

Glasgow City Integration Joint Board

IJB(M)2022-05

Minutes of a virtual meeting held
at 9.30am on Wednesday, 30th November 2022

Present:**Voting Members**

Simon Carr	NHSGG&C Board Member (Vice Chair)
Cllr Allan Casey	Councillor, Glasgow City Council
Alan Cowan	NHSGG&C Board Member
Cllr Chris Cunningham	Councillor, Glasgow City Council (Chair)
Amina Khan	NHSGG&C Board Member
John Matthews	NHSGG&C Board Member
Cllr Elaine McDougall	Councillor, Glasgow City Council
Cllr Cecilia O'Lone	Councillor, Glasgow City Council
Cllr Leodhas Massie	Councillor, Glasgow City Council
Cllr Lana Reid-McConnell	Councillor, Glasgow City Council
Francis Shennan	NHSGG&C Board Member
Rona Sweeney	NHSGG&C Board Member
Charles Vincent	NHSGG&C Board Member

Non-Voting Members

Ian Bruce	Third Sector Representative Substitute
Gary Dover	Assistant Chief Officer, Primary Care & Early Intervention
Allison Eccles	Head of Business Development / Standards Officer
Dr Julia Egan	Chief Nurse
John Ferguson MBE	Health Care Users Representative
Jacqueline Kerr	Assistant Chief Officer, Adult Services / Interim Chief Social Work Officer
Mary MacPherson	Social Care Users Representative
Margaret McCarthy	Staff Side Representative (NHS GG&C)
Susanne Millar	Chief Officer
Dr John O'Dowd	Clinical Director
Chris Sermanni	Staff Side Representative (GCC)
Sharon Wearing	Chief Officer, Finance and Resources

In Attendance:

Stephen Fitzpatrick	Assistant Chief Officer, Older People's Services
Kelda Gaffney	Head of Specialist Services, Adult Mental Health
Margaret Hogg	Assistant Chief Officer, Finance
Tracy Kennan	Assistant Chief Officer, HR
Julie Kirkland	Senior Officer (Governance Support)
Claire Maclachlan	Governance Support Officer (Minutes)
Stephen O'Hagan	Audit Scotland
Pat Togher	Assistant Chief Officer, Public Protection & Complex Needs

Apologies:

Cllr Audrey Dempsey	Councillor, Glasgow City Council
Cllr Anne McTaggart	Councillor, Glasgow City Council
Anne Marie Monaghan	NHSGG&C Board Member
Jennifer Sheddan	Head of Housing, Neighbourhoods, Regeneration and Sustainability, GCC

1. Declarations of Interest

There were no declarations of interest raised.

2. Apologies for Absence

Apologies for absence were noted as above.

3. Minutes

The minutes of 28th September 2022 were approved subject to amendment at Item 6 – Chief Officer Update:

Susanne Millar advised that the Delayed Discharge figure, 105, was incorrect and asked that this is corrected to 146.

Officers

4. Matters Arising

Item 6 – Chief Officer Update:

Alan Cowan questioned when an update on Delayed Discharges will be brought to the IJB. Officers confirmed that a detailed presentation on Winter Planning and Older People Pressures was delivered to Members at the Glasgow City IJB Development Session on 9th December 2022, which included an update on delayed discharges

5. Integration Joint Board Rolling Action List

Allison Eccles presented the IJB Rolling Action List advising there are two open actions relating to correspondence from the previous IJB Chair, Cllr Mhairi Hunter.

Ref No 66 – IJB Financial Allocations and Budgets 2022/2023 – The Chair agreed to write to the Council to outline Members concerns regarding the Council's Budget allocation containing unfunded requests for specific actions. Cllr Hunter wrote to the City Council Treasurer and a response was received suggesting it be discussed further after the Council Elections. This item to remain open.

Ref No 67 – IJB Financial Allocations and Budgets 2022/2023 – The Chair agreed to write to the Scottish Government for clarity on timescales for a decision on foster carer allowances. Cllr Chris Cunningham has written to the Scottish Government to follow up this action.

6. Chief Officer Update

Susanne Millar provided the following update.

Today's position in relation to Delayed Discharge figures is 136 people delayed in hospital, which is a reduction from 4 weeks ago when there was a peak of 172. Of the 136 total, 64 don't have capacity or powers so can't be moved legally. There are 29 who have had an assessment completed and are awaiting a care home placement. There is active dialogue regarding matching

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needs to the right home. The remaining delays are a combination of different issues.

