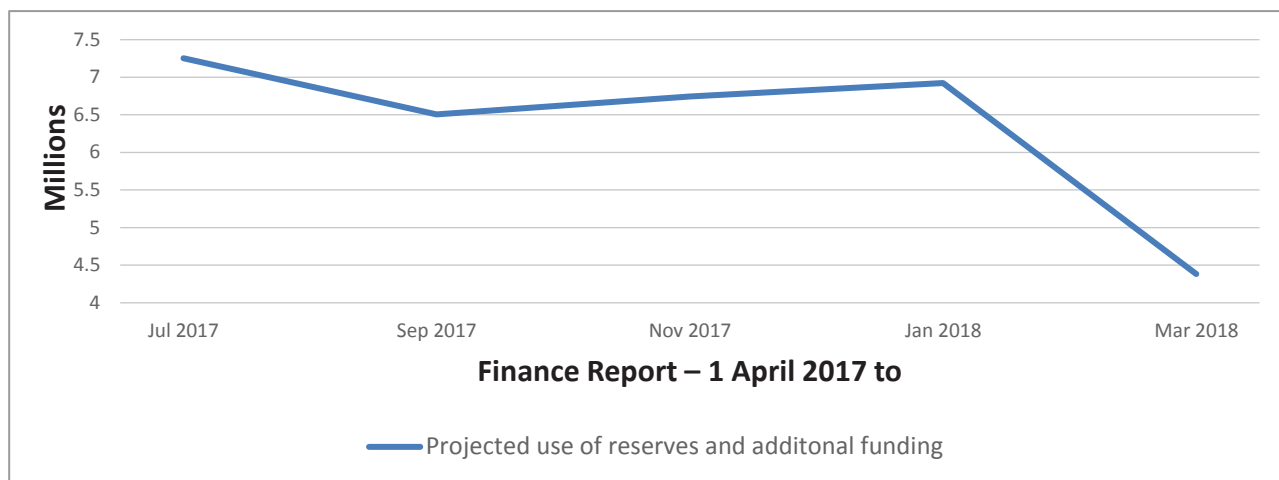
**42.** The narrative within the financial reports note that the “breakeven” position is contingent on:

- the use of RIJB reserves and;
- the partial use of a £4.4 million additional recurring funding facility made available by Renfrewshire Council (RIJB used £2.749 million of this facility which has been added to recurring base budget for future years).

**43.** Exhibit 4 shows that RIJB's projected use of reserves and additional funding varied by £2.4 million in 2017/18 during this period.

## Exhibit 4

### Variance in the projected use of RIJB reserves and additional funding



**44.** The use of reserves was noted in the original budget and in the narrative of subsequent reports. This has allowed RIJB to achieve what is effectively a planned overspend rather than achieving a “breakeven” position.

**45.** RIJB should review how financial information is reported to continue to improve clarity in relation to variances in planned expenditure, how reserves and additional funding are being used and how it reports its financial position. [Action Plan \(Appendix 1, b/f Recommendation 4\).](#)

## Systems of internal control

**46.** As part of our audit we identify and inspect the key internal controls in those accounting systems which we regard as significant for the production of the financial statements. Our objective is to gain assurance that RIJB has systems of recording and processing transactions which provide a sound basis for the preparation of the financial statements.

**47.** Almost all of RIJB’s transactions are recorded by either NHS Greater Glasgow and Clyde (for health services) or Renfrewshire Council (for social care services) and are reported to RIJB on a monthly basis. RIJB therefore rely on the internal control environment at their partner bodies to ensure that the reported financial information is accurate. Any transactions recorded directly by RIJB are processed on systems hosted by Renfrewshire Council.

**48.** Due to the reliance placed on partner bodies’ internal controls by RIJB, as part of our audit approach we sought assurances from the external auditor of NHS Greater Glasgow and Clyde and Renfrewshire Council (in accordance with ISA 402) and confirmed there were no material weaknesses in the systems of internal controls for the health board or the council.

## Financial performance in 2017/18

**49.** RIJB does not hold any assets, nor does it directly incur expenditure or employ staff, other than the Chief Officer and the Chief Finance Officer. All funding and expenditure for RIJB is incurred by partners’ bodies and processed in their accounting records. Satisfactory arrangements are in place to identify this income and expenditure and report this financial information to RIJB.

