

REPORT

Edinburgh Integration Joint Board Audited Annual Accounts for 2021/22

Edinburgh Integration Joint Board

27 September 2022

Executive Summary

This paper presents the audited 2021/22 annual accounts for the Edinburgh Integration Joint Board.

Recommendations

The board is asked to:

1. note the 'amber' rated Internal Audit opinion for the year ended 31st March 2022;
2. approve and adopt the annual accounts for 2021/22;
3. delegate authority to the Chief Finance Officer to resolve and amend any minor textual issues in the annual report up to the date of sign off with Audit Scotland;
4. authorise the designated signatories (Chair, Chief Officer and Chief Finance Officer) to sign the annual report & accounts on behalf of the Board; and
5. authorise the Chief Finance Officer to sign the representation letter to the auditors, on behalf of the Board.

Directions

Direction to City of Edinburgh Council, NHS Lothian or both organisations	No direction required	✓
	Issue a direction to City of Edinburgh Council	
	Issue a direction to NHS Lothian	
	Issue a direction to City of Edinburgh Council & NHS Lothian	

Report Circulation

1. The unaudited annual accounts were considered by the Audit and Assurance Committee on 31st August 2022.
2. Audited annual accounts along with the external audit annual report and the internal audit annual opinion were considered by the same committee on 20th September 2022.

Main Report

Background

3. Integration Joint Boards (IJBs) are required to produce annual accounts. As the appointed “proper officer”, it is the responsibility of the Chief Financial Officer, to prepare the financial statements in accordance with relevant legislation and the Code of Practice on Local Authority Accounting in the United Kingdom. In accordance with this guidance, draft financial statements were produced and submitted to the appointed external auditors, Azets Audit Services Limited (Azets) on 24th June 2022. Following this they were presented to the Audit and Assurance Committee (AAC) on 31st August 2022.
4. Over the summer months, the unaudited accounts were considered by Azets. As a result of the audit a small number of disclosure adjustments were recommended and these have been reflected in the financial statements alongside a small number of minor presentational amendments suggested by AAC.



5. This work has concluded and the auditors are now in a position to give a proposed independent opinion on the financial statements and report on the arrangements in place to ensure the proper conduct of financial affairs and to manage performance and use of resources.
6. The financial statements for the IJB for 2021/22 are attached as appendix 1 to this report.
7. The proposed 2021/22 Annual Audit Report to the members of Edinburgh Integration Joint Board and the Controller of Audit from Azets is attached at appendix 2. This includes a small number of recommendations along with appropriate management responses. Progress with delivering these will be reported to, and scrutinised by, the AAC.
8. Following review by the IJB, there may be minor changes to the textual content from that of the circulated version of the report. It is proposed that any such minor amendments be negotiated and agreed by the Chief Finance Officer up to the date the accounts are signed by the auditors.

Representation letter

9. International Standard on Auditing (ISA 580) requires external auditors to obtain written confirmation of representations received from management on matters material to the financial statements when other sufficient audit evidence cannot reasonably be expected to exist, before their audit report on the annual report & accounts is issued. A draft letter of representation is included at appendix 3.

Internal audit opinion

10. The Chief Internal Auditor has produced an internal audit annual opinion 2020/21 for the IJB based on activity undertaken for the financial year ended 31st March 2022. This was presented to and discussed by the Audit and Assurance Committee on 31st August 2022 and is included as appendix 4 to this report.



11. Internal Audit (IA) considers that some improvement is required to the IJB control environment and governance and risk management frameworks and is reporting an 'amber' rated opinion with the assessment moving towards the green (effective) category. This opinion reflects an improvement on the 2020/21 IA annual opinion outcome, which was also amber, with our assessment moving towards the red (significant improvement required) category.
12. This opinion is based on the outcomes of the three audits completed as part of the 2021/22 internal audit annual plan and the status of open internal audit findings as at 31 March 2022; and is also informed by the outcomes of relevant Partnership audits performed by the City of Edinburgh Council and NHS Lothian, and the status of any open and overdue Partnership IA findings. It states:

“Whilst some control weaknesses were identified, in the design and/or effectiveness of the control environment and/or governance and risk management frameworks, they provide reasonable assurance that risks are being managed, and the EIJB’s objectives should be achieved..”

Implications for Edinburgh Integration Joint Board

Financial

13. The financial results deal principally with the financial governance on operational management of existing resources and no resource implications arise specifically from this report.

Legal/risk implications

14. There are no specific implications arising from this report.

Equality and integrated impact assessment

15. There are no specific implications arising from this report.

Environment and sustainability impacts

16. There are no specific implications arising from this report.

Quality of care

17. There are no specific implications arising from this report.

Consultation

18. The draft financial statements have been produced with the support and co-operation of both City of Edinburgh Council and NHS Lothian personnel.

Report Author

Moira Pringle
Chief Finance Officer, Edinburgh Integration Joint Board

Email: moira.pringle@nhslothian.scot.nhs.uk

Appendices

Appendix 1	Edinburgh Integration Joint Board Annual Accounts 2021/22
Appendix 2	2021/22 Annual Audit Report to the members of Edinburgh Integration Joint Board and the Controller of Audit
Appendix 3	Letter of representation
Appendix 4	Internal Audit annual opinion 2021/22

Edinburgh Integration Joint Board

Annual Accounts 2021/22

Edinburgh Integration Joint Board - Annual Accounts 2021/22

The Annual Accounts of Edinburgh Integration Joint Board for the year ended 31 March 2022, prepared pursuant to Section 105 of the Local Government (Scotland) Act 1973 and in accordance with the terms of the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 2020/21 and Service Reporting Code of Practice.

CONTENTS

MANAGEMENT COMMENTARY	3
STATEMENT OF RESPONSIBILITIES	15
REMUNERATION REPORT	17
ANNUAL GOVERNANCE STATEMENT	21
COMPREHENSIVE INCOME AND EXPENDITURE STATEMENT	29
BALANCE SHEET	30
MOVEMENT IN RESERVES STATEMENT	31
NOTES TO ACCOUNTS.....	32
1. ACCOUNTING POLICIES	32
2. RELATED PARTY TRANSACTIONS	34
3. CORPORATE EXPENDITURE	34
4. SHORT TERM DEBTORS	35
5. SHORT TERM CREDITORS	35
6. POST BALANCE SHEET EVENTS	35
7. CONTINGENT LIABILITIES and ASSETS.....	35
8. SEGMENTAL REPORTING.....	36
9. MOVEMENT IN RESERVES	37
10. FUNDING ANALYSIS	37
INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF EDINBURGH INTEGRATION JOINT BOARD AND THE ACCOUNTS COMMISSION	38

MANAGEMENT COMMENTARY

Introduction

This commentary provides an overview of progress against the objectives and strategy of the Edinburgh Integration Joint Board (EIJB). It considers our financial performance for the year ended 31st March 2022 and gives an indication of the issues and risks which may impact upon our finances in the future.

Role and remit

Edinburgh Integration Joint Board

Integration Authorities were created to transform health and social care in response to the challenges faced across the system. Specifically, sustained real term reductions in funding, coupled with a demand for health and social care services projected to increase significantly and at a faster rate than the wider economy.

EIJB was established as a body corporate by order of Scottish Ministers in June 2015 under the Public Bodies (Joint Working) (Scotland) Act 2014. This legislation brought together the planning and operational oversight for a range of NHS and Local Authority services under the EIJB as a statutory public body, with the intent to improve overall health and wellbeing through the delivery of efficient and effective health and social care services. One of the key levers available to the EIJB to support transformation is that NHS and Local Authority budgets are no longer separate. We can move resources between the partners in order to deliver new models of care and ensure the health and care system for Edinburgh is high quality, sustainable and effective.

The board meets bi monthly and has ten voting members: five elected members appointed by City of Edinburgh Council; and five NHS Lothian non-executive directors appointed by NHS Lothian. Non-voting members of the Board include the EIJB Chief Officer, Chief Finance Officer, representatives from the third sector and citizen members. Service and staffing representatives also sit on the Board as advisory members.

Delegated services

We are responsible for planning the future direction of, and overseeing the operational delivery of, integrated health and social care services for the citizens of Edinburgh. These services are delegated to EIJB from our partners, the City of Edinburgh Council and NHS Lothian. They are largely delivered by the Edinburgh Health and Social Care Partnership (the Partnership), although some are managed by NHS Lothian on our behalf. These are referred to as “hosted” or “set aside” services. The full range of delegated services is set out in the table below:

Adult social care	Community health	Hospital-based services
<ul style="list-style-type: none"> • Assessment and care management including occupational therapy • Residential care • Extra-care housing and sheltered housing • Intermediate care • Supported housing – learning disability • Rehabilitation – mental health • Day services • Local area coordination • Care at home services • Reablement • Rapid response • Telecare • Respite services • Quality assurance and contracts • Sensory impairment services • Drugs and alcohol services 	<ul style="list-style-type: none"> • District nursing • Services relating to an addiction • Services provided by allied health professionals (AHPs) • Community dental services • Primary medical services (GP)* • General dental services* • Ophthalmic services* • Pharmaceutical services* • Out-of-hours primary medical services • Community geriatric medicine • Palliative care • Mental health services • Continence services • Kidney dialysis • Prison health care service • Public health services <p>* <i>includes responsibility for those aged under 18</i></p>	<ul style="list-style-type: none"> • A&E • General medicine • Geriatric medicine • Rehabilitation medicine • Respiratory medicine • Psychiatry of learning disability • Palliative care • Hospital services provided by GPs • Mental health services provided in a hospital with exception of forensic mental health services • Services relating to an addiction or dependence on any substance

Strategic Plan

Over the past six years, the EIJB has established itself as a board and developed its ambitions and priorities for change and improvement in the services delegated to it. Throughout this period, despite the pressure of the Covid pandemic, we have made steady progress in most areas. Nonetheless, we expect to face more testing times ahead as demand and complexity increases are set against pressure on budgets and staffing levels. Edinburgh’s population of almost half a million accounts for 9% of the total population of Scotland and is projected to increase faster than any other area of the country over the next ten years. The rate of growth is higher in some age groups than others. Whilst this expansion has many social and economic advantages, it also presents challenges. Although a relatively affluent city, Edinburgh has areas of significant inequality and ‘deprivation’ and one of our key priorities is to work with our partners to reduce health and social inequalities.

In August 2019 we agreed our strategic plan for 2019-2022. The plan defines our vision for the future of health and social care in Edinburgh, explains how we intend to transition towards this and highlights the resources and enablers we must manage to achieve our objectives. There remains much to do, but together we can create the conditions to deliver a sustainable health and social care model and improve outcomes for the citizens of Edinburgh.

We are now engaged in the next planning cycle, building on our strategic ambitions through an innovation and sustainability lens. The current strategic plan can be found [here](#) and our strategic framework is captured in the schematic below



Our intent, as encapsulated in the strategic plan, is to further develop integration to deliver a sustainable and trusted health and social care system for Edinburgh. We seek to shrink bureaucracy, reduce waiting lists, improve choice and assist people to remain at home for as long as they can under the principle of home first. Working closely with our partners, including housing providers and the voluntary and independent sectors, we seek to optimise all available resources in the community and to support and enhance our locality framework and redefine the Edinburgh health and social care offer entitled the Edinburgh Wellbeing Pact.

We will strive to support carers and our workforce and seek to grow a culture of collaboration, maximising capacity, driving out inefficiencies and enshrining continuous improvement. We will seek to better align and integrate our planning and commissioning process, financial planning, market facilitation approach and ways of working. We will make best use of existing and emerging technology and the three conversations approach will be introduced across the city to advance our strategic priorities. Delivering these vital changes will take time and will need positive leadership and drive at all levels.

We have six strategic priorities which are critical to our success in implementing the changes envisaged through integration. They will shape our thinking and guide decision making as we navigate through an increasingly challenging strategic environment. These six strategic priorities are:



Transformation programme

To deliver the vision set out in the strategic plan, we designed a comprehensive programme of redesign and transformation, working in tandem with other core strategies such as Carers, Thrive Edinburgh (mental health) and the Primary Care Improvement Plan (PCIP). Our transformation programme, established in early 2020, has been a key delivery mechanism for the ambitions set out in the strategic plan. It is a wide-ranging and ambitious programme of whole system change, which is transforming ways of working and delivering high quality and sustainable health and social care services for our citizens. The delivery of the programme has been supported by a dedicated team of project management professionals and was originally funded on a 2-year temporary basis.

We also recognise that the need for change and transformation is continuous. While transformation projects have delivered some key successes, we know that more is required to ensure that health and social care services in Edinburgh are sustainable in the longer term and fit for the future. We also recognise the need to adapt to the establishment of a new National Care Service and the introduction of Care Boards. With this in mind, we are now transitioning our transformation programme into a new “Innovation and Sustainability Portfolio”. This will bring together all of our major change and innovation work, with a clear focus on driving efficiency and delivering sustainability – not just in relation to finance, but also in terms of future workforce and service/care capacity.

The Innovation and Sustainability Portfolio encompasses some of the key projects which were initiated under the previous transformation programme and is also working to develop a pipeline of new projects and initiatives to address challenges and improve performance.

The **3 Conversations** approach remains one of our key strategic pillars and has been rolled out widely across locality assessment and care management teams. It has evidenced positive impacts in terms of much quicker response times and our ability to support people towards good outcomes without the need for formal, paid-for services. We will continue to roll out the approach more widely across our services, recognising the benefits for both our staff and the people we support.

The **home first** project is helping avoid the need for hospital admission and supports people to get home as quickly as possible once it is safe for them to do so. We aim to embed the home first ethos, with a dedicated staff team, into our business as usual service by the end of 2022.

Significant work has been completed to develop an overarching, **bed based care strategy**. Phase 1 of the strategy was approved by the EIJB in October 2021 and focusses on the innovative redesign of models of care in intermediate care, care homes and hospital based continuing complex care (HBCCC). The bed based care strategy provides the framework for the implementation of person-centred, high-quality bed-based services which maximise capacity, manage demand and provide quality outcomes for individuals in the right place and at the right time. Phase 2 of this work will focus on redesigning models for mental health beds, specialist

inpatient rehabilitation and palliative and end-of-life care. A wide-ranging public consultation will be carried out in 2022, seeking views and input on future care models within the community.

We have completed an extensive engagement exercise to develop our **Edinburgh wellbeing pact** and are now moving towards the first stages of practical enactment through the delivery of our community mobilisation plan. The plan, which was approved by the EIJB in April 2021, will see the development of more collaborative, partnership approaches to supporting community sector organisations, including the roll-out of community-based approaches to commissioning to replace traditional grants programmes.

We have also made good progress with our **home based care** transformation, working closely with independent sector providers in the development of a “One Edinburgh” approach to care at home services, which will focus on quality outcomes and creating additional capacity. In parallel, we are transforming our models of internal home care, supported by the implementation of a new, fit-for-purpose scheduling tool to enable more efficient deployment of our workforce.

We have recently secured additional resource to begin to develop a comprehensive programme of **digital transformation**. This will align with the Scottish Government’s Digital Health and Social Care Strategy and will seek to maximise the use of existing and emerging technologies to support citizens to remain independent at home for longer, and to appropriately equip our frontline staff and optimise capacity, while also addressing issues with systems and data.

Overarching it all, our inaugural workforce strategy, **‘Working Together’**, was approved by the EIJB in February 2022 and aims to ensure that we have skilled and capable staff that can deliver our vision of ‘a caring, healthier and safer Edinburgh’.

Over the next stage of the strategic planning cycle, our priorities and planned actions will be refined and adjusted where necessary and any identified gaps will be closed. The next EIJB strategy is in development and will be published by March 2023. This will clearly have to take account of the new National Care Service (NCS) which is expected to be established by the end of the current term of Parliament. In June 2022, the Scottish Government published the National Care Service Bill which proposes to establish a NCS and will make Scottish Ministers accountable for adult social care in Scotland. Current IJB arrangements are expected to be replaced by local delivery boards, known as “Care Boards” which will work with the NHS, local authorities, and the third and independent sectors to plan, commission and deliver support and services for communities.

Operational overview

Annual performance report

We will publish our sixth annual performance report at the end of October 2022, which will provide a review of the progress made during 2021/22 against our strategic plan 2019-22 and the ways that services responded to the pandemic. As in previous years, we will detail our performance against the six strategic priorities in our strategic plan and against the Scottish Government’s national health and wellbeing outcomes and associated indicators.

2021/22 has been another challenging year for the health and social care sector throughout Scotland and this has been felt across our services in Edinburgh. Despite the success of the vaccine rollout, high infection rates and ongoing restrictions meant the Covid pandemic continued to affect our work. System pressures arising from staff shortages, increasing demand from residents with increasingly complex needs, and ongoing difficulties in recruitment made for a demanding year, but frontline staff once again delivered exceptional services to our most vulnerable residents.

Trend comparison of our performance remains difficult because of the extraordinary impact of the pandemic but we continued to perform well in some areas of the national indicators (NI) and faced challenges in relation to others. Of the 18 national indicators reported, we are in line with or compare favourably to the Scottish average in eleven indicators and are closing the gap in a further four. The main area of difference with the

Scottish average is for delayed discharges (NI19), which has been affected by the significant issues with social care capacity felt across the country, but particularly acutely in Edinburgh due to the demographics of the city. There was, however, a 12% drop in the rate of emergency readmissions to hospital within 28 days, an area of concern in previous years; and in line with our Home First approach, more adults with intensive care needs received care at home.

As ever, our thanks go to all our staff and partners for their dedication and hard work during the year, and to the unpaid carers that provide vital care and support to our most vulnerable citizens.

COVID-19 impact and response

2021/22 was the second year of the pandemic and, as such, was another challenging year for the health and social care system as restrictions eased but covid cases remained high. This resulted in staff shortages, increasing demand from residents with increasingly complex needs, and ongoing difficulties in recruitment. These system pressures were also reflected nationally and, whilst many are not new, they have been exacerbated by the EU exit and the covid pandemic.

Since March 2021, we have seen both an increase in referrals for social care support, and an increasing number of people being assessed as requiring a service. This increase in demand resulted from people being de-conditioned (ie frailer, less confident) following periods of lockdown, family/unpaid carers who are exhausted having cared for people during the pandemic returning to work following the end of furlough, and a general build-up of demand emerging as messaging about services being 'open as usual' were released.

Coupled with this increasing demand for services, we were also faced with a decrease in care capacity available to support people, compounding an already challenging position. Decreasing capacity to deliver services resulted from:

- Loss of staff – to other industries and because of the exit from the EU
- Staff sickness absence and Covid-related absences
- Long-term challenges with recruitment to the social care sector.

Capacity within community care at home remained fragile. Many providers focused their limited resources on the delivery of essential visits only, working with families and carers to ensure that people's care needs were met. Several were unable to cope with their existing care commitments, therefore alternative care providers were sought. These factors impacted on our ability to meet demand, with increasing waitlists for social care assessment and provision, and an increase in people delayed while awaiting discharge from hospital.

As a result of these pressures being felt across the country, in early November 2021, the Scottish Government (SG) allocated additional funding of £300m across Scotland for the remainder of the financial year. Using our share of this funding, the IJB agreed a programme of investment, framed to reflect the priority areas identified by the SG as well as supporting sustainability beyond the immediate crisis.

Financial Overview

Annual Accounts

The annual accounts report the financial performance of EIJB. Their main purpose is to demonstrate the stewardship of the public funds that have been entrusted to us for the delivery of our vision and strategic priorities. The requirements governing the format and content of IJBs' annual accounts are contained in *The Code of Practice on Local Authority Accounting in the United Kingdom* (the code). These annual accounts have been prepared in accordance with this code.

2021/22 Financial Plan

Each year we produce a financial plan which sets out how we ensure our limited resources are targeted to maximise the contribution to our objectives in the year ahead. For 2021/22 our financial plan (agreed by the board in March 2021) assumed funding from our partners totalling £692m and estimated costs for the year at £723m, giving an initial gap of £31m. To bridge this deficit, we agreed a savings and recovery programme of £19m and further mitigating actions totalling £3m, leaving a residual shortfall of £9m. The board agreed the budget on this basis, recognising a number of complex inter related factors, namely: improvements in performance; the likely negative impact on outcomes for people and performance more generally of any further savings initiatives; the ongoing uncertainty as we emerged from the Covid pandemic; and the underlying structural deficit. Our partners were supportive of this approach and committed to working with EIJB officers to identify options to bridge the financial gap as the year progressed.

Regular updates on the financial position were provided to the Performance and Delivery Committee as well as to the EIJB itself. Included in these regular updates were details of the financial impact of the pandemic and progress with the savings and recovery programme.