Officers have met as a senior team to agree redirecting of resource from mainstream capacity to the hospital discharge team. The referral rate remains similar. Approximately 150 people are discharged each week into care at home and 25-30 are discharged each week into care homes. Additional resource has been transferred to the hospital discharge team into March next year. Officers are focusing on all available options to ease the pressure on Acute colleagues such as interim moves into care homes.

In relation to Ukrainian Refugees, there are currently 1214 on the ship (MS Ambition) and 600 people in hotels. Officers are working with host families and Registered Social Landlords (RSLs) to identify permanent accommodation. The Scottish Government have refreshed the Gold Command meetings in relation to Ukraine and Glasgow City is represented by the GCC Chief Executive. The Chief Officer represents Glasgow on Silver Command meetings.

The Chief Officer highlighted that the Glasgow City HSCP Staff Awards for Excellence 2022 took place virtually on 26th October 2022 and good feedback was received for the event. The IJB Chair and Vice Chair were in attendance. This was followed up on 17th November with presentation of certificates in Commonwealth House and afternoon tea with members of the HSCP senior management team. This was well attended and there was good positivity around working in the HSCP.

The Scottish Child Abuse Inquiry is currently ongoing and the phase relating to the foster care study element is about to finish. The Chief Officer provided evidence earlier in the year and was asked to return a couple of weeks ago to give further evidence and comment on the witness testimonies. Senior members of the team have reflected on the comments which cover a timespan from the early 1940s to early 2000s and an action plan has been developed with training/reflection for the foster care team and beyond.

7. Audit Scotland – Annual Audit Report 2021-22

Stephen O'Hagan presented the finalisation of the Audit for the year 2021-22.

The accounts were presented by Glasgow City IJB to Audit Scotland in line with the legislation at the end of June 2022. As identified from the Audit Plan, Audit Scotland noted the challenges to complete the Annual Audit Report by October 2022. However, if the report is approved today this is still in line with the requirements of the 2014 Regulations. The opinion from Audit Scotland is Unqualified.

There were two amendments made to the accounts that were presented for Audit Scotland, both relate to restatement of prior year figures. After discussion with Officers, these figures were not material amounts and per auditing standards it was agreed that the figures shouldn't be revised, and therefore reverted back to the same figures that were approved in last year's accounts.

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Governance arrangements and best value continue to operate effectively. Following approval today, Audit Scotland will go through the process of electronic signing of the Annual Audit Report.

Auditors noted thanks to Officers and Members for their assistance and engagement through the course of the audits over the past 6 years. There is a new audit appointment which will be taken over by Ernst & Young LLP.

In relation to the reserves position, Members questioned if the accounts are overstated now that the Covid-19 funding will be returned to the Scottish Government. Auditors advised that this was considered however, whilst there is an intention to recover unspent funding, this doesn't affect this financial year and therefore the accounts are properly stated.

Members noted the often late allocation of funding from the Scottish Government which Officers find hard to spend and questioned if Auditors consider this. Auditors advised that they do consider this and are in frequent discussions with the Scottish Government regarding this, but in accounting terms they are satisfied that the requirements are correct.

Members questioned how many underspends there are currently within Social Work and how much funding in total will be returned to the Scottish Government.

Officers advised that the current underspend figures and probable outturn for the year are detailed within the Budget Monitoring report at item 10 on the agenda. There are underspends and overspends, and the areas in particular that are underspent relate to staff turnover, personalisation, purchased services, income recovery, unaccompanied asylum-seeking children, purchased care home placements national insurance reduction and implementation of the Carers Act. This totals £23.6m and is offset by overspends of £21.1m. Officers advised that none of this money is returned to the Scottish Government, this sits with Glasgow City IJB.

Members raised concern regarding funding relating to Covid-19 and Children's Services Grants Programme for Tier 1 and Tier 2 Mental Health Support being returned to the Scottish Government.

Officers clarified that Covid-19 funding was provided by the Scottish Government for a specific purpose, e.g., PPE, testing, vaccination programme, etc. This was subject to a monthly return to the Scottish Government which was also audited annually by Audit Scotland to ensure the rules were being applied correctly. Due to changes in Public Health policies the same level of expenditure won't be spent as there was in previous years. Some of this will therefore be returned. The mechanism for reclaim has still to be finalised. Officers reiterated that the funding letter around Covid spending was clear around this.

