

Health & Social Care Partnership

**East Ayrshire Health & Social Care Partnership
Integration Joint Board
11 October 2023 at 2pm
Council Chambers, Council HQ/ MS Teams**

Present:

- *Dr Sukhomoy Das, NHS Non-Executive Director (Chair)
- Mr Craig McArthur, Chief Officer
- Ms Lianne McNally, AHP Senior Manager
- Ms Marion MacAulay, Chief Social Work Officer
- *Ms Sheila Cowan, NHS Non-Executive Director
- Mr Alex McPhee, Interim Chief Financial Officer
- Ms Dalene Steele, Associate Nurse Director
- *Councillor Clare Maitland, East Ayrshire Council
- *Councillor Neill Watts, East Ayrshire Council
- Ms Arlene Bunton, Scottish Care
- *Mr Neil McAleese, NHS Non-Executive Director
- Ms Irene Clark, Stakeholder Representative
- Dr Alexia Pellowe, Clinical Director
- *Ms Jennifer Wilson, Nurse Director
- Councillor Kevin McGregor, East Ayrshire Council
- *Councillor Douglas Reid, East Ayrshire Council
- *Councillor Maureen McKay, East Ayrshire Council
- Ms Allina Das, RCN Representative

*indicating voting member

In Attendance:

- Ms Fiona Hart, IJB Finance Manager
- Ms Catherine Adair, Governance & Communications Manager
- Mr Jim Murdoch, Senior Manager Planning & Performance
- Mr Erik Sutherland, Head of Locality Health & Care
- Mr Craig Ross, Senior Manager Locality Services
- Ms Fiona Mitchell-Knight, Audit Scotland
- Ms Maria Paterson, Audit Scotland
- Ms Vicki Campbell, Head of Primary Care
- Mr Peter McNamara, Graduate Intern
- Ms Amanda McInnes, Senior Manager Business Support
- Aileen Anderson, Committee Secretary (Minutes)

Agenda	Discussion	Action
1.	<p><u>Welcome & Apologies</u></p> <p>Dr Sukhomoy Das welcomed everyone to the meeting and noted apologies from Mahanth Manuel, Neil Kerr, Irene Allan, Isabella Paton, Kathleen Winter and Jo Gibson</p>	

2.	<p><u>Good News Story – Care Home Senior Games</u></p> <p>Ms Lianne McNally, Mr Peter McNamara and Ms Arlene Bunton delivered a presentation on the Care Home Senior Games.</p> <p>The presentation shared photos of the event as well as feedback and stories from the participants, their families and staff involved in the games. Planning is underway for an event in 2024 and a league for through the year.</p> <p>Ms Jennifer Wilson advised that she had been in attendance and noted the joy and enthusiasm from all involved.</p> <p>It was recognised that a Care Home is just an address and residents can and should continue to access community activities where possible. Councillor Maureen McKay welcomed the publicity around care homes residents being valued members of the community. The Director noted that the day had been a highlight of his time in the role.</p>	
3.	<p><u>Declaration of Interest</u></p> <p>There were no declarations of interest.</p>	
4.	<p><u>Minutes of the Previous Meeting held on 30 August 2023</u></p> <p>The minutes of the previous meeting were agreed as an accurate record of discussions.</p>	
5.	<p><u>Matters Arising</u></p> <p>There were no matters arising.</p>	
6.	<p><u>Governance Report</u></p> <p>Mr Craig McArthur presented the report to provide the Board with an update on a change in the voting membership of the Board and Audit and Performance Committee and, to present for consideration and approval the proposed meeting schedule for 2024.</p> <p>At the Council meeting on 31 August 2023, Councillor Clare Maitland was appointed as a member of the IJB replacing Councillor Cowan. It was proposed that Councillor Maitland will also join the Audit and Performance Committee from 11 October 2023.</p> <p>John Munro, who was the Third Sector Representative has left the Council of Voluntary Organisations. Members will be advised when a new Third Sector representative has been appointed to the Board.</p> <p>The proposed schedule for 2024 meetings was provided for approval The EAC Committee Schedule will not be approved until the Council meeting on 26 October 2023. Any changes to the EAC schedule may require the IJB</p>	

