

Improving the quality of NHS annual report and accounts

Follow up

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Introduction

Purpose

1. In 2013/14 Audit Scotland undertook a review of a sample of accounts published by NHS Boards and found significant variations in the quality of their presentation. The annual report and accounts (the accounts) are a public report on the financial and governance affairs of each NHS board for the financial year and are laid in the Scottish Parliament. As such they should be prepared to the highest standards and presented in a way that is helpful and informative to the user. This follow up review looked at the same sample of NHS Boards' accounts for 2014/15 to identify if there had been any improvement in the presentation of the accounts.
2. All of the illustrations used in this note are actual examples from signed 2014/15 accounts.

Background

3. It is the responsibility of the Accountable Officer and board members to prepare the accounts. The accounts are an important method of communicating effectively with stakeholders on issues of finance and governance.
4. While users can be assumed to have a reasonable knowledge of financial statements, boards should make efforts to prepare their accounts with due care and attention to allow users to obtain the information they need.
5. Boards are required to prepare their accounts in accordance with a direction issued by Scottish Ministers. The direction requires compliance with the accounting principles and disclosure requirements of the *Government financial reporting manual* (the FReM) and with the requirements of the *NHS boards accounts manual for directors' report and accounts* (the accounts manual).
6. The FReM states that disclosure is not required if it is not material or does not apply to the board's circumstances.
7. Auditors have a role in assisting boards to produce relevant, concise and clear accounts which provide the users with an understandable and balanced assessment of the performance and financial position of the board. They can assist boards in determining when disclosures are not material.

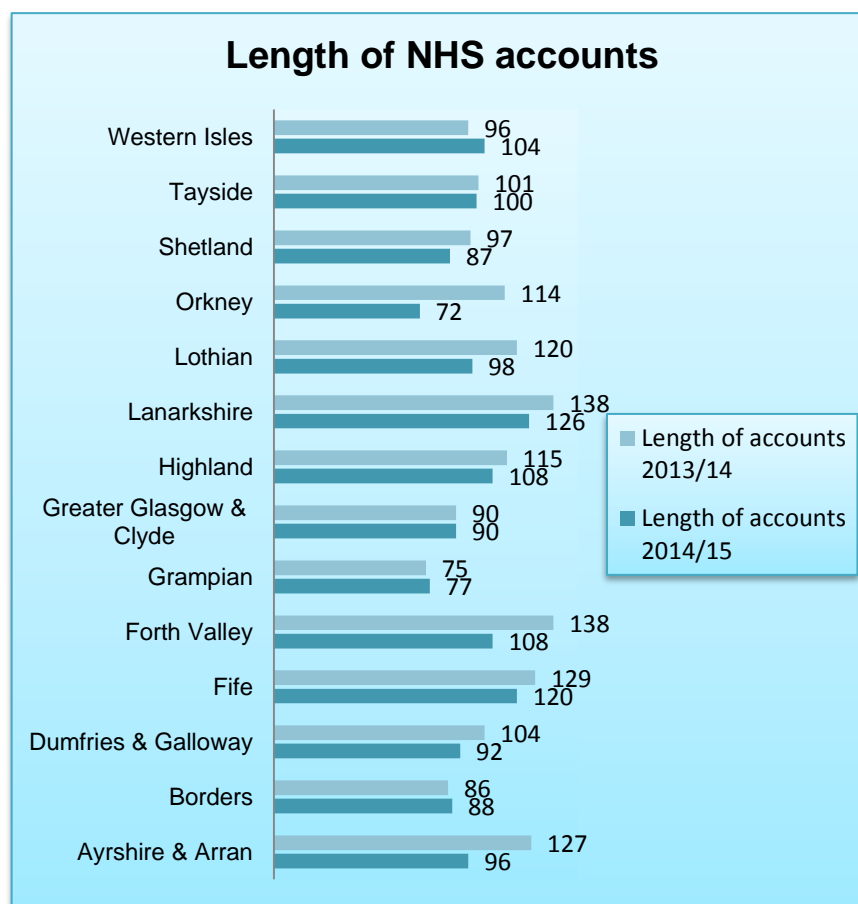
Summary of issues identified

8. In 2013/14, our review identified a number of issues which indicated a lack of care, consideration and thoroughness in the preparation of the accounts. In 2014/15 boards have significantly improved the presentation of the accounts

