

**East Ayrshire Health & Social Care Partnership  
Integration Joint Board  
24 June 2026 at 2pm  
Council Chambers/ MS Teams**

**Present:**

\*Councillor Douglas Reid, East Ayrshire Council (Chair)  
Dr Erik Sutherland, Interim Director of Health & Social Care  
\*Dr Sukhomoy Das, NHS Non-Executive Director  
\*Mr Neil McAleese, NHS Non-Executive Board Member  
Ms Dalene Steele, Associate Nurse Director  
\*Ms Jennifer Wilson, NHS Executive Nurse Director  
Ms Fiona Pirrie, Co-CEO, East Ayrshire Carers Centre (IJB Stakeholder Representative)  
Ms Lianne McNally, AHP Senior Manager  
\*Councillor Clare Maitland, East Ayrshire Council  
Ms Moira Fenton, HSCP Team Manager CVO (3<sup>rd</sup> sector representative)  
Ms Allina Das, RCN Representative  
Mr Craig Young, Acting Chief Governance Officer

***\*signifies a voting member***

**In Attendance:**

Mr Jim Murdoch, Senior Manager Wellbeing, Planning & Performance  
Ms Amanda McInnes, Senior Manager Business Support  
Ms Fiona Hart, Service Manager, IJB Finance  
Ms Lisa Davidson, Assistant Director of Public Health  
Ms Kirsty Pirrie, People & Culture Manager (HR)  
Mr Craig Ross, Senior Manager, Locality Health & Care  
Ms Heather Stowe, Senior Manager, Localities Health & Care Services  
Ms Dale Meller, Senior Manager Public Protection & Learning  
Mr Charles Staines, Senior Finance Analyst  
Ms Elaine Newcastle, East Ayrshire Carers Centre  
Ms Margaret McLean, East Ayrshire Suicide Prevention Lead  
Ms Julie Ross-Binning, Senior Business Support Officer

Alison Anderson, Committee Secretary (Minutes)

| Agenda | Discussion                                                                                                                                                                                           | Action |
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| 1.     | <p><b><u>Welcome &amp; Apologies</u></b></p> <p>Councillor Douglas Reid welcomed everyone to the meeting. Apologies were noted from Sheila Cowan, Councillor Linda Mabon and Dr Laura McGarrity.</p> |        |

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| 2. | <p><b><u>Good News Story</u></b></p> <p>Ms Margaret McLean gave a presentation on Development of Creating Hope Together Peer Led Bereaved by Suicide Support Groups and thereafter answered questions from the IJB.</p> <p>On behalf of the Board, Councillor Reid thanked Ms McLean for delivering the presentation and bringing this service to the attention of IJB members.</p>                                                                                                                                                                                                                                                                                                                                        |  |
| 3. | <p><b><u>Declaration Of Interest</u></b></p> <p>Dr Sukhomoy Das declared an interest in the Whistleblowing Report at agenda item 17 due to his role as Whistleblowing Champion within NHS Ayrshire and Arran.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |  |
| 4. | <p><b><u>Minutes of the Previous Meetings held on 18 March 2026 and 31 March 2026</u></b></p> <p>The minutes of the previous meetings were approved as an accurate record of discussion.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |  |
| 5. | <p><b><u>Matters Arising</u></b></p> <p><u>EAHSCP Social Care Contribution and Charging Framework and Approved Rates, Contributions and Charges 2026/27</u><br/>Fiona Hart confirmed that relevant allowances are always applied for and further referrals made if appropriate.</p> <p><u>Recording of IJB/APC Meetings</u><br/>Will commence August meeting.</p> <p><u>Visit to Clinchyrd Place</u><br/>If timeline permits, visits will be arranged over the summer period.</p>                                                                                                                                                                                                                                          |  |
| 6. | <p><b><u>Governance Report</u></b></p> <p>Dr Erik Sutherland presented the report to provide an update on the governance arrangements in respect of the annual review of the Adverse Events Review Group (AERG) Terms of Reference, the IJB Stakeholder Forum Terms of Reference, and provide an update on the Chair and Vice-Chair of the IJB Stakeholder Forum.</p> <p>The Adverse Events Review Group reviewed and agreed there were no changes required to its Terms of Reference at the meeting on 1 April 2026. The IJB Stakeholder Forum reviewed and agreed the Forum's Terms of Reference at the meeting on 1 May 2026. Fiona Pirrie, Co-Chief Executive Officer of East Ayrshire Carers Centre, has been re-</p> |  |

