



CÙRAM IS SLÀINTE NAN EILEAN SIAR

WESTERN ISLES HEALTH AND SOCIAL CARE PARTNERSHIP

IJB Business Management

Report by Chief Officer, Health and Social Care

PURPOSE OF REPORT

1. To update the Joint Board on business management processes.

COMPETENCE

2. The matters arising in the report have no immediate financial, legal or HR implications.

SUMMARY

3. The IJB as a public body should ensure the highest degree of transparency and should effectively communicate its decisions, audit, consultation and key reports.
4. When the IJB met in February 2019, members expressed dissatisfaction about the degree to which the Board was living up to these standards, and the Chair requested a report to update members at the next meeting. Subsequent to that, a complaint was received from a member of the public in respect of the publication of agendas and minutes. That complaint has since been investigated and upheld.
5. In view of these matters, the Chief Officer has audited business management processes and systems and the following observations are made:
 - i. Our business management system has little resilience, and is easily compromised by sickness absence and day-to-day operational pressures;
 - ii. Our corporate capacity is limited, despite having the same obligations as other public bodies in respect of FOI, complaints, climate change, records keeping, equalities, and so on. While activity in these areas is episodic and while capacity is generally provided by the parent bodies, obligations can easily be missed. The Standards Officer and Business Manager roles are added on to corporate posts within the Comhairle and Health Board with much wider remits;
 - iii. Our protocols for the production of papers are weak and lack checks and balances. Papers are often produced close to deadlines, without adequate time for review;
 - iv. Our processes to ensure the Chair and Vice Chair are fully briefed and involved in political discussion about agendas and content generally works well but is susceptible to the same issues outlined at a) above.
 - v. We may not provide sufficient opportunity to brief members ahead of meetings in respect of the content of papers.
 - vi. The publication of material on the IJB website is uneven and key public-facing documents are missing. The processes for publication are unreliable and require urgent attention.
 - vii. Public notice of meetings is not well advertised and it is very difficult for interested members of the public to access IJB meetings.
6. Having examined these matters, it is important that we now remedy the issues identified. These are set out in the recommendations below.





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RECOMMENDATIONS

7. It is recommended that:

- a) The IJB Chief Officer should meet with the Chief Executives of the Comhairle and Health Board to consider how best the parent bodies can support the work of the IJB;
- b) The IJB Chief Officer, Standards Officer and Business Manager meet to devise agreed protocols in respect of issues i, ii, and iii above. These will be shared with the Chair and Vice Chair when complete.
- c) The Chief Officer will write to members to ask for feedback about opportunities for informal briefing sessions ahead of IJB meetings.
- d) The Chief Officer, Standards Officer and Business Manager should ensure effective systems are in place to ensure the publication of IJB material, as described at vi above.
- e) All publications listed in Annex 1 should be published as soon as possible.
- f) A separate paper should be brought to the IJB with proposals to increase public involvement in our work.

Ron Culley, Chief Officer
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Annex 1: Audit of Website

- Contact Information out of date and missing
- Front page menu is out of date and requires to be reordered;
- Chief Officer updates are not held online to access news informally;
- Press releases are not routinely captured and published;
- Some of the information, including the membership, is out of date;
- The following documents are not available online:
 - Integration Scheme
 - IJB Standing Orders
 - IJB Strategic Plan Refresh
 - IJB Annual Reports
 - IJB Annual Accounts
 - IJB papers from the December 2018 meeting
 - Primary Care Transformation Plan
 - Joint Inspection Reports
 - Audit Reports
 - Complaints Policies
 - Risk Strategy





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