Number of boards in 2013/14		Number of boards in 2014/15
1	where the Chief Executive did not sign the Remuneration Report, as required by the accounts manual	0
2	where the Chief Executive did not sign the Governance Statement, as required by the accounts manual	0
13	where the Chief Executive did not sign the Strategic Report, as required by the FReM	1
3	that did not include an index or table of contents. A list of the contents is invaluable when users try to find their way around a set of accounts running up to 130 pages	0
6	that have included Scottish Financial Returns (SFRs) within the published accounts	0

9. Our follow up review highlighted that boards had made significant progress in addressing the three main causes of poor presentation identified in 2013/14, which were
- an over-reliance on the template provided by the Scottish Government
 - the inclusion of irrelevant disclosures
 - a lack of attention to detail in the preparation of the accounts.
10. The following pages include examples of these improvements from a sample of 2014/15 accounts.

11. The 2014/15 accounts show a significant improvement in the relevance and presentation of disclosures. The main failing in 2013/14 of rows and columns of zeroes has been fully addressed with boards stripping out these irrelevant and confusing disclosures.

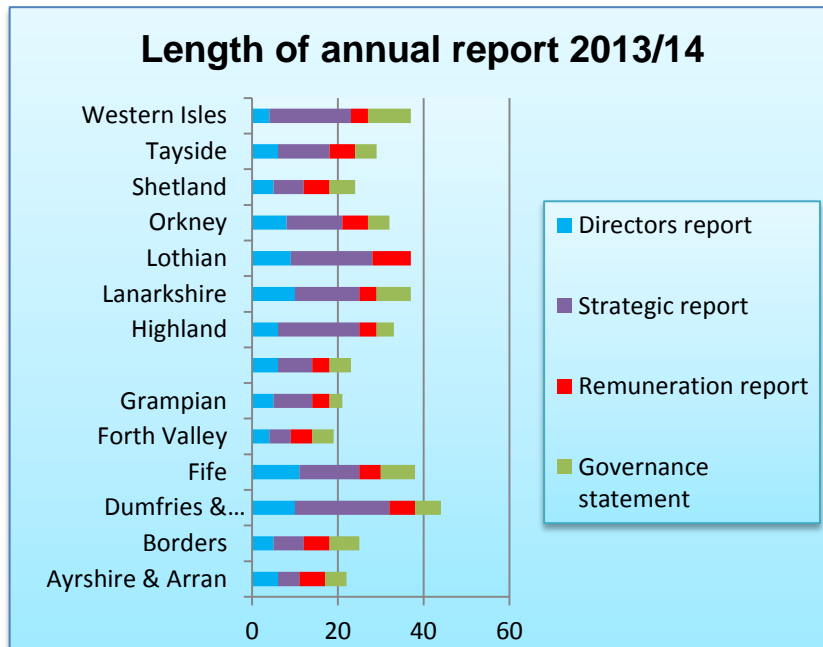


12. On average the length of NHS Board accounts has reduced by 12 pages. The largest reduction saw NHS Orkney move from 114 pages to be the shortest of the Boards' accounts at 72 pages, a reduction of 42 pages. NHS Lanarkshire remain the longest set of accounts, but they have managed to reduce the length of their accounts by 12 pages.

