Item No: 12

Meeting Date: **Wednesday 25th November 2026**

Glasgow City Integration Joint Board

Report By: **Duncan Black, Depute Chief Officer (Finance & Resources)**

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Extension of Voting Rights: Future Membership Arrangements

Purpose of Report:	To seek approval to develop and undertake a new recruitment and appointment process for service-user and unpaid-carer members following the material change to those roles arising from the extension of voting rights; to agree that the process should be based on the statutory minimum model of one service-user and one unpaid-carer member; and to determine separately whether Third Sector representative membership should increase from one to two.

Background/Engagement:	Voting rights were extended to formally appointed service-user, unpaid-carer and Third Sector members from 1 September 2026. The existing service-user and unpaid-carer representatives were recruited through a flexible process developed before the extension of voting rights was known. The report considers the material change to the roles, recommends a new recruitment and appointment process based on the statutory minimum membership model and seeks a separate decision on a proposal to increase Third Sector membership from one to two. The report also reflects updated Scottish Government guidance, emerging national learning and engagement with current representatives.

Governance Route:	The matters contained within this paper have been previously considered by the following group(s) as part of its development. HSCP Senior Management Team ☐ Council Corporate Management Team ☐

	Health Board Corporate Management Team ☐ Council Committee ☐ Update requested by IJB ☒ Other ☐ Not Applicable ☐

Recommendations:	The Integration Joint Board is asked to: a) note the content of this report; b) agree that a new recruitment and appointment process is undertaken for service-user and unpaid-carer members, based on the statutory minimum model of one service-user member and one unpaid-carer member; c) agree that the current interim arrangements continue until the new appointments take effect, subject to confirmation of the appropriate legal and governance arrangements; d) agree whether Third Sector representative membership should increase from one to two members and, if agreed, endorse the proposed model and associated arrangements set out at Appendix 1; e) agree that officers develop the detailed arrangements necessary to implement the decisions in this report, including recruitment and appointment arrangements for service-user and unpaid-carer members, transition, proxies, induction, support and succession planning, and any necessary amendments to the IJB's Standing Orders; and f) agree that the revised membership arrangements are reviewed after 12 months of operation.

Relevance to Integration Joint Board Strategic Plan:

The proposals support effective IJB governance and the meaningful involvement of people who use services and unpaid carers in its decision making.

Implications for Health and Social Care Partnership:

Reference to National Health & Wellbeing Outcome(s):	No direct service delivery implications. The proposals support participation by people who use services and unpaid carers in strategic decision-making.

Personnel:	There are no direct employee implications. Officer capacity will be required to develop and undertake the recruitment and appointment process, manage the transition, amend governance documentation and provide induction and ongoing support.

Carers:	The decisions will directly affect the number of unpaid carer representatives and the arrangements for their recruitment, appointment and ongoing support.

Provider Organisations:	Directly relevant to third sector representation. The position of the Independent Sector representative is considered separately because the statutory voting categories do not expressly include the independent sector.

Equalities:	The recruitment process will require to be accessible and designed to remove barriers that could prevent people with relevant lived experience from applying or participating. The impact of the proposed membership model and the associated recruitment and support arrangements will be considered through the Equality Impact Assessment.

Fairer Scotland Compliance:	To be considered alongside the Equality Impact Assessment. The recruitment and support model should minimise barriers associated with socio-economic disadvantage.

Financial:	Potential costs may arise from recruitment, induction, accessibility support, digital equipment, travel, subsistence, replacement care, loss of income and ongoing member development. These costs will depend on the detailed arrangements developed following the IJB's decision.

Legal:	The 2025 Amendment Order confers voting rights on all formally appointed service-user, unpaid-carer and Third Sector members. Voting rights attach to the membership category and cannot be restricted to one individual where more than one person is formally appointed within that category. The legal and governance implications of transitioning from the current interim arrangements to new appointments will require to be confirmed before implementation.

Economic Impact:	No direct economic impact identified.

Sustainability:	No direct environmental implications have been identified. The proposed arrangements should, however, support continuity of representation and longer-term succession planning

Sustainable Procurement and Article 19:	None identified.