	<p>schedule to be amended to avoid meeting clashes. Any such amendments will be advised to members at the earliest opportunity.</p> <p>The Board noted the report and agreed the following recommendations:</p> <ol style="list-style-type: none"> i. Note and approve the change to voting membership of the Board and Audit and Performance Committee; and ii. Consider and approve the proposed meeting schedule for 2024, noting that the East Ayrshire Council Committee Schedule will not be considered until 26 October 2023. 	
7.	<p><u>Final Audited Accounts 2022/23</u></p> <p>Mr Alex McPhee presented the report to advise the Board of the requirements introduced by the Local Authority Accounts (Scotland) Regulations 2014; present the audited Annual Accounts 2022/23 for approval; and consider the External Auditors ISA260 Report, detailing the outcome of the audit of the Annual Accounts.</p> <p>Board Members are required to consider and approve the Annual Accounts no later than 30 September, with publication no later than 31 October. The Board's External Auditors (Audit Scotland) presented their Annual Audit Plan to the Audit and Performance Committee on 01 March 2023, and noted that they would not meet the 30 September deadline, with the ISA260 Annual Audit Report being submitted to the 11 October meeting of the Board.</p> <p>The £289.927m net cost of provision of services highlighted in the audited Annual Accounts includes the Board's share of the Set Aside budget, as well as Lead Partnership cross-charging adjustments across the three Ayrshire Health and Social Care Partnerships. The Management Commentary at section 1 of the audited Annual Accounts includes a tabular presentation of directly managed services expenditure, as well as services managed under Lead Partnership arrangements, which is consistent with Financial Management Reports to the Board over the course of the 2022/23 financial year.</p> <p>Specific commitments have been identified totalling £3.690m resulting in a net uncommitted balance for the year totalling £3.376m. Recommendations relating to the uncommitted balance were outlined within the Financial Management Report as at 31 March 2023, which was presented and approved by the Board on 21 June 2023.</p> <p>The audited Annual Accounts will be published on the East Ayrshire Health and Social Care Partnership website and the websites of East Ayrshire Council and NHS Ayrshire & Arran following Board approval.</p> <p>The Board noted the report and agreed the following recommendations:</p> <ol style="list-style-type: none"> i. Note the audited final outturn position for the Board for 2022/23; ii. Approve that earmarked balances totalling £11.016m are retained for their intended purposes; 	

	<ul style="list-style-type: none"> iii. Approve that of the uncommitted balances totalling £3.376m for 2022/23, £0.904m is retained as a general contingency in line with the IJB Reserve Strategy, an additional sum set aside £0.302m within the general contingency balance as a provision against additional commitments (phlebotomy, neurodevelopmental empowerment and Primary Care), with £0.769m set aside for workforce development purposes and £1.401m set aside for transformational change purposes; iv. Note the content of the Independent Auditors Report as included at section 7 of the Annual Accounts; v. Note the content of the separate External Auditor’s ISA260 Annual Audit Report detailing the outcome of the audit, as presented at the meeting; and vi. Approve the East Ayrshire Health and Social Care audited Annual Accounts 2022/23. 	
8.	<p><u>External Audit Annual Report (ISA260)</u></p> <p>Ms Fiona Mitchell-Knight presented the Auditors Report for information.</p> <p>The audit opinions on the Annual Accounts of the Board were unmodified. The financial statements provided a true and fair view and were prepared in accordance with the financial reporting framework.</p> <p>The Board had appropriate and effective financial management arrangements in place and a Budget Working Group was established to work alongside the Strategic Commissioning Board to support the re-design of services as part of the Transformational Change Programme.</p> <p>The medium-term financial plan requires to be updated to reflect the medium and long-term financial challenges.</p> <p>The report noted that the Board should progress work to allow members of the public access to meetings through webcasting, either live or via access to on-demand records. Mr Craig McArthur noted that, prior to the pandemic, there was the opportunity for public attendance and, with the move back to hybrid meetings there was now the option for public attendance. It was also noted that, within Council Chambers, there was the functionality to record the meetings and make these available to the public and this would be explored again.</p>	
9.	<p><u>Children & Young People’s Strategic Partnership Reports</u></p> <p>Ms Marion MacAulay presented the report to provide an overview on the recent reporting and strategic development undertaken by the Children and Young People’s Strategic Partnership.</p> <p>The report provided a brief summary of The Children Service Plan 2020-23 Annual Report; The Children Service Plan 2023-26; The Children’s Rights</p>	

Reports 2017-2020 and 2020-2023; and The Cherishing Our Families Strategy 2023-26.

