

**GLASGOW CITY HEALTH & SOCIAL CARE  
INTEGRATION JOINT BOARD**

IJB(M)2019-06

Minutes of meeting held in the Sir Peter Heatly Boardroom, Commonwealth House,  
32 Albion Street, Glasgow, G1 1LH at 9.30am on Wednesday, 20<sup>th</sup> November 2019

**PRESENT:****VOTING MEMBERS**

Simon Carr	NHSGG&C Board Member (Chair)
Cllr Tony Curtis	Councillor, Glasgow City Council
Jeanette Donnelly	NHSGG&C Board Member
Cllr Archie Graham	Councillor, Glasgow City Council
Cllr Mhairi Hunter	Councillor, Glasgow City Council (Vice Chair)
Cllr Jennifer Layden	Councillor, Glasgow City Council
Anne Marie Monaghan	NHSGG&C Board Member
Cllr Jane Morgan	Councillor, Glasgow City Council
Mark White	NHSGG&C Board Member

**NON-VOTING MEMBERS**

Jonathan Best	Chief Operating Officer, NHSGG&C
Gary Dover	Assistant Chief Officer, Primary Care and Early Intervention
Dr Julia Egan	Chief Nurse
Dr Richard Groden	Clinical Director
Margaret Hogg	Assistant Chief Officer, Finance (Substitute for Sharon Wearing)
Margaret McCarthy	Staff Side Representative
Susanne Millar	Interim Chief Officer
Heather Molloy	Independent Sector Representative (Substitute for Peter Millar)
Anne Scott	Social Care User Representative
Chris Sermanni	Glasgow City Council Staff Side Representative
Dr Michael Smith	Lead Associate Medical Director Mental Health and Addictions
Ann Souter	Health Service User Representative
Shona Stephen	Third Sector Representative

**IN ATTENDANCE:**

Allison Eccles	Head of Business Development
Stephen Fitzpatrick	Assistant Chief Officer, Older People's Services and South Operations
Rhoda MacLeod	Head of Adult Services (Sexual Health)
Pat Togher	Assistant Chief Officer, Public Protection and Complex Needs
Sheena Walker	Governance Support Officer (Minutes)

**APOLOGIES:**

Bailie Annette Christie	Councillor, Glasgow City Council
Ross Finnie	NHSGG&C Board Member
Jacqueline Forbes	NHSGG&C Board Member
Cllr Elspeth Kerr	Councillor, Glasgow City Council
Jackie Kerr	Interim Chief Social Work Officer
Rev. John Matthews	NHSGG&C Board Member
Peter Millar	Independent Sector Representative
Rona Sweeney	NHSGG&C Board Member
Sharon Wearing	Chief Officer, Finance and Resources
Cllr Tanya Wisely	Councillor, Glasgow City Council

The Chair commenced the meeting and advised members that following discussion at the October development session, a paper would be presented to the IJB in January in relation to agenda size and format of meetings.

The Chair also informed voting members that a letter had been distributed to them from a service user's carer and that the content of the letter could not be discussed.

## **1. DECLARATION OF INTERESTS**

Mark White declared an interest as Director of Finance, NHS Greater Glasgow and Clyde, with an interest in financial discussions.

Simon Carr declared an interest in item 16, Winter Planning 2019-20 and Delayed Discharges.

## **2. APOLOGIES FOR ABSENCE**

Apologies for absence were noted as above.

## **3. MINUTES**

The minutes of the meeting of the Integration Joint Board held on 18<sup>th</sup> September 2019 were approved as an accurate record.

## **4. MATTERS ARISING**

It was highlighted that the Youth Advisor Representative on the IJB Public Engagement Committee had not attended the last few meetings; officers would review this.

**Allison Eccles**

## **5. INTEGRATION JOINT BOARD ROLLING ACTION LIST**

Allison Eccles presented the IJB Rolling Action List advising that there was one action listed for the set-aside budget.

Margaret Hogg reported that an unscheduled care commissioning plan was being developed across Greater Glasgow and Clyde; and that officers were establishing what services are required to be commissioned for the future. This work was still progressing and the aim was to complete this by the end of the financial year. Discussions were also taking place with Mark White and Jonathan Best to develop a narrative around set-aside. Feedback would be presented to the IJB on completion of the work.