Risk Implications:	The principal risks relate to the management of the transition from existing to new appointments, potential loss of experience and continuity, the resilience of a statutory

	minimum model, the availability of suitable proxies, clarity about formal membership and voting entitlement, and ensuring that members receive the support required to participate effectively. These risks will be addressed through clear transition, proxy, succession, induction and review arrangements

Implications for Glasgow City Council:	No direct implications identified beyond any agreed officer support and governance input.

Implications for NHS Greater Glasgow & Clyde:	No direct implications identified beyond any agreed officer support and governance input.

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. Purpose

1.1. The purpose of this report is to:

- seek approval to develop and undertake a new recruitment and appointment process for service-user and unpaid-carer members of the Integration Joint Board, following the material change to those roles arising from the extension of voting rights;
- seek agreement that the recruitment process should be based on the statutory minimum membership model of one service-user member and one unpaid-carer member; and
- seek a separate decision on whether Third Sector representative membership should increase from one to two members.

2. Background

2.1. The Public Bodies (Joint Working) (Integration Joint Boards) (Scotland) Order 2014 sets out the minimum membership requirements for Integration Joint Boards. As part of these requirements, an IJB must appoint at least one representative of service users, one representative of unpaid carers and one Third Sector representative carrying out activities related to health or social care within the local authority area.

2.2. The 2014 Order also allows an IJB to appoint such additional members as it sees fit. This means that the IJB may appoint more than the statutory minimum number of members where it considers that appropriate.

2.3. When Glasgow City IJB was established in 2016, it agreed to appoint two service-user representatives, one unpaid-carer representative and one Third Sector representative. The IJB also agreed to appoint one Independent Sector representative. These arrangements are reflected in the IJB's current Standing Orders.

2.4. In May 2025, the IJB approved a flexible approach to the recruitment of service-user and unpaid-carer representatives. The intention was to establish a pool of representatives, with a maximum of three attending formal IJB meetings in accordance with the Standing Orders.

2.5. The recruitment process resulted in four service-user and two unpaid-carer representatives being recruited on a flexible basis, rather than as substantive members and named substitutes or proxies. Following two subsequent withdrawals, the current arrangements comprise two service-user representatives and two unpaid-carer representatives. The IJB also currently has one Third Sector representative and one Independent Sector representative.

2.6. The Public Bodies (Joint Working) (Integration Joint Boards) (Scotland) Amendment Order 2025 came into force on 1 September 2026. It extended voting rights to formally appointed service-user, unpaid-carer and Third Sector members.

2.7. Voting rights attach to the relevant membership category. Where an IJB formally appoints more than one person within a category, each appointed person has voting rights. The IJB cannot appoint several members within a category but restrict the vote to only one of them.

2.8. In June 2026, the IJB agreed interim arrangements under which the service-user, unpaid-carer and Third Sector representatives then in scope would attend as voting members. It also agreed that these arrangements should be reviewed within six months so that the IJB could determine its longer-term membership arrangements.

2.9. The current service-user and unpaid-carer representatives therefore now participate as voting members under the interim arrangements. The Third Sector representative also has voting rights. The Independent Sector representative does not fall within a category automatically granted voting rights by the Amendment Order.

3. National guidance and emerging learning

3.1. The Scottish Government has issued updated guidance on the roles, responsibilities and membership of IJBs following the extension of voting rights. The guidance covers the recruitment, appointment, induction and ongoing support of lived-experience and other stakeholder members.

3.2. The guidance does not prescribe a single membership or recruitment model. Individual IJBs retain flexibility to determine the detailed arrangements that best reflect their local circumstances, provided that the statutory minimum membership requirements are met.

3.3. The legislation also allows an appointed lived-experience member who is unable to attend a meeting to arrange for a suitably experienced proxy to attend in their place. The guidance provides advice on the training and support of proxies but does not prescribe a single operating model.

3.4. The Health and Social Care Alliance Scotland, the ALLIANCE, is undertaking an IJB Lived Experience Representative Voting Rights Project. Glasgow City HSCP has contributed to this work.

3.5. Emerging learning from the project has identified a number of common issues being considered by IJBs, including:

- recruitment and succession planning;
- the representativeness and legitimacy of members;
- proxy arrangements;
- practical barriers to participation;
- induction and ongoing support; and
- clarity about the responsibilities associated with voting membership.