The reports noted were presented and approved at the Community Planning Partnership Board on 21 September 2023.

The East Ayrshire Children and Young People's Services Plan 2020-23 set the local long-term strategic intent for improvement in outcome for all children and young people and set out the key activities for 2020-23 to delivery identified priority areas. The Report also continued to celebrate the strengths and talents of local children, young people and families. Children and young people's views, experiences and achievements were showcased, in their own words through art and imagery.

The Children and Young People's Service Plan 2023-26 sets out the local long term strategic intent for improvement in outcomes for all our children and young people and provides details on the key activities which will be undertaken by all partners over the next three year period to deliver progress in the key priority areas.

Development of the Children and Young Peoples Service Plan had been supported through extensive engagement and collaboration with children, young people and families to understand the experience of their lives and the things that matter most to them. Drawing from the engagement feedback and evidence gathered, the Plan focussed on five strategic priority areas that will achieve high impact changes for children, young people and families.

The Cherishing Our Families Strategy set out the strategic aims and objectives of East Ayrshire's approach to preventing and reducing neglect across the community. This included working within the approach of the HEART model to ensure that issues are addressed holistically and in a family context, and to also pull together all the work happening across the CYPSP to reflect consistent ways of working to tackle the issue of neglect.

Councillor Reid noted the work carried out by Council around The Promise and suggested refresher sessions for new members who perhaps don't have awareness of the rights of children and conversations around criminality.

Ms Marion MacAulay noted that the reports were high level however were underpinned by the Corporate Parenting responsibility of partners, highlighting this is at the fore when talking about children in care, subject to orders through the Children's Reporter, Children's Houses and external providers.

The Corporate Parenting Plan was presented to the Board in 2022 with an annual plan scheduled to come to a future Board.

Discussion took place regarding the understanding of the adversity, trauma and children experiences of young people in East Ayrshire and it was acknowledged that there was a small number of young people across the

	<p>area engaging in antisocial behaviour and their experiences were reflected in the reports.</p> <p>The Board noted the report and agreed the following recommendation:</p> <ul style="list-style-type: none"> i. Revisit and reframe the corporate parenting responsibilities for Members. 	
<p>10.</p>	<p><u>SRA for Foster and Kinship Carers Allowances</u></p> <p>Ms Fiona Hart presented the report to seek approval of the new Scottish Recommended Allowance (SRA) for foster and kinship carers.</p> <p>Following discussion COSLA and the Scottish Government have agreed on a Scottish Recommended Allowance for foster and kinship carers. Although allowances are paid by all local authorities, this is the first time there has been an agreement on a minimum recommended allowance.</p> <p>Foster and kinship carers across Scotland are to receive at least a standard national allowance to support them in caring for the children and young people they look after.</p> <p>East Ayrshire currently operate a parity model in respect of fostering and kinship allowances.</p> <p>The revised weekly allowances will be backdated to 01 April 2023. All age group allowances will increase with the exception of those aged between 11 and 15. The rate for those currently in receipt of allowances for this age group will be protected, ensuring that they are not worse off by the introduction of the SRA. This would mean it would take several years to fully implement the new rates.</p> <p>Work has been undertaken to confirm the financial impact, taking account of existing foster and kinship care placements, as well as the IJB's share of £16m national funding (£0.368m) to be distributed to implement the revised rates. This work has identified that the Board's share of the funding was not sufficient to cover implementation costs in 2023/24 and 2024/25 due to the proposal to protect 11-15 year olds where rates will reduce. The funding shortfall identified for the current year is £65,596, reducing to £14,085 in 2024/25. Approval was sought to use uncommitted balances to bridge any funding gap in 2023/24 and 2024/25.</p> <p>The Board noted the report and agreed the following recommendations:</p> <ul style="list-style-type: none"> i. Approve the recommendations COSLA foster and kinship rates be adopted across the suggested age ranges; and ii. Approve the use of uncommitted balances to bridge the funding gap in 2023/24 and 2024/25. 	

11.

Housing Contribution Statement

Mr Jim Murdoch presented the report on the Housing Contribution Statement (HCS) covering the period 2023-2026, which was an integral part of the Health and Social Care Partnership's Strategic Plan 2021-30.