**Susanne Millar**

## **6. CHIEF OFFICER UPDATE**

Susanne Millar provided a Chief Officer Update on the following:

- 1) Glasgow City HSCP Executive Leadership Team Profiles – these had been developed and were available on the HSCP website; they had also been circulated to IJB members. The profiles showed the primary contacts and provided an understanding of the business of the Executive Leadership Team.
- 2) The Chairman of the Health Board had commenced a series of visits to HSCP services to better understand the services available in the community. The initial visit in Glasgow was 13<sup>th</sup> November and focused on Older People's Services and avoidance of hospital admissions and working with Acute colleagues.

- 3) A press conference was scheduled for Tuesday 26<sup>th</sup> November 2019 regarding the new Enhanced Drug Treatment Service. The licence was confirmed this week and the next steps were to identify a patient list and referrals to the service.

A report by the Scottish Affairs Committee provided unequivocal support for the development of a Safer Drug Consumption Facility and the report would be circulated to IJB members.

Susanne Millar

- 4) Susanne referred to a recent tragic death of a man and of reports in the press that the man was homeless. Officers informed the IJB that this was false and that the individual had permanent tenancy in the city. Officers further stated that this false reporting was misrepresenting issues of homelessness services and inconsiderate of the grieving family.

Members requested that a note is produced that can be shared with others and placed on the HSCP website of the approach to homelessness. Officers agreed and advised that a report was due to be presented to the Council City Administration Committee and this would be circulated to members, when available.

Susanne Millar

## 7. TRANSFORMATIONAL CHANGE PROGRAMME – SEXUAL HEALTH SERVICES IMPLEMENTATION PLAN

Rhoda MacLeod presented a report to seek IJB approval for the Implementation Plan and timetable set out in this sexual health services transformational change programme, including financial framework, and service locations.

An animation video outlining the proposals was also shown to the IJB.

Officers reported that there had been significant engagement through various means, and outlined the responses received. The response overall was positive and showed strong agreement that the proposals would result in better services being delivered. Responses were received from the public, as well as GPs and health professionals.

Officers advised that an EQIA had been completed regarding travel and that support would be provided where possible to those that met the criteria. Officers also stated that the service to young people had to be prioritised and increase the service available to this group. Officers were also keen to engage with the Youth Health Service.

Following the production of the animation it was identified that the online prescriptions for oral contraception could not progress, as prescriptions in Scotland are not permitted to be posted to individuals.

The Health Care Users Representative highlighted that educating young people on sexual health in schools and through youth groups was important to ensure that they were informed earlier. Officers agreed and explained that the Health Improvement Team at Sandyford had robust links with education and also had considerable input to staff and foster carers who look after young people. Officers would also welcome the opportunity to work with youth organisations and provide training.

Members queried if the Archway service would be impacted by the proposals. Officers advised that the Archway service was not included as part of the proposals as this was being looked at through the National Task Force for the development of a regional model. A report will be presented to the IJB in 2020.

Rhoda MacLeod

Dr Richard Groden welcomed the changes and advised that he had participated in the consultation with GP colleagues. The benefits to patients were welcomed.

Jonathan Best also stated that the proposals were welcomed from Acute and that the report had been presented to the Health Board Corporate Management Team and other governance structures.

Members discussed the travel requirements to access services and queried what support could be offered to people. Officers explained that service users tended to use the service 1.2 times per year and therefore the travel requirements were not experienced on a regular basis. Officers also highlighted that some people prefer to travel to another service, out with their local area.

Members also queried the resource at Vale of Leven, as proposals were that this service would reduce to one day per week. Officers explained that this was a request of West Dunbartonshire HSCP, that a service remained at this site; and advised that although the number of days had reduced, the capacity and availability of appointments on that day had increased.

The NHS Staff Side Representative stated that it was her understanding that the report had not been approved by the Area Partnership Forum; that questions had been provided and Rhoda had responded, but that the paper had not formally been agreed.

Officers stated that it was their understanding that the report had been agreed and that questions were sent for further clarity and officers responded; there has been no further response from the Area Partnership Forum. Officers confirmed that there were no questions regarding staffing implications.

This matter would be discussed out with the meeting.

***The Integration Joint Board:***

- a) approved the new service model proposals contained in this report; and***
- b) noted the proposed timescale for implementation of the new service model (section 12).***

## **8. PRISON HEALTH CARE WORKFORCE REVIEW PROPOSAL**

Rhoda MacLeod presented a report to highlight service challenges in the Prison Healthcare Service and to seek IJB approval for a full workforce review.

