



Item No: 15

Meeting Date: Friday 9 December 2016

Glasgow City Integration Joint Board

Report By: David Williams, Chief Officer

Contact: Allison Eccles

Tel: 0141 287 6724

INTEGRATION JOINT BOARD DEVELOPMENT SESSION 28 SEPTEMBER 2016 - FEEDBACK

Purpose of Report:	To provide feedback from the Integration Joint Board development session held on 28 th September to enable the Integration Joint Board to have further discussion on some of the matters raised at the session.
---------------------------	--

Recommendations:	The Integration Joint Board is asked to; <ul style="list-style-type: none">a) Note the contents of the report;b) Reconsider the frequency of Integration Joint Board meetings as set out in options 1 and 2 at 2.4 and 2.6 and to remove the need for the IJB Executive Committeec) Agree to an annual review of Integration Joint Board meetings as outlined at section 2.6; and,d) Consider alternative methods for receiving Integration Joint Board papers as outlined at 4.3 and instruct officers to bring back an options report on the same
-------------------------	---

Implications for Integration Joint Board:

Financial:	None
-------------------	------

Personnel:	None
-------------------	------

Legal:	The categorisation of Integration Joint Board members as voting and non-voting is a legislative matter.
---------------	---

Economic Impact:	None
-------------------------	------

Sustainability:	None
------------------------	------

Sustainable Procurement and Article 19:	None
--	------

Equalities:	None
--------------------	------

Risk Implications:	None
---------------------------	------

Implications for Glasgow City Council:	None
---	------

Implications for NHS Greater Glasgow & Clyde:	None
--	------

Direction Required to Council, Health Board or Both	Direction to:	
	1. No Direction Required	✓
	2. Glasgow City Council	
	3. NHS Greater Glasgow & Clyde	
	4. Glasgow City Council and NHS Greater Glasgow & Clyde	

1. Background

- 1.1 Since its inception the Integration Joint Board has had a number of development sessions held separately from IJB meetings to enable time to consider particular items or areas of business.
- 1.2 At the most recent session held on 28th September 2016, a number of items were raised by those present which require consideration by the full Integration Joint Board as detailed in this report.

2. Frequency of Integration Joint Board meetings

- 2.1 A suggestion was made that the frequency of Integration Joint Board meetings is potentially insufficient with which to address the volume and complexity of work for which the IJB now has decision making accountability. The IJB is increasingly asked to make decisions on matters of complexity and materiality for the people of Glasgow. It was recognised that when agendas are as heavy as they have been at the meetings in September and October 2016, there is perhaps insufficient time available to members to fully get into the depth of discussion that is sometimes required on such important matters.

- 2.2 The Integration Joint Board has met on six occasions since it was formalised on 8th February 2016. In that time, it has considered 86 papers (an average of 14 per meeting), not including the noting of minutes of previous IJB and committee meetings. Within this, the Integration Joint Board has been asked to make a decision ('agree'/'approve' etc.) on 62% of the papers that it has considered and 38% to 'note' only.
- 2.3 Conversely, the IJB Executive Committee has met on just one occasion (29th August 2016) when it considered 9 papers, five of which were also subsequently presented to the next Integration Joint Board. The IJB Executive Committee scheduled for 28th November 2016 was cancelled when it became clear by mid-October that there were already 17 papers scheduled for presentation at the Integration Joint Board on 9th December, and only four papers for the IJB Executive Committee, all of which needed also to be considered by the Integration Joint Board in December 2016. At the same time, there has always been a degree of reticence amongst IJB members to permit the IJB Executive Committee to have delegated powers to make any decisions of real significance.
- 2.4 **One option** might be to move to monthly meetings of the IJB from January 2017 would allow an even spread and effective management of the meeting agendas by the Chief Officer, Chair and Vice Chair. This would include a reduced volume on agendas, more time for considered discussion at each meeting and meetings finishing within the scheduled time.
- 2.5 Such a move would mean the IJB Executive Committee being considered redundant and no longer required. It would mean a 100% increase of full Integration Joint Board meetings in 2017 and this will place a strain on all members, voting and non-voting to maintain attendance. Suffice to say, 100% attendance at all times by all members is unrealistic, hence the place in the system for substitutes, and the community representatives in particular, may require to be more reliant on sharing the responsibilities of attendance and participation with substitutes in order that their stakeholder group is effectively represented. Appropriate changes to the Standing Orders would be required should the IJB agree to moving to monthly meetings.
- 2.6 Conversely, a **second option** could be that the IJB retains its current frequency of meetings but acknowledges and agrees the need for additional meetings to be scheduled in the intervening month on a needs basis as appropriate. This would involve the Chief Officer bringing to the attention of the Chair and Vice Chair, in a timely manner, issues that because of volume, urgency or complexity (requiring depth of discussion not able to be accommodated on a usual agenda) or a combination of all three, and agreeing with them that an additional meeting is required. Such issues already require a meeting to be scheduled in February 2017, between the scheduled meetings in January and March. This option would also bring into question the need for the continuation of the IJB Executive Committee.
- 2.7 It is proposed that there is an annual review of the frequency of meetings and number of agenda items considered in order that the Board can consider the most effective way of managing its business.