3.6. The emerging findings do not constitute statutory guidance and are not binding on the IJB. They nevertheless provide useful context for the review of Glasgow City's arrangements.

4. Material change to service-user and unpaid carer roles

4.1. The recruitment process approved by the IJB in May 2025 was developed before the extension of voting rights was known. Its purpose was to create a flexible pool of people who could bring service-user and unpaid-carer experience to the work of the IJB. It did not reflect a preference from the IJB in relation to the number of voting members to represent the category of voters involved.

4.2. The existing representatives were not recruited through a process specifically designed to appoint substantive voting members. The role descriptions, selection criteria and participation arrangements were developed against the responsibilities and expectations that applied at that time.

4.3. The extension of voting rights has materially changed the nature of the roles. Service-user and unpaid-carer members now participate directly in the formal decision-making of the IJB and have the same responsibility as other voting members to consider the information and advice presented to the Board and exercise their vote in the interests of the IJB and the delivery of its statutory functions.

4.4. The revised roles consequently require greater clarity around:

- the responsibilities and expectations associated with voting membership;
- attendance and participation;
- declarations and management of interests;
- standards of conduct and collective decision-making;
- the use and responsibilities of proxies;
- terms and duration of appointment;
- succession arrangements; and
- induction, development and ongoing support.

4.5. These changes do not indicate any deficiency in the previous recruitment exercise, which was designed for the arrangements in place at that time. They do, however, mean that the criteria against which the existing representatives were recruited no longer fully reflect the statutory responsibilities now attached to the roles.

4.6. There is therefore a reasonable basis for the IJB to reconsider the role descriptions, eligibility requirements, selection criteria and terms of appointment and to undertake a new recruitment and appointment process against those revised requirements.

5. Future service-user and unpaid carer membership model

5.1. If the IJB agrees that a new recruitment and appointment process should be undertaken, it must also determine the number of service-user and unpaid-carer positions to be recruited.

5.2. The statutory requirement is for the IJB to appoint at least one service-user representative and one unpaid-carer representative. The legislation does not prevent the IJB from appointing additional members within either category. However, where additional members are formally appointed, each member within the relevant category would have voting rights.

5.3. In determining the appropriate number of formally appointed members, it is important to recognise that no practicable number of service-user and unpaid-carer voting members could fully reflect the breadth and diversity of lived and living experience across health and social care in Glasgow. Formal membership should therefore not be regarded as the sole means through which lived experience informs the work of the IJB.

5.4. The formal membership model should instead be considered alongside the wider arrangements through which the IJB and HSCP engage with people who use services, unpaid carers and communities. This allows formally appointed members to bring lived-experience perspectives into the IJB's decision-making while complementing, and drawing upon, broader and more diverse engagement.

5.5. Implementation of the statutory minimum model, or any other change to the membership model approved by the IJB, would require appropriate arrangements to transition from the current interim membership arrangements

to the new model. The precise legal and governance mechanism for achieving this will require to be confirmed before implementation. Until that point, the current interim arrangements would remain in place.

5.6. There are therefore two broad approaches available to the IJB:

5.7. Option 1: Statutory minimum

5.7.1. Under this option, the IJB would comprise:
- one service-user member; and
- one unpaid-carer member.

5.7.2. This would provide a clear and proportionate baseline for the revised voting arrangements and would meet the statutory requirements for representation of both groups.

5.7.3. The model would allow induction, development and ongoing support to be focused on the two substantive members and their potential proxies. It would also provide a straightforward basis for clear terms of appointment and succession arrangements.

5.7.4. The principal limitation is that the model would provide fewer substantive lived-experience voices than the IJB's current arrangements and would place greater reliance on the availability of two individual members. Effective proxy, succession and wider engagement arrangements would therefore be important.

5.7.5. The statutory minimum would not limit the IJB or HSCP to engaging with only the two formally appointed members. A broader range of people with lived experience could continue to contribute through engagement activity, reference groups, consultation and other participative arrangements. This would allow a distinction to be made between formal voting membership of the IJB and wider lived-experience participation and engagement.