Officers outlined some of the challenges in relation to recruitment and retention, which had resulted in significant spend on bank nursing and locum / agency GP sessions. Contingency planning can also be difficult as a result of this. It can also be difficult to recruit GPs; and there is a requirement for more experienced nursing staff; as well as developing opportunities for staff.

The scope of the review was outlined at section 4; and other points of consideration outlined at section 5. This included the funding received from the Scottish Government for a 6 month test of change pilot in HMP Low Moss and HMP Greenock to introduce the delivery of adult care assessment and care management. A report will be presented to a future IJB on this work.

Gary Dover highlighted the need for a whole system approach for recruitment issues, as these were also being experienced through the Primary Care Improvement Plan.

Dr Richard Groden advised that there had always been challenges with recruitment in prison health care. There should be opportunities offered for GPs to work in prisons as well as the community, to ensure that GPs do not lose their skills and are able to work with all client groups; including women and children. Also by developing a skill mix in prison health care teams, this allowed GPs to deal with issues and complex patients.

**Rhoda  
MacLeod**

***The Integration Joint Board:***

- a) noted the contents of the report;***
- b) approved the proposal to carry out a formal review of Prison Healthcare workforce; and***
- c) instructed the Interim Chief Officer to report on the conclusion of the review with recommendations for workforce development by the end of August 2020.***

## **9. ALCOHOL RELATED BRAIN DAMAGE (ARBD) – COMMISSIONED SERVICES STRATEGIC REVIEW OUTCOMES**

Susanne Millar presented a report to update the IJB on the outcomes from the strategic review of Alcohol Related Brain Damage (ARBD) services and to seek approval to proceed with 3 key recommendations as outlined at section 1.2.

Officers reported that the original contract had been commissioned some time ago and there was now a requirement to review the service. Key learning points from the recently published Mental Welfare Commission Good Practice Guide ARBD (2019) have also been considered. The services in scope for review are detailed at section 2.7; and directly provided services were also considered.

The review outcomes were outlined to members, including the increasing level of complexity; impact of delays; A&E attendance; and supporting people in their home.

The proposals included the renegotiation of the weekly rate in Loretto Fullarton to reflect the current service; and not that previously commissioned. There are no financial efficiencies from the review; the review is to better meet service user needs. Officers provided reassurance that there is also service users seen in other parts of the system; and that this review does not cover all expenditure.

***The Integration Joint Board:***

- a) noted the contents of this report;***
- b) approved completion of a competitive tender for a citywide ARBD supported living service;***
- c) approved reconfiguration of the Penumbra Bardowie Street service; and***
- d) approved renegotiation of the weekly rate in relation to the Loretto Fullarton service.***

## **10. HOUSING CONTRIBUTION STATEMENT 2019-22**

Patrick Flynn presented a report for Integration Joint Board approval, a revised Housing Contribution Statement 2019-22, to support the housing sector's contribution to delivery of the Integration Joint Board's Strategic Plan 2019-22.

Officers advised that this was the second statement and that there had been extensive engagement with stakeholders. 25% of the older people population live in RSLs within the city and the staff of the 68 housing associations support the most vulnerable people. There is a real strength to have community based experts within the city.

Officers reported on the progression of housing stock over recent years and the health benefits this has had on the population. Officers further reported that Glasgow insists that 10% of new build homes are convertible to accessible homes for the disabled population.

Investment continued and there was funding received from the Scottish Government, of £200m for each of the next two years. 25% of this was aligned to the Health and Social

Care Partnership agenda. There is no detail on finance beyond 2021; however a report will be presented to the IJB next year on this.

The challenges relating to housing, health and social care were also outlined; including preventing and addressing homelessness; meeting the housing requirements of people with particular needs; planning and implementing digital and technology initiatives to improve housing services; strengthening participation from RSL partners; funding and expanding the delivery of the care and repair service; and the impacts of Universal Credit and Welfare Reform.

Officers informed the IJB that a homelessness and health welfare team had been established to support clients who were impacted upon from the introduction of Universal Credit. The team had successfully supported 94% of 114 clients to maintain their tenancy with private landlords. This had also resulted in children being sustained in school; clients being directed to health care; and the quality of housing improved, through properties being inspected.