**50.** The integration scheme sets out the arrangements between RIJB and the partner bodies regarding over/underspends. The scheme states that where

planned underspends occur, these can be retained by RIJB in line with its reserves policy. Where an overspend is projected, the scheme states that a recovery plan should be place. If this is not successful, IJB reserves are to be used, with additional funding from partner bodies being the last resort.

**51.** RIJB used a significant portion of general reserves and received additional recurring funding from Renfrewshire Council in response to identified pressures on the adult social care budget. The integration scheme makes it clear that a financial recovery plan should be agreed by the board before these steps are taken. As additional recurring funding was made available from Renfrewshire Council, RIJB believe this was not required. [Action Plan \(Appendix 1, Recommendation 2\).](#)

**52.** RIJB incurred a net overspend of £2.052 million against total funding received of £245,425 million on both health and social care services in 2017/18, and has reduced RIJB's reserves as summarised in [Exhibit 5 \(below\).](#)

**53.** Renfrewshire Council made an additional recurring funding facility of £4.406 million available to RIJB in 2017/18 of which £2.749 million was utilised in year. The remainder is being held by Renfrewshire Council as an earmarked reserve for RIJB to draw down in 2018/19. The overspend in 2017/18 takes into account this additional funding, an element of which is expected to be non-recurring.

## Exhibit 5

Financial Performance	Funding £m	Expenditure £m	Variance £m
Health Services (NHS GGC)	162.925	163.941	-1.016
Social Care Services (Renfrewshire Council)	82.500	83.536	-1.036
<b>Total Net Expenditure</b>	<b>245.425</b>	<b>247.477</b>	<b>-2.052</b>
Funded by general reserves		-1.714	-1.714
Earmarked reserves used in 2017/18		-2.211	-2.211
Earmarked reserves created in 2017/18		1.873	1.873
<b>Net impact on usable reserves</b>		<b>-2.052</b>	<b>-2.052</b>

Source: 2017/18 Renfrewshire IJB Annual Accounts

## Financial Planning

**54.** RIJB approved a medium term financial plan on 15 September 2017, covering the period 2018/19 to 2020/21. The report details scenario planning based on anticipated cost pressures from pay inflation, demand for services and increasing prescribing costs, and highlights an estimated funding gap of £16-£21 million for this three year period. To mitigate this, RIJB project that recurring savings of £6 million per annum are required assuming there is no increase in recurring funding.

**55.** RIJB's risk sharing agreement with NHSGGC for prescribing costs ceased on 31 March 2018. From 2018/19 onwards RIJB will be responsible for managing spend against budget where previously funding has been provided at cost from NHSGGC. Prescribing is a significant part of RIJB's health expenditure (£36.271 million in 2017/18) and the cost is potentially volatile due to changes in drug costs

Financial sustainability looks forward to the medium and longer term to consider whether the body is planning effectively to continue to deliver its services or the way in which they should be delivered.

and levels of demand. This increases the risk to RIJB in meeting future savings targets.

## Efficiency Savings

**56.** The Adult Social Care budget for 2018/19 approved on the 23 March 2018 projected a spending requirement of £67.875 million for 2018/19, an increase of £4.027 million on from 2017/18. The increase will be funded by additional council contributions, £1.500 million of which is non-recurring and will therefore need to be added to the projected funding deficit in future periods.

**57.** The Health budget for 2018/19 was approved on 27 April 2018, with a projected additional spending requirement of £4.026 million. This is expected to be financed by additional funding from Scottish Government (£2.344 million) and savings (£1.545 million), leaving £0.137 million to be funded from reserves.

**58.** The planned health savings in 2018/19 of £1.545 million were agreed as part of the budget approval and include changes to the Mental Health NetWork Employability service and changes to how the Integrated Care Fund is applied.

**59.** A summary of RIJB's projected additional spending requirement for 2018/19 is included in Exhibit 6. Exhibit 7 shows the additional funding sources, savings and reserves that RIJB plan to use to mitigate for the additional spending requirement.

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## Exhibit 6

### RIJB projected additional spending pressure in 2018/19

	£m
Health Services (NHS Greater Glasgow and Clyde)	4.026
Social Care Services (Renfrewshire Council)	4.027
<b>Total</b>	<b>8.053</b>



## Exhibit 7

### Funding for RIJB projected additional spending pressure 2018/19

Funding for RIJB projected additional spending pressure 2018/19	£m
Recurring additional funding from:	
Scottish Government	2.344
Renfrewshire Council	2.525
Non-recurring additional funding from:	
Renfrewshire Council	1.500
Reduction in health spend from savings plan	1.545
Use of RIJB reserves	0.137
<b>Total recurring</b>	<b>6.416</b>
<b>Total non-recurring</b>	<b>1.637</b>
<b>Total</b>	<b>8.053</b>

## Reserves strategy

**60.** The RIJB reserves policy was approved at the board meeting on 24 June 2016. It sets a maximum level of general reserves that RIJB should maintain (2% of net budget), and sets out the purposes for which reserves should be created.