Issues arising in the annual report

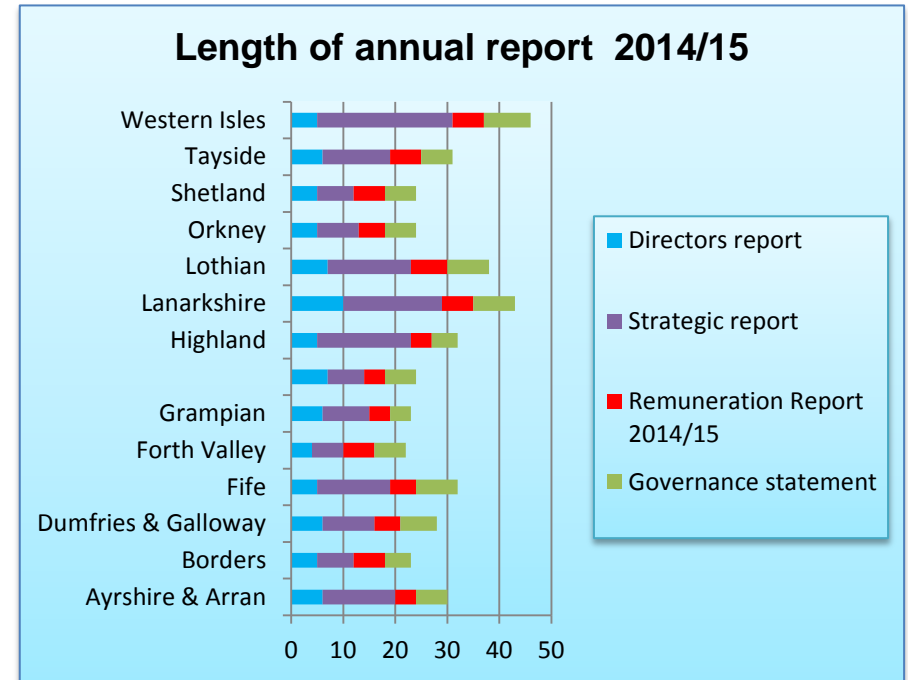
13. Our review in 2013/14 highlighted the drive within the accounting profession to remove clutter and streamline the information presented in the accounts.
14. The Financial Reporting Council report, *Towards clear and concise reporting*, identified good practice in the presentation of the annual report, including
- reporting on actions rather than just process
 - removing standing information from the annual report to improve the prominence of the remaining disclosure
 - reducing the detail presented in the financial review
 - removing elements which are no longer relevant or required
 - cross-referring to other areas within the annual report or signposting to other supplementary information
 - presenting tables only (where no further narrative was necessary).

15. By using innovative ways of presenting information and decluttering disclosures it is possible to reduce the overall length of the accounts.
16. In 2013/14, we looked at the annual report and other narrative elements of the accounts (i.e. governance statement and note on accounting policies) and found that some boards had already made significant strides in reducing the length of the annual report while adding value for the user



17. Boards have made further progress in reducing the length of the annual report sections of the accounts. In 2013/14 seven Boards had annual reports that ran to more than 30 pages. In

2014/15, this has reduced to five Boards. Boards have used some innovative presentation techniques to reduce the length of the annual report, while improving its quality.



18. The 2015/16 FReM restructures the annual report and accounts to comprise
 - a performance report
 - an accountability report
 - the financial statements.

19. NHS Boards may want to take this opportunity to consider how they could use innovative ways to present the information required to streamline and improve the presentation of the accounts even further.

Issues identified in the annual accounts

20. Financial reporting is not an end in itself and the information to be included should be determined by the needs of users. The information disclosed in the annual accounts should be
- relevant
 - concise
 - understandable
 - comprehensive.
21. In addition to preparing their published annual accounts, NHS boards are required to submit financial information to the Scottish Government to allow the boards to be consolidated with the Health and Social Care Directorates. The Scottish Government provide boards with a template for the accounts and SFRs to be completed and submitted. Most boards use the template as the basis of their published accounts.
22. The template is a useful tool to enable the consolidation of the 22 boards' accounts. While the template can be useful in ensuring consistency across the boards, there are a number of disclosures that will not apply to an individual board.