It was noted that the network of Chairs and Vice Chairs of IJBs are involved in information gathering to determine if this is common practice throughout the country and they will liaise with the Scottish Government as appropriate.

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In relation to the Children's Services Grants Programme for Tier 1 and Tier 2 Mental Health Support, the Chair confirmed those applications that were valid were approved at the Council's City Administration Committee. Officers agreed to revisit those who weren't eligible but due governance and due diligence may not allow the position to change. The Chief Officer offered to respond to members outwith the meeting on this subject. Reassurance was provided on the Child and Adolescent Mental Health Services (CAMHS) waiting list with 85% being seen within the 18 week target in Glasgow. Work is ongoing in managing the waiting list with additional money and there has been significant investment regarding access to CAMHS.

Members thanked Audit Scotland for the report and their support over the past 6 years.

8. Audited Annual Accounts 2021-22

Sharon Wearing presented a report to update Members on the completion of the audit of the Annual Accounts for 2021-22.

The Integration Joint Board:

- a) Approved for signature the audited Annual Accounts for the period from 1 April 2021 to 31 March 2022.**

9. Alcohol and Drug Partnership Investment Plan 2022-23

Jacqueline Kerr presented a report to advise on the Alcohol and Drug Partnership's (ADP) plans for investment following the allocations of National Mission funding and the MAT Standards Implementation Support Team (MIST) funding. To update the IJB on the continued investment of the programme for Government - Local Improvement Fund, following Scottish Government confirmation of continuation.

Officers noted that the main challenge is in relation to recruitment which has impacted on the ADPs ability to fully utilise their allocations in-year.

Members questioned if the ADP has control over how the funding is spent. Officers advised that the prescriptive nature of the Scottish Government allocation has challenged the ADP to deliver both local and national priorities. The investment in the implementation of the MAT Standards is welcome and will increase core services and the volume of referrals in the city. The ADP is in ongoing communication with the Drug Policy Division at Scottish Government regarding the need to increase capacity in the residential crisis service and stabilisation service. More flexibility was requested in relation to harm reduction services.

The GCC Trade Union representative welcomed the funding in core services, but shared concerns regarding the longer term position and implementation of the MAT Standards as it is a significant ask of the workforce. Officers advised

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that they continue to work with Trade Union colleagues in relation to how the MAT Standards can be implemented.

With regards to performance targets, Members questioned what impact the funding will have on service users. Officers advised that work is ongoing with the Scottish Government to develop standards and performance targets for MAT Standards and a paper was presented on this at the last IJB. Performance targets have also been developed around the other areas of spend and this will be reported going forward in the Adult Services performance presentation to the IJB Finance, Audit and Scrutiny Committee.

Members questioned if the Community Abstinence Based Recovery hubs will be a new location or increasing capacity of existing hubs. Officers advised that the intention is to increase capacity. There are currently three community based recovery hubs.

The Integration Joint Board:

- a) **Approved the investment proposals for allocated National Mission funding outlined in this report; and**
- b) **noted the continued investment of the Programme for Government-Local improvement funding.**

10. Glasgow City IJB Budget Monitoring Report for Month 6 and Period 7 2022-23

Sharon Wearing presented a report to outline the financial position of the Glasgow City Integration Joint Board as at 30th September (Health) and 22nd September (Council) and highlights any areas of budget pressure and actions to mitigate these pressures.

Officers highlighted the outturn section in the report which outlines the main areas of overspend and underspend. The outturn has assumed no funding will be received from Glasgow City Council for the Local Government pay award. The Scottish Government has provided £140m of additional funding to local government to assist in meeting these costs and is intended to support all staff in local government including those delegated to IJBs. Glasgow City Council has confirmed that they will not allocate any resources for pay until after the Probable Outturn has been completed for all services.

Pressures in Homelessness Services continue to be experienced and actions are being taken to reduce spend in this area, however the scale of the challenge means that this will take time to implement.

The current cost of living crisis continues to have a detrimental impact on the City and especially the children and families who are supported by HSCP services. In recognition of the current cost of living crisis, it is proposed to replicate the winter payment of £400 which was made in 2021 to Looked after children and people in continuing care/aftercare, and Children on the child protection register and other vulnerable children.