**61.** As detailed in Exhibit 8, the 2017/18 overspend of £2.052 million has reduced the overall reserves position. General reserves have been utilised in line with the overspend, falling from £2.644 million at 31 March 2017 to £0.930 million at 31 March 2018. Whilst the reserves policy sets a maximum level, it does not set a minimum level for reserves. RIJB should consider updating the reserves policy to set out a minimum and maximum reserves level. [Action Plan \(Appendix 1, Recommendation 3\)](#).

**62.** Renfrewshire Council provided an additional recurring funding facility to RIJB £4.406 million in 2017/18 of which £1.651 million was unutilised. The unutilised portion is currently held by Renfrewshire Council as an earmarked reserve for RIJB to draw down in 2018/19 and is effectively part of RIJB's general reserves.

**63.** RIJB's overall earmarked reserves net position has reduced by £0.338 million, however there have been significant movements in year. A total of £2.211 million of earmarked reserves were utilised, which was offset by the creation of £1.873 million new earmarked reserves.

**64.** As noted in our 2016/17 Annual Audit Report, RIJB held earmarked reserves of £2.094 million on behalf of NHSGGC. The £2.094 million forms the majority of the £2.211 million of earmarked reserves utilised in 2017/18. This was returned to NHSGGC and was therefore not used to provide IJB services in 2017/18.

**65.** As at 31 March 2018, total earmarked reserves are £2.512 million; £0.484 million for adult social care and £2.026 million for health.

**Exhibit 8**

## Detailed use of reserves in 2017/18

		Opening £m	Drawn down in 2017/18 £m	Newly created £m	Closing £m
Adult Social Care Reserves	General	1.519	-1.519	-	-
	Earmarked	-	-	0.484	0.484
	<b>Total</b>	<b>1.519</b>	<b>-1.519</b>	<b>0.484</b>	<b>0.484</b>
Health Reserves	General	1.125	-0.195	-	0.930
	Earmarked	2.850	-2.211	1.389	2.028
	<b>Total</b>	<b>3.975</b>	<b>-2.406</b>	<b>1.389</b>	<b>2.958</b>
RIJB	<b>Total</b>	<b>5.494</b>	<b>-3.925</b>	<b>1.873</b>	<b>3.442</b>

# Part 3

## Governance, transparency and value for money



### Main judgements

**RIJB has appropriate governance arrangements in place that support the scrutiny of decisions by the board and conducts its business in an open and transparent manner.**



**The new General Data Protection Regulation (GDPR) came into force on 25 May 2018. Until RIJB implements these changes there is a risk that they are in breach of the GDPR requirements.**

### Governance arrangements

**66.** RIJB has representation from a wide range of service users and partners including four elected councillors nominated by Renfrewshire Council and four non-executive directors nominated by NHSGGC.

**67.** The Board is supported by one sub committee, the Audit Committee. The Board is also supported by a Chief Officer who provides strategic and operational advice to the board and the Chief Finance Officer who is responsible for financial management including budget monitoring reports.

**68.** We attended RIJB and Audit Committee meetings throughout the year and noted that board members were well informed on the issues discussed and provided robust challenge to management. The board chair was effective in ensuring these discussions were translated into clear decisions to be agreed by RIJB.

**69.** The governance arrangements as outlined above support good standards of governance and accountability.

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

### Transparency

**70.** Transparency means that the public have access to understandable, relevant and timely information about how RIJB is taking decisions and how it is using resources.

**71.** Full details of the meetings held by RIJB are available through the Renfrewshire Council website, where access is given to all committee papers and minutes of meetings. Additional information is also available on the Renfrewshire Health and Social Care Partnership website.

**72.** Every committee and board meeting is open to the public and a notice can be found on the council website.

**73.** Recent RIJB meetings have been very well attended by members of the public due to the interest in proposed changes to day care services for adults with learning disabilities following Capability Scotland's stated intention to withdraw from their existing contract. RIJB have made positive efforts to accommodate the additional attendees and allowed them to voice their opinion on these matters.

