**EMBARGOED UNTIL DATE OF MEETING**

NHS Greater Glasgow and Clyde

# Greater Glasgow and Clyde NHS Board

## Board Meeting

**Tuesday 16th December 2008** **Board Paper No. 2008/56**

Director of Corporate Planning and Policy/Lead NHS Director Glasgow City CHCPs

# JOINT WORKING WITH GLASGOW CITY COUNCIL

**Recommendation:**

**The Board note progress in:**

- **moving forward the development of CHCPs;**
- **developing the approach to the review of joint working with Glasgow City Council.**

## 1. INTRODUCTION AND PURPOSE

1.1 The Board considered a paper at its October meeting which established arrangements to review joint working with Glasgow City Council and to positively progress the development of CHCPs.

1.2 That paper set out four main objectives:

- Push forward the development of CHCPs to put in place, without further delay, the organisational model we agreed in the Scheme of Establishment. We need to have made significant progress by the start of the next financial year to retain the credibility and assure the future of the CHCP construct.

- Develop with the City Council the initial thinking on the next phase of development for CHCPs and give fresh momentum to the wider reform agenda we had been developing.

- Ensure that we agree and implement governance arrangements which give us confidence the situation which has occurred in the West CHCP cannot happen again. This is particularly important for the Board as an employer to be certain it can meet its responsibilities to staff in joint posts.

- take stock of wider arrangements for joint working and bring forward proposals for change, improvement and development.

1.3 The purpose of this paper is to update the Board on progress.

## 2. CHCP DEVELOPMENT

2.1 The October Board Paper highlighted a number of issues with the state of development of the CHCPs. These included the limited levels of delegation and resource devolution, stalled progress in integrating NHS and social work services, and potential issues with the governance arrangements.

2.2 Following the October Board there was rapid communication with the Council, through political and officer routes, to restate the Board's commitment to the CHCPs and commitment to create a joint programme of work with the City to enable movement to full levels of devolution, delegation and service integration by the end of the financial year, in line with the agreed Scheme of Establishment.

2.3 Following a positive meeting with the Leader of the Council, earlier this month, and a number of further exchanges we now have a clear restatement of the Council's support for the vision established for CHCPs and commitment to achieve a devolved model. The Board Chair and Council Leader have agreed that their Chief Executives will work together to develop and bring forward proposals to achieve the vision and address the issues which have caused problems, by the end of January. Their joint statement is Attachment 1 to this paper.

2.4 In the meantime a series of discussions with CHCP Directors and management teams have enabled the development of an initial agenda of development issues which will now form part of the joint process with the Council. These issues are summarised at Attachment 2 to this paper.

2.5 It is our expectation that, with the very clear direction set by the Leader of the Council, we will be able to make substantial progress on these issues over the coming weeks.

## 3. REVIEW OF JOINT WORKING

3.1 The October Board Paper outlined the changed context for joint working with the City Council and the challenges that changed context presented. The paper noted that the review would cover a wide range of areas of joint work, including community planning, children's services planning, health improvement and partnership arrangements (in addition to those delivering services). The focus will not just be on processes and systems for doing joint business but also on organisational arrangements, the cultures and behaviors which characterise our ways of working together. The paper noted that while the review was initiated by the NHS it was the important that the programme of work for the review be developed in an inclusive and engaging way to ensure that its outcome provides a positive platform to develop joint working.

3.2 The focus over the last two months has been on reaching agreement on the development of CHCPs and discussions with the City have not proceeded in relation to the wider review of joint working.

3.3 Our proposed approach, subject to those discussions is to create an initial four pronged approach to commence early in the New Year. This will include:

- documentation of all of our joint arrangements with the City;
- systematic analysis of the models of joint working from other parts of the UK between major NHS systems and Local Authorities;
- a structured questionnaire to establish a framework of issues for the workshops described below;
- Workshops to enable all those involved in joint working to put forward their views and issues.

3.4 The objective is that this programme of work, in which we would want to fully engage the Council, will an enable detailed proposals to be produced in the spring of 2009.

## 4. CONCLUSIONS

4.1 The arrangements outlined above provide a platform to achieve positive progress with the City council in relation to CHCPs and a clear framework to move forward the review of joint working. The Board will receive a further report on progress at its next meeting.

Publication: The content of this Paper may be published following the meeting

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