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In addition, the cost of living crisis is having an impact on foster carers. Foster carer fees have not been increased for a number of years and it is proposed to increase all fees by £15.00 per week.

Members raised concern regarding the pay award not being passed on by the Council and questioned if the IJB can challenge this.

Cllr Chris Cunningham advised that the Council have not come to a conclusion on this yet and it may not be the final position.

Officers advised that all Council departments are completing their probable outturn and have been asked to include the cost but not any income associated with the pay award. The position in relation to the HSCP is therefore different to what other departments have been asked to do. The Finance Director in the Council has confirmed it will be reviewed after probable outturn and to date there is no feedback on that.

Members requested that the Chief Finance Officer write to the Council to note the IJB's concerns regarding the position being taken and ask for a decision on whether the IJB will receive their share of the funding to meet the cost of the pay award for the Council staff within Social Work in 2022-23. It was noted that this would not cover the full cost of the pay award but would help to contribute.

The IJB agreed that the Chief Finance Officer would write to the Council Finance Director to raise these concerns and the report recommendations would be updated to reflect this.

Officers

Members welcomed the £400 winter payment and the increase to foster carer fees but questioned how Officers reached those figures and if this could be increased in accordance with inflation.

Officers advised that this is the money available at this point in time and can be delivered at a total cost of £2.7m using the underspend forecast at section 6.2 of the report and utilisation of £0.2m from general reserves.

It was noted that the Chair has written to the Scottish Government to seek an update on the national discussions on foster carer allowances. The Chief Officer advised that it would not be prudent to make further commitments than those being recommended in the report given the financial challenge. There is regular dialogue with foster carers and the HSCP are able to offer other ways of supporting them in looking after children.

Officers advised that they are hoping to issue the £400 payments before Christmas, and the increase in foster carer fees will be paid from January 2023. In relation to the Homelessness challenges, Members asked for some examples of the actions that will be taken and reassurance around how services will continue to operate and mitigate risks, particularly during the vulnerable winter period. Officers advised that there are a number of areas they are looking at to reduce costs which would not impact on service users. There is an action plan to move people through the system quicker which includes proposals around decorating options and storage policies. Moving people on

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from B&Bs is a priority however the challenges around available accommodation are recognised. Registered Social Landlords are assisting where they can. The challenges across the city with accommodation availability are not likely to be resolved this financial year and will be pressures next financial year. The cost of gas and electricity in temporary furnished flats are also included in the pressure.

The Chief Officer provided assurance around the Winter Resilience Plan in Homelessness which is an annual piece of work with the Alliance and City Mission. There are currently 7 identified rough sleepers in Glasgow City, and they are known to Homelessness Services who continue to engage with them. There is a winter response to those people who are in difficulty and a trigger around resilience plans for enhanced outreach when there are lower temperatures etc.

The Integration Joint Board:

- a) **noted the contents of this report;**
- b) **approved the budget changes noted in section 3;**
- c) **approved a winter payment of £400 to looked after children and people in continuing care/after care and children on the child protection register and other vulnerable children;**
- d) **approved the increase of foster fees by £15.00 per week;**
- e) **noted the summary of current Directions (Appendix 4); and**

Additional recommendation:

- f) **requested that the Chief Officer, Finance and Resources write to the Director of Finance in the Council to raise concern regarding a proportionate share of the additional funding for the local government pay settlement not being passed onto the IJB in respect of those delegated staff.**

11. Glasgow City HSCP Workforce Plan 2022-2025

Tracy Keenan presented a report to provide the final Glasgow City HSCP Workforce Plan (2022-2025) and associated Action Plan for approval.

A previous draft was presented at the IJB in June 2022 and feedback has been considered and appropriate revisions made. The Scottish Government has also provided feedback and recommendations to the draft plan, and minor revisions have made in line with this feedback.

This Workforce Plan takes account of the Scottish Government's requirements in the National Workforce Strategy for Health and Social Care in Scotland and includes actions required around the 5 Pillars of the Workforce Journey - Plan; Attract; Train; Employ; and Nurture.

Members questioned where the major risks lie and how this is being managed in the lifespan of the plan, particularly around the ambitions for staff and the age profile of the workforce. Officers advised that age profile is a concern and actions have been identified which are focused on trying to attract a younger

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workforce to spread the age profile and minimise risk. In relation to the broader risks, there is recognition that the workforce of the future looks different and there is a need for more flexibility from employers to meet the needs and requirements of its workforce. It is important to put appropriate measures in place to attract people and to select the right candidates in a very competitive environment.