**74.** Overall, we concluded that RIJB conducts its business in an open and transparent manner.

### Internal audit

**75.** Internal audit provides the RIJB board and Accountable Officer with independent assurance on RIJB's overall risk management, internal control and corporate governance processes.

**76.** The internal audit function is carried out by the internal audit section within Renfrewshire Council. We carried out a review of the adequacy of the internal audit function and concluded that operates accordance with the Public Sector Internal Audit Standards (PSIAS) and has sound documentation standards and reporting procedures in place, or state if it doesn't.

**77.** To avoid duplication of effort we place reliance on the work of internal audit wherever possible. In 2017/18 we did not place any formal reliance on internal audit reviews for the purpose of obtaining direct assurance for our financial statements work. We also considered internal audit report findings as part of our wider dimension work.

### Standards of conduct and arrangements for the prevention and detection of bribery and corruption

**78.** RIJB does not have its own anti-fraud strategy however it places reliance on the strategies of both NHS Greater Glasgow and Clyde and Renfrewshire Council. We found that these policies were effective through the work undertaken by the partner bodies.

**79.** RIJB requires that all members must comply with the Code of Conduct. In addition to this a register of interest is kept for all members of RIJB.

**80.** Based on our review of the evidence we concluded that RIJB has effective arrangements in place for the prevention and detection of bribery and corruption. We are not aware of any specific issues that need to be recorded within this report.

### Other governance arrangements

**81.** RIJB involves partner groups including community planning groups, the third sector, the independent sector and local communities.

**82.** The Scottish Government issued a [\*Public Sector Action Plan on Cyber Resilience\*](#) in November 2017. This requires all public sector bodies to carry out a review to ensure their cyber security arrangements are appropriate.

**83.** The new General Data Protection Regulation (GDPR) came into force on 25 May 2018. This replaced the UK Data Protection Act 1998. All EU member states must implement the Regulation in the same way. GDPR has introduced new and significantly changed data protection concepts. RIJB first considered GDPR in a paper presented to the Audit Committee on 29 June 2018, one month after the regulations came into force, where the proposal to implement changes required by GDPR was approved.

**84.** Until RIJB implements the proposed changes, there is a risk they are in breach of the GDPR requirements. [\*Action Plan \(Appendix 1, Recommendation 4\)\*](#).

## Value for money and performance management

**85.** Best Value duties apply to accountable officers across the public sector. As part of this year's audit we have looked at how the IJB demonstrates that it is meeting its BV duties.

**86.** RIJB's current Strategic Plan covers the period 2016-2019. It identifies three strategic priorities that are linked to the Scottish Government's nine health and wellbeing outcomes, together with the six additional outcomes for children and community justice. These are:

- improving health and wellbeing
- the right service, at the right time, in the right place
- working in partnership to treat the person as well as the condition.

**87.** To achieve value for money RIJB should have effective arrangements for scrutinising performance, monitoring progress towards their strategic objectives and holding partners to account.

**88.** The Public Bodies (Joint Working) (Scotland) Act 2014 requires that an annual performance report is completed within four months of the year end. Guidance highlights that the report should cover areas including; assessing performance in relation to national health and wellbeing outcomes, financial performance and best value, reporting on localities, inspection of services, and a review of strategic commissioning plan. A performance report was submitted to RIJB Board meeting on 29 June 2018 and was in line with requirements of the act.

**89.** RIJB receives performance reports on a bi-monthly basis. These give details on selected areas where performance is below expectation, and include actions required for improvement along with a timeline. A full scorecard showing performance against all indicators is presented twice a year.

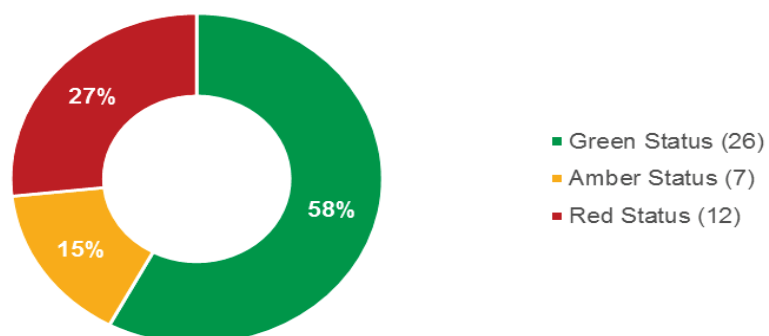
**90.** The annual performance report contains information on 91 key performance indicators (KPIs). 46 of these are for data only, with the remaining 45 assessed as red, amber or green on the basis of performance against a target. The performance against KPIs for 2017/18 is summarised in Exhibit 7. The results reported are broadly in line with those from 2016/17, which showed; Green (53%), Amber (22%), Red (25%).