5.8. Option 2: Membership above the statutory minimum

5.8.1. The IJB could alternatively determine that more than one member should be appointed within either or both of the service-user and unpaid-carer categories.

5.8.2. There are a number of possible compositions within this approach. These could include the previously agreed model of two service-user members and one unpaid-carer member, the current arrangement of two members within each category, or another composition determined by the IJB.

5.8.3. An above-minimum model could provide greater breadth of lived experience within the formal membership of the IJB and reduce reliance on a single substantive member within an individual category. It could also provide greater continuity where a member was unavailable or a position became vacant.

5.8.4. However, increasing the number of voting members would not ensure that the formal membership reflected the full diversity of people who use health and social care services or provide unpaid care across Glasgow. Wider and ongoing engagement would therefore remain necessary under any membership model.

5.8.5. An above-minimum model would also result in a larger number of substantive voting members and require recruitment, induction and ongoing support for each additional appointment. The appointment of additional substantive members would not remove the need for appropriate proxy and succession arrangements.

5.8.6. If the IJB favours membership above the statutory minimum, it would require to determine the appropriate number and balance of service-user and unpaid-carer positions before the detailed recruitment arrangements are finalised.

6. Recommended model

6.1. Officers recommend Option 1, the statutory minimum model, comprising one service-user member and one unpaid-carer member.

6.2. Both approaches are capable of meeting the legislative requirements. The recommendation is therefore not based solely on statutory compliance, but on the model considered most proportionate for the revised voting arrangements.

6.3. The statutory minimum model is recommended because it would:

- provide clear and equal formal representation for service users and unpaid carers;
- provide a proportionate starting point for the revised voting arrangements;
- avoid increasing the IJB's substantive voting membership beyond that required to secure representation of both groups;
- allow the responsibilities attached to voting membership to be clearly defined;
- enable induction and ongoing support to be concentrated on the substantive members and their proxies; and
- allow resilience to be developed through structured proxy, succession and wider engagement arrangements.

6.4. It is acknowledged that an above-minimum model could provide greater breadth of lived experience directly within the formal membership of the IJB. This was also reflected in engagement with the current representatives, who considered that the statutory minimum would not provide sufficient breadth of representation.

6.5. On balance, officers consider that increasing the number of formally appointed voting members would not in itself secure the breadth and diversity of lived-experience input that should inform the work of the IJB. No reasonable number of individual members could be expected to represent the full range of experiences and perspectives across health and social care in Glasgow.

6.6. The statutory minimum model, supported by effective arrangements for wider engagement, proxies and succession, would provide a clearer distinction between formal governance responsibilities of appointed voting members and the broader involvement of people with lived and living experience.

6.7. It is therefore recommended that the statutory minimum model is adopted as the basis for the new recruitment and appointment process and that its operation is reviewed after 12 months.

7. Engagement with current lived experience representatives

7.1. A meeting with the current service-user and unpaid-carer representatives took place on 26 October 2026.

7.2. The discussion covered:

- the future number and balance of representatives;
- whether current appointments should continue or a new recruitment exercise should be undertaken;
- proxy and succession arrangements;
- accessible recruitment methods;
- terms of appointment; and
- the practical support required to enable meaningful participation.

7.3. The representatives did not express a firm preference between retaining the current four-member model or moving to a three-member model. There was, however, a shared view that the statutory minimum model would not provide sufficient breadth of lived-experience representation.

7.4. These views have been considered in developing the recommendation. The concern about breadth is recognised. On balance, officers consider that the statutory minimum provides the clearest and most proportionate starting point for the revised voting arrangements, provided that it is supported by robust proxy, succession, support and wider engagement arrangements.

7.5. If the IJB agrees to undertake a new recruitment process, officers will continue to engage with existing representatives in developing the process and managing the transition.

8. Third and Independent Sector representation

8.1. A proposal has been received from the IJB's Third Sector representative and is attached at Appendix 1. The proposal recommends increasing Third Sector membership of the IJB from one to two representatives, both of whom would have voting rights.

8.2. The proposed model would comprise one representative drawn from Third Sector organisations delivering health and social care services commissioned by Glasgow City HSCP and one representative from the wider Third Sector. The proposal describes these as two distinct but complementary perspectives, reflecting both the role of Third Sector organisations as commissioned service

providers and the wider contribution of community, voluntary, advocacy and other Third Sector organisations.