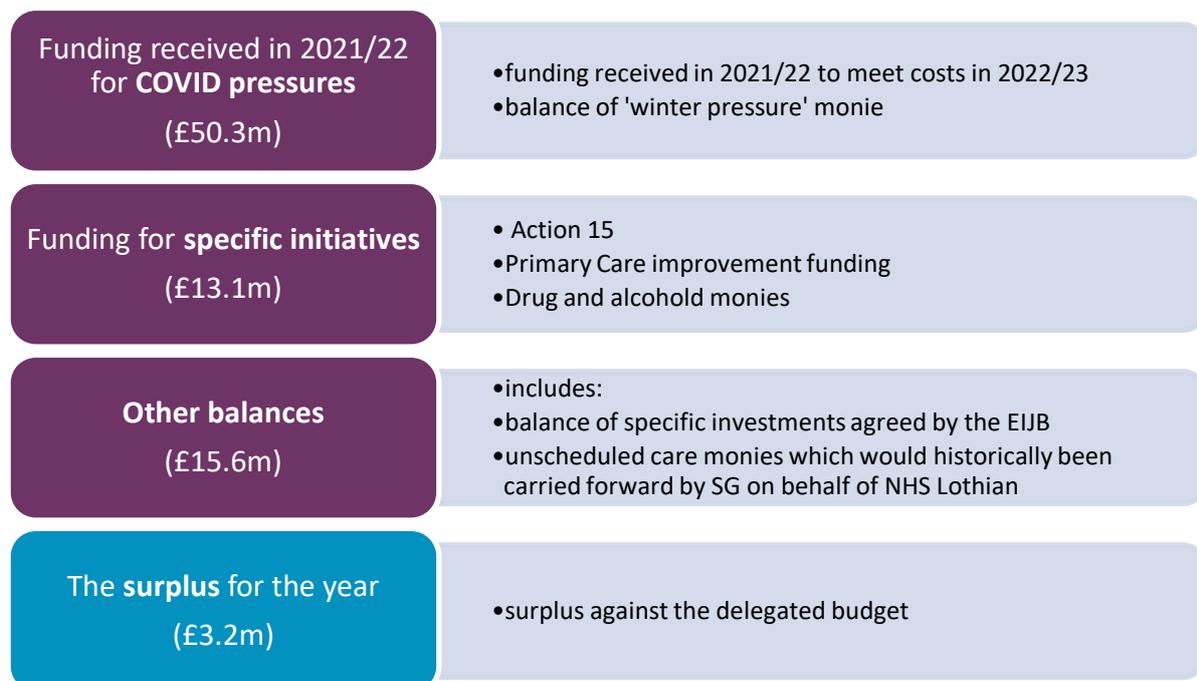
Financial Performance

EIJB's financial performance for the year is presented in the comprehensive income and expenditure statement, which can be seen on page 29. The balance sheet (page 30) sets out the liabilities and assets at 31st March 2022.

Financial performance is disclosed in the annual accounts on a different basis from that used to report the ongoing financial performance monthly to the board. The latter considers actual costs against budget and the former captures income and expenditure.

For the year, we are reporting a surplus of £57.7m in the annual accounts. Of this, £3.2m is the in year surplus against the budget with the balance reflecting funds received during the year to support the continuing impact of the pandemic. In recognition of the backlog of demand and increasing unmet need and frailty of service users significant disruption to services caused by the pandemic, funding was received towards the end of the financial year which will offset costs in future years.

All funding received during the year but not yet spent has been transferred to reserves, bringing our total reserves to £82.2m. The vast majority of these reserves is 'ring fenced' for specific purposes, with the balance of £3.2m being held in general reserve and the diagram below sets out the categorisation of these funds.



Key



For the third year in a row we have achieved financial balance without additional support from our partners at the City of Edinburgh Council and NHS Lothian. Overall, we incurred costs of £862m during the year, £42m of which were attributable to the pandemic which clearly had an impact on our finances. Of this, £31m was spent in services ran by the Council and £11m on those provided by NHS Lothian. Our costs were closely monitored during the year via the Local Mobilisation Plan (LMP) process established by the Scottish Government. This was the route by which returns were submitted, via NHS boards, setting out the additional costs of Covid across all health and social care services. In turn, funding was allocated based on these returns. Detailed in the table below are some of the initiatives and responses funded as a direct consequence of the pandemic:

	£k
Additional capacity	2,934
Hosted and set aside service costs	3,224
Loss of income	1,733
Net unmet savings	10,824
Other costs	1,832
Prescribing	2,008
Staffing and independent contractor costs	5,130
Sustainability payments	14,688
Total net additional Covid costs	42,372

Between funding carried forward from 2020/21 and additional monies provided by the Scottish Government we had a total pool of £87.3m to fund our covid related costs. Reflecting the fact that the financial impact of the pandemic and associated recovery will span across financial years, the Scottish Government has confirmed that any associated funding allocations which have not been fully used in 2021/22 should be carried forward to 2022/23. Accordingly we have transferred the balance (£44.9m) to an earmarked reserve.

As described above the comprehensive income and expenditure statement is recording a surplus of £57.7m. Comparing the actual costs for the year to the delegated budget gives a much lower surplus of £3.2m. The impact of the pandemic on expenditure levels has meant that the underlying variances to budget are more difficult to interpret than in previous years. Despite this it is clear that the financial pressures facing us have not materially changed, these include:

- **Externally purchased services** where demographic factors continue to drive demand for these services, this is also evidenced in the continuing growth in direct payments and individual service funds. As in previous years we have seen significant growth during 2021/22;
- **Medicines** prescribed by General Practitioners cost £80m in 2021/22. This is an area where, although Edinburgh has one of the lowest costs per head of population, we see costs rising year on year as volumes increase and costs fluctuate. Although normally presenting an in year pressure, a combination of financial plan and Covid funding largely mitigated this;
- Costs for **equipment** supplied from our community store which supports people to live independently at home also continue to rise in line with demand; and
- Expenditure in **set aside services** which continues to be one of the main financial issues facing NHS delegated services.

These pressures have been offset in year by high levels of **vacancies** across a number of services in both the City of Edinburgh Council and NHS Lothian. The challenges in recruiting and retaining staff were discussed earlier in this management commentary and, given the impact on service delivery, operational staff continue to prioritise recruitment.

Our in year surplus of £3.2m has been transferred to a general reserve. It is clearly extremely positive that, for the third year in a row, we have not had to rely on additional financial support from our partners. However, the continued reliance on one-off measures to achieve financial balance remains a concern. As a board we face a number of significant and long standing financial pressures and a baseline gap in our financial plan which we struggle to address on a recurring basis. Our Innovation and Sustainability Portfolio begins to set out what a path to financial sustainability could look like and this will continue to be developed in the coming financial year.

Financial Framework 2021-2024

We continue to face unprecedented challenges to the sustainability of our health and care system; an ageing population; an increase in the number of people living with long term condition; a reduction in the working age population which compounds the challenge in workforce supply and fundamentally resource availability cannot continue to match levels of demand. These challenges are enduring and last year's Independent Review of Adult Social care recognises that adult social care support in Scotland requires greater investment.

In the case of Edinburgh this is evidenced by the structural deficit which the IJB inherited from partners (particularly for social care services). Since its inception the EIJB has routinely faced an underlying budget gap of between £10m and £18m which we are unable to bridge on a sustainable basis. In spite of these challenges overall financial performance has improved in recent years. However, this has been underpinned by material levels of non-recurring solutions with the factors outlined above directly impacting our ability to set a budget which is balanced on a recurring basis.

The EIJB has a total budget of circa £750m that comprises the annual financial settlements received from both NHS Lothian and the City of Edinburgh Council to fund delivery of the services delegated to it. Our current approach to financial planning focuses firstly on quantifying the in year shortfall between projected income and expenditure. Subsequently we identify, and then deliver, savings and recovery schemes to address the gap. Each year, developing savings proposals which will have limited impact on performance, quality and outcomes becomes more difficult. It is recognised that the opportunities for developing and effectively delivering significant savings proposals within a single financial year has become unsustainable and would require significant service cuts which would lead, mostly likely, to a worsening experience for people and poorer performance.

To address sustainability in the longer term and avoid the need to relentlessly develop savings programmes that lead to inefficient 'salami slicing', there is an acknowledged requirement to evolve our thinking and approach. This premise underpins our Innovation and Sustainability Portfolio which will consider how the EIJB directs the totality of its resources in a manner which best serves the people of Edinburgh.

Innovation and Sustainability has a clear focus on delivering strategic change programmes and initiatives which focus on the achievement of this long-term sustainability for health and social care in Edinburgh. This includes financial sustainability and reimagining and redesigning services and systems to ensure we meet statutory and functional service requirements and ensure maximum efficiency (within the resources currently available to us), but it also involves work to ensure sustainability in relation to the future workforce and addressing care deficits.

Risk

The Audit and Assurance Committee oversee the risk management arrangements; including receipt, review and scrutiny of reports on strategic risks and escalation of any issues that require to be brought to the board's attention.

We continue to develop our risk framework and risk register to manage, mitigate and identify risk. As a key part of our governance process, the risk register examines the risks that impact the EIJB's ability to deliver its strategic plan, and identifies, assesses risks, and also clearly associates their owners and controls to manage them. Twelve EIJB risks are captured under 3 headings: strategic planning and commissioning; issuing of directions; and management and role of the IJB. A summary extract of the register is included below:

ID	Risk type	Risk	Rating	Target Rating
1.	Strategic Planning and Commissioning			
1.1	Strategic	There is a risk that the Edinburgh Integration Joint Board (EIJB) is unable to deliver its strategic objectives.	Very high	Medium
1.2	Strategic	There is a risk that the EIJB is not able to influence decision-making over delegated services that are not managed by the Partnership.	High	Medium
1.3	Financial	There is a risk that the NHS Lothian and City of Edinburgh Council cannot deliver delegated services within available budgets.	High	High
2.	Issuing of Directions			
2.1	Strategic	There is a risk that NHS Lothian and City of Edinburgh Council do not deliver directions set by the EIJB.	High	Medium
3.	Management and Role of the EIJB			
3.1	Strategic	There is a risk that the EIJB is unable to operate effectively as a public body.	Medium	Low
3.2	People	There is a risk that the EIJB's workforce strategy is not delivered.	High	Medium
3.3	Strategic	There is a risk that the EIJB doesn't have an appropriate level of infrastructure delegated from NHS Lothian and the City of Edinburgh Council to operate effectively.	High	Medium
3.4	Regulatory	There is a risk that the EIJB has insufficient assurance from assurance providers to support effective delivery of scrutiny responsibilities.	Medium	Low
3.5	Regulatory	There is a risk that the EIJB does not comply with the necessary legislative and regulatory requirements.	Medium	Low

During 2021/22, we continued to enhance our risk management framework including our governance of risk reporting ensuring that we are identifying potential threats preventing us from achieving the EIJB's strategic objectives and directly relaying their impact to the EIJB and also in terms of outcomes for the people of Edinburgh. We continue to utilise 'risk profile cards' format for all our risks which:

- identifies the risk, states the objective (what the IJB is trying to achieve) and the source of that objective (key document or relevant legislation);

- names a risk owner who is responsible for actions;
- explains how the risk would happen and the potential outcomes;
- illustrates the historic and current risk score and how it relates on the risk assessment matrix;
- provides a recent update on risk management activities;
- identifies what we are currently doing to reduce the risk; and
- summarises the planned actions to reduce the risk score.

This systematic risk management approach has been endorsed by both the Audit and Assurance Committee and the board itself and will support the more dynamic nature of the new risk register style.

Conclusion

Throughout the public sector finances are under more pressure than ever before and the impacts of the wider economy and ongoing impact of the pandemic bring further uncertainty. It is therefore crucial that we focus on early intervention, prevention and recovery if we are to work within the total annual budget. Moving into 2023/24, we are working to proactively address the funding challenges presented while, at the same time, improving outcomes for the residents of Edinburgh.

We are facing the twin challenges of: increasing demand for services; and a climate of constrained financial resources. In this context, the development and implementation of a strategic approach to financial planning over the next 3–5 years is essential to support the sustainability of health and social care delivery in Edinburgh.

Judith Proctor
Chief Officer
27th September 2022

Tim Pogson
Chair
27th September 2022

Moira Pringle
Chief Finance Officer
27th September 2022

STATEMENT OF RESPONSIBILITIES

STATEMENT OF RESPONSIBILITIES FOR THE STATEMENTS OF ACCOUNT

Responsibilities of the Edinburgh Integration Joint Board

The Edinburgh Integration Joint Board is required:

- to make arrangements for the proper administration of its financial affairs and to secure that it has an officer responsible for the administration of those affairs. In this Integration Joint Board, that officer is the Chief Finance Officer;
- to manage its affairs to achieve best value in the use of its 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); and
- to approve the Annual Accounts.

I confirm that these Annual Accounts were approved for signature by the Edinburgh Integration Joint Board on xxxxxxxx.

Tim Pogson
Chair of the Edinburgh Integration Joint Board
27th September 2022

Responsibilities of the Chief Finance Officer

As Chief Finance Officer, I am responsible for the preparation of the EIJB's statement of accounts which, in terms of the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom ("the Code of Practice"), is required to give a true and fair view of the financial position of the EIJB at the financial year end and its income and expenditure for the year then ended.

In preparing the financial statements I am responsible for:

- selecting suitable accounting policies and then applying them consistently;
- making judgements and estimates that are reasonable and prudent; and
- complying with the Code of Practice and legislation

I am also required to:

- keep proper accounting records which are up to date; and
- take reasonable steps to ensure the propriety and regularity of the finances of the EIJB.

Statement of Accounts

I certify that the Statement of Accounts presents a true and fair view of the financial position of the Edinburgh Integration Joint Board at the reporting date, and its income and expenditure for the year ended 31 March 2022.

Moira Pringle
Chief Finance Officer
27th September 2022

REMUNERATION REPORT

The Chief Officer of the Edinburgh Integration Joint Board (EIJB) is a joint appointment between City of Edinburgh Council, NHS Lothian and the EIJB. The terms and conditions, including pay for the post, are those set by the City of Edinburgh Council, who employ the post holder directly and recharge the costs to EIJB and NHS Lothian.

The EIJB Chief Financial Officer is appointed by the EIJB and is supplied without charge by NHS Lothian and the associated costs are included in the support costs disclosed in note 3.

The voting members of the EIJB are appointed by the respective partner bodies (NHS Lothian and City of Edinburgh Council). The voting members from NHS Lothian and City of Edinburgh Council in the period April 2021 to March 2022 were:

S. Chandran (<i>appointed 01/08/21</i>)	NHS	R. Aldridge	CEC
M. Hill (<i>left 31/12/2021</i>)	NHS	P. Doggart	CEC
A. McCann (Vice Chair)	NHS	G. Gordon	CEC
N. McKenzie (<i>appointed 07/04/21, left 30/07/21</i>)	NHS	R. Henderson (Chair)	CEC
P. Murray	NHS	M. Main	CEC
R. Williams	NHS		

The current voting members from NHS Lothian and City of Edinburgh Council are:

A. McCann (Vice Chair)	NHS	T. Pogson (Chair) (<i>appointed 26/05/22</i>)	CEC
E. Gordon (<i>appointed 01/08/22</i>)	NHS	E. Davidson (<i>appointed 26/05/22</i>)	CEC
G. Gordon (<i>appointed 01/06/22</i>)	NHS	C. Miller (<i>appointed 26/05/22</i>)	CEC
P. Knight (<i>appointed 01/05/22</i>)	NHS	M. Mitchell (<i>appointed 26/05/22</i>)	CEC
P. Murray	NHS	V. Nicolson (<i>appointed 26/05/22</i>)	CEC

Councillor Henderson was in receipt of additional remuneration in 2021/22 in relation to his duties for the EIJB as Chair of £16,281 (£15,626 2020/21). NHS Non-Executive Director A. McCann was in receipt of additional remuneration in 2021/22 relating to his duties for the EIJB as Vice-Chair of £9,687 (£8,842 2020/21). No allowances were paid to other voting members during the year.

The remuneration and pension benefits received by all voting members in 2021/22 are disclosed in the remuneration reports of their respective employer. Voting members can, through their parent bodies, reclaim any expenses. In the year to 31 March 2022, no expense claims were made in relation to work on the EIJB.

Remuneration Paid to Senior Officers

	Year to 31/03/2022		Year to 31/03/2021
	Salary, fees and allowances (£)	Total remuneration (£)	Total remuneration (£)
J Proctor, EIJB Chief Officer	162,747	162,747	161,247
M Pringle, EIJB Chief Finance Officer	92,424	92,424	89,799

Pension benefits

Pension benefits for the Chief Officer and Chair of the EIJB are provided through the Local Government Pension Scheme (LGPS). Pension benefits for the Chief Finance Officer are provided through the NHS New Pension Scheme (Scotland) 2015.

Local Government Pension Scheme

For local government employees, the Local Government Pension Scheme LGPS became a career average pay scheme on 1 April 2015. Benefits built up to 31 March 2015 are protected and based on final salary. Accrued benefits from 1 April 2015 will be based on career average salary.

The scheme's normal retirement age is linked to the state pension age (but with a minimum age of 65).

From 1 April 2009, a five-tier contribution system was introduced with contributions from scheme members being based on how much pay falls into each tier. This is designed to give more equality between the cost and benefits of scheme membership.

The contribution rates for 2021/22 were as follows:

<u>Whole Time Pay</u>	<u>Contribution rate</u>
On earnings up to and including £22,300 (2020/21 £22,200)	5.50%
On earnings above £22,300 and up to £27,300 (2020/21 £22,200 to £27,100)	7.25%
On earnings above £27,300 and up to £37,400 (2020/21 £27,100 to £37,200)	8.50%
On earnings above £37,400 and up to £49,900 (2020/21 £37,200 to £49,600)	9.50%
On earnings above £49,900 (2020/21 £49,600)	12.00%

If a person works part-time their contribution rate is worked out on the whole-time pay rate for the job, with actual contributions paid on actual pay earned.

The value of the accrued benefits has been calculated based on the age at which the person will first become entitled to receive a pension on retirement without reduction on account of its payment at that age; without exercising any option to commute pension entitlement into a lump sum; and without any adjustment for the effects of future inflation.

NHS Pension Scheme (Scotland) 2015

The NHS Board participates in the NHS Superannuation Scheme (Scotland). The scheme is an unfunded statutory public service pension scheme with benefits underwritten by the UK Government. The scheme is financed by payments from employers and from those current employees who are members of the scheme and paying contributions at progressively higher marginal rates based on pensionable pay, as specified in the regulations. The rate of employer contributions is set with reference to a funding valuation undertaken by the scheme actuary. The last four-yearly valuation was undertaken as at 31 March 2016. This valuation informed an employer contribution rate from 1 April 2019 of 20.9% of pensionable pay and an anticipated yield of 9.6% employees' contributions. The NHS board has no liability for other employer's obligations to the multi-employer scheme. In 20 19/20 members paid tiered contribution rates ranging from 5.2% to 14.7% of pensionable earnings.

For NHS employees, the NHS Superannuation Scheme became a career average pay scheme from 1 April 2015. Benefits built up to 31 March 2015 are protected and based on final salary. Accrued benefits from 1 April 2015 will be based on career average salary.

Accrued Benefits

The pension figures shown below relate to the benefits that the person has accrued as a consequence of their total local government service, and not just their current appointment.

The pension entitlements of senior officers and current voting members for the period to 31 March 2022 are shown in the table below, together with the employer contribution made to the employee's pension during the year. Where accrued pension benefits are not shown in the table below, this indicates the employee has been a member of the pension scheme for less than 2 years.

	Employer In-Year Contribution			Accrued Pension Benefits	
	For year to 31/03/22	For year to 31/03/21		As at 31/03/22	Difference from 31/03/21
	£	£		£000	£000
J Proctor, EIJB Chief Officer	36,830	36,764	Pension	8	2
			Lump Sum	0	0
M Pringle, EIJB Chief Finance Officer	19,358	18,768	Pension	33	3
			Lump Sum	63	2
R Henderson, Chair	7,919	7,633	Pension	9	1
			Lump Sum	2	0

The Vice Chair is not a member of the Local Government Pension Scheme or the NHS Pension scheme; therefore, no pension benefits are disclosed.

Edinburgh Integration Joint Board - Annual Accounts 2021/22

All information disclosed in the tables in this remuneration report will be audited by Azets. Azets will review other sections of the report to ensure that they are consistent with the financial statements.

Judith Proctor
Chief Officer
27th September 2022

Tim Pogson
Chair
27th September 2022

ANNUAL GOVERNANCE STATEMENT

Scope of Responsibility

The Edinburgh Integration Joint Board (EIJB) is responsible for ensuring that its business is conducted in accordance with the law and appropriate standards, that public money is safeguarded and properly accounted for, and that arrangements are in place to secure best value.

In discharging this responsibility, the EIJB and the Chief Officer have put in place arrangements for governance which include robust internal controls, including the management of risk.

The Edinburgh Health and Social Care Partnership is the partnership between the City of Edinburgh Council and NHS Lothian which delivers the majority of services that the EIJB directs. Although the Partnership will be referenced in the statement, only the EIJB's arrangements will be analysed.

2021/22 followed an unprecedented year for the EIJB, responding to the Covid-19 pandemic and the bearing that has had on service delivery, resources and impact on the citizens of Edinburgh. The EIJB had to manage the considerable impact of the pandemic with the cumulative strains and pressures on resources caused by the pandemic response extending into its second year.

Governance Framework

The governance framework comprises the systems, processes, culture and values by which the EIJB is controlled and directed. It enables the EIJB to monitor the progress with its strategic priorities and to consider whether those objectives have led to the delivery of appropriate services and value for money.

A key element of the EIJB's governance framework is its formal Board and committees. These committees provide additional layers of governance, scrutiny and rigour to the business of the EIJB. Their different roles, covering the wide spectrum of the EIJB's business, allow increased scrutiny and monitoring and the focus and capability to provide the EIJB with the necessary assurance.

During the year, our partners (the City of Edinburgh Council and NHS Lothian) reviewed the integration scheme, the legally binding agreement which sets out what the partners will do to enable the EIJB to meet its responsibilities.

Board and Committee Structures

The EIJB has been responsible for health and social care functions in Edinburgh since 1 April 2016. The Board consists of 10 voting members, of which five are non-executive directors of NHS Lothian and five are councillors from the City of Edinburgh Council. There are also a number of non-voting members appointed, both to comply with statutory requirements and to provide more varied experience and knowledge to the Board. The chair of the Board rotates every two years between NHS Lothian and the City of Edinburgh Council.