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Value for money is concerned with using resources effectively and continually improving services.

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### Exhibit 7 Performance Indicators



**91.** The following targets with “Green” status, indicating targets were achieved are highlighted below:

- all patients started treatment within 18 weeks of referral to psychological services (target 90 per cent)
- the average number of clients on the occupational therapy waiting list was 302, lower than the target of less than 350. This is an improvement on 2016/17 for which a figure for 340 was reported.

**92.** The number of emergency admissions from care homes is listed as “Amber”, with 388 admissions against a target of (less than) 363. This is an improvement from 2016/17 which reported 538 (less than 480 was targeted) and was categorised as “Red”.

**93.** The report also indicated areas where targets have not been met:

- Accident and Emergency waiting time performance has declined with 85.5% of patients being seen within 4 hours (target 95%) from 89.5% in 2016/17
- the number of carer assessments for adults was 49 against a reduced target of 70 and has continued to decline each year from 2014/15
- the number of emergency admissions from care homes was 538 against a target of (less than) 480.

## National performance audit reports

**94.** Audit Scotland carries out a national performance audit programme on behalf of the Accounts Commission and the Auditor General for Scotland. During 2017/18 we published some reports which are of direct interest to the Board as outlined in Appendix 3.

**95.** In December 2015, Audit Scotland published the first of three national reports looking at the integration of health and social care. In the report we recognised that The Public Bodies (Joint Working) (Scotland) Act 2014 introduced a significant programme of reform affecting most health and care services and over £8 billion of public money. The reforms are far reaching and have scope to address previous barriers to providing the right care for people closer to home.

**96.** Audit Scotland also reported some significant risks to the success of health and social care integration. These included complex governance arrangements, difficulties in budget-setting and consequent delays in strategic planning. The scale of the change is significant and will not happen quickly.

**97.** Therefore, Audit Scotland have carried out a second audit in 2018, now integration authorities are more established, to look at progress and to follow up on these risks. The audit will also examine changes to the system, including evidence for shifts in service delivery from acute to community-based and preventative services, and for impact on the lives of local people. The report is due to be published in November 2018.

# Appendix 1

## Action plan 2017/18

### 2017/18 recommendations for improvement

No.	Issue/risk	Recommendation	Agreed management action/timing
1	<p><b>Errors in 2017/18 financial information</b></p> <p>Errors in 2017/18 financial information provided by RIJB caused misstatements in the NHSGGC and Renfrewshire Council annual accounts. The error was corrected in RIJB unaudited accounts.</p> <p><b>Risk</b></p> <p>Without improvements in the review process, there is an increased risk of future errors occurring.</p>	<p>RIJB should ensure that measures are put in place to strengthen year end procedures.</p>	<p>The Chief Finance Officer will work with colleagues in NHSGGC and Renfrewshire Council to strengthen the current year end procedures</p> <p>Chief Finance Officer</p> <p>June 2019</p>
2	<p><b>Financial recovery plan</b></p> <p>The integration scheme states that where an overspend is projected a recovery plan should be put in place. RIJB incurred a deficit of £2.052 million and did not implement a deficit recovery plan.</p> <p><b>Risk</b></p> <p>Without this the RIJB is not complying with the arrangements as set out in the integration scheme.</p>	<p>RIJB should ensure that it complies with the arrangements as set out within the integration scheme.</p>	<p>In 2017/18 RIJB did not implement a deficit recovery plan as additional recurring funding was made available from Renfrewshire Council and therefore assessed that a financial recovery plan was not required.</p> <p>As noted in this report (point 37) RIJB did implement a financial recovery plan at the start of 2018/19 where it was assessed as appropriate to do so. We will ensure that where appropriate the arrangements as set out in the integration scheme are applied.</p> <p>Chief Finance Officer</p> <p>On-going</p>