The Housing Contribution Statement sets out the shared outcomes and service priorities linking the IJB's Strategic Plan and the Council's Local Housing Strategy, alongside the current and future resources and investment required. The HCS also provides an overview of local housing-related challenges, the improvements required and articulates the contribution of housing to people's lives across a wide range of groups including older people, people with disabilities and those experiencing domestic abuse.

The HCS outlined the clear benefits of integrated working between Housing Services and the Partnership in delivering and enabling services that support people to live independent lives and achieve their full potential. Senior leaders from both the Partnership and Housing Services are represented on key strategic groups, which also involve third and independent sector partners and vitally, people who use or have an interest in shaping services.

The HCS provided an overview of the care and support services for people with health and social care needs that are provided to help them live as independently as possible in their community and to allow them to have a better quality of life. These included adaptations, homecare services and telehealth and telecare.

Dr Das noted that the report did not provide detail on the stock levels and the deficit for demand. It was noted that the HCS was a high level strategic framework and further detail was considered in the Housing Investment Plan and Local Housing Strategy.

Mr Erik Sutherland advised that the Housing Needs and Demand Analysis (HNDA) was a more detailed document which considered housing needs for up to 30 years in the future. It was agreed that it would be beneficial for the Board to have further detail of this work.

It was agreed that a paper outlining the housing position and projected future housing needs in relation to the HCS and HNDA would be brought to a future meeting.

The Board noted the report and agreed the following recommendations:

- i. Comment on the draft Housing Contribution Statement 2023-2026;
- ii. Endorse the draft Housing Contribution Statement 2023-26 subject to any amendments; and
- iii. Approve that the Housing Contribution Statement will be included in the new Strategic Plan 2024-2027.

12.

Justice Services Best Value Service Review – Final Recommendations

Ms Marion MacAulay presented the report to provide information on the outcome of the Service Review of Justice Services and to seek approval for proceeding with its final recommendations.

The Report provided details of the final recommendations of the Review Group and the preferred model that was identified to enhance service delivery, service efficiency and outcomes for people receiving justice services.

The Report also provided an outline of the areas of the service identified as requiring improvement and provided a detailed overview of the next steps for the new service model.

The Report noted the area of service which fell within the scope of the Review; noting that Prison Social Work Service and Justice Administrative Services were excluded from the review. The Prison Social Work Service is currently funded through agreement with SERCO and under the provision of a nationally agreed Memorandum of Understanding will be funded by the Scottish Prison Service from March 2024 when they assume management of the Prison. Justice Admin were considered as part of the Admin Services Best Value Review.

A key theme from the review was the changing nature of the work of a justice social worker with increasing complexity in assessments being undertaken and the greater number of people we are supporting who have multiple complex factors in their lives which require enhanced levels of support. Justice workers are spending increasing amounts of time supporting people who have a high degree of complex issues in their lives as a result of factors such as trauma, drug or alcohol use, mental health, learning disabilities, homelessness etc.

Justice Services, partly due to working to a legal order, shows 'stickability' to the person, building a relationship and trying to empower them to develop a workable plan for support. This takes time and patience to build trust and work in a person centred way. This is not encapsulated in a pure counting of orders and is difficult to capture in the form of numerical data in a workload management tool. At time we are working to ensure that the person's basic needs are met and supporting the person to stay alive. There is an unplanned and responsive element to the work.

The full report detailing the work of the Justice Service review was presented to the Strategic Commissioning Board on 31 August 2023 where the recommendations were agreed in full. Model 2, which was outlined in the report, was chosen as the preferred model as it would enable to service to begin building relationships with people from an early point in people's involvement in the justice system. It will ensure that services are delivered in local communities and link with local services and contributors to community justice which fosters individual and community resilience. The model will