Following an independent review of governance by the Good Governance Institute (GGI), that concluded the EIJB needed to take action to strengthen its governance, the EIJB agreed to implement the recommendations of the GGI, including a major overhaul of its committees. This aimed to improve clarity on lines of accountability and reporting with a view to streamlining reporting arrangements. The committee model is as follows:

- **Audit and Assurance** – Monitors, reviews and reports to the Board on the suitability and efficacy of the Partnership's provision for governance, risk management and internal control.

- **Clinical and Care Governance** – Monitors, reviews and reports to the Board on the quality of care to the local population, specifically in relation to patient safety, clinical effectiveness and patient experience.
- **Futures** – Provides and evaluates the strategic focus of the EIJB over a ten-year period.
- **Performance and Delivery** – Provides advice and assurance to the Board on the effectiveness of the operational and financial performance of the delegated services.
- **Strategic Planning Group** – Monitors, reviews and reports to the Board on the strategy, plans and delivery of services delegated to the EIJB.

As part of its annual review, all committee terms of reference were reviewed by each of the committees in January/February 2022 and endorsed by the EIJB in 2022.

The Local Government elections held in May 2022 and the appointment of new members to the NHS Lothian Board had an impact on the voting membership of the EIJB. This in turn had a consequence for the governance arrangements, particularly in the June to August period with a number of EIJB committees cancelled pending membership being finalised.

Internal Controls

As required by the legislation, the EIJB has appointed a Chief Officer and a Chief Finance Officer. It has also appointed a Chief Internal Auditor, a Standards Officer and a Data Protection Officer.

The EIJB has agreed the following governance documentation:

- **Financial Regulations** – Section 95 of the Local Government (Scotland) Act 1973 requires all IJBs to have adequate systems and controls in place to ensure the proper administration of their financial affairs. The EIJB has agreed a set of financial regulations which are supported by a series of financial directives and instructions with clear lines of delegation to the Chief Finance Officer to carry out that function.
- **A Code of Conduct** for the members of the EIJB has been agreed and made available to all members. Compliance with the Code of Conduct is regulated by the Standards Commission for Scotland. Training is provided to members on the Code of Conduct. A new Code of Conduct was agreed following the changes to the Model Code in December 2021.
- A set of **Standing Orders** has been agreed which sets out the rules governing the conduct and proceedings at the EIJB and its committees. The Standing Orders include rules on the notice of meetings and how voting and debate should be conducted.

The EIJB has a rolling action log which helps the groups monitor the implementation of decisions.

A deputation process has been agreed by the EIJB which allows and encourages groups to directly address the Board on issues under consideration.

The Audit and Assurance Committee is responsible for oversight of the risk management arrangements and considers the risk register quarterly. This is in turn referred to the EIJB Board twice a year.

A communications and engagement strategy was agreed in June 2021 which aims to communicate the role of the EIJB, improve public access to the Board, increase stakeholder engagement and support the ongoing development of EIJB members through an induction and development programme.

The Health and Social Care Partnership Procurement Board exercises oversight of all proposals to award, extend or terminate contracts with third party providers.

Insurance against legal liability for neglect, error or omission by any employee in the performance of their duties in relation to work on the IJB is arranged through CNORIS (NHS Lothian's self-insurance scheme). This is reviewed on an annual basis.

A Savings Governance Board meets monthly and oversees financial savings and is chaired by the Chief Officer. It monitors progress against targets and identifies appropriate remedial action.

The Edinburgh Integration Joint Board (EIJB) has information governance responsibilities in relation to strategic planning and delegated functions which it determines and directs with its partners. To achieve appropriate governance in this area, a memorandum of understanding (MOU) has been agreed between the EIJB, NHS Lothian and the City of Edinburgh Council that ensures responsibilities are clearly set out and understood. A pan-Lothian information sharing protocol has also been put in place.

In November 2019 the EIJB agreed a Business Classification Scheme and its Records Retention Rules. The EIJB records management plan was submitted and signed off by the Keeper of Records in October 2021.

In August 2019 a Directions Policy was agreed and an annual review was undertaken by Performance and Delivery Committee in April 2021 and endorsed by EIJB in June 2021. The directions tracker is reviewed on a regular basis at Performance and Delivery Committee

In August 2019, in line with the recommendations contained in the Ministerial Strategic Group's 'Review of Progress with Integration of Health and Social Care' the EIJB agreed a reserves policy. This policy aims to ensure that reserves are identified for a purpose and held against planned expenditure, with timescales or held as a general contingency in the event of an emergency. It is reviewed annually by the Performance and Delivery Committee on behalf of the board with the most recent review taking place in 2021.

In April 2021 the EIJB adopted a complaints handling procedure based on the model complaints handling procedure designed by the Scottish Public Services Ombudsman.

In April 2021 the EIJB agreed a protocol for responding to consultations with those with a significant impact being approved by the Board.

In line with the CIPFA guidance 'Code of practice on managing the risk of fraud and corruption' the EIJB acknowledges its responsibility for ensuring that the risks associated with fraud and corruption are managed effectively across all parts of the organisation. To support this we utilise the Council's fraud and corruption procedures.

Review of Effectiveness

The EIJB has responsibility for reviewing the effectiveness of its governance arrangements, including its internal controls.

The impact of the pandemic extending into its second year has continued to have a significant impact on the EIJB and its services. The cumulative impact and strain on resources and the increased demand on services has meant significant pressures for the EIJB to manage. The impact on governance has reduced compared to 2020-21 but a report in October 2021 highlighted the pressures on the system and in particular social care. This resulted in the Audit and Assurance Committee escalating their risk rating regarding workforce to very high and included the Edinburgh Health and Social Care Partnership and the City of Edinburgh Council increasing their risk rating in regard to support for vulnerable people to 'critical'. These pressures and the need to prioritise operational management resulted in a suspension of committee meetings and the pausing of some work including some audit work and performance management over the winter of 21/22. The increased pressures also required the Health and Social Care Partnership Incident Management Team to return to daily

meetings to manage the crisis. Despite this pause, the EIJB's governance has managed to operate successfully throughout the pandemic and its urgency provisions and operational management provisions covered the gap caused by the prioritisation of services dealing with the concurrent pressures of Covid and the annual impact of winter.

This review of effectiveness is informed by:

- The Chief Officer's annual assurance attestation for the EIJB and the Health and Social Care Partnership;
- Officer management activities;
- The Chief Internal Auditor's annual report and internal audit reports;
- Reports from the EIJB's external auditor; and
- Reports by external, statutory inspection agencies.

The evidence of effectiveness from these sources includes:

- The EIJB in June 2021 approved a governance handbook. This was developed by Board members and supported by the Good Governance Institute. It is intended to be a live document that lays out the fundamentals of good governance for the EIJB. The handbook covers a wide range of sections and provides clarity on the role of the EIJB and the role of members. It also sets out the key principles of good governance and for example what good scrutiny looks like. This is an important document that shows that the EIJB is committed to good governance and sees the value in a robust and clear framework.
- The review of the EIJB's governance arrangements to address weaknesses in scrutiny of performance and clarify the relationship between committees.
- An EIJB induction in place for all new voting and non-voting members.
- Standing Orders that are reviewed annually in a report to the EIJB, to ensure they are up to date and relevant.
- A performance report that is considered monthly by Health and Social Care Partnership management. Performance on local indicators that is reported regularly to the Board and its committees and an annual performance report that is also considered by the Board.
- The Annual Performance Report that was presented to the EIJB in October 2021 as per legislative requirements, though the scope of this report was affected by the pandemic and there was an increased focus on how services were delivered through Covid.
- Regular financial monitoring reports that are presented to the EIJB and Council and NHS committees. Monitoring arrangements have been effective in identifying variances and control issues and taking appropriate action. This has included allocating funds to offset unachieved savings plans.

Edinburgh Integration Joint Board - Annual Accounts 2021/22

- The EIJB in March 2021 agreed a budget with a deficit of £9.3m. This recognised that further savings had the potential to negatively impact on services, service users and staff. The EIJB agreed that officers would work collaboratively to identify the means to address the gap. The Chief Finance Officer gave assurance that there would be a break-even position for 21/22. This suggests that this approach has been successful and there is considerable merit in trying to avoid “salami slicing” and adopting a longer-term strategic approach to savings. However, there is considerable risk in adopting unbalanced budgets from the outset and the success in year 21/22 of this approach does not automatically lead to assurance that this will be repeated.
- The Accounts Commission’s Best Value Assurance Report into the City of Edinburgh Council in November 2020 concluded that the EIJB, although making considerable progress on short term financial planning, had yet to develop a medium or long-term financial plan.
- In August 2021 the EIJB agreed a revised set of Financial Regulations that were more tailored to the requirements of the EIJB.
- The EIJB annually reviews its Direction Policy through its Performance and Delivery Committee. This review examines the directions agreed in the previous year and determines whether to retain, vary or close them. This allows a close monitoring of directions which are the primary method through which the EIJB instructs the City of Edinburgh Council and NHS Lothian to carry out the delegated functions.
- A quarterly Internal Audit update detailing Internal Audit activity on behalf of the EIJB is submitted to the Audit and Assurance Committee.
- The EIJB Internal Audit Charter that was approved by the EIJB Audit and Assurance Committee in June 2021 states that Internal Audit will remain free from interference from anyone within the EIJB in relation to audit selection, scope, procedures, frequency, timing, and report content. The charter is based on Public Sector Internal Audit Standards and details the responsibilities of both management and internal audit to support delivery of EIJB audit assurance.
- Internal Audit (IA) considers that some improvement is required to the EIJB control environment and governance and risk management frameworks and reported an ‘amber’ rated opinion, with the assessment towards the lower end of this category, moving towards the green (effective) category. This opinion reflects an improvement on the 2020/21 IA annual opinion outcome, which was also amber, with the assessment towards the top, moving towards the red (significant improvement required) category.
- The EIJB developed a new tool in September 2020 and continues to be developed to simplify the risk management process, with risk profile cards now completed for all risks in March 2022. The aim was to better understand how the EIJB is exposed to those risks and the controls necessary to mitigate them. This new approach results in a more detailed and comprehensive risk register, and it is expected that this will support a more dynamic approach.
- The EIJB agreed in December 2021 to create a permanent programme and project management capability which will help ensure an experienced resource is available to manage the governance of major projects within the EIJB. This is building on the establishment of a temporary team that had been put in place.

- The Chief Officer and Executive Management Team continue to drive improvement in the number of internal management actions overdue by allocating additional resource to co-ordinate the implementation of EIJB management actions and this is delivering improvement with a significant number of management actions closed over 2021/22. The Chief Internal Auditor observed an improving trend but it was recognised that work was necessary to continue and sustain this improvement. Concern had been raised by the Audit and Assurance Committee over the number of historic actions, however, management had provided up to date positions on the risks and revised completion dates. Scrutiny is carried out at the Audit and Assurance Committee on internal audit actions.
- The transformation programme launched in February 2020 and was established with a comprehensive governance structure which included four programme boards feeding into an overall portfolio board. The development and delivery of the programme was significantly impacted by the pandemic with many of the programme boards suspended before they met. Work did continue on some aspects of the project and a lessons learnt exercise was launched in April 2020 which informed a review of the programme. The transformation programme has delivered significant change but was not designed to meet all the financial challenges in the medium term. In March 2022, a new programme called the Innovation and Sustainability Programme was approved which seeks to develop an approach to evolve how to work with the staff and the people of Edinburgh to shape and reimagine the delivery of services. The programme aims to redesign systems to facilitate earlier interventions at lower costs and sustained outcomes supporting health and wellbeing. The first of the pipeline of proposals for this programme is to be considered by the end of quarter two in 2022.
- External Audit had previously highlighted that there was a risk that the lack of professional, administrative and technical support provided by the Council and NHS Lothian may lead to failures in governance, scrutiny and performance. It is still recommended that the level of support is formalised in the Integration Scheme.
- The Best Value Assurance Report concluded that the EIJB was addressing governance issues in line with the review carried out by the Good Governance Institute.
- In December 2020 the EIJB agreed an approach for an overarching Board assurance framework. The EIJB agreed that each of its committees should review their effectiveness, with the Audit and Assurance Committee having oversight of the process. Each committee would produce an annual report which would include feedback from committee members. This approach produces a robust foundation to enable self-improvement and ensure a more efficient and effective committee structure beneath the EIJB. The process for the 2021/22 board assurance framework was changed to reflect the learning from the 2020/21 process and this was endorsed by the Audit and Assurance Committee and EIJB in March 2022. It was agreed in March 2022 to allow the revised framework to run for one more assurance cycle and then for Internal Audit to review its effectiveness.

Last Year's Actions

	Issue	Responsible Party	Progress
1	Workforce Strategy	Chief Officer	Completed
2	Review of Integration Scheme	Chief Officer	Completed
3	Creation of Governance Handbook to support the EIJB and its members	Chief Officer	Completed
4	Principles to govern the relationship between the Council, NHS Lothian and IJB respective audit committees	Chief Internal Auditor	Completed

Further Improvement – Action Plan

	Issue	Responsible Party	Reporting date
1	Innovation and Sustainability Programme – first set of proposals	Chief Officer	September 2022
2	Review of Board Assurance Framework	Chief Officer	December 2022
3	Agreement of risk management strategy	Chief Finance Officer	December 2022
4	Annual review of regulatory and legislative requirements	Chief Finance Officer	December 2022
5	Continue to address EIJB management actions	Chief Officer	March 2023

Certification

As evidenced above the EIJB has made considerable progress in improving its governance structures, creating a comprehensive committee structure, reviewing its consultation, communications and risk arrangements and creating a more robust assurance framework. Many of the weaknesses identified in the EIJB's governance have been addressed. The Covid-19 pandemic has put considerable pressure on the organisation and the services it is responsible for, but its governance has helped it deliver and keep services running successfully. The EIJB is committed to good governance and the Chief Officer, and the Board continue to drive self-reflection and improvement in how the EIJB operates and delivers services. The EIJB continues to face considerable financial challenges and annually struggles to deliver a balanced budget with an unbalanced budget being set for two years in a row. Work is ongoing to address this, but the challenges are set to remain and long-term financial sustainability will remain ambitious.

Judith Proctor
Chief Officer
27th September 2022

Tim Pogson
Chair
27th September 2022

COMPREHENSIVE INCOME AND EXPENDITURE STATEMENT

This statement shows the accounting cost in the year of providing services in accordance with generally accepted accounting practices

**COMPREHENSIVE INCOME AND EXPENDITURE STATEMENT
FOR THE YEAR ENDED 31 MARCH 2022**

2020/21			2021/22		
Net Expenditure £000		Note	Gross expenditure £000	Gross income £000	Net Expenditure £000
	Health Services	8			
327,922	Core services		322,801	0	322,801
106,129	Hosted services		107,622	0	107,622
62,856	Non-cash limited		64,942	0	64,942
100,754	Set aside services		109,506	0	109,506
597,661			604,871	0	604,871
	Social Care Services	8			
164,867	External purchasing		188,684	0	188,684
28,498	Care at home		29,866	0	29,866
14,161	Day services		14,693	0	14,693
19,801	Residential care		20,593	0	20,593
14,662	Social work assessment and care management		15,140	0	15,140
438	Corporate services		423	0	423
9,571	Other		7,094	0	7,094
251,998			276,493	0	276,493
395	Corporate services	3	403	0	403
850,054	Cost of services		881,767	0	881,767
(872,298)	Taxation and non-specific grant income and expenditure	2	0	(938,516)	(938,516)
(22,244)	(Surplus)/Deficit on provision of services		881,767	(938,516)	(56,749)

BALANCE SHEET

The Balance Sheet shows the value, as at 31 March 2022, of the assets and liabilities recognised by the Board. The net assets of the Board are matched by the reserves held.

BALANCE SHEET AS AT 31 MARCH 2022			
31/03/2021		Notes	31/03/2022
£000			£000
	Current assets		
25,440	Short term debtors	4	82,201
	Current liabilities		
-30	Short term creditors	5	-42
25,410	Net assets		82,159
-25,410	Usable reserves	MIRS	-82,159
-25,410	Total reserves		-82,159

The unaudited annual accounts were authorised for issue by the Chief Finance Officer on 24th June 2022.

Moira Pringle
Chief Finance Officer
 27th September 2022

MOVEMENT IN RESERVES STATEMENT

This statement shows the movement in the year on the different reserves held by the Edinburgh Integration Joint Board.

	Notes	31/03/2022 £000	31/03/2021 £000
Usable reserves – General Fund brought forward		-25,410	-3,166
Deficit/(surplus) on the provision of services		-56,749	-22,244
Total comprehensive income and expenditure		-56,749	-22,244
Balance, as at 31 March, carried forward	9	-82,159	-25,410

NOTES TO ACCOUNTS

1. ACCOUNTING POLICIES

1.1 General Principles

The Annual Accounts for the year ended 31 March 2022 have been prepared in accordance with the Code of Practice on Local Authority Accounting in the United Kingdom 2020/21 (the Code) and the Service Reporting Code of Practice. This is to ensure that the accounts 'present a true and fair view' of the financial position and transactions of the Edinburgh Integration Joint Board (EIJB).

1.2 Accruals of Income and Expenditure

The revenue accounts have been prepared on an accruals basis in accordance with the Code of Practice.

1.3 VAT Status

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

1.4 Going Concern

The accounts are prepared on a going concern basis, which assumes that the EIJB will continue in operational existence for the foreseeable future.

1.5 Funding

Edinburgh Integration Joint Board receives contributions from its funding partners, namely NHS Lothian and the City of Edinburgh Council to fund its services.

Expenditure is incurred in the form of charges for services provided to the EIJB by its partners.

1.6 Provisions, Contingent Liabilities and Assets

Contingent assets are not recognised in the accounting statements. Where there is a probable inflow of economic benefits or service potential, this is disclosed in the notes to the financial statements.

Contingent liabilities are not recognised in the accounting statements. Where there is a possible obligation that may require a payment, or transfer of economic benefit, this is disclosed in the notes to the financial statements

The value of provisions is based upon the Board's obligations arising from past events, the probability that a transfer of economic benefit will take place and a reasonable estimate of the obligation.

1.7 Employee Benefits

The Chief Officer is regarded as an employee of the EIJB, although her contract of employment is with City of Edinburgh Council. The LGPS is a defined benefit statutory scheme, administered in accordance with the Local Government Pension Scheme (Scotland) Regulations 1998, as amended. The post is funded by the EIJB however the statutory responsibility for employer pension liabilities rests with the employing partner organisation (City of Edinburgh Council).

The Chief Financial Officer is regarded as an employee of the EIJB, although her contract of employment is with NHS Lothian. NHS Lothian participates in the NHS Superannuation Scheme (Scotland) which is a

defined benefit statutory public service pension scheme, with benefits underwritten by the UK Government.

The remuneration report presents the pension entitlement attributable to the posts of the EIJB Chief Officer, Chief Financial Officer and Vice Chair of the EIJB although the EIJB has no formal ongoing pension liability. On this basis, there is no pension liability reflected on the EIJB balance sheet for these posts.

1.8 Cash and Cash Equivalents

The EIJB does not hold a bank account or any cash equivalents. Payments to staff and suppliers relating to delegated services will be made through cash balances held by the partner organisations (NHS Lothian and City of Edinburgh Council). On this basis, no Cash Flow statement has been prepared in this set of Annual Accounts.

1.9 Reserves

The Integration Joint Board is permitted to set aside future amounts of reserves for future policy purposes. These reserves normally comprise: funds which are set aside for specific purposes; and funds which are not earmarked for specific purposes but are set aside to deal with unexpected events or emergencies. They are created by appropriating amounts out of revenue balances. When expenditure to be funded from a reserve is incurred, it is charged to the appropriate service in that year and thus included in the Comprehensive Income and Expenditure Statement. Movements in reserves are reported in the Movement of Reserves Statement.

The EIJB has one usable reserve, the General Fund which can be used to mitigate financial consequences of risks and other events impacting on the Boards resources.

The Board's reserves policy was approved on 20 August 2019. Reserves will be reviewed through the annual budget process and the level and utilisation of reserves will be formally approved by the EIJB.

1.10 Support Services

Support services are not delegated to the EIJB through the Integration scheme, and are instead provided by NHS Lothian and the City of Edinburgh Council free of charge, as a 'service in kind'. Support services provided mainly comprise the provision of financial management, human resources, legal services, committee services, ICT, payroll and internal audit services.

1.11 Assumptions made about the future and other major sources of estimation uncertainty

The cost of services provided by NHS Lothian is based on the NHS Lothian Director of Finance's assessment of the split of costs between the four Integration Authorities in the NHS Lothian area. This assessment is underpinned by a financial model which is reviewed at least annually and supported by the four Chief Finance Officers. As such this is an area of key judgement and estimation uncertainty within these annual accounts.

2. RELATED PARTY TRANSACTIONS

The Edinburgh Integration Joint Board was established on 27 June 2015 as a joint board between City of Edinburgh Council and NHS Lothian. The income received from the two parties was as follows:

	31/03/2022	31/03/2021
	£000	£000 <i>(restated)</i>
NHS Lothian	-677,166	-644,538
City of Edinburgh Council	-260,926	-227,322
Total	-938,092	-871,860

Expenditure relating to the two parties was as follows;

	31/03/2022	31/03/2021
	£000	£000
NHS Lothian	605,052	597,839
City of Edinburgh Council	276,258	251,744
Total	881,310	849,583

Details of creditor and debtor balances with the partner bodies are set out in the subsequent notes (4 and 5).