8.3. The proposal argues that a single representative cannot reasonably reflect the range of contributions and perspectives across the Third Sector and that increasing representation would enable these different perspectives to be reflected more effectively in IJB discussions.

8.4. The proposal recommends open and transparent selection arrangements and proposes that Glasgow Council for the Voluntary Sector, working with Scottish Care, Coalition of Care and Support Providers in Scotland (CCPS) and relevant networks, develops proposals for the detailed selection, support and accountability arrangements. It also proposes a three-year initial term, with eligibility for one further consecutive term, together with induction, governance training and ongoing support.

8.5. There are governance implications that would need to be considered if the IJB supports the proposal. Increasing Third Sector membership from one to two would increase the number of voting members and require the Standing Orders to be amended. Detailed arrangements would also be required for appointment, accountability and support, together with clarity on the role of representatives and the declaration and management of any relevant interests. The proposal itself recognises that Third Sector representatives are required to act and vote in the interests of the HSCP rather than the interests of the Third Sector.

8.6. The proposal notes that the Independent Sector was not included in the extension of voting rights and indicates that the proposed commissioned Third Sector provider representative would also bring insight from the wider Independent Sector. However, eligibility for this proposed position is described as being drawn from Third Sector organisations delivering commissioned health and social care services. The proposal does not set out what the proposed model would mean for the existing Independent Sector representative position. The IJB would therefore need to consider this separately as part of determining its future overall membership arrangements.

9. Implementation following the IJB decision

9.1. If the IJB approves the recommendations in this report, officers will develop a detailed recruitment, selection and appointment process for one service-user member and one unpaid-carer member.

9.2. The process will have regard to the legislation, Scottish Government guidance, relevant national learning and the feedback received from existing representatives. The implementation work will include:

- revised role descriptions and person specifications;
- eligibility and selection criteria;
- terms and duration of appointment;
- open promotion and outreach;
- accessible application and selection methods;
- appropriate involvement of people with lived experience;

- transition arrangements for existing representatives;
- proxy and succession arrangements;
- induction and governance training;
- ongoing briefing, mentoring and development;
- digital access and equipment;
- expenses, replacement care and other participation support; and
- arrangements for monitoring and review.

9.3. Subject to confirmation of the appropriate legal and governance arrangements, the current interim membership arrangements will continue until the new appointments take effect.

9.4. Existing service-user and unpaid-carer representatives will be eligible to apply through the new process and will be provided with clear information and appropriate support.

9.5. The detailed recruitment and appointment arrangements will be submitted to the IJB for approval before recruitment begins.

9.6. If the IJB agrees to increase Third Sector membership from one to two, officers will separately develop the detailed eligibility, selection, appointment, accountability and support arrangements for those positions.

9.7. Any amendments required to the IJB's Standing Orders will be developed once the detailed arrangements have been agreed.

10. Assessment

10.1. The extension of voting rights has materially altered the responsibilities and expectations attached to service-user and unpaid-carer membership of the IJB. The criteria and arrangements used for the previous recruitment exercise were developed before that change was known and were intended to establish a flexible pool of representatives rather than to recruit substantive voting members.

10.2. A new recruitment and appointment process would allow the IJB to define the revised roles clearly and to make appointments against criteria reflecting the responsibilities of voting membership.

10.3. The statutory minimum model of one service-user member and one unpaid-carer member is recommended as a clear and proportionate starting point. It meets the legislative requirement, provides equal representation between the two categories and limits the number of substantive voting positions while allowing resilience to be developed through proxy and succession arrangements.

10.4. The limitations of the model are recognised. In particular, it provides fewer substantive lived-experience voices and relies heavily on the availability and effectiveness of two individual members. It should therefore be supported by robust proxy arrangements, ongoing support and effective engagement with the wider range of people who use services and unpaid carers.

10.5. Increasing Third Sector representation from one to two is a separate matter for the IJB to determine. If approved, it would provide two Third Sector perspectives but would increase the IJB's voting membership and require detailed selection, accountability and governance arrangements.

10.6. The overall arrangements should be reviewed after 12 months to assess their effectiveness and identify whether any further change is required.