	<p>enable service efficiencies and build upon the skill mix of the workforce ensuring that the workforce is resilient and sustainable.</p> <p>Implementation of a new staffing structure would be carried out in full co-operation with the workforce and trade unions and with the support of the Council's Human Resources team. This will include staff employed by North Ayrshire as host of the PDT where TUPE arrangements will apply for some members of staff.</p> <p>The Board noted the report and agreed the following recommendations:</p> <ol style="list-style-type: none"> i. Consider and comment on the findings and recommendations detailed in the Report; ii. Approve the progression of the Future Service Developments detailed in the report; and iii. Task the Review Team Lead to commence with the implementation of the preferred new Service Model. 	
13.	<p><u>Older People's Care at Home Commissioning Model</u></p> <p>Mr Craig Ross presented the report to outline future Care at Home commissioning arrangements to improve quality and capacity for care provision across East Ayrshire.</p> <p>A new collaborative Care at Home commissioning model is needed to maximise care capacity and stabilise the sector, allowing for sustainable delivery of high quality, flexible services that focus on meeting people's individual outcomes. A hybrid of geographical block contracts and existing call off framework will allow for balanced provision and increased choice of providers, with an aspiration of an 80:20 internal-external care provider market share delivered through a collaborative approach.</p> <p>The Best Value Review (BVR) of Care at Home Service (was concluded in 2019 and recommended several changes including that all Self Directed Option 3 care packages would transition to delivery by East Ayrshire's internal Care at Home (CAH) service. This meant that independent care providers would have less guarantees over the volume of work they were offered.</p> <p>Shortly after this decision, the Covid-19 pandemic affected the health and care system, with a detrimental impact on social care workforce availability across internal and independent CAH services alike. At this time, the planned transition to full internal delivery was paused due to a lack of internal care worker capacity; however; a corresponding loss of capacity in independent provider workforce resulted in the inability to retain the same volume of care provision in independent providers, leading to care packages being handed back to East Ayrshire CAH service. One of the four original providers on the current framework decided to leave East Ayrshire in 2021.</p> <p>The net result of this has been a shift from independent providers delivering 30% of care in 2019/20 to just 13% at the end of 2022/23. Whilst there has</p>	

	<p>been movements of care staff from independent providers to East Ayrshire CAH service, there has been significant turnover through people leaving the care sector meaning that since January 2022 the overall increase in Community Care Officer staffing capacity was just 2%. Over the same period, East Ayrshire CAH services were delivering 22% more care hours.</p> <p>The implementation of the BVR in East Ayrshire has had unintended consequences on local independent sector providers contributing to challenges in recruitment, lack of guaranteed work and financial stability. This has been exacerbated by the impact of the pandemic and the general condition of the social care labour market. The overall commissioning model needs to respond to this context.</p> <p>The overall efficiency of the current model is limited by a lack of collaborative work allocation; for example in several geographical areas, the East Ayrshire CAH teams are working in the same areas as the other three framework providers, often in the same street or housing complex. All providers agree this is not a sustainable delivery model, therefore there was a need to consolidate the number of providers regularly delivering care in some areas, whilst avoiding the risk of having a sole provider delivering in an area and the risks that this entails.</p> <p>The new model was developed collaboratively with a range of partners including Procurement, Finance, Operational teams and the Independent sector in order to focus on priorities of wellbeing and outcomes for supported people and improving staff wellbeing, with an underlying focus on quality, continuity and sustainability. Current users of the Care at Home service were also asked via survey how they would like to see Care at Home services delivered in future; common themes of feedback indicated that people wanted continuity of staff and visit timings, with sufficient time for staff to complete required tasks.</p> <p>Through the development of a Commodity Strategy, benchmarking against other local authorities has been carried out alongside careful consideration of a range of other commissioning approaches. The preferred option was a hybrid block contract and call off framework with an indicative 80:20 internal-external provision split.</p> <p>Through implementing a hybrid approach, larger providers will have guarantees where they will retain blocks of care hours subject to each provider continuing to deliver against these hours. Each of the eight geographical areas in East Ayrshire will have two block contracts available, set at a level which should enable providers to deliver these based on current market availability, but providing up to 200% growth based on availability to deliver, thereby creating potential for growth. Should providers be unable to deliver against guaranteed hours they will be paid for what they actually deliver as part of contract management arrangements, the size of the guaranteed block may reduce.</p>	
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	<p>Smaller providers will also be attracted to the call off part of the framework, which gives them access to providing care in East Ayrshire and increase the choice and flexibility that is offered.</p> <p>It was anticipated that tender documents would be released in December 2023, with subsequent evaluation and awards concluded prior to commencement of a new contract from 01 April 2024.</p> <p>The total cost to deliver the CAH service, including both internal and independent care providers, was approximately £15m per annum. Based on financial modelling of a planned 80:20 internal-external provision, costs would be approx. £220k less compared to the 87:13 split at the end of 2022/23.</p> <p>Alongside the new commissioning model, a range of measures are being implemented which will reduce future care demands and help to reduce costs across East Ayrshire whilst maximising outcomes and independence. These include Reablement and Multidisciplinary working, approaches that will maximise individual and community assets and reduce demands on statutory services.</p> <p>Discussion took place regarding any changes to the Living Wage and it was noted that the paper was developed in line with the information currently available at the time.</p> <p>Mr Craig McArthur noted, if the Partnership has previously received funding to meet the financial uplift associated with increases to the Scottish Living Wage. It was also noted that the Partnership had taken the opportunity to re-evaluate the job roles and recognise the complexity of the role.</p> <p>Mr Craig Ross confirmed that the Trade Unions had been involved in the discussions around the model and more detailed discussions would take place as the model moves into the implementation phase.</p> <p>Ms Arlene Bunton noted that the Independent Sector were very supportive of the proposed model and were not seeking to TUPE staff in the process.</p> <p>The Board noted the report and agreed the following recommendations:</p> <ol style="list-style-type: none"> i. Approve the proposed collaborative commissioning model; and ii. Issue a Direction to East Ayrshire Council in respect of procurement arrangements. 	
14.	<p><u>Climate Change Duties Report</u></p> <p>Mr Craig McArthur presented the annual Climate Change Report under the Climate Change (Scotland) Act 2009.</p>	