The related parties disclosure has been amended due to revision of prior year debtors note.

3. CORPORATE EXPENDITURE

	31/03/2022	31/03/2021
	£000	£000
Staff costs	370	362
Other fees	3	3
Audit fees	30	30
Total	403	395

Staff costs relate to the Chief Officer, Chief Finance Officer, EIJB Chair and Vice-Chair.

EIJB is in receipt of support services from NHS Lothian and City of Edinburgh Council, both organisations have agreed to provide support services, without an onward recovery. Support services to a value of £0.725m (£0.727m 2020/21) have been provided.

4. SHORT TERM DEBTORS

	31/03/2022	31/03/2021
	£000	£000
		<i>(restated)</i>
NHS Lothian	70,823	22,704
City of Edinburgh Council	11,378	2,736
Total	82,201	25,440

Classification of prior year debtor has been amended to more accurately reflect the position

5. SHORT TERM CREDITORS

	31/03/2022	31/03/2021
	£000	£000
Other bodies	-42	-30
Total	-42	-30

6. POST BALANCE SHEET EVENTS

No material events have occurred post the balance sheet reporting date.

7. CONTINGENT LIABILITIES and ASSETS

There are no contingent liabilities or assets to disclose.

8. SEGMENTAL REPORTING

Expenditure on services commissioned by the EIJB from its partner agencies is analysed over the following services:

	2021/22 Actual Expenditure £000	2020/21 Actual Expenditure £000
SERVICES PROVIDED BY NHS Lothian		
Core services		
Community hospitals	12,489	12,699
District nursing	12,154	11,750
General medical services	94,619	90,106
Prescribing	80,885	79,071
Primary care management	82,310	90,571
Primary care services	11,859	12,385
Other core services	28,485	31,340
Total core services	322,801	327,922
Hosted services		
Mental health, substance misuse and learning disabilities	48,474	46,710
Other hosted services	59,148	59,419
Total hosted services	107,622	106,129
Non- Cash Limited		
Dental	33,374	32,412
Ophthalmology	9,932	9,720
Pharmacy	21,636	20,724
Total Non-Cash Limited	64,942	62,856
Set aside services		
General medicine	28,818	26,103
Geriatric medicine	17,935	16,234
Junior medical	0	3,460
ED and minor injuries	10,751	0
Other set aside services	52,002	54,957
Total set aside services	109,506	100,754
TOTAL SERVICES PROVIDED BY NHS Lothian	604,871	597,661
SERVICES PROVIDED BY CITY OF EDINBURGH COUNCIL		
External purchasing	188,684	164,867
Care at home	29,866	28,498
Day services	14,693	14,161
Residential care	20,593	19,801
Social work assessment & care management	15,140	14,662
Other services provided by City of Edinburgh Council	7,517	10,009
TOTAL SERVICES PROVIDED BY CITY OF EDINBURGH COUNCIL	276,493	251,998
Corporate expenditure	403	395
TOTAL ALL SERVICES	881,767	850,054

9. MOVEMENT IN RESERVES

	01/04/2022 £000	Movement £000	31/03/2022 £000
<i>Earmarked reserves</i>			
Covid and winter	11,634	38,698	50,332
Funding for specific initiatives	4,900	8,129	13,029
Other balances	7,851	7,796	15,647
Sub total	24,385	54,623	79,008
<i>General reserves</i>			
Surplus for the year	1,025	2,126	3,151
Total	25,410	56,749	82,159

10. FUNDING ANALYSIS

The expenditure and funding analysis shows how annual expenditure is used and funded from resources in comparison with how those resources are consumed or earned in accordance with generally accepted accounting practice. In essence this demonstrates the difference between expenditure on an accounting basis and a funding basis. For EIJB no such difference applies and the information required is disclosed elsewhere in the financial statements

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF EDINBURGH INTEGRATION JOINT BOARD AND THE ACCOUNTS COMMISSION

Reporting on the audit of the financial statements

Opinion on financial statements

We certify that we have audited the financial statements in the annual accounts of Edinburgh Integration Joint Board for the year ended 31 March 2022 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 UK adopted international accounting standards, as interpreted and adapted by the Code of Practice on Local Authority Accounting in the United Kingdom 2021/22 (the 2021/22 Code).

In our opinion the accompanying financial statements:

- give a true and fair view in accordance with applicable law and the 2021/22 Code of the state of affairs of the Edinburgh Integration Joint Board as at 31 March 2022 and of its income and expenditure for the year then ended;
- have been properly prepared in accordance with UK adopted international accounting standards, as interpreted and adapted by the 2021/22 Code; and
- have been prepared in accordance with the requirements of the Local Government (Scotland) Act 1973, The Local Authority Accounts (Scotland) Regulations 2014, and the Local Government in Scotland Act 2003.

Basis for opinion

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

Conclusions relating to going concern basis of accounting

We have concluded that the use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Edinburgh

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

These conclusions are not intended to, nor do they, provide assurance on the Edinburgh Integration Joint Board's current or future financial sustainability. However, we report on the Edinburgh Integration Joint Board's arrangements for financial sustainability in a separate Annual Audit Report available from the Audit Scotland website.

Risks of material misstatement

We report in a separate Annual Audit Report, available from the Audit Scotland website, the most significant assessed risks of material misstatement that we identified and our judgements thereon.

Responsibilities of the Chief Financial Officer and Edinburgh Integration Joint Board for the financial statements

As explained more fully in the Statement of Responsibilities, the Chief Financial 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 Financial 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 Financial Officer is responsible for assessing the Edinburgh 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 there is an intention to discontinue the Edinburgh Integration Joint Board's operations.

The Edinburgh Integration Joint Board is responsible for overseeing the financial reporting process.

Auditor's responsibilities for the audit of the financial statements

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities outlined above to detect material misstatements in respect of irregularities, including fraud. Procedures include:

- obtaining an understanding of the applicable legal and regulatory framework and how the Edinburgh Integration Joint Board is complying with that framework;
- identifying which laws and regulations are significant in the context of the Edinburgh Integration Joint Board;
- assessing the susceptibility of the financial statements to material misstatement, including how fraud might occur; and

- considering whether the audit team collectively has the appropriate competence and capabilities to identify or recognise non-compliance with laws and regulations.

The extent to which our procedures are capable of detecting irregularities, including fraud, is affected by the inherent difficulty in detecting irregularities, the effectiveness of the Edinburgh Integration Joint Board's controls, and the nature, timing and extent of the audit procedures performed.

Irregularities that result from fraud are inherently more difficult to detect than irregularities that result from error as fraud may involve collusion, intentional omissions, misrepresentations, or the override of internal control. The capability of the audit to detect fraud and other irregularities depends on factors such as the skilfulness of the perpetrator, the frequency and extent of manipulation, the degree of collusion involved, the relative size of individual amounts manipulated, and the seniority of those individuals involved.

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

Reporting on other requirements

Opinion prescribed by the Accounts Commission on the audited part of the Remuneration Report

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

Other information

The Chief Financial Officer is responsible for other information in the annual accounts. The other information comprises the Management Commentary, Annual Governance Statement, Statement of Responsibilities and the unaudited part of the Remuneration Report.

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

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon except on the Management Commentary and Annual Governance Statement to the extent explicitly stated in the following opinions prescribed by the Accounts Commission.

Opinions prescribed by the Accounts Commission on Management Commentary and Annual Governance Statement

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

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

Matters on which we are required to report by exception

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

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

We have nothing to report in respect of these matters.

Conclusions on wider scope responsibilities

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

Use of our report

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

[Signature]

Nick Bennett, (for and on behalf of Azets Audit Services)
Exchange Place 3
Semple Street
Edinburgh
EH3 8BL
Date:



Edinburgh Integration Joint Board

2021/22 Annual Audit Report to the Members
of Edinburgh Integration Joint Board and the
Controller of Audit

September 2022



Table of Contents

Key messages	3
Introduction	9
Financial statements audit	12
Financial sustainability	25
Financial management	31
Governance and transparency	39
Value for money	45
Appendices	52

Key messages

This report concludes our audit of the Edinburgh Integration Joint Board (“the IJB”) for 2021/22.

This section summarises the key findings and conclusions from our audit.

Financial statements audit

<p>Audit opinion</p>	<p>Our draft independent auditor’s report is unqualified and there are no matters which we are required to report by exception.</p> <p>Our audit opinion is subject to the completion of the following areas of outstanding audit work;</p> <ul style="list-style-type: none"> • Sample testing of expenditure incurred by City of Edinburgh Council • Final checks and review, including for accuracy and consistency • Consideration of events subsequent to the balance sheet date
<p>Key findings on audit risks and other matters</p>	<p>We have obtained adequate evidence in relation to the key audit risks identified in our audit plan.</p> <p>We are satisfied with the appropriateness of the accounting estimates and judgements used in the preparation of the financial statements.</p> <p>The accounting policies used to prepare the financial statements are in line with the Code of Practice on Local Government Accounting and are considered appropriate.</p> <p>All material disclosures required by relevant legislation and applicable accounting standards have been made appropriately.</p> <p>The IJB had appropriate administrative processes in place to prepare the annual accounts and the required supporting working papers.</p>
<p>Audit adjustments</p>	<p>Adjustments made to the financial statements are noted at Appendix 2. The overall impact on the financial statements was nil.</p> <p>We identified some disclosure and presentational adjustments during our audit. These have been reflected in the final set of financial statements.</p>
<p>Accounting systems and internal controls</p>	<p>We have applied a risk-based methodology to the audit. This approach requires us to document, evaluate and assess the IJB’s processes and internal controls relating to the financial reporting process.</p> <p>Our audit is not designed to test all internal controls or identify all areas of control weakness. However, where, as part of our testing, we identify any control weaknesses, we have included these in this report. No material weaknesses or significant deficiencies were noted.</p>

Wider scope audit

Auditor judgement



Financial Sustainability

The IJB continues to face significant financial pressures, both immediately and over the medium to longer term, with latest projections suggesting a funding gap of £70.0 million by 2025/26. Recognising the need for a more strategic approach to financial planning, management has established the Innovation and Sustainability Portfolio, with a clear focus of delivering strategic change programmes and initiatives that look to achieve long-term financial and operational sustainability. High level financial projections have been updated but work remains ongoing to develop a medium term financial strategy and Edinburgh is now one of three integration authorities that have not yet developed a strategy.

The IJB's medium term workforce strategy 'Working Together' was approved by the Board in February 2022, accompanied by short term action plans and details of the governance arrangements. The IJB recognises the need to attract, recruit and retain staff to build the next generation of its workforce and explore the ways in which it can achieve this through the strategy.

Auditor judgement



Whilst the IJB started 2021/22 with an unbalanced budget, it reported an accounting surplus of £57 million at 31 March 2022. This has arisen from funding received in 2021/22 to be spent in future years, with the full surplus being committed or ring fenced for specific purposes. This level of additional funding was not anticipated and is £33.8 million in excess of the amount requested through the Local Mobilisation Plans.



Financial Management

The IJB has recognised that the reserves position as at 31 March 2022 is significant at £82.2 million, with the majority of funding in reserves being ring fenced for specific purposes. Of this balance, £44.9 million is earmarked to address costs arising from the COVID-19 pandemic. The IJB are actively in discussion with partners and the Scottish Government to determine the extent of flexibility in the application of these monies going forward.

The Board approved the 2022/23 financial plan in March 2021 and a savings and recovery programme of £5.74million. Further actions (totalling £12.8million) have been identified to mitigate the position, reducing the budget gap to £10.8 million. The IJB and partners have agreed that the remaining budget gap is at a level where it is feasible to identify mitigating actions as the year progresses.

Auditor judgement



Governance & Transparency

The Board and Committees have continued to meet virtually throughout 2021/22. Meetings were suspended in December 2021/January 2022 in response to significant pressures in the social care system, and in June/July 2022 following the Local Government elections. There have been significant changes in Board and Committee membership following turnover within the NHS Lothian Board and the Local Government elections.

Further work is required to commission an independent assessment of the leadership and managerial capacity. Given the level of significant change the IJB has committed to over the next three years, this work should be completed as an area of priority in 2022/23.

Auditor judgement



Further work is required to develop a robust performance management framework that is aligned to the new Strategic Plan. The IJB has committed to producing drafts of both documents by October 2022, having paused their development between December 2021 and May 2022 to focus on addressing system pressures.



Value for Money

Performance continues to be mixed, with the IJB performing worse than the national average in nine of the 19 indicators. The IJB continues to perform poorly against a number of key indicators and is the lowest ranked integrated authority for delayed discharges. Areas of underperformance have been recognised and reflected on by the Innovation and Sustainability Portfolio.

The pandemic, EU withdrawal and Edinburgh's growing population have exacerbated the significant pressures faced by the IJB. The focus has now shifted from reacting to the pandemic to support sustainability over the medium to long-term. The transformation programme has transitioned to the Innovation and Sustainability Portfolio and work is ongoing to identify, scope and deliver the next phase of major change and innovation in how the IJB commissions services.

Definition

Our wider scope audit involves consideration of the IJB's arrangements as they relate to financial sustainability, financial management, governance and transparency, and value for money. We have used the following grading to provide an overall assessment of the arrangements in place in each of the four dimensions.



Introduction



We carried out our audit in accordance with Audit Scotland's Code of Audit Practice and maintained auditor independence



Scope

1. We outlined the scope of our audit in our External Audit Plan, which we presented to the Audit and Assurance Committee at the outset of our audit. The core elements of our work include:
 - an audit of the 2021/22 annual accounts and related matters;
 - consideration of the wider dimensions of public audit work, as set out in Exhibit 1; and
 - any other work requested by Audit Scotland.

Exhibit 1: Audit dimensions within the Code of Audit Practice



Responsibilities

2. The IJB is responsible for preparing a set of annual accounts which show a true and fair view and for implementing appropriate internal control systems. 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. Communication in this report of matters arising from the audit or of risks or weaknesses does not absolve management from its responsibility to address the issues raised and to maintain an adequate system of control.
3. We do not accept any responsibility for any loss occasioned to any third party acting, or refraining from acting on the basis of the content of this report, as this report was not prepared for, nor intended for, any other purpose.
4. We would like to thank all members of the IJB's management and staff from the Partnership, City of Edinburgh Council and NHS Lothian for their co-operation and assistance during our 2021/22 audit and throughout our six year appointment.

Auditor independence

5. International Standards on Auditing in the UK (ISAs (UK)) require us to communicate on a timely basis all facts and matters that may have a bearing on our independence.
6. We confirm that we complied with the Financial Reporting Council's (FRC) Ethical Standard. In our professional judgement, we remained independent and our objectivity has not been compromised in any way.
7. We set out in Appendix 1 our assessment and confirmation of independence.

Openness and transparency

10. This report will be published on Audit Scotland's website www.audit-scotland.gov.uk.

Adding value through the audit

8. All of our clients demand of us a positive contribution to meeting their ever-changing business needs. Our aim is to add value to the IJB through our external audit work by being constructive and forward looking, by identifying areas of improvement and by recommending and encouraging good practice. In this way, we aim to help the IJB promote improved standards of governance, better management and decision making and more effective use of resources.

Feedback

9. Any comments you may have on the service we provide, the quality of our work and our reports would be greatly appreciated at any time. Comments can be reported directly to any member of your audit team.

Financial statements audit

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

Overall conclusion

11. The annual accounts for the year ended 31 March 2022 are due to be considered by the Audit and

Assurance Committee on 20 September 2022. Our independent auditor's report is unqualified.

Our audit opinion

Opinion	Basis for opinion	Conclusions
Financial statements	<p>We conduct our audit in accordance with applicable law and International Standards on Auditing.</p> <p>Our findings / conclusions to inform our opinion are set out in this section of our annual report.</p>	<p>We intend to issue an unqualified audit opinion on the 2021/22 financial statements.</p>
Going concern basis of accounting	<p>In the public sector when assessing whether the going concern basis of accounting is appropriate, the anticipated provision of the services is more relevant to the assessment than the continued existence of a particular public body.</p> <p>We assess whether there are plans to discontinue or privatise the IJB's functions.</p> <p>Our wider scope audit work considers the financial sustainability of the IJB.</p>	<p>We reviewed the financial forecasts for 2022/23. Our understanding of the legislative framework and activities undertaken provided us with sufficient assurance that the IJB will continue to operate for at least 12 months from the signing date.</p> <p>Our audit opinion is unqualified in this respect.</p>

<p>Matters prescribed by the Accounts Commission</p>	<p>We read all the financial and non-financial information in the annual accounts to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit.</p>	<p>The annual report contains no material misstatements or inconsistencies with the financial statements.</p>
<ul style="list-style-type: none"> • Management Commentary • Annual Governance Statement • Remuneration Report 	<p>We plan and perform audit procedures to gain assurance that the statutory other information has been prepared in accordance with relevant legislation and regulations.</p>	<p>We have concluded that:</p> <ul style="list-style-type: none"> • The management commentary is consistent with the financial statements and has been prepared in accordance with statutory guidance issued under the Local Government in Scotland Act 2003. • The information given in the Annual Governance Statement is consistent with the financial statements and has been prepared in accordance with the Delivering Good Governance framework. • The audited part of the Remuneration Report has been properly prepared in accordance with the Local Authority Accounts (Scotland) Regulations 2014.
<p>Matters reported by exception</p>	<p>We are required to report on whether:</p> <ul style="list-style-type: none"> • adequate accounting records have not been kept; or • the financial statements and the audited part of the Remuneration and Staff Report are not in agreement with the accounting records; or • we have not received all the information and explanations we require for our audit. 	<p>We have no matters to report.</p>

An overview of the scope of our audit

12. The scope of our audit was detailed in our External Audit Plan, which was presented to the Audit and Assurance Committee in February 2022. The plan explained that we follow a risk-based approach to audit planning that reflects our overall assessment of the relevant risks that apply to the IJB. This ensures that our audit focuses on the areas of highest risk. Planning is a continuous process and our audit plan is subject to review during the course of the audit to take account of developments that arise.
13. At the planning stage we identified the significant risks that had the greatest effect on our audit. Audit procedures were then designed to mitigate these risks.
14. In our audit, we test and examine information using sampling and other audit techniques, to the extent we consider necessary to provide a reasonable basis for us to draw conclusions. We obtain evidence through performing a review of the significant accounting systems, substantive procedures and detailed analytical procedures.

Significant risk areas

15. Significant risks are defined by professional standards as risks that, in the judgement of the auditor, require special audit consideration. In identifying risks, we consider the nature of the risk, the potential magnitude of misstatement, and its likelihood. Significant risks are those risks that have a higher risk of material misstatement.
16. The significant risk areas described in the table below are those that had the greatest effect on our audit strategy, the allocation of resources in the audit and directing the efforts of the audit team. Our audit procedures relating to these matters were designed in the context of our audit of the annual accounts as a whole, and not to express an opinion on individual accounts or disclosures. Our opinion on the annual accounts is not modified with respect to any of the risks described below.

Significant risk areas

1. Management override

Significant risk description

In any organisation, there exists a risk that management have the ability to process transactions or make adjustments to the financial records outside the normal financial control processes. Such issues could lead to a material misstatement in the financial statements. This is treated as a presumed risk area in accordance with ISA (UK) 240 - The auditor's responsibilities relating to fraud in an audit of financial statements.

How the scope of our audit responded to the significant risk

Key judgement

There is the potential for management to use their judgement to influence the financial statements as well as the potential to override the IJB's controls for specific transactions.

Audit procedures

- Review of the IJB's accounting records and audit testing on transactions.
- Review of judgements and assumptions made in determining accounting estimates as set out in the financial statements to determine whether they are indicative of potential bias. This included a retrospective review of the prior year estimates against the current year estimates.

Key observations

We have not identified any indication of management override in the year. We did not identify any areas of bias in key judgements made by management and judgements were consistent with prior years.

2. Revenue recognition

Significant risk description

Under ISA (UK) 240 - The auditor's responsibilities relating to fraud, in an audit of financial statements there is a presumed risk of fraud in relation to revenue recognition. The presumption is that the IJB could adopt accounting policies or recognise income and expenditure transactions in such a way as to lead to a material misstatement in the reported financial position.

How the scope of our audit responded to the significant risk

Key judgements

Given the financial pressures facing the public sector, there is an inherent fraud risk associated with the recording of income around the year end. However, we do not deem this risk to be present for contributions received from the IJB's funding partners due to a lack of incentive and opportunity to manipulate transactions.

Audit procedures

- As the IJB does not undertake any income generating activity and funding from partners is its only source of income, no further audit procedures were deemed necessary.

Key observations

We revisited our conclusion to rebut the risk of revenue recognition throughout the audit and our conclusion did not change.

3. Expenditure recognition

Significant risk description

As most public sector bodies are net expenditure bodies, the risk of fraud is more likely to occur in expenditure. There is a risk that expenditure may be misstated resulting in a material misstatement in the financial statements.

How the scope of our audit responded to the significant risk

Key judgements

Given the financial pressures facing the public sector as a whole, there is an inherent fraud of risk associated with the recording of accruals around the year end.

Audit procedures

- Evaluate the significant expenditure streams and review the controls in place over accounting for expenditure.
- Consideration of the IJB's key areas of expenditure and obtain evidence that expenditure is recorded in line with appropriate accounting policies and the policies have been applied consistently across the year.

Key observations

Testing remains ongoing in this area and we are yet to conclude on our work.