Members questioned if there is a breakdown of the ethnicity of staff within the Workforce Plan as it is important to recruit and retain a more diverse workforce. Officers advised that there are specific actions incorporated into the action plan to address this.

More detail was requested on the Retire and Return scheme and how well this is working. Officers advised that the scheme has been invaluable over the past few years with the pandemic and has helped bridge the skills gap. It is a valuable policy to draw on however there to balance to be struck to use it effectively and appropriately.

Members questioned the wording of recommendation 3 b) and why there would be no requirement for IJB approval if there were changes to the strategic priorities within the Workforce Plan.

Officers advised that due to the changes being made to the strategic priorities within the Strategic Plan, which is scheduled to be presented to the Glasgow City IJB in March 2023 for approval, this means the strategic priorities will change within the Workforce Plan. Officers are requesting that once the Strategic Plan is approved by the IJB, the strategic priorities are then changed within the Workforce Plan. Members asked Officers to amend the recommendation to make this point clear.

Officers

There was a discussion relating to recruitment and retention of staff and opportunities for younger staff to upskill. Officers highlighted that the action plan includes references to performance development, coaching conversations and leaders of the future activity.

The Chief Officer also outlined a number of recruitment campaigns that have been successful including the HSCP home care recruitment campaign which used video testimony from front line staff to attract people into Glasgow. Attendance at recruitment fairs from front line staff attend has also worked well. There is also considerable work underway around succession planning which has taken place over the last 18 months with different grades in the organisation.

The NHS Staff side representative suggested that work is needed with managers to ensure they have the correct skills to build the confidence of the staff they line manage. Further work is also required on pre-employment opportunities. Officers welcomed these suggestions.

The Third Sector representative highlighted the transition of people between agencies and the challenges facing health and social care sector as a whole to attract good talent. Workforce development and training needs to be cascaded wider when thinking of recruitment.

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Members questioned if college or university fees are paid for staff who attend courses that will help with their career. Officers confirmed that staff are supported to do this.

The Integration Joint Board:

- a) reviewed and approved the Final Glasgow City HSCP Workforce Plan and associated Action Plan; and

Amended recommendation:

- b) should the Strategic Plan (2023) necessitate adjustments to the Workforce Plan (2022-25), the IJB agreed that these changes can be made without the requirement to seek additional IJB approval.

12. Glasgow City Integration Joint Board Membership

Allison Eccles presented a report to seek approval of appointment to Glasgow City Integration Joint Board and provide an update on a number of membership vacancies.

The Integration Joint Board:

- a) approved the appointment of the Independent Sector representative outlined at paragraph 3.1; and
- b) noted the updates in relation to membership vacancies at section 4.

13. Progress Towards the Development of School Nursing in Glasgow City

Susanne Millar advised that this report was withdrawn due to further information being sought from the Scottish Government.

14. Winter Planning 2022-23

Stephen Fitzpatrick presented a report to update on the winter planning arrangements for 2022/23.

The Health Care User representative noted his concerns that older people may feel pressure to be discharged from hospital when they are not ready. Officers advised that the aim is to move people from hospital who are medically fit for discharge as quickly as possible. This applies across the spectrum to older people, adults and children. Assurance was provided that this can only happen when the medical intervention is complete, and a clinical decision has been made that the patient is fit for discharge. Officers acknowledged that the use of language when referring to delayed discharges is important.

The Integration Joint Board:

- a) noted the contents of this report.

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15. Glasgow City Alcohol and Drug Partnership Annual Report 2021-22

Jacqueline Kerr presented a report to advise of the Glasgow City Alcohol and Drug Partnership (GCADP) Annual Report 2021/22. To give IJB members an understanding of national plans for a Performance Framework for ADPs and update on local progress on a performance framework.

The Integration Joint Board:

- a) **noted the contents of the Glasgow City ADP Annual Report 2021/22; and**
- b) **noted the development of a GCADP Performance Framework aligned with Scottish Government reporting requirements on the National Mission.**

16. Chief Social Work Officer Annual Report 2021-22

Jacqueline Kerr presented a report to present the annual report from the Interim Chief Social Work Officer for the year 2021/22, prepared in line with interim guidance for the 2021/22 report provided by Scottish Government.