No.	Issue/risk	Recommendation	Agreed management action/timing
3	<p><b>Reserves policy</b></p> <p>RIJB's reserves policy sets a maximum level, it does not set a minimum level for reserves.</p> <p><b>Risk</b></p> <p>RIJB may not maintain sufficient reserves to mitigate for unexpected changes in funding or expenditure.</p>	RIJB should consider updating the reserves policy to set out a minimum and maximum reserves level.	<p>The Chief Finance Officer will make a recommendation to this effect to the IJB, however, the ability to deliver this will be solely dependent on the in-year pressures on the overall budget.</p> <p>Chief Finance Officer</p> <p>1 April 2019</p>
4	<p><b>Compliance with GDPR Requirements</b></p> <p>RIJB considered its requirements to comply with GDPR in a paper presented to the Audit Committee on 29 June 2018, where the proposal to implement changes required by GDPR was approved. However, GDPR came into force on 25 May 2018.</p> <p><b>Risk</b></p> <p>Until RIJB implements the proposed changes, there is a risk that RIJB are in breach of the GDPR requirements.</p>	RIJB should implement the required changes to comply with GDPR legislation.	<p>Renfrewshire IJB handles very little, if any, personal data, and the impact on the IJB, as opposed to partner organisations, is anticipated to be limited. Any personal data processed is likely to be held on the information systems owned by Renfrewshire Council or NHS Greater Glasgow and Clyde.</p> <p>Responsible officer</p> <p>Agreed date</p>

#### Follow up of prior year recommendations

b/f	<p><b>1. Reserves</b></p> <p>RIJB carried forward £2.094million of reserves temporarily transferred from NHS Greater Glasgow and Clyde in 2016/17.</p> <p><b>Risk</b></p> <p>There is a risk that reserves do not reflect the financial position of RIJB.</p>	<p>The board should consider whether it is appropriate to effect these transfers in the future.</p> <p><b>2017/18 update:</b></p> <p>We confirmed that none of RIJB's 2017/18 reserves are carried forward on behalf of other bodies.</p>	<b>Resolved.</b>
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No.	Issue/risk	Recommendation	Agreed management action/timing
b/f	<p><b>2. Delayed Agreement of Health Budgets</b></p> <p>The 2016/17 health budget savings plan was not agreed until 23 June 2017, after the 2016/17 financial year ended.</p> <p>The 2017/18 health budget has not yet been agreed.</p> <p>RIJB management has made assumptions regarding budget and savings plans.</p> <p><b>Risk</b></p> <p>There is a risk assumptions made by management may be incorrect, leading to unforeseen over/underspends.</p>	<p>The board should put in place procedures to ensure that future budgets/savings plans are agreed in advance of the financial year end.</p> <p><b>2017/18 update:</b></p> <p>As noted in Exhibit 3, the approval of health budget was delayed for 2018/19.</p>	<p>In line with 'good practice' we will continue to work with the IJB and the Director of Finance for NHSGGC to ensure that all possible steps are taken to enable the IJB to approve the delegated health budget prior to the start of the financial year.</p> <p>Chief Officer and Chief Finance Officer</p> <p>On-going</p>
b/f	<p><b>3. Hospital Acute Services (Set Aside)</b></p> <p>Arrangements for the sum set aside for hospital acute services under the control of RIJB are not yet operating as required by legislation and statutory guidance.</p> <p>A notional figure has been agreed and included in the annual report and accounts.</p> <p>This is based on 2014/2015 activity levels uprated to reflect the 2016/2017 price basis and does not reflect actual hospital use.</p> <p>This is a transitional arrangement for 2016/17 agreed by the Scottish Government.</p> <p><b>Risk</b></p> <p>There is a risk that in future years the sum set aside recorded in the annual accounts will not reflect actual hospital use.</p>	<p>NHS Greater Glasgow and Clyde and RIJB should prioritise establishing revised processes for planning and performance management of delegated hospital functions and associated resources in 2017/18.</p> <p><b>2017/18 update:</b></p> <p>This was expected to be a transitional arrangement for 2016/17, however an extension was agreed by the Scottish Government. NHSGGC and RIJB should prioritise establishing revised processes for planning and performance management of delegated hospital functions and associated resources in 2018/19</p>	<p>The CFO will continue to work with colleagues at NHSGGC and the Scottish Government to agree a methodology for the allocation and monitoring of the set aside budget based on actual current activity levels and current price base.</p> <p>Chief Finance Officer</p> <p>On-going</p>