	<p>The Climate Change duties report is required to be completed by all public bodies, including IJBs, and must be submitted to Sustainable Scotland Network by 30 November 2023.</p> <p>Both East Ayrshire Council and NHS Ayrshire and Arran submit separate reports to the Sustainable Scotland Network and these are published online. The submission date for the reports is 30 November 2023 therefore neither report was available at the time of the meeting.</p> <p>East Ayrshire Integration Joint Board have no direct responsibility for employees, buildings or fleet vehicles and these aspects are therefore contained in the parent bodies reports.</p> <p>SSN have confirmed that it is recognised that more relevant data is provided in Local Authority and NHS submissions.</p> <p>The Board noted the report and agreed the following recommendations:</p> <ol style="list-style-type: none"> i. Approve the content of the report for submission to Sustainable Scotland Network; and ii. Note the reports from East Ayrshire Council and NHS Ayrshire and Arran Board are not yet available, but once submitted, will be notified to a future meeting of the Board. 	
15.	<p><u>IJB Directions Update</u></p> <p>Mr Craig McArthur presented the report to provide an update on the IJB Directions issued since the implementation of the new recording and issuing system on 01 April 2023.</p> <p>The report provided an update on the IJB Directions issued since the implementation of the new reporting and issuing process on 01 April 2023.</p> <p>The Scottish Government issues statutory guidance in 2020 on the use of Directions from Integration Authorities to Health Boards and Local Authorities. Directions are the mechanism to action the strategic commissioning plans as laid out in the Public Bodies (Joint Working) (Scotland) Act 2014.</p> <p>The three Ayrshire Health and Social Care Partnerships, and NHS colleagues, through the Strategic Planning and Operational Group, agreed the governance arrangements relating to Directions.</p> <p>A Pan-Ayrshire group had been set up to ensure a consistent approach was taken in recording and issuing of Directions. While work was paused during the pandemic, in early 2023 a standard template for the recording of Directions was agreed along with guidelines for completion and issue.</p> <p>The new process was implemented in East Ayrshire IJB on 01 April 2023.</p>	

	<p>The report covered the six month period from implementation of the new process.</p> <p>The Board noted the report.</p>	
16.	<p><u>Governance Papers</u></p> <p>The minutes of the following meeting were provided for information:</p> <ul style="list-style-type: none"> • Health and Care Governance Group – 20 June 2023 • Resilience Group – 06 June 2023 	
17.	<p><u>AOCB</u></p> <p>Mr Craig McArthur advised that the finalists for the Scottish Health Awards were announced earlier in the day with two finalists from East Ayrshire Health and Social Care.</p> <p>Euan Grant, Support Worker was nominated for Support Worker of the Year; and Marchburn Ward at East Ayrshire Community Hospital was nominated in the Care for Mental Health Award. The awards ceremony will take place on 02 November 2023 in Edinburgh.</p> <p>The Board noted their congratulations to both finalists.</p>	
18.	<p><u>Date of Next Meeting</u></p> <p>13 December 2023 at 2pm Council Chambers/ MS Teams</p>	