4. Charges for services provided by NHS Lothian (significant accounting estimate)

Significant risk description

NHS Lothian is partnered with four integration authorities and is responsible for delivering integration functions across the entire Lothian region. Some services are delivered specifically for one integration authority (disclosed as core services) and the charge for delivering this service can be easily determined. Some services however are delivered on a pan-Lothian basis, utilised by one or more integration authority, in which case the charge for delivering these services is allocated across the relevant integration authorities based on demographics and population data.

We therefore deem the charge recognised by the IJB for services provided by NHS Lothian to be a significant accounting estimate and this represents an increased risk of misstatement in the financial statements.

How the scope of our audit responded to the significant risk

Key judgements

NHS Lothian developed a model, in agreement with partners, to determine how costs related to integration services were allocated between the four integration authorities. The proportion allocated to Edinburgh IJB represents 100% of costs related to core services and a percentage of hosted and set aside services based on demographics and population data.

Audit procedures

- Consider the basis for costs allocated to the IJB and ensure this is reasonable.
- Obtain assurances from the audit of NHS Lothian that the information provided to the IJB is arithmetically correct, consistent with underlying data and free from material misstatement.

Key observations

We deem the basis for cost allocation to be reasonable given the nature of data available to NHS Lothian. We obtained assurances that the information used to prepare the IJB's annual accounts is arithmetically correct and was consistent with underlying data.

A manual adjustment to the transactions with NHS Lothian was included in the IJB unaudited accounts. The IJB clarified the treatment with NHS Lothian and determined this was not required. We have noted this as an audit adjustment (Appendix 2).

We are satisfied that the amounts recognised in the audited annual accounts in respect to NHS Lothian are appropriate.

Other risk factors

Other impacts of COVID-19 on the annual accounts

17. COVID-19 continues to present unprecedented challenges to the operation, financial management and

governance of organisations, including public sector bodies. In response to the pandemic we identified potential areas of increased risk of material misstatement to the financial statements and/or our audit opinion. Our conclusions are set out in the table below.

Area considered	Description	Conclusion
Access to audit evidence	Our audit this year has been carried out remotely. As a consequence, we identified a risk that access to and provision of sufficient, appropriate audit evidence in support of our audit opinion may be impacted by the inherent nature of carrying out our audit remotely.	<p>We have employed a greater use of technology to examine evidence, but only where we have assessed both the sufficiency and appropriateness of the audit evidence produced.</p> <p>We stayed in close contact with IJB colleagues right up until the point of accounts signing, to ensure all relevant issues were satisfactorily addressed.</p>

Estimates and judgements

18. We are satisfied with the appropriateness of the accounting estimates and judgements used in the preparation of the financial statements.
19. As part of the planning and fieldwork stages of the audit we identified all accounting estimates made by management and determined which of those were key to the overall financial statements. Consideration was given to income, expenditure, accruals and provisions for legal obligations. Other

than charges for services provided by NHS Lothian, we have not determined the other accounting estimates to be significant. We revisited our assessment during the completion stages of our audit and concluded that our assessment remained appropriate.

20. Our audit work consisted of reviewing these key areas for any indication of bias and assessing whether the judgements used by management are reasonable. We have summarised our assessment of this below, categorised between Prudent, Balanced and Optimistic.

Estimates and judgements

Charges for services provided by NHS Lothian

Balanced

We reviewed the reasonableness of the assumptions used in the calculation of the IJB's liability for services provided by NHS Lothian and deemed this to be reasonable. Management have identified this as a key area of estimation and judgement within the IJB's accounting policies.

Materiality

21. Materiality is an expression of the relative significance of a matter in the context of the financial statements as a whole. A matter is material if its omission or misstatement would reasonably influence the decisions of an addressee of the auditor's report. The assessment of what is material is a matter of professional judgement and is affected by our assessment of the risk profile of the organisation and the needs of users. We review our assessment of materiality throughout the audit.
22. Whilst our audit procedures are designed to identify misstatements which are material to our audit opinion, we also report to the IJB and management any uncorrected misstatements of lower value errors to the extent that our audit identifies these.
23. Our initial assessments of materiality for the IJB's financial statement was £11.250million. On receipt of the unaudited annual accounts, we reassessed materiality and updated it to £12.936million. We consider that our updated assessment has remained appropriate throughout our audit.

Materiality

Overall materiality

£12.936million



100%

Accounts materially misstated where total errors exceed this value

Performance materiality

£9.702million



75%

Work performed to capture individual errors at this level

Trivial threshold

£250,000



Audit Scotland threshold

All errors greater than this level are reported

Materiality

Our assessment is made with reference to the IJB's cost of delegated services. We consider the cost of delegated services to be the principal consideration for the users of the accounts when assessing the performance of the IJB

Our assessment of materiality equates to approximately 1.5% of the IJB's cost of delegated services as disclosed in the 2021/22 unaudited annual accounts.

In performing our audit we do apply a lower level of materiality to the audit of the Remuneration and Staff Report. Our materiality is set at £5,000.

Performance materiality

Performance materiality is the working level of materiality used throughout the audit. We use performance materiality to determine the nature, timing and extent of audit procedures carried out. We perform audit procedures on all transactions, or groups of transactions, and balances that exceed our performance materiality. This means that we perform a greater level of testing on the areas deemed to be at significant risk of material misstatement.

Performance materiality is set at a value less than overall materiality for the financial statements as a whole to reduce to an appropriately low level the probability that the aggregate of the uncorrected and undetected misstatements exceed overall materiality.

Trivial misstatements

Trivial misstatements are matters that are clearly inconsequential, whether taken individually or in aggregate and whether judged by any quantitative or qualitative criteria.

Audit differences

- 24. Audit differences we identified during the audit are detailed at Appendix 2.
- 25. We identified disclosure and presentational adjustments during our audit which have been detailed in Appendix 2.

Internal controls

- 26. As part of our work we considered internal controls relevant to the preparation of the financial statements such that we were able to design appropriate audit procedures. Our audit is not designed to test all internal controls or identify all areas of control weakness. However, where, as part of our testing, we identify any control weaknesses, we report these to the IJB. These matters are limited to those which we have concluded are of sufficient importance to merit being reported.

Area	Assessment	Comment
Control and process environment	Satisfactory	We consider the control environment within the entity to be satisfactory.
Quality of supporting schedules	Satisfactory	The supporting schedules received during the course of the fieldwork were sufficient for our audit purposes.
Responses to audit queries	Satisfactory	Management's responses to our audit queries were appropriate and received on a timely basis.

Follow up of prior year recommendations

- 27. We followed up on progress in implementing actions raised in the prior year as they relate to the audit of the financial statements. Full details of our findings are included in Appendix 3.

Other communications

Accounting policies, presentation and disclosures

- 28. Our work included a review of the adequacy of disclosures in the financial statements and consideration of the appropriateness of the accounting policies adopted by the IJB.
- 29. The accounting policies, which are disclosed in the annual accounts, are in line with the Code and are considered appropriate.

30. There are no significant financial statements disclosures that we consider should be brought to your attention. All the disclosures required by relevant legislation and applicable accounting standards have been made appropriately.

31. Overall we found the disclosed accounting policies, and the overall disclosures and presentation to be appropriate.

Fraud and suspected fraud

32. We have previously discussed the risk of fraud with management. We have not been made aware of any incidents in the period nor have any incidents come to our attention as a result of our audit testing.

33. Our work as auditor is not intended to identify any instances of fraud of a non-material nature and should not be relied upon for this purpose.

Non-compliance with laws and regulations

34. As part of our standard audit testing, we have reviewed the laws and regulations impacting the IJB. There are no indications from this work of any significant incidences of non-compliance or material breaches of laws and regulations that would necessitate a provision or contingent liability.

The Local Authority Accounts (Scotland) Regulations 2014

35. As part of our audit we reviewed the IJB's compliance with the Local Authority Accounts (Scotland) Regulations 2014, in particular in respect of the regulations 8 to 11 as they relate to the annual accounts.

36. Overall we concluded that appropriate arrangements are in place to comply with these regulations.

Written representations

37. We will present the final letter of representation to the Chief Finance Officer to sign at the same time as the financial statements are approved.

Related parties

38. We are not aware of any related party transactions which have not been disclosed.

Financial sustainability

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



Auditor judgement



The IJB continues to face significant financial pressures, both immediately and over the medium to longer term, with latest projections suggesting a funding gap of £70.0 million by 2025/26. Recognising the need for a more strategic approach to financial planning, management has established the Innovation and Sustainability Portfolio, with a clear focus of delivering strategic change programmes and initiatives that look to achieve long-term financial and operational sustainability. High level financial projections have been updated but work remains ongoing to develop a medium term financial strategy and Edinburgh is now one of three integration authorities that have not yet developed a strategy.

The IJB's medium term workforce strategy 'Working Together' was approved by the Board in February 2022, accompanied by short term action plans and details of the governance arrangements. The IJB recognises the need to attract, recruit and retain staff to build the next generation of its workforce and explore the ways in which it can achieve this through the strategy.

Significant audit risk

39. Our audit plan identified one significant risk in relation to financial sustainability:

Financial sustainability

The IJB has been able to demonstrate arrangements for short term planning. However, as we first reported in our 2016/17 Annual Audit Report, the IJB has not developed a medium or long-term financial plan or strategy.

As we reported in 2020/21, a Financial Framework 2021-2024 was considered by the Board in December 2020, recognising a gap of £63.5 million in 2023/24. The Financial Framework was intended to form the basis of medium-term financial strategy, however further development of this has been halted. Recognising the need for a more strategic approach to identifying savings, the IJB proposed outlining a more long-term approach within an Integration and Sustainability Framework, which they intend to discuss at the Board development session in January 2022.

The health and social care sector continues to face unprecedented challenges to the sustainability of the system, some of which have been exacerbated by the COVID-19 pandemic. In an environment of heightened financial pressures, increasing demand and the growing need to redesign services, robust and timely financial planning is essential in supporting the sustainability of the IJB in the medium to long-term.

Noted in the 2021/22 External Audit Plan

- 
40. Work is ongoing to develop a medium term financial strategy, however this remains at the early stages of development. Further work is required to reflect on the outcome of the Scottish Government's Resource Spending Review and to ensure alignment with the IJB's Strategic Plan which is also under development. The IJB has committed to drafting a Strategic Plan by October 2022 and expect to progress the development of the medium term financial strategy once this has been approved.
41. The health and social care sector continues to face unprecedented challenges to the sustainability of the system. Increases in demand and in the complexity of services delivered are needing to be balanced against heightened financial pressures and challenging staffing levels. Robust medium term planning is key to effectively managing this environment and the IJB should therefore develop a medium-term financial strategy in 2022/23 as an area of priority. As reported in Audit Scotland's Integration Joint Boards: Financial Analysis 2020/21 (June 2022), Edinburgh IJB is now one of only three integration authorities that do not have a medium term financial plan in place.

Innovation and Sustainability Portfolio

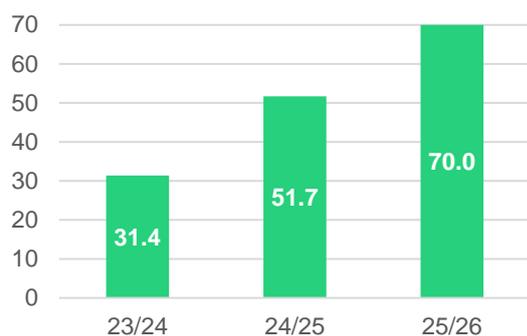
42. Previously referred to as the Integration and Sustainability Framework, the IJB has looked to establish an Innovation and Sustainability programme with the aim of providing a more strategic approach to addressing financial and system pressures.
43. The portfolio has a clear focus of delivering strategic change programmes and initiatives that look to achieve long-term financial and operational sustainability. The IJB recognises the need to balance the redesign of services, with statutory and functional service requirements, whilst working within the limitations of the resources available.
44. A list of potential pipeline proposals has been identified and the IJB continues to engage with key stakeholders to further refine and develop these. Dedicated resource is now in place to support the development of these change proposals and the first is expected to be considered by the Board in September 2022. The Budget Working Group will further reflect on the financial implications of this portfolio at its next meeting in August 2022.
45. Given the nature of the ambitions of the Innovation and Sustainability Portfolio, the IJB recognises that this will be a long-term programme that will require a phased approach in order to manage the numerous complexities. Appropriate governance arrangements are in place to oversee and manage this programme of work, as detailed in paragraph 168.
46. There is now an urgent need for major changes to service delivery to address the longer term sustainability of the health and social care sector. The Innovation and Sustainability Portfolio recognises this and we strongly encourage the IJB to continue embedding the principles of this programme across its core business.

Financial Strategy

47. The IJB's Financial Framework, first developed in October 2019 and last updated in December 2020, was intended to form the basis of a medium term financial strategy and presents an initial outlook over the medium term based on partner's planning assumptions.
48. The Framework takes cognisance of the IJB's authority to direct the totality of resources across both NHS Lothian and City of Edinburgh Council in a manner that best serves the people of Edinburgh.
49. High level projections have been developed for the period 2023 to 2026 and were considered by the Budget Working Group in August 2022, as summarised in exhibit 2. This highlights that even with the commitments around redesign and the initiatives outlined in the transformation

programme and the subsequent Innovation and Sustainability programme, the medium-term financial outlook remains extremely challenging. Further work is required to update the Financial Framework for this information.

Exhibit 2: Cumulative Future Financial Gap (£m)



Source: Budget Working Group (August 2022)

50. A Savings and Recovery Programme has been developed for 2022/23. However, further work is required to address the £70.0million funding gap identified for 2025/26 and quantify the forecasted position over the medium term.

Resource Spending Review

- 51. The Scottish Government published its Resource Spending Review in May 2022, covering the period from 2022/23 to 2026/27. Covering both revenue and capital, this outlines broad priorities and spending plans for the medium term which will be used to inform annual budget negotiations and allocations.
- 52. The Scottish Government recognises a need for reform to meet the most pressing issues facing Scotland over the medium term. As a result, it does not set any uniform budget increases

across portfolios, and instead priorities the delivery of Scottish Government commitments.

53. The key message set by Scottish Government is a requirement of savings of 3% per annum from all public sector bodies. With budgets already set for 2022/23, further detail on how this will impact the IJB is not expected until the Scottish Government set the 2023/24 budget. The IJB is reflecting on this with partnership organisations to ensure plans are aligned, as well as sharing ideas, however they recognise that current plans are likely to fall short of the Scottish Government’s requirements.

Workforce Planning

- 54. The IJB’s inaugural workforce strategy, ‘Working Together’, was approved by the Board in February 2022, accompanied by action plans and details of the governance arrangements. A detailed workforce plan was submitted to the Scottish Government in March 2022, in line with set deadlines, and the IJB expect to receive feedback on this in September 2022.
- 55. The strategy recognises the challenges currently faced within the workforce and the impact of arising risks to the IJB. Edinburgh’s population is projected to increase faster than any other area of the country over the next ten years and demand for services will increase with it.
- 56. The Partnership consists of just under 5,000 colleagues, of which 48% are aged 50 and above and only 8.6% are below the age of 30. The IJB therefore faces the risk of losing essential

knowledge and experience from the organisation and acknowledges the further challenges presented by national demographic projections which indicate a reduced capacity within working age groups over the medium term.

57. The IJB recognises the need to attract, recruit and retain skilled staff to build the next generation of its workforce and explore the ways in which it can achieve this through the strategy.
58. Key stakeholder groups, including current employees, have been involved throughout the development of the strategy. The IJB has also recognised the importance of services delivered by colleagues from the third and voluntary sectors, and has ensured their views have also been reflected.
59. Building a workforce capable of meeting the health and social care needs of Edinburgh's citizens is a long term process and the objectives set reflect this. Recognising the need for further discussion and collaboration to inform this process however, the strategy focusses on actions required over the next three years.
60. The strategy outlines the IJB's vision and priorities for its workforce and considers the actions needed to deliver a high quality, skilled and sustainable workforce. The strategy takes cognisance of the IJB's overarching Strategic Plan and is structured under four strategic workforce priorities;
 - Health & Wellbeing;
 - Culture & Identity;
 - Workforce Capacity & Transformation; and

- Leadership & Development.

61. For each workforce priority, the IJB has identified several key commitments and a series of specific actions. Three delivery groups have been established to take forward the action plan for each priority (one group will consider both Health & Wellbeing, and Culture & Identity).
62. The first task of each delivery group will be to determine performance indicators for each commitment. Progress in delivering the short term delivery plans will be reported to the Innovation & Sustainability Portfolio Board, and shared with the IJB as required.
63. We are satisfied that appropriate arrangements are in place to oversee the delivery of 'Working Together' and encourage the IJB to set key performance indicators for each workforce priority to support the quantitative assessment and scrutiny of progress.

National Care Service (Scotland)

64. In February 2021, Derek Feeley's report on the Independent Review of Adult Social Care in Scotland was published as part of the 2020/21 Programme for Government. This outlined 53 recommendations, including the establishment of a National Care Service for Scotland, created on an equal footing with NHS Scotland, and a call for integration authorities to be funded directly by the Scottish Government.
65. The Scottish Government's response to the report and proposals to improve the way social care is delivered were published for consultation between

- August and November 2021. The key aims of these proposals were to ensure that high quality care and support is consistently delivered to every single person who needs them across Scotland, including better support for unpaid carers, and ensuring that care workers are respected and valued.
66. The proposed reforms to achieve this represent one of the most significant pieces of public service reform to be proposed by the Scottish Government. An analysis of the consultation responses was published in February 2022 and seen as a key step in shaping the primary legislation required.
67. The National Care Service (Scotland) Bill was introduced to Parliament on 20 June 2022. The Bill is currently at stage one of approval where it is being examined by the Health, Social Care and Sport Committee.
68. The Bill allows Scottish Ministers to transfer responsibility for social care from local authorities and certain healthcare functions from the NHS to a new National Care Service. The Scottish Government has committed to establishing a functioning National Care Service by the end of the parliamentary term in 2026.
69. The Bill makes provision for the Scottish Ministers to establish and fund new bodies, called “care boards”, to plan and deliver services locally. The relationship between the Scottish Ministers and the care boards is expected to work in a similar way to the current approach taken by IJBs and their partner bodies.
70. The Bill sets out an initial framework for how the new bodies will be constituted, and how they will operate and deliver services. The Scottish Government have recognised that further detailed policy, including the provisions which impact on the IJB, will be set out in secondary legislation. This includes;
- The number of care boards and the geographic areas they will cover;
 - The membership of the boards and their relationship with the National Care Service structures;
 - The duties, functions and services they will provide, both directly and commissioned from other bodies;
 - Workforce, employment and contractual arrangements (including transfer of staff from local authorities); and
 - Maximising opportunities for collaboration and co-operation between care boards and other bodies, including local authorities, NHS boards and independent and third sector bodies.
71. Due to recognition of the significant impact which the Bill will have on the IJB once it has been passed in parliament, the IJB Chief Officers continue to have regular communication with the Scottish Government. Given the level of uncertainty that remains regarding the impact on IJBs, the implementation of the National Care Service has not been reflected in the IJB’s financial, strategic or operational planning to date, in line with the rest of the sector.

Financial management

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



Auditor judgement



Whilst the IJB started 2021/22 with an unbalanced budget, it reported an accounting surplus of £57 million at 31 March 2022. This has arisen from funding received in 2021/22 to be spent in future years, with the full surplus being committed or ring fenced for specific purposes. This level of additional funding was not anticipated and is £33.8 million received was in excess of the amount requested through the Local Mobilisation Plans.

The IJB has recognised that the reserves position as at 31 March 2022 is significant at £82.2 million, with the majority of funding in reserves being ring fenced for specific purposes. Of this balance, £44.9 million is earmarked to address costs arising from the COVID-19 pandemic. The IJB are actively in discussion with partners and the Scottish Government to determine the extent of flexibility in the application of these monies going forward.

The Board approved the 2022/23 financial plan in March 2021 and a savings and recovery programme of £5.74million. Further actions (totalling £12.8million) have been identified to mitigate the position, reducing the budget gap to £10.8 million. The IJB and partners have agreed that the remaining budget gap is at a level where it is feasible to identify mitigating actions as the year progresses.

Significant audit risk

72. Our audit plan identified one significant risk in relation to financial management:

Management of the forecasted year end position

In March 2021, the Board approved the 2021/22 financial plan and the savings and recovery plan. At this stage, the plan identified a deficit of £9.3 million which was subsequently reduced to £5.5 million.

The latest forecast (December 2021) projected a deficit of £13.1 million, resulting from the existing deficit and slippage on the savings and recovery programme. The Scottish Government has committed to supporting Integration Authorities to break even in 2021/22, providing that IJBs take appropriate steps to reduce this requirement as far as possible. Whilst this supports the 2021/22 financial position, it is important to note that the IJB continues to run with a material underlying financial deficit which is likely to increase further in 2022/23.

Noted in the 2021/22 External Audit Plan

- 
73. Whilst the IJB started 2021/22 with an unbalanced budget, it reported an accounting surplus of £57 million at 31 March 2022, largely as a result of additional funding made available by the Scottish Government. Of this surplus, £53.8 million is ring fenced for specific purposes and the remaining £3.2 million represents a surplus on delivering delegated services which has been committed to address the 2022/23 funding gap.
74. The Board approved the 2022/23 financial plan in March 2022 and received an update in August 2022. Even after assuming full delivery of the 2022/23 savings and recovery programme of £5.7 million, the plan recognises a funding gap of £10.8 million. The IJB has agreed with partners that opportunities to identify savings that do not impact on service delivery have been exhausted, but believe there is sufficient flexibility in the financial framework to mitigate this funding gap in year. The IJB holds significant reserves of £82.2 million and discussions with Scottish Government are ongoing to determine how these can be utilised to address the remaining gap.
75. Of this reserves balance, £44.9 million is earmarked to address the cost arising from the COVID-19 pandemic. The Scottish Government has advised that no further COVID-19 funding will be provided in 2022/23 or beyond. The IJB has forecasted costs of £26.8 million which will be met by this reserve. The IJB is continuing to liaise with partners and the Scottish Government to manage and minimise these

costs where possible, recognising the now non-recurring nature of this funding.