23. If it is not considered carefully, the use of the template in the production of published accounts can result in a cluttered and confusing publication. Boards should ensure that they tailor the template to their own circumstances.

24. Our review in 2013/14 identified that an over-reliance on the template of accounts provided to Boards by the Scottish Government for consolidation purpose resulted in some poor presentation of the accounts, including

- irrelevant disclosures
- confusing rows and columns of zeroes
- inconsistent and inaccurate cross referencing

Progress to address these issues in 2014/15 is highlighted in the following pages.

Property plant and equipment

25. Property, plant and equipment (PPE) disclosures in the accounts are extensive and should be considered carefully. Our review in 2013/14 identified significant issues with the presentation of the information at some boards.

26. There has been significant improvement in the presentation of PPE disclosures in 2014/15. The removal of irrelevant rows and columns have streamlined the disclosure and made it much easier for the reader of the accounts to understand the information presented.

11. (b) PROPERTY, PLANT AND EQUIPMENT (Donated Assets) - PRIOR YEAR CONSOLIDATED

	Land (and holdings and land underlying buildings) £'000	Buildings (excluding dwellings) £'000	Dwellings £'000	Transport Equipment £'000	Plant & Machinery £'000	Information Technology £'000	Writings & Fittings £'000	Assets Under Construction £'000	Total £'000
Cost or valuation									
At 1 April 2012	0	108	0	0	108	27	0	0	333
Additions	0	0	0	0	0	15	0	0	15
Completions	0	0	0	0	0	0	0	0	0
Transfers	0	0	0	0	0	0	0	0	0
Transfers (to)/from non-current assets held for sale	0	0	0	0	0	0	0	0	0
Revaluation	0	0	0	0	0	0	0	0	0
Impairment Charge	0	0	0	0	0	0	0	0	0
Impairment Reversal	0	0	0	0	0	0	0	0	0
Disposals	0	0	0	0	0	0	0	0	0
At 31 March 2013	0	111	0	0	108	42	0	0	351
Depreciation									
At 1 April 2012	0	11	0	0	108	0	0	0	168
Provided during the year	0	0	0	0	11	0	0	0	23
Transfers	0	0	0	0	0	0	0	0	0
Transfers (to)/from non-current assets held for sale	0	0	0	0	0	0	0	0	0
Revaluation	0	0	0	0	0	0	0	0	0
Impairment Charge	0	0	0	0	0	0	0	0	0
Impairment Reversal	0	0	0	0	0	0	0	0	0
Disposals	0	0	0	0	0	0	0	0	0
At 31 March 2013	0	17	0	0	109	11	0	0	191
Net book value at 1 April 2013	0	97	0	0	29	19	0	0	165
Net book value at 31 March 2013	0	91	0	0	35	21	0	0	157
Open Market Value of Land & Land and Dwellings included Above	0	0	0	0	0	0	0	0	0
Asset financing:									
Owned	0	91	0	0	35	21	0	0	160
Finance leased	0	0	0	0	0	0	0	0	0
On-balance sheet PFI contracts	0	0	0	0	0	0	0	0	0
Net Book Value at 31 March 2013	0	91	0	0	35	21	0	0	160

27. In 2013/14, this board repeated the board and consolidated figures over four pages despite the figures being the exact same. The presentation included irrelevant rows and columns which added to the complexity of the disclosure.

28. For 2014/15 they have presented the figures once and stripped out rows of zeroes reducing the length and dramatically improving the quality of the disclosure. They have also removed irrelevant asset types from the disclosure of donateds.