Members welcomed the report and highlighted that a financial section could have been included; requesting that this is presented to a future IJB Finance, Audit and Scrutiny Committee.

Patrick Flynn

Anne-Marie Monaghan sought more detail on the 5 supported houses detailed at Table 4, under the Glasgow's Strategic Housing investment Plan 2020-2025. It was confirmed they related to individual needs of HSCP clients.

Members also discussed the requirement of housing for young people and the possibility of older people downsizing, if they wished to do so. Officers confirmed that people would be supported if they choose this option.

***The Integration Joint Board:***

***a) noted the contents of this report and;***

***b) approved the revised Housing Contribution Statement and draft Action Plan.***

**11. UPDATE ON SUSTAINABLE SOLUTION FOR HOME CARE SERVICES FOR 2019-20**

Margaret Hogg presented a report to provide an update on the funding for Homecare. The Council City Administration Committee met on 26<sup>th</sup> September 2019 and agreed a joint funding arrangement for Homecare Services for the £4.7m deficit estimated for 2019-20. The City Administration Committee agreed to add this funding to the base budget for future years. There was also funding allocated for the £450k to cover the additional costs incurred as a result of contingency planning in relation to equal pay.

Mark White advised the IJB that as part of the Ministerial Strategic Group report, it was recommended that joint meetings take place on a regular basis between the finance leads for the Health Board, Council and IJB. Meetings have taken place with Mark, Sharon Wearing and Martin Booth; and officers have begun to look at budget setting for 2020-2021.

***The Integration Joint Board:***

***a) noted the update provided in relation to Homecare Services and the delivery of a jointly developed financially sustainable solution for Homecare Services; and***

***b) accepted the funding offered by the Council in relation to both 2019-20 and recurringly from 2020-21 for Homecare Services.***

## 12. MAXIMISING INDEPENDENCE IN GLASGOW CITY: UPDATE

Susanne Millar presented a report to update the IJB on progress with the Maximising Independence programme approved on 26<sup>th</sup> June 2019; and to seek approval for pump prime investment to support the programme.

The initial report presented in June set out the approach and this continues to evolve. It is appropriate to challenge some of the thinking and officers are keen to debate in public and be transparent. Officers outlined the key messages of the programme, including re-setting the health and social care offer to meet the demands and needs of the population. Also to shift early intervention and prevention for the most vulnerable people, to achieve goals and outcomes; and to direct and target services where those are requested most.

The work in Glasgow City cannot be achieved by the HSCP alone; and the programme is the HSCPs contribution to the Health Board Moving Forward Together work. There is also connection to the Council City Vision work; and discussions will take place with the other HSCP Chief Officers to explore joint working across the region. The HSCP is also actively engaged with other authorities that face similar challenges; including Wigan and Coventry.

The programme investment was outlined to members. A wide range of engagement will take place, including with the provider sector. It is necessary to invest in change work and the engagement will be conducted by an external consultant, where we need specialist knowledge, through a change management resource. There is a commitment to do things differently and regular updates will be provided to the IJB, with an agreement to focus on the impact of this work on outcomes.

Members welcomed the report and raised the following comments:

- To remind officers to be mindful of language; and people's rights, this should be embedded more in the framework.  
Officers accepted these comments and are aware of the challenge of language; and will review going forward.
- Concern was expressed of the impact upon women and queried the support available to HSCP staff.  
Officers recognised the challenges and the need to manage the impact.
- Also to be mindful of how families are defined as the caring role may not always be provided by women.  
Officers acknowledged that the definition of community does not mean the 'traditional family'; and that officers will continue to work with communities.
- Members queried the funding for the future, beyond the allocation of the £8.5m for the next two years.  
Officers reported that the aspiration was that the efficiencies would be achieved through redesigning service; similar to the work within Children's Services; and that this shift in spend would be significant to manage the commitment.
- To engage with the Community Planning Partnership and community empowerment services to work together.  
Officers welcomed this proposal and advised that the work linked to the community empowerment agenda.
- The Health Board supported the programme.
- It is also important to connect feedback from communities through the Strategic Plan consultation and Moving Forward Together work; and to engage with the third sector.
- Queried if there will be evaluation and learning shared from Wigan and Coventry.

Officers were keen for the programme to be evaluated during the process and post implementation. The Kings Fund have conducted an evaluation of Wigan's work and this report will be circulated to the IJB for information.