Financial Performance in 2021/22

76. The IJB started 2021/22 with an initial funding gap of £31.3 million. The financial plan identified two mitigating actions totalling £2.8 million and a savings and recovery programme was developed to address £19.2 million of the remaining savings requirement. The IJB and partners agreed that the remaining budget gap of £9.3 million was at a level where it is feasible to identify mitigating actions as the year progressed.
77. The IJB spent £881 million delivering health and social care services to the people of Edinburgh in 2021/22 (2020/21: £850 million). For 2021/22 the Board is reporting a surplus of £57 million (2020/21: surplus of £22

million), largely as a result of additional funding made available by the Scottish Government. This is the third year that the IJB has not needed to rely on additional contributions from partners to manage their financial position.

78. Of this surplus, £53.8 million is ring fenced for specific purposes, representing funding received in 2021/22 but not yet spent. The remaining £3.2 million represents a surplus on delegated services for 2021/22 and an unallocated general reserve balance, which has been committed to addressing the 2022/23 funding gap. The surplus has been transferred to usable reserves bringing the total balance to £82.2 million as at 31 March 2022 (31 March 2021: £25.4 million).

Exhibit 3: Financial Performance in 2021/22

	Budget £000	Actual £000	Variance £000
Health services	677,165	604,871	72,114
Council services	260,926	276,258	(15,332)
Total Outturn	938,092	881,310	56,749

Source: Finance Update- August 2022

Impact of COVID-19

79. Of the £926 million costs incurred in 2021/22, net costs of £42.4 million are directly attributable to COVID-19. Additional costs incurred by the IJB as a result of the COVID-19 response include;
- Sustainability payments made to support providers during the pandemic;
 - Purchase of additional capacity relieve the strain on acute medical services;
 - Reimbursement of independent contractors;
 - Increased prescribing costs; and
 - Slippage in the delivery of the savings and recovery programme.
80. The impact of the pandemic on the IJB's finances has been closely monitored throughout the year. NHS Lothian has continued to submit regular and timely information to the Scottish Government through Local Mobilisation Plans, reflecting the impact on both their own services and those of the Health and Social Care Partnership. These returns provided the necessary information to determine the additional cost and funding required to support the COVID-19 response.
81. In line with the Scottish Government's commitment to fully fund the financial consequences of the pandemic, the IJB received funding of £42.4 million to meet the additional costs identified within Local Mobilisation Plans. In addition, the Scottish Government committed a further £619 million of funding to integrated authorities in February 2022. The IJB's share of this funding amounted to £33.8 million.

82. Scottish Government has set the expectation that no new funding will be made available from 2022/23 to support integrated authorities and health bodies response to COVID-19. As a result, permission has been given for any associated funding not fully utilised in 2021/22 to be carried forward to 2022/23.
83. As outlined in exhibit 4, the IJB currently holds an earmarked reserve of £44.9 million to address the additional and ongoing costs of COVID-19.

Exhibit 4: Funding Allocations received from Scottish Government to support the IJB's response to the COVID-19 pandemic in 2021/22

	£'m
Funding	
Carried forward from 20/23	11.634
Funding allocated in year	75.675
Total funding available	87.309
Costs	
Costs incurred in NHS delegated services	10.910
Costs incurred in Council delegated services	31.462
Total additional Covid costs	42.372
Balance carried forward	44.937

Source: Finance Update - August 2022

84. Recognising the significant levels of reserves held for specific purposes, the IJB are actively in discussion with partners and the Scottish Government to determine the extent of flexibility in the application of these monies going forward.

Partnership working

85. The IJB has continued to work closely with both partner organisations to determine the financial impact of the pandemic and update projections for the year.
86. Internal audit completed a review in 2021/22 of the key controls established to ensure that complete and accurate Partnership financial information was included in the mobilisation plans provided to Scottish Government.
87. Reporting their findings to the Audit and Assurance Committee in May 2021, internal audit concluded that the control environment had been adequately designed and is operating effectively, providing assurance that risks are being effectively managed. The IJB completed a lessons learned exercise in August 2021, as recommended by the internal audit, in collaboration with partner organisations. From this exercise, a set of actions was developed to further strengthen the financial arrangements between the IJB and partner organisations going forward.

Financial Plans for 2022/23

88. The 2022/23 budget was considered and approved by the Board in March 2022. Whilst the budget was unbalanced by £16.9 million, the IJB and partner organisations were comfortable that there is sufficient flexibility in the system to deliver financial balance by the year end, but note that some risk remains as not all mitigating actions could be quantified at this stage.
89. Delegated budgets from partners total £749.5 million for 2022/23 (2021/22:

£692.2 million). For NHS Lothian this represents a 2% uplift (£7.3 million) from the 2021/22 budget.

90. The Scottish Government 2022/23 budget provided for an additional £553.9 million to be transferred from the health portfolio for investment in adult social care and integration. Local authorities were required to pass this additional funding to integration bodies in full, and hence the uplift in budget allocation from City of Edinburgh Council totals £47.3 million and consists of the following:
 - £16.3 million balance for prioritisation by the IJB;
 - £14.2 million to support the living wage uplift;
 - £12.8 million of winter funding
 - £2.4 million for the uprating of free personal and nursing care; and
 - £1.7 million to support continued implementation of the Carers Act.
91. In addition, the Scottish Government has subsequently announced funding for additional social workers (£1.9 million) and to support mental health recovery (£0.5 million).
92. Set against this, the projected cost of delegated services for 2022/23 is £778.8 million (2021/22: £723.5 million), excluding the financial impact of COVID-19. Modelling suggests that the cost of delivering delegated services will rise by £68.3 million compared to the prior year, with the most significant increases arising from:
 - Purchasing inflation (£29.0 million)
 - Provisions (£11.0 million)
 - Demographic growth (£9.0 million)

- Pay inflation (£8.5 million)
93. Comparing partner’s initial budget offers with projected costs of delegated services results in a savings requirement of £29.3 million.

Savings and Recovery Programme 2022/23

94. The Board considered and approved the 2022/23 savings and recovery programme in March 2022 which aimed at addressing the funding gap. The IJB has tried to ensure proposals aligned to the strategic plan and demonstrate a commitment to continually strive to improve outcomes for people and maintain the quality of services. However, the savings and recovery programme recognises that given the magnitude of the 2022/23 savings requirement, changes will need to be made that may impact services, people and staff.
95. As part of the programme, the Board approved 10 savings projects totalling £5.74 million, as outlined in exhibit 5.
96. The savings and recovery programme is insufficient to balance the 2022/23 financial plan. However, the IJB concludes that it has exhausted any further opportunities to deliver efficiencies whilst maintaining performance and improvement outcomes.

Delivering financial balance

97. The financial plan identified two further mitigating actions totalling £6.7 million. These relate to utilising £5.5 million of funding made available by Scottish Government to address cost pressures of demographic growth, and reducing cost pressures through the introduction of an overnight responder service to adults within their own homes (£1.2 million).

98. In addition, the Board received an updated 2022/23 budget in August 2022 which reflected final budget offers from partner organisations and the latest information available from the Scottish Government. This reduced the budget shortfall to £10.8 million as a result of additional funding of £2.9 million from NHS Lothian following the finalisation of their financial plan and a general reserve of £3.2 million given the surplus position in 2021/22.

Exhibit 5: Funding gap for 2022/23

	£'m
Total delegated budget (March)	749.5
Total expenditure	(778.8)
Savings requirement	(29.3)
Savings & recovery programme	5.7
Mitigating actions:	
<i>Winter funding (capacity)</i>	5.5
<i>Responder service</i>	1.2
Remaining gap (March 2022)	(16.9)
Update per August budget	
Improvement in NHS Lothian financial plan	2.9
Utilisation of 2021/22 surplus	3.2
Remaining gap for 2022/23	(10.8)

Source: 2022/23 Financial Plan (March 2022 and August 2022)

99. The IJB started 2022/23 with reserves of £82.2 million, of which £44.9 million has been earmarked to cover COVID-19 costs, as considered below. Plans to use the remaining earmarked balance are being progressed by the IJB. The application of these reserves

to address the remaining gap will need to be agreed with Scottish Government and the IJB is continuing to progress these discussions.

recognising that there remains a degree of risk around the use of earmarked reserves.

Financial impact of COVID-19

100. As outlined as exhibit 4, the IJB currently holds a reserve of £44.9 million to meet the ongoing costs of the pandemic.
101. The Scottish Government has confirmed that no further COVID-19 funding is anticipated in 2022/23 or in future years. Whilst there is still a requirement for investment in 2022/23, the sector recognises that these costs need to be managed down where possible. As a result, the Scottish Government is taking forward a number of actions through its Covid Cost Improvement Programme.
102. The IJB is working to ensure that activity in 2022/23 is fully aligned with this work. Instructions have been provided on how existing funding streams can be utilised most effectively prior to utilising COVID-19 reserves, given their non-recurring nature.
103. The IJB has completed a high level review of investments made during the pandemic, looking to identify alternative sources of funding where possible. COVID-19 costs that cannot be met through any other alternative funding source are forecasted at £26.8 million for 2022/23 (note, £10.9 million of this total is reflected in the 2022/23 financial plan outlined above). These costs will be met in year from the £44.9 million currently being carried in reserves.
104. The IJB will continue to closely monitor this position throughout 2022/23 with partner organisations,

Exhibit 6: Projected COVID Related Costs for 2022/23

	£m
<i>Net budget gap/unachievable savings</i>	10.836
<i>Provider sustainability payments</i>	3.604
<i>Hosted and set aside costs</i>	3.583
<i>GP prescribing</i>	2.152
<i>Interim care beds</i>	1.439
<i>Vaccination programme</i>	1.387
<i>Additional community capacity</i>	1.129
<i>Loss of income</i>	1.126
<i>Additional staff costs</i>	1.115
<i>Additional PPE</i>	0.365
<i>Other</i>	0.033
Total investments	26.769
Funding available	44.937
Covid reserves balance	18.167

Source: 2022/23 Financial Plan- August 2022

Prevention and detection of fraud and irregularity

105. The IJB does not directly employ staff and so places reliance on the arrangements in place within the City of Edinburgh Council and NHS Lothian for the prevention and detection of fraud and irregularities. Arrangements are in place to ensure that suspected or alleged frauds or irregularities are investigated by the partner bodies. Overall, we found arrangements to be sufficient and appropriate.

Governance and transparency

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



Auditor judgement



The Board and Committees have continued to meet virtually throughout 2021/22. Meetings were suspended in December 2021/January 2022 in response to significant pressures in the social care system, and in June/July 2022 following the Local Government Elections. There have been significant changes in Board and Committee membership following turnover within the NHS Lothian Board and the Local Government elections.

Further work is required to commission an independent assessment of the leadership and managerial capacity. Given the level of significant change the IJB has committed to over the next three years, this work should be completed as an area of priority in 2022/23.

Significant Audit Risk

106. Our audit plan identified one significant risk in relation to financial sustainability:

Maturity of governance arrangements

The Good Governance Institute undertook a review of the IJB's arrangements in 2018/19, outlining a series of 18 recommendations. As reported in our 2020/21 Annual Audit Report, two recommendations remain outstanding relating to:

- The development of the IJB's risk appetite and risk escalation approach; and
- Commissioning an independent assessment of the leadership and managerial capacity needed for the IJB to succeed over the next three years.

The IJB recognises the significant level of transformation required over the medium term to modernise and streamline service delivery and improve outcomes whilst remaining financially sustainable. Robust risk management arrangements and leadership is essential to successfully driving this process.

Noted in the 2021/22 External Audit Plan

107. Progress in delivering the Good Governance Institute's recommendations has been considered by the Executive Management Team but has not been formally reported to the Board in 2021/22. At the time of writing, the development of the IJB's risk appetite and risk escalation approach has been completed and the remaining outstanding action noted above remains in progress. We encourage the IJB to consider this as an area of priority.

Governance Arrangements

108. The IJB and its Committees have continued to meet virtually throughout 2021/22, rather than in person. Initially introduced in response to physical distancing requirements, further discussions are ongoing to determine the extent to which this will continue now that these requirements have been lifted.

109. The IJB has continued to face significant operational and capacity pressures throughout the year. By

October 2021, this had escalated to a level where the decision was taken to postpone certain areas of work undertaken by the Board and Committees to ensure officers could focus on the operational issues arising. As a result;

- All formal Board and Committee meetings in December 2021 and January 2022 were cancelled with the exception of the December 2021 Board meeting which ran with a reduced agenda;

- Development of the IJB's Performance Framework was postponed; and
 - Work underway to deliver a revised full Strategic Plan was paused.
110. Board and Committee meetings restarted in February 2022 where all papers from cancelled meetings were considered in full.
111. Through our review of Board and Committee papers we are satisfied that there continues to be effective scrutiny, challenge and informed decision making through the financial period.
112. During 2021/22, the IJB's committees were as follows;
- Strategic Planning Group
 - Performance and Delivery
 - Audit and Assurance
 - Clinical and Care Governance
 - Futures
113. The Futures Committee was introduced in response to the Good Governance Institute's review. Its purpose is to provide strategic focus and stimulus on long-term issues, evaluate assurance provided on strategic approach to these issues, and provide protected time and space for consideration of change and transformation of the delivery of services.
114. However a lack of resource to support the committee has impacted its ability to function. As a result, the Board decided to remove the Futures Committee from the IJB's governance structure from April 2022. Instead, an annual event will be held with all IJB

members to ensure a formal approach to considering longer term strategic trends considers to be taken.

New Appointments

115. In line with the Public Bodies (Joint Working) (Integration Joint Boards) (Scotland) Order 2014, the term of office of a member of the IJB cannot exceed three years, but members can be reappointed for a further term of office.
116. Local Government Elections were undertaken in May 2022, resulting in changes to IJB members appointed by City of Edinburgh Council.
117. The following changes in governance arrangements have occurred during the period:
- Peter Knight (NHS Lothian) appointed 1 May 2022;
 - George Gordon (NHS Lothian) appointed 1 June 2022;
 - Peter Murray (NHS Lothian) re-appointed 27 June 2022;
 - Elizabeth Gordon (NHS Lothian) appointed 1 August 2022;
 - Councillor Tim Pogson appointed as the Chair of the IJB with effect from 16 May 2022; and
 - Councillor Euan Davidson, Councillor Max Mitchell, Councillor Vicky Nicolson and Councillor Claire Miller appointed 26 May 2022.
118. All new Board members attended an induction session prior to their first Board meeting. This session included an introduction to the IJB, an overview of the purpose of the IJB and integration, an introduction to how the IJB operates, the role of voting and

- non-voting members and a summary of ongoing strategic planning work.
119. We reviewed the induction process and concluded that it provides those charged with governance with the information and platform to do so effectively.
120. At its meeting on 9 August 2022, the IJB appointed members to its four committees.
121. Following the Local Government elections, delays were faced by City of Edinburgh Council in appointing members to the IJB, and subsequently the IJB was delayed in appointing board members to each committee. As a result, Board and Committee meetings were cancelled between June and August 2022. Work is ongoing to revise annual cycles of business to ensure all standing items are considered by the Board and Committees in a timely manner.

Integration Scheme

122. The Public Bodies (Joint Working) (Scotland) Act 2014 included a provision that the Integration Scheme for the IJB must be updated every five years following a period of public consultation. Initially planned for 2019/20, this exercise has been delayed by two years due to COVID-19. Work has commenced in 2021/22 however, with an updated Integration Scheme published for public consultation between 28 March and 26 April 2022.
123. Revisions to the Scheme have been agreed between NHS Lothian and City of Edinburgh Council. Revisions reflect the evolution of the IJB as a working entity and include;

- Removal of provisions relating to the establishment and set up of the IJB;
- Updates to aspects of governance to reflect established best practice;
- Recognition and alignment with NHS Lothian's Strategic Development Framework;
- Confirmation of the support services to be provided by City of Edinburgh Council and NHS Lothian to the IJB; and
- Updated arrangements for the processing and handling of information among partner bodies to reflect best practice.

124. The Integration Scheme was considered at both the City of Edinburgh Council and NHS Lothian Board meetings in June 2022. This is currently sitting with Scottish Ministers for formal approval and adoption.

Openness and Transparency

125. There is an increasing focus on how public money is used and the outcomes that it helps to achieve. Due to this it is important that public bodies operate in a transparent manner and consider potential actions which can continuously improve transparency.
126. We found that the IJB has clear arrangements in place to ensure that members of the public can attend the board meetings as observers and that agendas are available five working days in advance of the meetings.
127. We noted that the IJB does not make audit committee papers available on their website, although minutes are available through the board papers. The Board has reflected on this as

part of the current review of governance arrangements and deem the balance of openness to be appropriate.

Internal Audit

128. The Chief Auditor of City of Edinburgh Council has been appointed as the Chief Internal Auditor for the IJB. Internal audit activity is undertaken by a combination of the City of Edinburgh Council and NHS Lothian internal audit teams.
129. To avoid duplication of effort and to ensure an efficient audit process we have taken cognisance of the work of internal audit throughout our audit. While we have not placed formal reliance on the work of internal audit in 2021/22, we have taken account of internal audit's work in respect of our wider scope responsibilities. We are grateful to the internal audit team for their assistance during the course of our work.
130. In her Annual Opinion, the Chief Internal Auditor notes that some improvement is required to the IJB control environment and governance and risk management framework. As a result, internal audit provided an 'amber rated opinion'. This is in line with the outcome reported in 2020/21
131. In February 2022, the Chief Internal Auditor presented three proposed principles to formalise the established working relationship between IJB's Audit and Assurance Committee, Council Governance, Risk and Best Value (GRBV) Committee and NHS Lothian Audit Committee.
132. Established principles are already in place between NHS Lothian and the four integrations authorities it works

with. Aligned principles have been set as follows to underpin the relationship between the IJB and City of Edinburgh Council;

- EIJB Audit and Assurance and GRBV Committee will have an effective working relationship to take forward matters of common interest.
- To support the efficient conduct of business, there is a clear communication process from the EIJB Audit and Assurance Committee to the GRBV Committee and vice versa.
- Relevant EIJB Internal Audit reports will be made available to the GRBV Committee and vice versa.

133. The principles were approved by the IJB's Audit and Assurance Committee in February 2022 and the Council's GRBV Committee in March 2022.

Fairness and equality

134. In December 2019, the IJB set the following five equality outcomes for the period 2019-2023:
 - People know what support and services are available and know how to access them;
 - People are treated with respect and provided with the best advice and support;
 - People are supported to lead an independent life;
 - Services are available fairly across the city; and
 - Health inequalities are reduced.

135. The IJB is required to report on progress made against these equality outcomes at least every two years. The latest Equalities Outcome and Mainstreaming Progress Report was published in 2021/22 and is available on the IJB's website.
136. Management recognise the importance of mainstreaming and integrating equality in day to day processes and decision making. The Mainstreaming Equality Report details a number of initiatives that the IJB has implemented or plans to implement.
137. In addition, to ensure fairness and equality is integrated into service delivery and decision making, the IJB completes Integrated Impact Assessments for all budgets, new policies and procedures and areas of strategic priority. The findings of the Integrated Impact Assessments are included alongside Board and Committee reports to allow members to scrutinise the impact of proposals on equalities, human rights and sustainability.
138. We are satisfied that appropriate arrangements appear to be in place to oversee and report on delivery of the IJB's five equality outcomes.
139. The IJB is required to report on progress made against these equality outcomes at least every two years. The latest Equalities Outcome and Mainstreaming Progress Report was published in 2021/22 and is available on the IJB's website.
140. The IJB is aware of these inquiries but they have not been formally considered by the Board. The Council has committed to implement all recommendations from these reports and on this basis, the IJB has not deemed it necessary to consider these further.

Whistleblowing investigation

139. City of Edinburgh Council commissioned independent inquiries in relation to whistleblowing and organisational culture, and the conduct of a former senior manager in Communities and Families. These concluded in 2021/22, with the outcomes reported to the Council. These focus on children's social care, a service for which the IJB is not responsible for, but do have

Value for money

Value for money is concerned with using resources effectively and continually improving services. In this section we report on our audit work as it relates to the IJB's reporting of its performance.

Auditor judgement



Further work is required to develop a robust performance management framework that is aligned to the new Strategic Plan. The IJB has committed to producing drafts of both documents by October 2022, having paused their development between December 2021 and May 2022 to focus on addressing system pressures.

Performance continues to be mixed, with the IJB performing worse than the national average in nine of the 19 indicators. The IJB continues to perform poorly against a number of key indicators and is the lowest ranked integrated authority for delayed discharges. Areas of underperformance have been recognised and reflected on by the Innovation and Sustainability Portfolio.

The pandemic, EU withdrawal and Edinburgh's growing population have exacerbated the significant pressures faced by the IJB. The focus has now shifted from reacting to the pandemic to support sustainability over the medium to long-term. The transformation programme has transitioned to the Innovation and Sustainability Portfolio and work is ongoing to identify, scope and deliver the next phase of major change and innovation in how the IJB commissions services.