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|    | <p>appointed as Chair of the IJB Stakeholder Forum, with Carol Brown from Community Brokerage appointed as Vice-Chair.</p> <p>The Board:</p> <ul style="list-style-type: none"> <li>i. Approved the Adverse Events Review Group Terms of Reference;</li> <li>ii. Approved the IJB Stakeholder Forum Terms of Reference;</li> <li>iii. Noted the Chair and Vice-Chair of the IJB Stakeholder Forum; and,</li> <li>iv. Noted the contents of the report.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |  |
| 7. | <p><b><u>Recruitment to Post of Director of Health &amp; Social Care</u></b></p> <p>Ms Kirsty Pirrie presented the report to update Members on the recruitment and selection process for the post of Director of Health &amp; Social Care and to outline the interim arrangements that have been agreed and implemented by the Interim Chief Executive of NHS and Acting Chief Executive of East Ayrshire Council.</p> <p>As the postholder of the Director of Health &amp; Social Care has resigned, recruitment to fill the post on a permanent basis is required.</p> <p>Interim arrangements have been put in place to ensure effective service delivery is maintained and the current Head of Locality Health &amp; Care Services is acting into this role, with their post also being covered on an acting basis by two existing Senior Managers.</p> <p>Due to the size of the recruitment panel and the difficulty obtaining availability on the required dates, it was agreed that interviews could proceed with 3 Elected Members, 3 non-executive board members, NHS Acting Chief Executive, EAC Interim Chief Exec and Councillor Reid.</p> <p>The Board:</p> <ul style="list-style-type: none"> <li>(i) Approved the permanent recruitment to the Director of Health &amp; Social Care post;</li> <li>(ii) Approved the proposed adjustments to the panel; and</li> <li>(iii) Noted the content of the report.</li> </ul> |  |
| 8. | <p><b><u>Extension of IJB Voting Rights</u></b></p> <p>Mr Jim Murdoch presented the report to advise the Integration Joint Board (IJB) on the forthcoming legislative changes extending voting rights on Integration Joint Boards to lived experience, unpaid carer and third sector representatives.</p> <p>It was noted that the Scottish Government has introduced legislative changes through the Public Bodies (Joint Working) (Scotland) Amendment Order 2025 to extend voting rights on Integration Joint Boards to representatives of service users and people with lived experience, unpaid carers and third sector organisations.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |  |

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|                  | <p>This report outlined implications arising from the extension of Integration Joint Board voting rights, which will come into effect from 1 September 2026, and the proposed next steps.</p> <p>In regards of the power to appoint/remove voting rights, it was advised that IJBs determine and agree arrangements in place and the standing orders which would apply. Further work and consultation is required around the direction of travel going forward.</p> <p>Review of the current IJB Terms of Reference along with a root and branch review will be undertaken over the summer. An update report will be presented at the August IJB meeting with the possibility of a Direction being issued to NHS Ayrshire and Arran and East Ayrshire Council.</p> <p>It was highlighted that induction and training for new voting members will be offered.</p> <p>The Board:</p> <ol style="list-style-type: none"> <li>Noted the legislative changes extending voting rights to lived experience, unpaid carer and third sector representatives on Integration Joint Boards;</li> <li>Remitted the Senior Manager: Wellbeing, Planning and Performance to review the implications and report back to a future meeting of the IJB with proposed changes to the IJB's governance and membership arrangements; and</li> <li>Noted the content of this report.</li> </ol> |  |
| 9.               | <p><b><u>IJB Directions Update</u></b></p> <p>Dr Erik Sutherland presented the report to provide the Integration Joint Board with an update on the IJB Directions issued since the implementation of the new recording and issuing system on 1 April 2023.</p> <p>All Directions noted within the Appendix of the report have been issued and enacted.</p> <p>Erik Sutherland noted thanks to Julie Ross-Binning for ensuring the completeness of IJB Directions issued.</p> <p>The Board noted the contents of the report.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |  |
| Additional Paper | <p><b><u>Unaudited Annual Accounts 2025-26</u></b></p> <p>Fiona Hart presented the report to advise the Integration Joint Board of requirements introduced by the Local Authority Accounts (Scotland) Regulations 2014, to submit Annual Accounts for the year ended 31 March 2026 to the IJB for approval and thereafter forward the Accounts to the Controller of Audit.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |  |

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|     | <p>It is noted within the report that the net cost of provision of services in 2025/26 was £336.824m. The net revenue expenditure represents the running costs of the IJB and indicates the significant size and complexity of the organisation. Directly managed expenditure for the 2025/26 financial year is £6.733m greater than the budget delegated to the IJB and increases by an adjustment of £0.222m in respect of the Partnership's share of services managed on a pan-Ayrshire basis on Lead Partnership arrangements, resulting in a population based overspend of £6.954m for 2025/26 prior to earmarking. In total, £1.102m has been earmarked for specific commitments in future financial years and £0.541m retained underspend earmarked. After taking account of earmarked commitments, there is a net overspend for 2025/26 of £8.598m.</p> <p>Erik Sutherland thanked Fiona Hart and Charles Staines for the report which had been provided within a short timeframe.</p> <p>The Board:</p> <ul style="list-style-type: none"> <li>(i) Approved the unaudited Annual Accounts for 2025/26;</li> <li>(ii) Noted the timetable for approval of the audited Annual Accounts for 2025/26; and</li> <li>(iii) Noted the contents of the report.</li> </ul>                                                                                                                  |  |
| 10. | <p><b><u>Financial Management Report as at 31 March 2026</u></b></p> <p>Ms Fiona Hart provided the Integration Joint Board details of the draft final outturn position for East Ayrshire Health and Social Care Partnership for 2025/26.</p> <p>The month 12 Financial Management Report for the Partnership was compiled following financial analysis and budget monitoring at East Ayrshire Council and NHS Ayrshire &amp; Arran, in partnership with Council, NHS and IJB colleagues in North and South Ayrshire.</p> <p>The consolidated draft final outturn for the Partnership on population basis, after earmarking of committed balances for 2025/26 is an overspend of £8.057m. This comprises an overspend of £8.598m on Council commissioned services, and an underspend of £0.541m on NHS commissioned services. This variance represents 2.9% of the £292.469m population basis budget (excluding Set Aside).</p> <p>The £8.598m overspend on Council commissioned services is wholly offset on a non-recurring basis by non-repayable funding from East Ayrshire Council.</p> <p>The Board:</p> <ul style="list-style-type: none"> <li>(iv) Noted the draft final outturn position for East Ayrshire Health and Social Care Partnership at 31 March 2026;</li> <li>(v) Noted the draft final outturn position in respect of IJB Reserve balances at 31 March 2026;</li> </ul> |  |