No.	Issue/risk	Recommendation	Agreed management action/timing
	<p><b>4. Budget Reports</b></p> <p>Budget reports provided to the board in 2016/17 recognised that reserves were being created, while projecting a breakeven position. The value of the reserves (£5.494 million) was not clarified until the year end report in June 2017.</p> <p>While we recognise that year end projections are subject to variance, the board should be informed of the best estimate of financial position.</p> <p><b>Risk</b></p> <p>Board reports may not provide sufficient information to allow members to review financial performance and make informed decisions.</p>	<p>Financial reports should be revised to ensure they are accurately reflecting spending to date and the projected year end position.</p> <p><b>2017/18 update:</b></p> <p>Management updated finance reports to include information on the use of reserves.</p> <p>However, a “breakeven” position was still reported throughout 2017/18 despite the eventual result being a £2.052 million overspend.</p> <p>Financial reports should be revised to improve clarity on variances in planned expenditure, the use of reserves and additional funding and the financial position.</p>	<p>The format of financial reports for 2018/19 have been updated to provide greater clarity.</p> <p>Chief Finance Officer 14 September 2018</p>
	<p><b>5. Medium to Long Term Financial Planning</b></p> <p>Current financial planning is short term, extending to the end of the current financial year.</p> <p>RIJB are currently in the process of creating a financial plan for 2018/19 – 2020/21.</p> <p><b>Risk</b></p> <p>There is a risk that without long term planning there will be an impact on RIJB future budget.</p>	<p>RIJB should ensure their financial plan for 2018/19 – 2020/21 is completed and used to guide future budgeting decisions.</p> <p><b>2017/18 update:</b></p> <p>RIJB approved a medium term financial plan on 15 September 2017, covering the period 2018/18 to 2020/21.</p>	<p><b>Resolved.</b></p>

# Appendix 2

## Significant audit risks identified during planning

The table below sets out the audit risks we identified during our planning of the audit and how we addressed each risk in arriving at our conclusion. The risks are categorised between those where there is a risk of material misstatement in the annual accounts and those relating our wider responsibility under the Code of Audit Practice 2016.












Audit risk	Assurance procedure	Results and conclusions
<b>Risks of material misstatement in the financial statements</b>		
<p>1 <b>Risk of management override of controls</b></p> <p>ISA 240 requires that audit work is planned to consider the risk of fraud, which is presumed to be a significant risk in any audit. This includes consideration of the risk of management override of controls in order to change the position disclosed in the financial statements.</p>	<p>Owing to the nature of this risk, assurances from management are not applicable in this instance.</p>	<p>Confirmations of testing by external auditors of the Council and Health Board for journal entries, and testing over the completeness, accuracy and allocation of income and expenditure were obtained in the form of written assurances.</p> <p>Testing of transactions processed locally by RIJB was also carried out.</p> <p><b>Conclusion: there is no evidence of management override of controls at the IJB.</b></p>
<p>2 <b>Approval of 2017/18 financial statements</b></p> <p>There were a number of procedural issues noted during the completion of the 2016/17 financial statements.</p> <p>Although these did not delay the financial statements statutory sign off deadline there is a risk of similar issues in 2017/18.</p>	<p>Meetings will be scheduled with the external auditor early in the audit process to establish and agree timescales and procedures to be followed for the 17/18 accounts review.</p> <p>This will include agreeing relevant papers, appendices, certificates to be included and presented to the IJB Audit Committee and IJB</p>	<p>The unaudited accounts were prepared and delivered in line with the agreed timetable.</p> <p><b>Conclusion: discussions have taken place with officers to ensure appropriate procedures are in place.</b></p>

Audit risk	Assurance procedure	Results and conclusions
Risks identified from the auditor's wider responsibility under the Code of Audit Practice		
<p><b>3 Financial sustainability</b></p> <p>RIJB is projecting a breakeven position for the 2017/18 financial year. However, this is contingent on the use of reserves (£4.3 million, some of which was planned) and additional funding (£4.4 million) provided by Renfrewshire Council.</p> <p>The IJB also has a number of medium term financial pressures including pay inflation, increasing prescribing costs and increasing service demand.</p> <p>Based in the expected impact of these pressures the IJB has identified a funding gap of between £16 million and £21 million for the period 2018/19-20/21. RIJB is projecting that annual savings of £6 million will be required to breakeven in this period.</p> <p>The short and medium term financial challenges highlight the risk that RIJB may be unable to maintain its current level of service provision whilst achieving financial balance.</p>	<p>The IJB approved their 3 year Financial Plan in November 2017, which set out a clear short to medium term financial strategy. Financial Reports are brought to each IJB meeting to update members on the IJB's ability to deliver on this strategy and review its in-year financial position in line with its Financial Plan.</p> <p>Furthermore, as part of the wider HSCP transformation agenda, a programme of recurring cost containment and redesign work is underway. This programme is building on a long-standing approach to deliver savings and efficiencies for local health services, it includes a review of all major services, workforce planning changes and budget efficiencies. IJB Members receive regular updates on this programme.</p> <p>Building upon this, the Chief Finance Officer and Chief Officer are proactively working with IJB members to address its recognised financial pressures. Regular development sessions with the IJB members include discussion around the HSCP's proposal to address the recognised financial pressures for 18/19. On the back of this work, the IJB has already agreed some of the savings required to deliver a balanced budget.</p> <p>The HSCP has an established financial planning process and is developing further saving proposals in liaison with the IJB for approval at future Boards.</p> <p>The Chief Officer and Chief Finance Officer also have regular budget monitoring and planning meetings with the Chief Executives and Finance Directors of both the Council and NHS GGC in order to proactively manage the IJB's</p>	<p>We noted that RIJB used general reserves and additional funding from Renfrewshire Council. RIJB has identified that future funding pressures will be met by a mixture of savings and additional funding from partner bodies.</p> <p><b>Conclusion: The IJB will continue to face significant financial challenges through funding pressures and an increased demand for services. We will continue to monitor this.</b></p>