Significant audit risk

141. Our audit plan identified one significant risk in relation to value for money under our wider scope responsibilities:

Performance management framework

Delivery against local and national targets is presented to the Performance and Delivery Committee on a bi-monthly basis. However, work remains ongoing to develop and embed an integrated performance framework with measures that more clearly consider performance against the Strategic Plan.

Management had committed to developing this framework by April 2022 to coincide with the commencement of the new Strategic Plan 2022-2025, however work has been paused to manage system pressures and the publication of the Strategic Plan has been delayed until 2023.

Without a clear, effective performance management framework in place, there is a risk that the IJB cannot demonstrate continual improvement of services delivered and the achievement of value for money through appropriate use of resources.

Noted in the 2021/22 External Audit Plan

- 
142. Under the integration scheme, the IJB is responsible for implementing a comprehensive performance management system that allows for transparent reporting and appraises achievement against the strategic plan. Work to develop the performance framework and strategic plan restarted in May 2022 following an expansion of the Performance and Delivery Committee, and the IJB has committed to completing first drafts of both documents by October 2022.
143. An overview of the proposed approach to developing the performance framework, including identification of five overlapping workstreams, was presented to the Performance and Delivery committee in July 2021. The work is intended to be conducted in line with the development of a new strategic plan 2022-2025, such that the refreshed performance reporting can be put in place alongside the new strategic plan.
144. The Performance and Delivery Committee considered the status of each workstream in August 2022, as summarised in exhibit 7. Next steps were agreed to ensure the timely development of key performance indicators and monitoring framework.

Exhibit 7: Status of each overlapping workstream

Workstream	Status
Workstream 1: Understanding the outcomes we want to monitor performance against	Draft strategic plan due to SPG in August 2022
Workstream 2: Developing a set of indicators that build a picture of performance against these outcomes	Work is under way to group indicators under the proposed strategic objectives but this will continue once the draft Strategic Plan is progressed
Workstream 3: Ensuring we have robust data in place to measure this performance	Work commenced in July 2022 to review our Council social care data. Further work will be undertaken as measures and reporting are further developed.
Workstream 4: Understanding performance roles and responsibilities – who needs to receive what performance information	The EIJB Performance Framework is currently being drafted.
Workstream 5: Creating mechanisms and deliverables for reporting.	Work commenced in July 2022 to review our Council social care data, and how we can use dashboard tools to improve this reporting. A related project in relation to NHS data will commence later in the year.

Source: Performance Framework Report- August 2022

145. We encourage the IJB to continue building on their performance framework as an area of priority to be able to demonstrate continual improvement of services delivered and the achievement of value for money through appropriate use of resources. Management have committed to producing a draft of the framework by October 2022 and finalising this alongside the Strategic Plan by March 2023. The IJB has recognised that further work to support improved performance and embed this into the organisation will continue into 2023-24.

Performance Framework

146. The Performance and Delivery Committee is responsible for

overseeing the performance and progress monitoring framework.

147. A performance report is presented at each Performance and Delivery

Committee, providing an overview of performance against the seven key local indicators and national Ministerial Strategic Group measures. Detailed dashboards are supported by a narrative report which highlights key risks and noteworthy changes to performance.

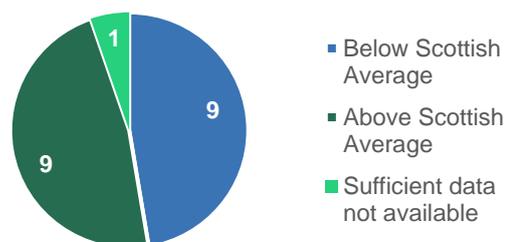
148. As highlighted in our 2020/21 Annual Audit Report, performance reports are significant in length with the most recent committee report in excess of 50 pages. Whilst the level of detail may be beneficial to some members, this does not support efficient scrutiny. Members should focus discussions on area of concern or underperformance and the current reporting format does not summarise or highlight these areas.
149. Performance reports would benefit from the inclusion of a performance scorecard that summarises for each indicator whether performance has improved, declined or remained constant and how this compares against targets or thresholds. A RAG rating could be used to draw members' attention to areas of underperformance or concern.

Performance during 2021/22

150. In line with the requirements of the Public Bodies (Joint Working) Act 2004, the IJB prepares an annual public performance report that considers progress against both the nine National Health and Wellbeing Outcomes and the key priorities identified within their strategic plan.
151. The performance report compares the IJB's performance against 19 core national indicators to the Scottish average. For some indicators, performance is based on data for the

2021 calendar year due to the national data for 2021/22 being incomplete at the time of writing.

Exhibit 8- Edinburgh IJB performance against the core national indicators



Source: EIJBA Annual Performance Report 2021-22- July 2022

152. As exhibit 8 demonstrates, performance continues to be mixed compared to the Scottish average. The IJB performed worse than the national average in nine of the 19 indicators. The IJB ranked in the bottom 20% of 31 integration authorities in the following three indicators;
- Number of days people aged 75+ spend in hospital when they are ready to be discharged – ranked 31st (2021: 22nd);
 - Falls rate per 1,000 population in over 65s – ranked 28th (2021: 29th); and
 - Proportion of last six months of life spent at home or in community setting - ranked 27th (2021: 31st).
153. As noted in exhibit 8, there was insufficient data available to conclude on performance for the indicator 'percentage of total health and care spend on hospital stays where the patient was admitted in an emergency'. NHS Boards were not able to provide detailed cost

information for 2020/21 due to changes in service delivery during the pandemic and as a result, Public Health Scotland have not provided information for this indicator beyond 2019/20.

Delayed discharges

154. The IJB has historically underperformed against their delayed discharges target (the number of days people aged 75+ spend in hospital when they are ready to be discharged) and were the lowest ranking integration authority in 2021/22 (2020/21: ranked 22nd).
155. It is recognised that the 2020/21 figures, both locally and nationally, were affected by the pandemic both due to the lower number of people being admitted to hospital and the focus to free up beds to increase hospital capacity.
156. As expected, performance has therefore declined by comparison in 2021/22 as services have remobilised and pressures on social care capacity have returned. These pressures have been felt more acutely in Edinburgh due to the demographics of the city, with the number of bed days lost due to delayed discharges increasing by 143% for the IJB, compared to a 58% increase in the national average.
157. Whilst the IJB has recognised a sharp increase in delayed discharges in 2021/22 and is the lowest performing integration authority, this remains below the high levels of delayed discharges reported in 2017/18 and 2018/19.
158. The IJB is continuing to work to reduce the levels of delayed discharges through initiatives including;

- Home First - introducing a 'planned date of discharge' to support and encourage more proactive discharge planning.
- Bed-based care strategy - implementing changes that support increased capacity in intermediate care and a move to a nursing model within internal care homes.

159. The IJB will continue to closely monitor performance in the area. Addressing areas of underperformance, including delayed discharges, is a key priority for the IJB and is recognised as such in its Strategic Plan.

Recovery and Transformation

160. The pandemic has continued to present significant challenges to the health and social care system as restrictions have eased but COVID-19 cases have remained high. The pressures faced by the IJB are not new, but have been exacerbated by withdrawal from the EU, the COVID-19 pandemic and Edinburgh's growing population.
161. At both a national and local level, an increase in demand has resulted from people being de-conditioned following periods of lockdown, family members and unpaid carers seeking support after caring for people during the pandemic, and a general build-up of demand emerging after the reduction in services since March 2020.
162. At the same time, the sector is also facing a decrease in care capacity resulting from a loss of staff, higher levels of staff sickness absence and long-term challenges to recruit.

163. In response to these pressures, the Scottish Government allocated £300 million of funding across Scotland. Utilising its share of the funding (£10.8 million), the IJB targeted investment to reflect the priority areas identified by the Scottish Government, looking to initially improve system performance in the short term.
164. Regular updates on the system pressures faced and the areas of investment were presented to the Board between October 2021 and April 2022. Whilst the position remains challenging, small improvements in performance have been noted.
165. The focus of the IJB has now shifted from reacting to the pandemic to supporting sustainability over the medium to long term. Work has been ongoing to transition the transformation programme, initially established in early 2020 to support the delivery of the Strategic Plan 2019-2022, into a new Innovation and Sustainability Portfolio, as presented to the Board in March 2022.
166. The portfolio will focus on driving efficiency and delivering sustainability, not just financially, as considered at paragraph 42 onwards, but also in terms of future service and workforce capacity. As well as collating all existing transformation projects, there is a need to identify, scope, develop and deliver the next phase of major change and innovation. Given the scale of the multi-faceted, cross cutting and complex pressures faced, a significant programme of holistic, whole-system, strategic change is required to support long-term recovery and sustainability.
167. The Innovation and Sustainability Portfolio encompasses a number of the key projects which were initiated under the previous transformation programme including;
- Bed based care strategy;
 - Digital transformation;
 - Three conversations model;
 - Edinburgh wellbeing pact;
 - Home first project;
 - Home based care transformation; and
 - Working together strategy.
168. In line with the previous transformation programme, a Portfolio Board consisting of members of the Executive Management Team will have overall accountability and responsibility for the Innovation and Sustainability Portfolio. Terms of reference for this group are in place and outline that the Portfolio Board will meet once a month and report progress made on the workstreams directly to the IJB.
169. In December 2021, the IJB agreed to identify a permanent funding source to support a transformation team, recognising that the scale of change required is not feasible without dedicated resources.
170. Work remains ongoing to develop a pipeline of future projects that recognise the need to adapt to the establishment of a new National Care Service and the introduction of Care Boards; an area which the Portfolio Board will continue to monitor closely. The pipeline of future projects will also focus on the best use of the overall investment of the IJB budget, rather

than focussing on annual budget saving proposals.

171. Appropriate resources and governance arrangements are in place to support the Innovation and Sustainability Portfolio and we encourage the IJB to continue developing its pipeline of future projects alongside the Strategic Plan.

Appendices

Appendix 1: Respective responsibilities of the Board and the Auditor	53
Appendix 2: Adjusted and unadjusted errors identified during the audit	57
Appendix 3: Follow up of prior year recommendations	58

Appendix 1: Respective responsibilities of the Board and the Auditor

The Code of Audit Practice (2016) sets out the responsibilities of both the Board and the auditor and are detailed below.

Board responsibilities

The Board is required to make arrangements for the proper administration of its financial affairs and to secure that one of its officers has responsibility for the administration of those affairs. The Chief Financial Officer has been designated as that officer within the IJB.

The Chief Financial Officer is responsible for the preparation of the IJB's annual accounts in accordance with proper practices as set out in the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom (the Code).

Area	Chief Financial Officer responsibilities
Corporate governance	<p>The Chief Financial Officer is responsible for establishing arrangements to ensure the proper conduct of its affairs including the legality of activities and transactions, and for monitoring the adequacy and effectiveness of these arrangements. Those charged with governance should be involved in monitoring these arrangements.</p>
Financial statements.	<p>The Chief Financial Officer has responsibility for:</p> <ul style="list-style-type: none">• preparing financial statements which give a true and fair view of its financial position and their expenditure and income, in accordance with the applicable financial reporting framework and relevant legislation;• maintaining accounting records and working papers that have been prepared to an acceptable professional standard and that support its financial statements and related reports disclosures;• maintaining proper accounting records; and• preparing and publishing, along with the financial statements, an annual governance statement, management commentary (or equivalent) and a remuneration report that is consistent with the disclosures made in the financial statements. Management commentary should be fair, balanced and understandable and also address the longer term financial sustainability of the IJB. <p>Management is responsible, with the oversight of those charged with governance, for communicating relevant information to users about the entity and its financial performance, including providing adequate</p>

Area	Chief Financial Officer responsibilities
	disclosures in accordance with the applicable financial reporting framework. The relevant information should be communicated clearly and concisely.
Standards of conduct for prevention and detection of fraud and error	The Chief Financial Officer is responsible for establishing arrangements to prevent and detect fraud, error and irregularities, bribery and corruption and also to ensure that its affairs are managed in accordance with proper standards of conduct.
Financial position	The Chief Financial Officer is responsible for putting in place proper arrangements to ensure the financial position is soundly based having regard to: <ul style="list-style-type: none">• Such financial monitoring and reporting arrangements as may be specified;• Compliance with statutory financial requirements and achievement of financial targets;• Balances and reserves, including strategies about levels and their future use;• Plans to deal with uncertainty in the medium and long term; and• The impact of planned future policies and foreseeable developments on the financial position.
Best value	The Chief Financial Officer has a specific responsibility to ensure that arrangements have been made to secure best value. They are responsible for ensuring that these matters are given due priority and resources, and that proper procedures are established and operate satisfactorily.

Auditor responsibilities

Auditor responsibilities are derived from statute, the Code of Audit Practice, International Standards on Auditing (UK), professional requirements and best practice. These are to:

- undertake statutory duties, and comply with professional engagement and ethical standards;
- provide an opinion on the financial statements and the regularity of transactions;
- review and report on, as appropriate, other information such as annual governance statements, management commentaries and remuneration reports;
- notify the Auditor General when circumstances indicate that a statutory report may be required; and
- demonstrate compliance with the wider scope of public audit.

Wider scope audit

The special accountabilities that attach to the conduct of public business, and the use of public money, mean that public sector audits must be planned and undertaken from a wider perspective than in the private sector. This means providing assurance, not only on the financial statements, but providing audit judgements and conclusions on the appropriateness, effectiveness and impact of corporate governance and performance management arrangements and financial sustainability.

The Code of Audit Practice frames a significant part of our wider scope responsibilities in terms of four audit dimensions: financial sustainability; financial management; governance and transparency; and value for money.

Best Value

Appointed auditors have a duty to be satisfied that local government bodies have made proper arrangements to secure best value.

Our work in respect of the IJB's best value arrangements has been integrated into our audit approach, including our work on the wider scope dimensions.

Independence

In accordance with our profession's ethical guidance and further to our External Audit Annual Plan issued confirming audit arrangements there are no further matters to bring to your attention in relation to our integrity, objectivity and independence.

We confirm that Azets Audit Services and the engagement team complied with the FRC's Ethical Standard. We confirm that all threats to our independence have been properly addressed through appropriate safeguards and that we are independent and able to express an objective opinion on the financial statements.

Audit and non-audit fees

The total fees charged to the IJB for the provision of services in 2021/22 (with prior year comparators) is as follows:

	Current year	Prior year
	£	£
Audit of the Edinburgh Integration Joint Board (Auditor remuneration)	21,175	21,112
Total audit	21,175	21,112
Non-audit services	-	-
Total fees	21,175	21,112

The FRC's Ethical Standard stipulates that where an auditor undertakes non audit work, appropriate safeguards must be applied to reduce or eliminate any threats to independence. No non-audit services were provided to the IJB.

Audit quality

The Auditor General and the Accounts Commission require assurance on the quality of public audit in Scotland through comprehensive audit quality arrangements that apply to all audit work and providers. The audit quality arrangements recognise the importance of audit quality to the Auditor General and the Accounts Commission and provide regular reporting on audit quality and performance.

Audit Scotland maintains and delivers an [Audit Quality Framework](#).

The most recent audit quality report which covers our work at the IJB since appointment can be found at <https://www.audit-scotland.gov.uk/publications/quality-of-public-audit-in-scotland-annual-report-202122>

Appendix 2: Adjusted and unadjusted errors identified during the audit

Adjusted misstatements

No	Detail	Assets	Liabilities	Reserves	SoCNE
Details of unadjusted audit differences		Dr / (Cr)	Dr / (Cr)	Dr / (Cr)	Dr / (Cr)
		£	£	£	£
1.	Reversal of manual adjustment to NHS Lothian income and expenditure Gross Value: £19,359 Net Value: nil		-		
Net impact on (income) / expenditure (£'000)					-

Unadjusted misstatements

We did not identify any unadjusted audit differences during our audit of the IJB's annual accounts.

Disclosure amendments

No	Detail
1.	Updates to the Remuneration Report and Annual Governance Statement to reflect the outcome of the May 2022 local government elections and the impact on membership of the IJB and the timing of Board and Committee meetings
2.	Management Commentary - additional disclosure to acknowledge the proposals under the National Care Service (Scotland) Bill
3.	Short Term Debtors - revision of split of debtor balance between partners (includes prior year comparative disclosure change)
4.	NHS Lothian transactions and year end balance - revision of split of income received from partners to reflect the NHS Lothian movement in reserves (prior year comparative disclosure changes) and updates to segmental reporting.

Appendix 3: Follow up of prior year recommendations

We have followed up on progress in implementing actions raised in the prior years. The table below summarises progress made by the IJB in implementing these actions.

Delivery of external audit actions – action raised 2020/21

Recommendation The Audit and Assurance Committee should receive regular updates on progress made in addressing external audit recommendations.

Rating	Other Observation	Implementation date	Initial: Spring 2022
			Revised: Spring 2023

Ongoing	Item included for consideration at the June 2022 Audit and Assurance Committee meeting as per the Annual Cycle of Business. However, the meeting was cancelled following delays in finalising the composition of the committee after the May 2022 local government elections. Management continue to reflect on which meeting this item should subsequently be brought to.
	Revised implementation date: Spring 2023

Medium term financial plan- action raised in 2016/17

Recommendation The IJB should develop a Medium Term Financial Plan to support the delivery of the vision and priorities within the updated Strategic Plan for 2019-22.

Rating	Significant deficiency	Implementation date	Initial: December 2017 Revised: March 2023
---------------	-------------------------------	----------------------------	---

Ongoing	<p>The Board has not yet developed a medium term financial strategy. Work is ongoing by the Chief Financial Officer to develop medium term financial plans to support the development of a strategy Management now intend to complete this exercise by late 2022. The IJB have recognised that the process of integrating the financial plans into the formation of a medium term financial strategy will be completed at a later date with no timescale confirmed at present.</p> <p>The IJB should develop a medium-term financial strategy in 2022/23 as an area of priority.</p> <p>Revised implementation date: March 2023</p>
----------------	--

Recovery Plan - action raised in 2017/18

Recommendation The Board should ensure that action plans to deliver improvement actions are;

- Reported on a regular basis, using succinct format which include a clear assessment of progress against actions
- Framed in SMART terms

Rating

Significant deficiency

Implementation date

Initial: January 2019

Revised: March 2023

Ongoing

Regular reporting on the Transformation Programme to both the Transformation Portfolio Board and Strategic Planning Group outlines progress against key milestones for each of the seven phase one projects. The programme is due to transition to the Innovation and Sustainability Programme.

Whilst the reporting considered progress and significant risks to progress, it did not consider the impact completed actions have had on performance. As noted against action 4, work is still on going to develop a suite of performance measures that better reflect progress against strategic priorities as part of the development of the IJB's Performance Framework.

Revised implementation date: March 2023

Performance- action raised in 2016/17

Recommendation To enable the IJB to report progress against both the national outcomes and its own strategic priorities, it should ensure sufficient performance measures are clearly attributed to each strategic priority. The Board should work with partners to ensure that sufficient financial and leadership capacity is available to deliver sustained improvement

Rating	Significant deficiency	Implementation date	Initial: December 2017 Latest:
---------------	-------------------------------	----------------------------	---------------------------------------

Ongoing

A number of areas showed poor performance in 2021/22 and the IJB is continuing to work with partners to support the delivery of sustainable improvement.

We noted that performance reports include a significant level of detail and would benefit from the inclusion of a performance scorecard that summarises for achievement and trends for each indicator.

Management have committed to producing a draft of the Performance Framework by October 2022. The revised deadline is attributed to timing of the strategic planning cycle where the performance framework timescales are now aligned with development of the new Strategic Plan for 2022-2025.

Revised implementation date: March 2023

Workforce planning- action raised in 2016/17

Recommendation To IJB should develop an integrated workforce plan for the city.

Rating	Implementation date
Significant deficiency	Initial: December 2018 Latest: December 2021

Complete	The IJB's workforce strategy 'Working Together' was approved by the Board in February 2022. In addition, the IJB submitted a workforce plan in line with the Scottish Government deadline of March 2022.
-----------------	--



© Azets 2022. All rights reserved. Azets refers to Azets Audit Services Limited. Registered in England & Wales Registered No. 09652677. VAT Registration No. 219 0608 22. Registered to carry on audit work in the UK and regulated for a range of investment business activities by the Institute of Chartered Accountants in England and Wales.

We are an accounting, tax, audit, advisory and business services group that delivers a personal experience both digitally and at your door.
Accounting | Tax | Audit | Advisory | Technology



Azets Audit Services
Exchange Place 3
Semple Street
Edinburgh
EH3 8BL

27th September 2022

Edinburgh Integration Joint Board

Dear Sirs

The following representations are made on the basis of enquiries of management and staff with relevant knowledge and experience such as I consider necessary in connection with your audit of Edinburgh Integration Joint Board's (the IJB's) annual accounts for the period ended 31 March 2022. These enquiries have included inspection of supporting documentation where appropriate and are sufficient to satisfy myself that I can make each of the following representations. All representations are made to the best of my knowledge and belief.

GENERAL

1. I have fulfilled my responsibilities for preparing financial statements in accordance with applicable law and International Financial Reporting Standards as adopted by the United Kingdom, and as interpreted and adapted by the Code of Practice on Local Authority Accounting in the United Kingdom 2021/22 (the 2021/22 Code), for being satisfied that they give a true and fair view, and for making accurate representations to you.
2. All the transactions undertaken by the IJB have been properly reflected and recorded in the accounting records.
3. All the accounting records have been made available to you for the purpose of your audit. I have provided you with unrestricted access to all appropriate persons within the IJB, and with all other records and related information requested, including minutes of all committee meetings.