11. Recommendations

11.1. The Integration Joint Board is asked to:

a) note the content of this report;
b) agree that a new recruitment and appointment process is undertaken for service-user and unpaid-carer members, based on the statutory minimum model of one service-user member and one unpaid-carer member;
c) agree that the current interim arrangements continue until the new appointments take effect, subject to confirmation of the appropriate legal and governance arrangements;
d) agree whether Third Sector representative membership should increase from one to two members and, if agreed, endorse the proposed model and associated arrangements set out at Appendix 1;
e) agree that officers develop the detailed arrangements necessary to implement the decisions in this report, including recruitment and appointment arrangements for service-user and unpaid-carer members, transition, proxies, induction, support and succession planning, and any necessary amendments to the IJB's Standing Orders; and
f) agree that the revised membership arrangements are reviewed after 12 months of operation.

Appendix 1

Glasgow City Integration Joint Board

Proposal to Increase Third Sector Voting Representation on the Integration Joint Board

1. Purpose

The purpose of this report is to seek approval from the Integration Joint Board (IJB) to support an increase in third sector voting representation on the Board from one voting representative to two voting representatives.

The proposed model would establish:

1. **One voting representative for third sector organisations delivering commissioned health and social care services on behalf of the HSCP,** while also bringing insight from the wider independent sector.
2. **One voting representative for the wider third sector**, representing organisations contributing to health, wellbeing, prevention, community support, advocacy, equalities, carers, community development and wider community interests.

The report also proposes associated arrangements for selection, accountability and support.

2. Recommendations

The Integration Joint Board is asked to:

1. Agree that more than one representative is required to adequately reflect the diversity and contribution of the third sector to health and social care outcomes in Glasgow,
2. Support the principle of increasing third sector voting representation from one to two voting representatives, asking Officers to amend the Standing Orders accordingly,
3. Endorse a model comprising:
    - one representative of commissioned third sector health and social care providers; and
    - one representative of the wider third sector,
4. Agree that Glasgow Council for the Voluntary Sector (GCVS), in partnership with Scottish Care, CCPS and relevant networks develops proposals regarding the selection, support and accountability arrangements for representatives.

3. Background

The third sector is a key strategic partner within health and social care integration. Across Glasgow, third sector organisations deliver a wide range of services and supports that contribute directly to the achievement of IJB strategic priorities and outcomes.

These organisations include commissioned providers of social care and community health services, organisations focused on prevention and early intervention, advocacy and rights-based services, carers organisations, equalities organisations, community development bodies and a wide range of community-led organisations. The sector therefore contributes both as a significant delivery partner and as a source of insight, innovation, community connection and lived experience.
Recent changes to legislation have provided voting powers to service user, carer and third sector representatives which has strengthened opportunities for non-statutory partners to contribute to decision-making. The statutory guidance makes clear that the voting right apply uniformly to the category of third sector representative and any third sector representative would have voting rights. The independent sector was not included in this expansion and this proposal allows for commissioned organisations to be included within the scope of the current legislation.

4. Case for Change

4.1 Reflecting the Reality of Service Delivery

The third sector is an integral component of Glasgow's health and social care system. Many services commissioned by the HSCP are delivered by third sector organisations.

As providers of commissioned services, these organisations have unique insight into service delivery, workforce challenges, market sustainability, innovation and the practical implications of strategic decisions.

At the same time, many third sector organisations operate independently of commissioning arrangements and bring different perspectives relating to prevention, community capacity, advocacy, equalities, participation, social connection and the experiences of communities.

Both perspectives are essential to effective strategic decision making.

4.2 Diversity of the Third Sector

Glasgow's third sector comprises more than 3,000 independent organisations operating across a wide range of specialisms and communities. It is unreasonable to expect a single individual to represent the full diversity of contributions and perspectives that exist across the sector.

The current arrangement places a significant burden on one representative to reflect the contribution of organisations with differing roles, operational realities and stakeholder groups.

Increasing representation would allow these distinct perspectives to be brought into IJB discussions in a more meaningful and balanced way.

4.3 Parity of Esteem and Partnership

Health and social care integration is founded on partnership working and collaborative decision-making.