**Susanne Millar**

The IJB agreed that updates would be provided to the first three IJB meetings of 2020; these can be verbal or presentations; and can be provided by members of the Programme Board, as well as HSCP officers.

**Susanne Millar**

***The Integration Joint Board :***

- a) noted progress to date with the development of the Maximising Independence Programme;***
- b) supported proposed pump prime investment to support the programme;***
- c) earmarked £8.5M from the current financial year's underspend to fund the investment outlined in 4.1; and***
- d) noted regular updates will be provided to the IJB.***

**13. GLASGOW CITY IJB BUDGET MONITORING FOR MONTH 6 / PERIOD 7 2019/20**

Margaret Hogg presented a report to outline the financial position of the Glasgow City Integration Joint Board as at 30<sup>th</sup> September 2019 (Health) and 27<sup>th</sup> September 2019 (Council), and highlights any areas of budget pressure and actions to mitigate these pressures.

Net expenditure is £4.645m lower than budget to date. Gross expenditure is £3.845m underspent and income is over-recovered by £0.800m. Budget changes throughout the year remain as previously reported.

The IJB were asked to approve three high cost care packages on a recurring basis, as outlined at section 5.2.5. These had been presented and approved at the Council Contracts and Property Committee; and were in relation to supported living arrangements.

Officers further reported that a probable outturn has been completed and is projecting a year end underspend of £9.4m. The main sources of underspend were outlined and it was proposed that this is used for £0.9m for earmarked reserves to cover the liabilities in relation to Rapid Rehousing; and the remaining £8.5m is earmarked for the development of the Maximising Independence Programme over the next two financial years.

The NHS Staff Side Representative expressed concern at the underspend being achieved through vacancies. Recruitment issues are putting pressure on staff and impacting upon the daily delivery of services.

Officers reassured the IJB that they are trying to resolve issues and that Sharon Wearing is working Anne MacPherson, Director of Human Resources NHSGGC; and discussions will take place with the Staff Partnership Forum. Officers confirmed that no vacancies are being held for savings.

***The Integration Joint Board is asked to:***

- a) noted the contents of this report;***
- b) approved the earmarking of the projected outturn of £9.4m as outlined in section 6 of this report;***
- c) approved the recurring funding for the packages of care outlined at section 5.2.5; and***
- d) noted the summary of current Directions (Appendix 2).***

#### 14. ALCOHOL AND DRUG PARTNERSHIP: ANNUAL REPORT 2018-19 (GLASGOW CITY)

Susanne Millar presented a report to advise the Integration Joint Board on the Alcohol and Drug Partnership Annual Report to the Scottish Government.

The report included feedback received from the Scottish Government; and officers confirmed that the report was for noting and not to approve, as per section 1.1.

***The Integration Joint Board:***

***a) noted the report; and***

***b) noted the feedback which has been received from the Scottish Government.***

#### 15. MULTI AGENCY PUBLIC PROTECTION ARRANGEMENTS (MAPPA) ANNUAL REPORT 2018-19

Pat Togher presented a report to highlight to the IJB the Glasgow Annual Multi Agency Public Protection Arrangements (MAPPA) Report, published on 1 November 2019 and to note the content.

The report provides a summary overview of performance and governance arrangements. Officers advised that an 18 month pilot for Block Profiling was complete and there were now plans to roll this out across all Registered Social Landlords in the upcoming months.

***The Integration Joint Board:***

***a) noted the content of the annual report.***

#### 16. WINTER PLANNING 2019-20 AND DELAYED DISCHARGES

Stephen Fitzpatrick presented a report to update the IJB on the winter planning arrangements for 2019/20 and current delayed discharge performance.

Officers advised that there was a whole system approach and that each year planning was more effective. The aim was to minimise traffic at the front door of hospitals. The specific actions for Glasgow City HSCP were outlined and a focus continued on care planning.

A presentation would be delivered on delayed discharges to the IJB Finance, Audit and Scrutiny Committee in December. A deterioration in performance from last year was reported; and the IJB informed that there was a 15% increase in hospital referrals. Intermediate Care capacity had increased also. The number of discharges changed continuously and the current rate was 71; this is scrutinised on a daily basis.

The NHS Staff Side Representative sought further information on the implications on personnel. Officers advised that this was to have sensible engagement with staff to plan annual leave and ensure adequate staff levels were in place.