ADJUSTMENTS & DISCLOSURES

4. The financial statements are free of material misstatements, including omissions.
5. The effects of uncorrected misstatements are immaterial, both individually and in aggregate, to the financial statements as a whole.

Judith Proctor
Chief Officer
Edinburgh Integration Joint Board
Waverley Court
4 East Market Street
EDINBURGH
EH8 8BG

Working together for a caring,
healthier, safer Edinburgh



6. I have reviewed and approved all disclosures made in the financial statements and I am not aware of any other matters which require disclosure in order to comply with the requirements of International Financial Reporting Standards as adopted by the United Kingdom, and as interpreted and adapted by the 2021/22 Code.

INTERNAL CONTROL AND FRAUD

7. I acknowledge my responsibility for the design, implementation and maintenance of internal control systems to prevent and detect fraud and error. I have disclosed to you the results of my risk assessment that the financial statements may be misstated as a result of fraud.
8. I have disclosed to you all instances of known or suspected fraud affecting the IJB involving management, employees who have a significant role in internal control or others that could have a material effect on the financial statements.
9. I have also disclosed to you all information in relation to allegations of fraud or suspected fraud affecting the IJB's financial statements communicated by current or former employees, analysts, regulators or others.
10. I have disclosed to you any significant changes in the IJB's processes, controls, policies and procedures that I deem necessary to address the likely effects of the Covid-19 pandemic on the IJB's system of internal controls.

ASSETS AND LIABILITIES

11. All actual liabilities, contingent liabilities and guarantees given to third parties have been recorded or disclosed as appropriate.
12. The IJB has no plans or intentions that may materially alter the carrying value and, where relevant, the fair value measurements or classification of assets and liabilities reflected in the financial statements.
13. I confirm that all bank accounts have been disclosed to you and are included within the financial statements.
14. I confirm that the IJB has not contracted for any capital expenditure other than as disclosed in the financial statements.

ACCOUNTING ESTIMATES

15. The methods, data and significant assumptions used by the IJB in making accounting estimates, and their related disclosures, are appropriate to achieve recognition, measurement and disclosure that is reasonable in the context of the applicable financial reporting framework.

LEGAL CLAIMS

16. I have disclosed to you all claims in connection with litigation that have been, or are expected to be, received and such matters, as appropriate, have been properly accounted for and disclosed in the financial statements.

LAWS AND REGULATIONS

17. 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 the financial statements and disclosures, including non-compliance matters:
 - a. Involving financial impropriety;

- b. Related to laws or regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements;
- c. Related to laws and regulations that have an indirect effect on amounts and disclosures in the financial statements, but compliance with which may be fundamental to the operations of the IJB's business, its ability to continue in business, or to avoid material penalties; and
- d. Involving management, or employees who have significant roles in internal control, or others.

18. I am unaware of any known or probable instances of non-compliance with the requirements of regulatory or governmental authorities, including their financial reporting requirements, and there have been no communications from regulatory agencies, Scottish Government or Scottish Ministers concerning investigations or allegations of non-compliance, other than those already disclosed.

RELATED PARTIES

19. Related party relationships and transactions have been appropriately accounted for and disclosed in the financial statements. I have disclosed to you all relevant information concerning such relationships and transactions and I confirm that such information is complete. I am not aware of any other matters which require disclosure in order to comply with the requirements of applicable law or accounting standards.

SUBSEQUENT EVENTS

20. All events subsequent to the date of the financial statements which require adjustment or disclosure have been properly accounted for and disclosed.

GOING CONCERN

21. I believe that the IJB's annual accounts should be prepared on a going concern basis on the grounds that sufficient funding has been made available to the IJB to support the anticipated continuation of the provision of services.

22. I also confirm our plans for future action(s) required to enable the IJB to continue as a going concern are feasible.

23. I have considered a period of twelve months from the date of approval of the financial statements. I believe that no further disclosures relating to the IJB's ability to continue as a going concern need to be made in the financial statements.

24. The implications of the Covid-19 pandemic continue to create uncertainty and it is therefore difficult to evaluate the likely effect on the IJB's activities and the wider economy. My assessment at the date of approval of these accounts is that the pandemic does not create a material uncertainty related to going concern.

DISCLOSURE OF INFORMATION TO THE AUDITOR

25. I acknowledge my legal responsibilities regarding disclosure of information to you as auditor and confirm that so far as I am aware, there is no relevant audit information needed by you in connection with preparing your audit report of which you are unaware.

26. I have taken all the steps that I ought to have taken in order to make myself aware of any relevant audit information and to establish that you are aware of that information.

Yours faithfully

Moira Pringle
Chief Financial Officer

Date: 27



REPORT

Internal Audit Annual Opinion 2021/22

IJB Audit and Assurance Committee

19 August 2022

Some improvement required	<p>Whilst some control weaknesses were identified, in the design and / or effectiveness of the control environment and / or governance and risk management frameworks, they provide reasonable assurance that risks are being managed, and the EIJB's objectives should be achieved.</p>
----------------------------------	--

Executive Summary	<p>The purpose of this report is to present the Edinburgh Integration Joint Board (EIJB) Audit and Assurance Committee with Internal Audit's (IA's) annual opinion for the EIJB for the year ended 31 March 2022.</p> <p>Internal Audit (IA) considers that some improvement is required to the EIJB control environment and governance and risk management frameworks and is reporting an 'amber' rated opinion (see Appendix 1), with our assessment towards the lower end of this category, moving towards the green (effective) category.</p> <p>This opinion reflects an improvement on the 2020/21 IA annual opinion outcome, which was also amber, with our assessment towards the top, moving towards the red (significant improvement required) category.</p> <p>Our opinion is based on the outcomes of the three audits completed as part of the 2021/22 EIJB IA annual plan and the status of open EIJB IA findings as at 31 March 2022; and is also informed by the outcomes of relevant Partnership audits performed by the City of Edinburgh Council (the Council) and NHS Lothian (NHSL), and the status of any open and overdue Partnership IA findings.</p> <p>This report is a component part of the annual assurance provided to the EIJB, as there are a number of additional assurance sources that the Committee should consider when forming their own view on the design and effectiveness of the control environment and governance and risk management frameworks.</p>
--------------------------	---

	This report is prepared in line with the requirements detailed in the Public Sector Internal Audit Standards (PSIAS) and is subject to the inherent limitations of IA (covering both the control environment and the assurance provided over controls) as set out in Appendix 5 .
--	---

Recommendations	<p>It is recommended that the Audit and Assurance Committee:</p> <ol style="list-style-type: none"> 1. notes the final ‘amber’ rated IA opinion for the year ended 31 March 2022, and the improvement in comparison to prior years. 2. reviews and scrutinises the outcomes of the audit of ‘Risk Management and Board Rotation & Induction’ audit completed in April 2022 to support the annual opinion (Appendix 9).
------------------------	--

Directions

Direction to City of Edinburgh Council, NHS Lothian or both organisations	No direction required	✓
	Issue a direction to City of Edinburgh Council	
	Issue a direction to NHS Lothian	
	Issue a direction to City of Edinburgh Council and NHS Lothian	

Report Circulation

1. The report was discussed with the EIJB’s Chief Officer and Chief Finance Officer.
2. EIJB Audit and Assurance Committee.

Main Report

Background

3. The objective of IA is to provide a high-quality independent audit service to the EIJB in accordance with PSIAS requirements, that provides assurance over the control environment established to manage the EIJB’s key risks, and their overall governance and risk management frameworks.
4. The PSIAS provide a coherent and consistent IA framework for public sector organisations. Adoption of the PSIAS is mandatory for IA teams within UK public sector organisations, and PSIAS require annual reporting on conformance.
5. IA assurance is provided to the EIJB by its two partners, the Council and NHSL, with a total of four audits usually completed annually (three by the Council and one by NHSL). In 2021/22 three audits were completed by the Council reflecting the ongoing impacts of the Covid-19 pandemic.

6. The role of Chief Internal Auditor for the EIJB is performed by the Council's Chief Internal Auditor.
7. NHSL applies a different classification for their assurance outcomes and IA findings in comparison to the Council. Details of these classifications and their alignment with Council classifications are included at Appendices [1](#) and [2](#).
8. It is the responsibility of the Chief Internal Auditor to provide an independent and objective annual opinion on the adequacy and effectiveness of the EIJB's control environment and governance and risk management frameworks in line with PSIAS requirements. The opinion is provided to the EIJB Audit and Assurance Committee and should be used to inform the EIJB Annual Governance Statement.
9. The 2021/22 EIJB IA plan included three audits and was approved by the EIJB Audit and Assurance Committee in June 2021. The plan was prepared based the EIJB risk register as at January 2021, that included a total of 12 inherent or original (pre-controls) risks (Very High (1); High (6); Medium (3) and Low (2)) where audit assurance could be provided.
10. Where control weaknesses are identified, IA findings are raised, and management agree recommendations to address the gaps identified. However, it is the responsibility of management to address and rectify control weaknesses via timely implementation of the agreed management actions.
11. The IA definition of an overdue finding is any finding where all agreed management actions have not been implemented by the final date agreed by management and recorded in IA reports.
12. Progress towards closure of both EIJB and Partnership IA findings is monitored by the Partnership's Executive Management Team. Open and overdue findings for the EIJB are reported to the EIJB Audit and Assurance Committee, and Partnership findings raised on adult social care services are subject to ongoing review and scrutiny by the Council's Governance, Risk and Best Value Committee.
13. Internal Audit is not the only source of assurance provided to the EIJB as there are a number of additional assurance sources including: external audit, regulators, and inspectorates, that the Committee should equally consider when forming their view on the design and effectiveness of the EIJB's control environment, governance, and risk management arrangements.

Basis of Opinion

14. Our opinion is based on the outcomes of:

- a. the three audits included in the 2021/22 EIJB Internal Audit annual plan, and the status of EIJB open and overdue IA findings as at 31 March 2022;
- b. the outcomes of relevant Partnership audits completed by the Council and the status of relevant Health and Social Care partnership open and overdue IA findings owned by the Council as at 31 March 2022; and
- c. the outcomes of relevant NHSL audits, and the status of relevant NHSL open and overdue findings as at 9 March 2022.

Internal Audit 2021/22 Annual Opinion

15. IA considers that some improvement is required to the EIJB control environment and governance and risk management frameworks and is reporting an 'amber' rated opinion (see [Appendix 1](#)), with our assessment towards the lower end of this category, moving towards the green (effective) category.
16. This opinion is an improvement on the outcome reported for the 2020/21 financial year, which was also amber, with our assessment towards the top, moving towards the red (significant improvement required) category.
17. This positive movement in the IA annual opinion is attributable to:
 - alignment in EIJB audit report outcomes for 2021/22 and 2020/21, with no high rated findings raised. The proportion of EIJB medium and low rated findings raised in 2021/22 is also broadly aligned with 2020/21.
 - significant improvement in the EIJB overdue IA findings in 2021/22 in comparison to prior years. This focus on addressing historic control weaknesses has significantly contributed to the improvement in the overall IA annual opinion.
 - combined EIJB and Partnership audit report outcomes that are broadly aligned with 2020/21, with no critical findings raised, and a reduction in the total proportion of high rated findings raised.
 - significant improvement in the combined overdue findings profile for the EIJB and Partnership in comparison to prior years. NHSL information has been provided and included in these totals for the first time, the NHSL overdue findings profile is lower than the Partnership's position as at 31 March 2022.

Further detail is included below and at Appendices [3](#), [4](#), [6](#) and [7](#).

18. The Partnership is currently designing its Governance and Assurance Model assurance in alignment with the planned Council model, which includes additional resources to further enhance ongoing Partnership assurance activities. Whilst designed for the Partnership, implementation of the model should also provide additional assurance for the EIJB.

EIJB Audit Outcomes

19. Completion of the three EIJB audits included in the 2021/22 EIJB IA annual plan, and ongoing follow-up on findings raised in previously completed audits provided assurance over all of the EIJB's auditable 'Very High' and 'High' rated risks included in the EIJB risk register as at January 2021.
20. One of three completed EIJB audits (Risk Management, Board Rotation & Induction) had an overall significant assurance / effective (green) outcome, whilst the Delivery of EIJB Legislative and Statutory Requirements audit and the EIJB Strategic Implications of Covid-19 Lessons Learned audits had overall 'some improvement required' (amber) outcomes. A total of 7 IA findings (6 Medium and 1 Low) were raised from these reviews. Further detail is included at [Appendix 3, table 2](#).
21. The final Risk Management and Board Rotation & Induction report is included for review and scrutiny at Appendix 8.
22. Audit reports detailing the outcomes of the EIJB Strategic Implications of Covid-19 Lessons Learned report and the Delivery of EIJB legislative and statutory requirements reviews were presented to the Committee in November 2021 and February 2022 respectively for review and scrutiny.

City of Edinburgh Council Audit Outcomes

23. A total of 12 Council audits have been identified that may be of interest to the EIJB Audit and Risk Committee. Of these, 10 include control gaps that could have a direct impact on core IJB activities; and 2 include control gaps that could have an impact on ancillary IJB activities.
24. An overall report assessment of 'significant improvement required' (red) was the outcome for 3 audits, with a 'some improvement required' (amber) outcome for 6 audits and an 'effective' (green) assessment for the remaining 3.
25. A total of 29 Internal Audit findings for the Council reports (24% High; 55% Medium; and 21% Low) were raised. Details of the relevant Council audits are included at [Appendix 3, table 3](#).

NHS Lothian Audit Outcomes

26. A total of 9 NHSL audits have been identified that may be of interest to the EIJB Audit and Risk Committee. Of these 7 include control gaps that could have a direct impact on core IJB activities; and 2 include control gaps that could have an impact on ancillary IJB activities.
27. Two audits have an overall report assessment of 'limited assurance' (amber); four 'moderate assurance' (yellow); and three 'significant assurance' (green). These are the

equivalent of two red; four amber; and three green outcomes in line with the established EIJB and Council audit methodology.

28. A total of 26 Internal Audit findings (15% High; 46% Medium; and 39% Low) were raised across the 9 NHSL audits. Published reports are available on the [NHSL website](#), and further details are included at [Appendix 3, table 4](#).
29. A summary of the outcomes of the EIJB audits and audits performed by the Council and NHS Lothian that may be of interest to the EIJB are included at [Appendix 3, table 2](#).

Status of Internal Audit Findings

30. As at 31 March 2022:
- the EIJB had a total of 18 open Internal Audit findings (3 High; 14 Medium and 1 Low). Of the 18 open findings, 6 (33%) were overdue (3 High and 3 Medium) as at 31 March 2022, with 5 overdue findings (3 high and 2 medium) more than one year old.
 - the Health and Social Care Partnership (the Partnership) was also working towards closure of 9 open Internal Audit findings (5 High and 4 Medium) that were raised from relevant Council IA reviews. Of these open findings 4 (44%) comprising 2 High and 2 Medium rated findings were overdue. One Medium overdue finding is more than one year old.
 - NHSL had a total of 25 open actions (4 High; 16 Medium; 5 Low). A total of 6 actions were overdue, one of which (1 Medium) is related to the EIJB and is more than one year old.
31. Details on the status of open and overdue Internal Audit findings for the EIJB and the Council is included at [Appendix 4](#).
32. A total of 10 agreed management actions were risk accepted by Partnership management between 1 April 2021 and 31 March 2022. Of these, 6 were EIJB management actions (1 High; 4 Medium; 1 Low). This included the remaining High rated historic unimplemented finding for the EIJB relating to quality assurance of personal support plans which was partially implemented with the residual risk accepted. The residual risk that was accepted will be addressed through the planned implementation of the Three Conversations Model in early 2023.
33. The remaining 4 risk acceptances (4 medium) relate to management actions raised for Partnership audits. All 4 actions were partially risk accepted with action taken by the Partnership to reduce the associated risks validated by Internal Audit. The residual risks relate to changes in Partnership operations since the audits were complete and ongoing mitigating actions are in place.
34. No agreed management actions raised by NHSL were risk accepted by management during 2021/22.

35. An EIJB/Partnership risk acceptance register has now been established and will be reviewed by management every six months to confirm that the level of risk accepted remains aligned management's risk appetite (informal).

Comparison with Prior Year – Audit Outcomes

36. The 2021/22 EIJB amber 'some improvement required' annual opinion assessment remains aligned with the outcome reported for the 2020/21 financial year, with a positive movement from the higher end of this category (towards red (significant improvement required)) to the lower end (towards the green (effective)) category.
37. This opinion outcome recognises a stable trend in the outcomes of the three EIJB audits completed in 2021/22 (1 green and 2 amber), which remains the same as 2019/20, and reflects improvement in comparison to 2018/19 (2 red and 1 amber). Additionally, no High rated audit findings have been raised in EIJB reviews in the last three years. Further detail is included at [Appendix 3, table 2](#).
38. Both the Council and NHSL have completed fewer audits in 2021/22 in comparison to prior years, mainly due to the ongoing impacts of Covid-19 on both organisations.
39. The proportion of Council audit reports that could potentially impact the EIJB (either directly or indirectly) assessed overall as 'significant improvement required' (red) is 25% which reflects a slight increase in comparison to 2020/21 (19%), and an improvement in comparison to 2019/20 (44%).
40. The proportion of high rated findings raised in relevant Council audit reports in 2021/22 has also increased slightly to 24% in comparison to 2020/21 (19%), but does reflect an improved position in comparison to 2018/19 (33%). Further detail is included at Appendix 3, table 3.
41. For NHSL, 9 completed audits have been identified as being of interest to the EIJB. Of these, 22% have been assessed as 'limited assurance' (red), reflecting an improved position in comparison to 2020/21 (25%) and an increase in comparison to 2019/20 (18%).
42. No critical findings were raised in 2021/22 NHSL audit reports compared with 6% in 2020/21, and the number of high rated findings has also reduced from 44% in 2020/21 to 15% in 2021/22. Further detail is included at [Appendix 3, table 4](#).

Comparison with Prior Year – Overdue Findings

43. The improvement in the total proportion of overdue IA findings as at 31 March 2022 for the EIJB and relevant findings for the Council has significantly contributed to the improvement in the overall IA annual opinion. Key points to note are that:

- The EIJB position (33%) is a significant reduction in comparison to 2020/21 (82%); and 2019/20 (55%). This is supported by a reduction in the total number of high rated overdue findings during the year.
- The Council's year end position (44%) demonstrates a similar improvement with 82% of open findings relevant to the EIJB overdue in 2020/21 and 83% in 2019/20.
- A decreasing trend in the proportion of relevant High rated Council overdue findings is also evident (2021/22: 40%; 2020/21: 57%; and 2019/20: 83%).
- The proportion of NHSL overdue findings impacting the EIJB as at March 2022 is significantly lower than both the EIJB and Council position at 4%. Additionally, NHSL had no high rated overdue findings.
- A comparison with NHSL findings for prior years is not possible as this data was first provided to support the 2021/22 annual opinion.

44. Further detail is included at [Appendix 4](#), and appendices 6 and 7.

Internal Audit Independence

45. PSIAS require that Internal Audit must be independent and internal auditors must be objective in performing their work. To ensure conformance with these requirements, both the Council and NHSL Internal Audit teams have established processes to ensure that both team and personal independence is consistently maintained and that any potential conflicts of interest are effectively managed.

46. Neither the Council or the NHSL audit teams consider that we have faced any significant threats to our independence during 2022/22, nor do we consider that we have faced any inappropriate scope or resource limitations when completing our work.

47. IA independence for NHS Lothian will be confirmed in the 2021/22 Internal Audit Annual Report and Opinion due to be presented to the NHS Lothian Audit and Risk Committee on 22 August 2022.

48. IA independence for the Council will be confirmed in the City of Edinburgh Council Internal Audit Opinion and Annual Report for the Year Ended 31 March 2022 due to be presented at the Governance Risk and Best Value committee on 23 August 2022.

Conformance with Public Sector Internal Audit Standards

49. Both the City of Edinburgh Council and NHSL IA teams have fully conformed with PSIAS requirements during 2021/22 as detailed in the annual opinions due to be provided to the Council's Governance, Risk, and Best Value Committee and the NHSL Audit and Risk Committees in August 2022.

50. An external quality assessment has recently been completed by the Institute of Internal Auditors for the Council IA team that also confirms conformance with PSIAS

requirements. The report is currently being finalised and will then be presented to the Councils' Governance, Risk and Best Value Committee.

Implications for Edinburgh Integration Joint Board

Financial

51. There are no direct financial implications for the EIJB as a consequence of this report

Legal / risk implications

52. If the risks associated with findings raised in audit reports are not effectively addressed and managed, this could impact the EIJB's ability to meet its objectives.

Equality and integrated impact assessment

53. There are no direct equalities and integrated impact assessment impacts as a consequence of this report.

Environment and sustainability impacts

54. There are no direct environment and sustainability impacts associated with this report.

Quality of care

55. There are no direct quality of care impacts associated with this report.

Consultation

56. The scope of the IA plan that forms the basis of the annual opinion is derived from the EIJB risk register. In preparing the risk register, the Risk function consulted widely with EIJB senior management from the Integration Board, NHS Lothian and the City of Edinburgh Council. The Risk register also includes input from members of the Board and the Board's Audit Committee

57. The IA annual opinion has also been discussed agreed with EIJB senior management.

Report Author

Lesley Newdall

Chief Internal Auditor

Contact: E-mail: lesley.newdall@edinburgh.gov.uk | Tel: 0131 469 3216

Background Reports

1. [Public Sector Internal Audit Standards](#)

Appendices

Available on request have been removed for the sake of brevity