Audit risk	Assurance procedure	Results and conclusions
	budget strategy and in-year financial position.	
<p><b>4 Agreement of health budgets</b></p> <p>The 2017/18 health budget was not agreed until September 2017, six months after the start of the financial year.</p> <p>The health budget for 2018/19 is due to be approved at the board meeting on 23 March 2018.</p> <p>Due to the delays experienced last year, there is a risk that the 2018/19 health budget will not be approved until after the start of the financial year. This could impact the ability of the IJB to strategically manage expenditure.</p>	<p>In a letter dated 14 December 2017, Christine McLaughlin, Director of Health Finance at the Scottish Government noted that “NHS Boards should ensure that 2018-19 budget settlements for Integration Authorities are in place in advance of the new financial year”.</p> <p>To further mitigate the risk of delay, the Chief Finance Officer and Chief Officer will, as a priority, assess the budget offer as soon as it is confirmed by the Health Board, and make recommendations on its sufficiency to the IJB. To ensure the timely agreement of the final budget in advance of the new financial year, an IJB meeting has been scheduled on Friday 23 March 2018.</p>	<p>As noted in part 1 of this report, approval of the health budget was delayed in 2018/19. This has been reflected in the action plan in Appendix 1.</p> <p><b>Conclusion The board should put in place procedures to ensure that future budgets/savings plans are agreed in advance of the financial year end.</b></p>
<p><b>5 Roles of board and committee members</b></p> <p>A number of the board and audit committee members have less than 12 months experience in their appointed role.</p> <p>From discussions with management there is a programme to provide training and development to support members. Until this is rolled out there is a risk that members are not fully effective in their respective roles.</p>	<p>Training Needs Analysis is currently being carried out for all IJB Members and a tailored training programme will be developed based on this exercise.</p> <p>In addition, the HSCP holds regular development sessions for all IJB Members. These have all been timetabled for the coming the year. Members are asked for topics they would like covered at these sessions.</p> <p>IJB Audit Committee Members are also routinely provided training on key topics/issues the by the Internal Auditor.</p> <p>The HSCP is also actively engaging with the other 5 HSCPs in the GGC area to take advantage of any shared IJB training and development opportunities and/ or gaining feedback on what different approaches have been well received by Members.</p>	<p>Members received training on the role of external audit on 29 June 2018.</p> <p><b>Conclusion: there is a satisfactory training programme in place to support board members.</b></p>

# Appendix 3

## Summary of national performance reports 2017/18

 <b>2017/18 Reports</b>		
Apr		
May		
Common Agricultural Policy Futures programme: further update		<b>Jun</b>
		 Scotland's colleges 2017
		<b>Jul</b>
		 NHS workforce planning
Self-directed support: 2017 progress report		<b>Aug</b>
Equal pay in Scottish councils		<b>Sept</b>
Transport Scotland's ferry services		<b>Oct</b>
		 NHS in Scotland 2017
Local government in Scotland: Financial overview 2016/17		<b>Nov</b>
Dec		
Jan		
Early learning and childcare		<b>Feb</b>
Managing the implementation of the Scotland Acts		<b>Mar</b>

### Reports relevant to Integration Joint Boards

[\*Self-directed support: 2017 progress report\*](#) – August 2017

[\*NHS in Scotland 2017\*](#) – October 2017



# Renfrewshire Renfrewshire Integration Joint Board

## 2017/18 Annual Audit Report: PROPOSED

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