	Buildings (excluding dwellings) £'000	Plant & Machinery £'000	Information Technology £'000	Total £'000
Movement in 2013/14				
Cost or valuation				
At 1 April 2013	111	198	42	351
Additions	0	11	6	17
Revaluation	(2)	0	0	(2)
Impairment Reversal	(2)	0	0	(2)
At 31 March 2014	107	209	48	364
Depreciation				
At 1 April 2013	17	160	14	191
Provided during the year	6	13	11	30
Revaluation	(1)	0	0	(1)
Impairment Reversal	(13)	0	0	(13)
At 31 March 2014	9	173	25	207
Net book value at 1 April 2013	94	38	28	160
Net book value at 31 March 2014	98	36	23	157
Asset financing:				
Owned	98	36	23	157
Net book value at 31 March 2014	98	36	23	157

Intangible assets

29. In this example from 2013/14, the only intangible assets that the board had were software licences. The disclosure of other types of intangible asset made the note confusing and unhelpful.

10. INTANGIBLE ASSETS, cont. - CONSOLIDATED PRIOR YEAR

	Information						Total £'000
	Software Licences £'000	technology software £'000	EC Carbon Emissions £'000	Websites £'000	Other Intangible £'000	Assets Under Development £'000	
Cost or Valuation:							
As at 1st April 2012	755	0	0	0	0	0	756
Additions	37	0	0	0	0	0	37
Donations	0	0	0	0	0	0	0
Transfers	0	0	0	0	0	0	0
Disposals	0	0	0	0	0	0	0
Transfers (to)/from non-current assets held for sale	0	0	0	0	0	0	0
Revaluation	0	0	0	0	0	0	0
Impairment Charge	0	0	0	0	0	0	0
Impairment Reversal	0	0	0	0	0	0	0
At 31st March 2013	793	0	0	0	0	0	793
Amortisation							
As at 1st April 2012	580	0	0	0	0	0	580
Provided during the year	88	0	0	0	0	0	88
Transfers	0	0	0	0	0	0	0
Disposals	0	0	0	0	0	0	0
Transfers (to)/from non-current assets held for sale	0	0	0	0	0	0	0
Revaluation	0	0	0	0	0	0	0
Impairment Charge	0	0	0	0	0	0	0
Impairment Reversal	0	0	0	0	0	0	0
At 31st March 2013	668	0	0	0	0	0	668
Net Book Value at 1st April 2012	176	0	0	0	0	0	176
Net Book Value at 31 March 2013	125	0	0	0	0	0	125

10. Intangible Assets

Movements in 2014/15	Software Licences £'000
Cost or Valuation:	
As at 1st April 2014	869
Additions	19
Transfers	0
At 31st March 2015	888
Amortisation	
As at 1st April 2014	731
Provided during the year	46
At 31st March 2015	777
Net Book Value at 1st April 2014	138
Net Book Value at 31 March 2015	111

In 2014/15 the Board removed the irrelevant intangible assets allowing them to present the disclosure in a much more concise and helpful way.

Movements in 2013/14	Software Licences £'000	Assets Under Development £'000	Total £'000
Cost or Valuation:			
As at 1st April 2013	793	0	793
Additions	10	66	76
Transfers	66	(66)	0
At 31st March 2014	869	0	869
Amortisation			
As at 1st April 2013	668	0	668
Provided during the year	63	0	63
At 31st March 2014	731	0	731
Net Book Value at 1st April 2013	125	0	125
Net Book Value at 31 March 2014	138	0	138

PPP/PFI commitments

30. Disclosure of service concession arrangements or public private partnerships (PPP/PFI) require consideration in the accounts. These can be complex and the user needs appropriate information to understand the assets and liabilities that exist under the contract.
31. The template includes some 4 pages of disclosures around PPP/PFI contracts. Boards with such contracts need to present this information carefully.
32. In 2013/14, this board failed to remove unused columns from the disclosure note making it more complex than necessary

33. In 2014/15 the disclosure is much more concise and easy for the user to interpret

Under PFI, the asset is treated as an asset of the board and included in the board's accounts to a near certain date. The liability to pay for the property will increase in value over the period of the contract and therefore comprise two elements: imputed finance lease charges and service charges. The imputed finance lease obligation is as follows:

Total obligations under on-balance sheet PFI/PPP contracts for the following periods comprises:

2012	2013	Gross Minimum Lease Payments		(Name)								2014
£'000	£'000	EACH	AMU	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
3,543	3,655	Rentals due within 1 year	1,762	2,090	0	0	0	0	0	0	0	3,852
3,543	3,510	Due within 1 to 2 years	1,807	1,890	0	0	0	0	0	0	0	3,697
19,987	11,223	Due within 2 to 5 years	5,023	5,070	0	0	0	0	0	0	0	11,293
47,678	44,190	Due after 5 years	3,322	30,353	0	0	0	0	0	0	0	39,670
65,745	62,578	Total	18,509	40,003	0	0	0	0	0	0	0	58,512

2012	2013	Less Interest Element		(Name)								Total
£'000	£'000	EACH	AMU	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
(3,165)	(3,215)	Rentals due within 1 year	(1,499)	(1,746)	0	0	0	0	0	0	0	(3,245)
(3,186)	(2,990)	Due within 1 to 2 years	(1,497)	(1,470)	0	0	0	0	0	0	0	(2,967)
(6,592)	(8,632)	Due within 2 to 5 years	(3,735)	(4,410)	0	0	0	0	0	0	0	(8,145)
(25,691)	(20,928)	Due after 5 years	(2,565)	(15,361)	0	0	0	0	0	0	0	(18,126)
(38,534)	(35,766)	Total	(9,296)	(28,187)	0	0	0	0	0	0	0	(32,423)

2012	2013	Present value of minimum lease payments		(Name)								Total
£'000	£'000	EACH	AMU	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
378	442	Rentals due within 1 year	263	344	0	0	0	0	0	0	0	607
378	517	Due within 1 to 2 years	370	420	0	0	0	0	0	0	0	790
2,405	2,591	Due within 2 to 5 years	1,888	1,260	0	0	0	0	0	0	0	3,148
23,992	23,262	Due after 5 years	6,752	14,792	0	0	0	0	0	0	0	21,544
27,153	26,812	Total	9,273	16,816	0	0	0	0	0	0	0	26,089

Total obligations under on-balance sheet PFI/PPP contracts for the following periods comprises:

2013	2014	Gross Minimum Lease Payments			2015 Total	
£'000	£'000	EACH	AMU	NACH	£'000	
3,655	3,852	Rentals due within 1 year	1,826	1,816	0	3,642
3,510	3,697	Due within 1 to 2 years	1,855	1,890	0	3,745
11,223	11,293	Due within 2 to 5 years	5,795	5,595	0	11,390
44,190	39,670	Due after 5 years	7,455	31,235	21,380	60,070
62,578	58,512	Total	16,931	40,536	21,380	78,847

2013	2014	Less Interest Element			2015 Total	
£'000	£'000	EACH	AMU	NACH	£'000	
(3,213)	(3,245)	Rentals due within 1 year	(1,463)	(1,470)	0	(2,933)
(2,993)	(2,907)	Due within 1 to 2 years	(1,383)	(1,470)	0	(2,853)
(8,632)	(8,145)	Due within 2 to 5 years	(3,408)	(4,174)	0	(7,582)
(20,928)	(18,126)	Due after 5 years	(1,656)	(16,840)	0	(18,496)
(35,766)	(32,423)	Total	(7,910)	(23,954)	0	(31,864)

2013	2014	Present value of minimum lease payments			2015 Total	
£'000	£'000	EACH	AMU	NACH	£'000	
442	607	Rentals due within 1 year	363	346	0	709
517	790	Due within 1 to 2 years	472	420	0	892
2,591	3,148	Due within 2 to 5 years	2,387	1,421	0	3,808
23,262	21,544	Due after 5 years	5,799	14,395	21,380	41,574
26,812	26,089	Total	9,021	16,562	21,380	46,983

In 2014/15 the board removed the unused columns making the disclosure more, relevant, concise and helpful, to the reader

34. The FReM says that disclosure is only required where it is material and applies to the board’s circumstances. The inclusion of PPP/PFI disclosures in boards without projects is not helpful.
35. In 2013/14 this board made the following disclosure along with a further two pages of irrelevant PPP/PFI disclosures.