The Third Sector Representative referred to page 2 of the letter appended to the report; that HSCPs are asked to consider measures to incentivise independent and voluntary sector providers to arrange immediate packages of care; and asked that this be considered. Officers advised that as the HSCP had Homecare Services, this was not an issue, however if there were any requirements in future then this would be discussed.

Jonathan Best added that there was a requirement to review the impact of initiatives put in place; and it was hoped that this would take place post winter. Systems had been established and there were daily calls between Acute and the six Greater Glasgow and Clyde IJBs to discuss and monitor performance and arrangements.

It was agreed that Stephen would report on any update to the IJB Finance, Audit and Scrutiny Committee as part of his presentation in December.

**Stephen  
Fitzpatrick**

***The Integration Joint Board:***

- a) noted the winter planning guidance attached (Appendix 1);***
- b) noted the Greater Glasgow & Clyde plan*  
***([https://www.nhsggc.org.uk/media/256392/item-12-paper-no-19\\_50-winter-plan-2019-20.pdf](https://www.nhsggc.org.uk/media/256392/item-12-paper-no-19_50-winter-plan-2019-20.pdf)) and the arrangements in hand to implement the actions in the plan; and,*****
- c) noted the HSCP's actions to support improved performance of delayed discharges.***

**17. CHIEF SOCIAL WORK OFFICER ANNUAL REPORT 2018-19**

Susanne Millar presented the annual report from the Chief Social Work Officer for the year 2018/19, prepared in line with Scottish Government guidance.

Section 3 provides the summary reflections from the past year, including the key challenges, developments and improvements. Officers highlighted the risk enablement approach within Children's and Families; and that the work with CELCIS was really helpful. There was also an onus on risk in the Maximising Independence Programme; and there was a reablement approach of the Occupational Therapy function.

***The Integration Joint Board:***

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

**18. IJB COMMITTEES – UPDATE FROM CHAIR OF FINANCE, AUDIT AND SCRUTINY COMMITTEE**

Cllr Jane Morgan provided an update from the IJB Finance, Audit and Scrutiny Committee held on 30<sup>th</sup> October 2019. The quarterly performance presentation was first on the agenda to give this more attention. A presentation was delivered on criminal justice and homelessness; and a briefing note is due to be circulated to the Committee on meeting statutory targets for homelessness.

A briefing note had been shared with the Committee on A&E data; and a presentation will be delivered at the next meeting in December.

A report was presented on the Children's Services Investment Plan and the Committee approved the approach for the planned spend.

A progress report was also presented on the Primary Care Improvement Plan and the Committee recognised the considerable challenges of implementation. A paper will be presented to the IJB on these challenges.

The draft minute from the meeting is available on the HSCP website:

<https://glasgowcity.hscp.scot/publication/ijb-finance-audit-and-scrutiny-committee-minute-30-10-19-draft>

## 19. IJB COMMITTEES – UPDATE FROM CHAIR OF PUBLIC ENGAGEMENT COMMITTEE

Anne-Marie Monaghan provided an update from the IJB Public Engagement Committee on 13<sup>th</sup> November 2019, held at the New Gorbals Health and Care Centre in the South Locality.

The Committee were informed of the community engagement approach in the South, which was based on a three strand model. A presentation was also delivered by the South East Integration Network, an umbrella organisation, working mainly with BME groups to support people and encourage organisations to work together.

Officers from Health Improvement delivered a presentation on Thriving Places within the South and reported positive progress. The piazza in the vicinity of the New Gorbals Health and Care Centre is well used and encourages community engagement within the area.

A paper was also presented on engagement for the draft HSCP Locality Plans; and a report presented on the Review of Participation and Engagement, including a consultation log which will be used to capture the scope of the activity.

The draft minute from the meeting is available on the HSCP website:

<https://glasgowcity.hscp.scot/publication/ijb-public-engagement-committee-minutes-13112019-draft>

## 20. GLASGOW CITY INTEGRATION JOINT BOARD – FUTURE AGENDA ITEMS

The Integration Joint Board noted the future agenda items.

## 21. NEXT MEETING

The next meeting was noted as Wednesday, 29<sup>th</sup> January 2020 at 9.30am in the Boardroom, Commonwealth House, 32 Albion Street, Glasgow, G1 1LH.

The meeting ended at approximately 12.35pm