The third sector is not simply a stakeholder but a strategic partner that contributes to the delivery of outcomes alongside NHS Greater Glasgow and Clyde and Glasgow City Council.

Enhanced representation would recognise the contribution made by the sector and strengthen parity of esteem between partners involved in improving health and wellbeing outcomes for Glasgow's communities.

4.4 Strengthening Co-production

National policy consistently promotes co-production, prevention, community-led approaches and engagement with people and communities.

The proposed model would strengthen the Board's capacity to benefit from both operational service delivery expertise and wider community and voluntary sector perspectives.

This would support more informed decision-making and strengthen connections between strategic planning and the experiences of organisations working directly with communities.

5. Proposed Representation Model

It is proposed that the IJB should have **two voting third sector representatives**.

Representative 1: Commissioned Providers Representative

This representative would:

- Be drawn from third sector organisations delivering health and social care services commissioned by Glasgow HSCP.
- Bring insight into service delivery, workforce issues, contract management and operational challenges.
- Represent the collective interests of commissioned providers rather than any individual organisation.
- Be selected through an open and transparent process facilitated by GCVS in partnership with relevant provider networks.

Representative 2: Wider Third Sector Representative

This representative would:

- Reflect perspectives from community organisations, advocacy services, equalities organisations, voluntary groups, carers organisations and organisations focused on prevention and wellbeing.

- Act as a conduit for broader engagement between the IJB and the third sector.

Together, these representatives would provide a balanced approach that reflects both the sector's role as a delivery partner and its role in representing and supporting communities.

6. Principles of Representation

Representation arrangements should be guided by the following principles:

- Legitimacy
- Accountability
- Diversity and Inclusion
- Communication
- Accessibility
- Relevance
- Support

These principles are consistent with Glasgow's Third Sector Representation Framework.

7. Accountability and Engagement

Guidance from Scottish Government and the Standard Commission make clear that third sector representatives on Integrated Joint Boards are required to act (and vote) in the best interest of the HSCP and not in the interests of the third sector. They do however still have an important role in ensuring that the contribution of the third sector is well understood within the IJB. To ensure representatives remain connected to the wider sector, it is proposed that:

- Representatives engage regularly with third sector & provider networks.
- Representatives provide feedback through meetings, briefings and written updates.
- Representatives participate in annual review and development discussions.
- Appropriate substitute arrangements are identified through agreed sector processes.

These arrangements would support representatives to effectively gather views and communicate IJB decisions and priorities.

It is recognised that representative arrangements complement, rather than replace, direct engagement with communities and third sector organisations by the HSCP.

8. Appointment and Term of Office

It is proposed that representatives should:

- Be appointed through open and transparent selection processes.
- Serve an initial term of three years.

- Be eligible for one additional consecutive term, to a maximum of six years.
- Receive induction, governance training and ongoing support.

9. Benefits of the Proposal

The proposed arrangements would:

- Better reflect the scale and diversity of the third sector's contribution to health and social care.
- Strengthen strategic decision-making through broader expertise and insight.
- Improve links between the IJB and third sector organisations.
- Enhance accountability and communication with the sector.
- Support co-production and partnership working.
- Recognise both the provider and community-facing roles of the third sector.

10. Financial and Resource Implications

There are no significant direct financial implications arising from the increase in representation.

However, effective representation requires appropriate support, engagement and coordination. Consideration should therefore be given to reasonable resources for induction, engagement activity, representative development and expenses.

11. Equality, Human Rights and Fairer Scotland Implications

The proposal is expected to have a positive impact by strengthening the voices of organisations working with disadvantaged communities, people who experience inequalities and groups who may otherwise be underrepresented in decision-making processes.

Increased representation supports the principles of participation, inclusion and person-centred decision making.

12. Conclusion

A single representative can not reasonably be expected to contribute the perspectives of both commissioned service providers and the breadth of the wider third sector.

Increasing representation to two voting third sector representatives would provide a more balanced, legitimate and effective model, reflecting the sector's role as a both a delivery partner and as a vital contributor to community wellbeing, prevention, participation and advocacy.

The Integration Joint Board is therefore invited to support the proposed increase in third sector voting representation and seek the necessary approvals to implement the revised arrangements.