

Overall Action Ref	Internal or External	Report Type	Financial Year	Report Action Ref	Context / Recommendation	Action	All Leads	To be completed by	Status	Days overdue	Latest Update
34	Internal	Annual Report	2018-19	2	The IJB should be provided with assurance that sufficient capacity and organisational structure is in place to support the planned work.	Consideration to be given to allocating Corporate Support resources and capacity and the provision of greater clarity and accountability through restructure.	Chief Officer	31/10/21	Complete	-	Consideration has been given to restructure following review with the current structure being retained as being the most appropriate solution to ensure stability and resilience. In parallel a review of corporate support has now been undertaken by the Head of Finance & Corporate Services. This review addressed and further informed the need for additional corporate resource and presented solutions for the temporary posts and gaps in key support services. Approval has now been given by EMT to progress the proposals and funding solution identified and this will now be taken forward. Action complete.
58	External	Annual Report	2019/20	3	Strategic and corporate planning capacity: Although management understand the importance of having a strategic plan in place, there have been significant delays to the preparation of the plan mainly due to lack of capacity within the organisation. We also note that the IJB is currently developing a workforce plan. The revised deadline was 31 March 2019 having been deferred on several occasions. However, from discussion with management in September 2020, this continues to not be achieved. Continued changes in IJB membership reduce the level of experience and ability of members to adequately consider, challenge and support management proposals. In this context, the importance of officer capacity is enhanced. In addition, it was indicated as part of our 2018-19 work that the Chief Officer would undertake a review of current leadership and management arrangements in 2019, however, this has also been delayed. This recommendation is unchanged from 2018-19.	Management should: <ul style="list-style-type: none"> Complete its planned review of current leadership and management arrangements to ensure sufficient strategic planning capacity; and Prepare a workforce plan. 	Chief Officer	a. Complete b. Complete	Complete	-	The review of EMT leadership capacity arrangements has been completed. As intimated at the last Committee meeting, this review has determined that a restructure at this level is not considered the best of enhancing strategic planning, corporate and leadership capacity. As such, EMT have identified a funding solution that will establish posts within Head of Service teams on a substantive basis from 2022 This includes service management to ensure sufficient capacity and to protect resilience. A paper is to come forward to the IJB in February setting out the capacity plan. Action complete.
71	External	Annual Report	2020/21	1	The budget should reflect the intentions of management to build reserves in line with its reserves strategy, which will also require significant discussion and planning with its partner bodies.	The IJB and its partners should work towards developing a plan to achieve the reserves outlined in its reserves strategy.	Head of Finance and Corporate Services	31/03/22	Not Yet Due	-	This will be developed in line with the three year financial plan to be considered by the IJB in March 2022.
72	External	Annual Report	2020/21	2	The integration scheme states that any overspend incurred from 2018-19 onwards may be allocated on a proportionate basis of each partners contribution to the IJB. For 2019-	We recommend that partners are requested formally agree the approach for overspends on an annual basis in advance of the	Chief Officer	31/03/22	Not Yet Due	-	A review of all 3 Tayside IJB Integration Schemes is underway, and we are contributing fully to ongoing discussions with partners around future financial risk share arrangements.

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					<p>20, there has not yet been any agreement between partners on how any overspend may be shared and we understand discussions have been limited.</p> <p>2020-21 update: We understand that there is a revision process underway of the integration scheme in line with Scottish Government requirements between the IJB and its partners. We will continue to assess progress against best value and effective integration arrangements.</p> <p>It is generally recognised that proportionate risk sharing facilitates effective integration.</p>	<p>financial year on which agreement is sought.</p> <p>Consistency of approach, and consideration of third party guidance should be included as part of the agreement.</p>					
73	External	Annual Report	2020/21	3	<p>As reported on page 31, management have carried out implementing our recommendation to develop a workforce plan.</p> <p>Through discussion with management, there is a need to address the findings in the workforce plan, which include filling posts where key gaps in management's capacity have been identified.</p>	<p>It is recommended that management continues with its progress on filling the key gaps identified as part of its workforce plan.</p>	Chief Officer	30/06/22 (amended target date in line with Scottish Government extension)	Not Yet Due	-	<p>Ongoing. The development of the PKHSCP 3 Year Workforce Plan is well underway and with work ongoing to set out the solutions required to address key workforce gaps. These solutions may be local, regional or national since many of PKHSCP staff shortages are being experienced across the UK and local or regional solutions will not in themselves address the shortages being experienced.</p>