23a. COMMITMENTS UNDER PFI CONTRACTS - Off Balance Sheet

The Board has entered into the following PFI contracts.

The Board had no PFI contracts in 2013/14 or 2012/13

This disclosure is confusing and irrelevant to the Board. They did not need to include these additional disclosures

[PFI Arrangement 1]

[PFI Arrangement 2]

[PFI Arrangement 3]

[PFI Arrangement 4]

[PFI Arrangement 5]

[PFI Arrangement 6]

[PFI Arrangement 7]

[PFI Arrangement 8]

[PFI Arrangement 9]

Under BREC 12 the next is listed as an asset of the Board and included in the Board's accounts as a fixed asset. The ability to pay for the property is in substance a finance lease obligation. Contractual payments therefore comprise lease payments, but also finance lease charges and residue charges. The reported finance lease obligations are as follows:

Total obligations under on-balance sheet PFI/PPP contracts for the following periods (in £):

	2012	2013	Gross Minimum Lease Payments	(1 year)	(2 years)	(3 years)	(4 years)	(5 years)	(6 years)	(7 years)	(8 years)	(9 years)	2012	2013	Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
• Rental duration 1 year	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
• Rental duration 1 to 2 years	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
• Rental duration 2 to 3 years	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
• Rental duration 3 years	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
• Total	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

	2012	2013	Less Interest Element	(1 year)	(2 years)	(3 years)	(4 years)	(5 years)	(6 years)	(7 years)	(8 years)	(9 years)	Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
• Rental duration 1 year	0	0	0	0	0	0	0	0	0	0	0	0	0
• Rental duration 1 to 2 years	0	0	0	0	0	0	0	0	0	0	0	0	0
• Rental duration 2 to 3 years	0	0	0	0	0	0	0	0	0	0	0	0	0
• Rental duration 3 years	0	0	0	0	0	0	0	0	0	0	0	0	0
• Total	0	0	0	0	0	0	0	0	0	0	0	0	0

	2012	2013	Present value of minimum lease payments	(1 year)	(2 years)	(3 years)	(4 years)	(5 years)	(6 years)	(7 years)	(8 years)	(9 years)	Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
• Total	0	0	0	0	0	0	0	0	0	0	0	0	0

36. This year they have simply stated that they do not have any PPP/PFI projects

23. Commitments under PFI contracts – off balance sheet

No PFI contracts on or off balance sheet.

37. They could go even further and omit the irrelevant disclosure completely, as some other boards have done

Accounting policies

38. Boards are required to apply accounting policies consistent with the accounting policies of the Scottish Government. However, boards still need to consider which policies are appropriate and relevant to their specific circumstances.
39. Our review in 2013/14 highlighted a number of areas within the accounting policies that could be improved, including
- standards issued not yet adopted
 - asset lives
 - intangibles
 - key sources of judgement and estimation
40. There has been some improvement in these disclosures in 2014/15, although further opportunities to improve the accounting policies remain, as highlighted on the following page.

Accounting policies – Intangibles

41. As with the notes on intangibles, it is for boards to determine the relevant categories and related disclosures to be made in the accounting policies. In 2013/14, this Board's disclosure had not been tailored to the Board's circumstances.

8.3) Amortisation

Intangible assets are amortised to their estimated residual value over their remaining useful economic lives in a manner consistent with the consumption of economic or service delivery benefits.

Amortisation is charged to the Statement of Comprehensive Net Expenditure on each main class of intangible asset as follows:

- Internally generated intangible assets. Amortised over their expected useful life or the shorter term of the licence or other rights expected to benefit from the project.
- Software. Amortised over their expected useful life.
- Software licences. Amortised over the shorter term of the licence and their useful economic lives.
- Other intangible assets. Amortised over their expected useful life.
- Intangible assets which have been reclassified as 'Held for Sale' cease to be amortised upon the reclassification.