3. Integration Joint Board Meeting Action List

- 3.1 It was suggested that the development and maintenance of a rolling action list from IJB meetings would be a useful tracking tool to follow up on agreed activity. A proposed action list pro-forma is attached at Appendix A and will be implemented from January 2017.

4. Presentation of Reports

- 4.1 Reports to the IJB should continue to be concise, focused and readable on electronic devices.
- 4.2 Reports are as far as possible kept concise, however, there is always a balance to achieve in terms of including enough detail to enable IJB members to make decisions.
- 4.3 It is the case, outlined at 2.2 above, that the volume of reports received by the IJB is significant. In an effort to keep reports as brief as possible papers are currently circulated two weeks in advance of meetings and associated papers and appendices are included as electronic links within the documents for ease of reference.
- 4.4 The majority of members currently receive the pack of reports both electronically and on paper. This practice is significantly resource intensive. Officers will consider alternative means of providing papers and will bring a paper to a future meeting outlining alternative means of receiving reports, including the use of electronic devices which are designed specifically for such circumstances.

5. Minutes

- 5.1 Members have requested a quicker turnaround time for receiving draft minutes and action points.
- 5.2 As occurred with regard to the Minute of the meeting of the 31st October 2016, officers will strive to produce a draft minute as close to one week from the date of the meeting as possible. Minutes are available at the following link: <https://www.glasgow.gov.uk/CHttpHandler.ashx?id=35917&p=0>

6. Staff Engagement on Change

- 6.1 IJB members expressed some interest in the Senior Management Team engagement processes around change with staff across the Partnership and indicated a willingness to be involved in this.
- 6.2 There are a range of staff engagement activities undertaken both centrally and within localities.
- 6.3 Given the scale of the Partnership there are a significant number of senior managers across both organisations.

- 6.4 It is therefore a challenge to ensure that staff, particularly Service Manager and equivalent post holders, are regularly included in sessions which enable them to contribute to the transformation programme.
- 6.5 An invitation to Integration Joint Board members to such a session can be made as a matter of course. These sessions are held as required with the last one held in November 2016 and the next session sometime in the New Year.

7. Future Content of Development Sessions

- 7.1 Development sessions have to date focussed largely on internal processes and also latterly on IJB themes and important areas of work.
- 7.2 Members reflected that focussing on the themes is a valuable use of time whilst also recognising that there will always be a need to spend some time on internal processes.
- 7.3 Future agendas for IJB development sessions will ensure there is a balance between process and themed work.

8. Increased support for Public Partnership Forum / Voices for Change Members

- 8.1 A suggestion was made around increasing the level of support available for these stakeholder members to ensure that members can communicate well with the groups they represent.
- 8.2 Work is currently underway in relation to the development of the Partnership's Participation and Engagement Strategy and this work has been remitted to the Public Engagement Committee.
- 8.3 Consideration of the support structures for the Partnership is integral to this work and the support needs of the stakeholder members will be developed in line with the outcome of the work.
- 8.4 In the interim members can request any particular support they require from both their local or central staff contacts and these officers will ensure that their needs are met.

9. Recognition of Equal Status of Board Members

- 9.1 Members considered that the categorisation of members (voting and non-voting) was not helpful in creating a sense of equality among the members and considered the possibility of lobbying nationally for removal or increase in voting roles.
- 9.2 The current situation is a legislative requirement. Those members that have a vote do so because of their budgetary responsibility for the organisations they represent and are democratically elected (Councillors) or appointed by a Cabinet Secretary (non-Executive Directors) to do so.

9.3 Any change to the current situation would require changes to the Public Bodies (Joint Working) (Scotland) Act 2014.

10. Recommendations

10.1 The Integration Joint Board is asked to:

- a) Note the contents of the report;
- b) Reconsider the frequency of Integration Joint Board meetings as set out in options 1 and 2 at 2.4 and 2.6 and to remove the need for the IJB Executive Committee
- c) Agree to an annual review of Integration Joint Board meetings as outlined at section 2.6; and,
- d) Consider alternative methods for receiving Board papers as outlined at 4.3 and instruct officers to bring back an options report on the same.