Members thanked the Interim CSWO for the report which outlines the depth of work being carried out within the HSCP.

The Integration Joint Board:

- a) **noted the report; and**
- b) **noted that the Interim Chief Social Work Officer report has been submitted to the Scottish Government.**

17. Multi-Agency Public Protection Arrangements (MAPPA) Annual Report 2021-22

Pat Togher presented a report to highlight the Annual Multi Agency Public Protection Arrangements (MAPPA) report which was published on 28 October 2022.

Officers advised that the MAPPA Significant Case Review (SCR) is nearing completion and a link to the published report will be circulated to Members when available.

The Integration Joint Board:

- a) **noted the contents of the report.**

18. Justice Social Work and Community Justice Overview – Annual Update

Pat Togher presented a report to update on the Justice Social Work developments, including pandemic recovery and the Community Justice Glasgow developments.

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Members questioned if the staffing issues within the Lillias Community Custody Unit were resolved. Officers advised that recruitment is still ongoing in relation to the medium and longer term. The staffing complement is more than proportionate to support those women there currently and the service didn't open until appropriate staffing was in place.

The Integration Joint Board:

a) noted the contents of the report.

19. Scottish Government Local Connection Power Modification

Pat Togher presented a report to update on the Modification of Local Connection referrals in Scotland and potential implications for the Health and Social Care Partnership.

Officers advised that the Local Connection Power Modification came into force on 29 November 2022. The removal of the power will mean that any local authority would have a duty to secure settled accommodation for any unintentionally homeless household regardless of where they were resident, in Scotland, prior to the application. Officers advised that they would keep this under close scrutiny in terms of potential impact and unintended consequences.

The GCC trade union representative highlighted concern regarding the potential impact to homelessness staff and other services if there is an increase in presentations from other local authorities. Officers advised that the introduction of HSCP Connect will allow activity to be monitored and any potential pressure in the system going forward.

Members questioned if the change would apply to prisoners on release and home leave addresses. Officers advised that they would make further enquiries in this area and update Members.

Officers

Cllr Allan Casey updated on a meeting held with the Cabinet Secretary for Social Justice, Housing and Local Government and confirmed that a commitment was given to follow up with Glasgow City in terms of evaluating any impact. The conversations will continue and if there is a disproportionate impact then that will be highlighted to the Scottish Government and assistance sought to alleviate any pressures that may be faced.

Members asked if information could be included in a future update on the impact on asylum seekers and refugees. The Chief Officer confirmed that the dispersal of asylum seekers is governed by the UK Government while they await a decision on their asylum application. If their application is positive, then the local connection modification would apply to them in the same way as the general population. It is unlikely to have any significant impact at this point in time and will be part of parallel conversations regarding the widening of dispersal as Glasgow City is currently the only dispersal city in Scotland.

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The Integration Joint Board:

- a) noted the contents of the report; and
- b) recommended a further report is requested in 6 months to provided detail on the impact of the suspension of local connection within the Housing (Scotland) Act 1987.

20. IJB Committees – Update from the Finance, Audit and Scrutiny Committee (meeting of 26 October 2022)

Rona Sweeney provided an update from the IJB Finance, Audit and Scrutiny Committee (FASC) on Wednesday 26th October 2022.

The Committee received input on the following areas:

- Internal Audit Reports on Care Home Governance Arrangements during the COVID-19 Pandemic; Review of Delayed Discharges and the Chief Internal Auditor’s Annual Report 2021/22
- Best Value in IJBs
- Performance Presentations from Children’s Services and Primary Care – both presentations are available on the HSCP website
- A positive report on Healthcare Improvement Scotland Inspection of Prison Healthcare Service at HMP Low Moss

21. IJB Committees – Update from the Public Engagement Committee (meeting of 16 November 2022)

John Matthews provided an update from the IJB Public Engagement Committee (PEC) held on Wednesday 16th November 2022.

The Committee received input on the following areas:

- Participation and Engagement in Children’s Services
- Glasgow PAC (People Achieving Change) – Mental Health Research
- Promise Participation Workers – Role and future Involvement
- Locality Engagement Forums and Locality Engagement Activity
- Update on the Strategic Plan

22. Glasgow City IJB - Future Agenda Items

Allison Eccles presented agenda items for future meetings of the IJB for information.

23. Next Meeting

The next meeting will be held at 9.30am on Wednesday 25th January 2023 via Microsoft Teams.

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