Amortisation is charged on a straight line basis.

The following asset lives have been used:

Asset Category	Asset Lives
Intangible Assets	1 – 5 years

If the board only has software licences, the amortisation policy for other assets is irrelevant

This vague description is unhelpful. The board only has software licences and should say so

8.3) Amortisation

Intangible assets are amortised to their estimated residual value over their remaining useful economic lives in a manner consistent with the consumption of economic or service delivery benefits.

Amortisation is charged to the Statement of Comprehensive Net Expenditure on each main class of intangible asset as follows:

- Internally generated intangible assets. Amortised on a systematic basis over their expected useful life or the shorter term of the licence or other rights expected to benefit from the project.
- Software. Amortised over their expected useful life.
- Software licences. Amortised over the shorter term of the licence and their useful economic lives.
- Other intangible assets. Amortised over their expected useful life.
- Intangible assets which have been reclassified as 'Held for Sale' cease to be amortised upon the reclassification.

Amortisation is charged on a straight line basis.

The following asset lives have been used:

Asset Category	Asset Lives
Intangible Assets – Software Licences	1 – 5 years

In 2014/15 the board was more specific in disclosing the asset life for software licences. However, they still include irrelevant disclosures in their accounting policies for other intangible assets. This is unhelpful and confusing

In 2013/14, this board made similar irrelevant disclosures of other intangible assets. This year they have made a disclosure more relevant to their circumstances.

8.3 Amortisation

Intangible assets are amortised to their estimated residual value over their remaining useful economic lives in a manner consistent with the consumption of economic or service delivery benefits.

Amortisation is charged to the Statement of Comprehensive Net Expenditure for software licences. These are amortised over the shorter term of the licence and their useful economic lives. Amortisation is charged on a straight line basis using an asset life of 5 years.

Remuneration report disclosure of median pay ratio

42. The FReM and the accounts manual require boards to explain changes in the ratio between the highest earning director and median total staff remuneration. Boards' explanations of the ratio ranges from non-existent or unhelpful to clear and concise.
43. In 2013/14, this board's explanation was unclear and could be considered misleading. The main driver to the change in the ratio would appear to be the £10000 increase in the highest earning director's remuneration rather than the small incremental drift of the median pay. The disclosure this year is more complete and understandable

2013-14		2012-13	
Highest Earning Director's Total Remuneration (£000s)	185 - 190	Highest Earning Director's Total Remuneration (£000s)	175 - 180
Median Total Remuneration	25,510	Median Total Remuneration	25,440
Ratio	7.35:1	Ratio	6.98:1
Commentary			
There has been an increase in the ratio of the highest earning director to median total remuneration. The median salary has increased from 2012-13 due in the main to incremental drift.			

2014-15		2013-14	
Highest Earning Director's Total Earnings (£000s)	175 - 180	Highest Earning Director's Total Earnings (£000s)	185 - 190
Median Total Remuneration	25,078	Median Total Remuneration	25,510
Ratio	7.08:1	Ratio	7.35:1
Commentary			
There has been a decrease in the ratio of the highest earning Director to median total remuneration with the highest earning Director remuneration decreasing from the 2013-14 level. The decrease in median total from 2013-14 is due to staff turnover with higher paid employees leaving the organisation and being replaced by a lower banded employee.			

Conclusion

44. There has been significant improvement in the presentation of the NHS Board accounts in 2014/15. This report has focussed on a limited number of issues identified in the 2013/14 report. However, in preparing the report all the issues identified in 2013/14 were revisited and most showed significant improvement. There are some areas, such as the accounting policies and financial instruments disclosures, where boards can continue to improve the quality of the presentation of their annual accounts
45. Changes to the FReM in 2015/16 will give a further opportunity to revisit the disclosures made in the annual report. Further efforts could be made to streamline and improve the presentation of the annual accounts. Work at a national level through NHS TAG could assist boards to make further improvement to their published accounts.