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|     | <ul style="list-style-type: none"> <li>(vi) Noted progress towards achievement of approved cash releasing efficiency savings 2025/26;</li> <li>(vii) Noted the draft final outturn position in respect of services managed under Lead Partnership / Hosted Services arrangements for 2025/26 (appendix 6);</li> <li>(viii) Noted the position in respect of large hospital Set Aside budgets for 2025/26;</li> <li>(ix) Noted the additional non-recurring funding contributions from East Ayrshire Council £8.598m to achieve financial balance in 2025/26; and</li> <li>(x) Noted the content of the report;</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |  |
| 11. | <p><b><u>Financial Management Report as at 31 May 2026</u></b></p> <p>Ms Fiona Hart provided the Integration Joint Board details of the projected outturn position for the East Ayrshire Health and Social Care Partnership for 2026/27, based upon the current financial position as at 31 May 2026 (month 2) and anticipated progress against savings approved as part of the Annual Budget 2026/27, Financial.</p> <p>The month 2 Financial Management Report for the Partnership was compiled following financial analysis and budget monitoring at East Ayrshire Council and NHS Ayrshire &amp; Arran.</p> <p>Fiona highlighted and discussed the main points of the report followed by comments and questions from the Board.</p> <p>It was confirmed that the £10m savings are already included in the £4m overspend and the balanced budget presented to the IJB already factors in the £10m savings.</p> <p>It was queried as to the overspend in Learning Disabilities, the adjustment of the criteria and what the timeline would be. It was advised of having a programmed targeted service review which was risk based, with a review of packages mid-point and annual reviews.</p> <p>Allina Das re-iterated the importance of engaging with Staff Side and wider Trade Union colleagues to mitigate any risks and challenges that may occur further down the line.</p> <p>In regards to the underspend with Community Nursing and Health Visitors, it was asked for reassurance of there being no impact on quality of care. It was advised that all posts go through vacancy scrutiny.</p> <p>The Board:</p> <ul style="list-style-type: none"> <li>(i) Noted the high level 2026/27 managed services projected outturn position for East Ayrshire Health and Social Care Partnership at 31 May 2025;</li> <li>(ii) Noted early year progress against 2026/27 approved savings;</li> </ul> |  |

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|     | <ul style="list-style-type: none"> <li>(iii) Noted underlying risk factors and potential consequences as set out within the report;</li> <li>(iv) Noted that this report was presented to the Audit and Performance Committee on 23 June 2026; and</li> <li>(v) Noted the content of the report.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |  |
| 12. | <p><b><u>Review of Eligibility Criteria</u></b></p> <p>Dr Erik Sutherland presented the report to advise of a review of Eligibility Criteria Policy for adult social care and support and to recommend that the Integration Joint Board (IJB) retain access to services at existing critical and substantial levels of need.</p> <p>This recommendation reflected a balanced assessment of financial sustainability requirements, population need and complexity, statutory duties, practitioner experience, consultation findings, and risks to individuals, carers, and the wider health and social care system.</p> <p>The report set out strengthened arrangements for practitioner guidance, supervision, audit, and review to ensure that consistent application of the criteria supports both equitable decision-making and the requirement for improved financial sustainability.</p> <p>Discussions took place in regards to the communications implications and the need for a robust strategy for communicating with service users.</p> <p>It was noted that discussions had taken place on a number of occasions at the Financial Recovery Group, around retaining the existing criteria. All the care packages are being reviewed to ensure equitable resource allocation and adherence to agreed eligibility criteria. A review of the policy will be scheduled for one year or sooner if required.</p> <p>The Board:</p> <ul style="list-style-type: none"> <li>i. Received the report and noted its contents;</li> <li>ii. Noted the consultation findings from the online survey, Strategic Planning Group, and Stakeholder Forum;</li> <li>iii. Agreed to retain eligibility at existing critical and substantial levels of need;</li> <li>iv. Agreed that a move to critical-only eligibility is not recommended at this time;</li> <li>v. Recognised the importance of preventative intervention and early support in reducing escalation to crisis;</li> <li>vi. Approved strengthened practice guidance, training, supervision, audit, and assurance arrangements to support consistent application of the criteria;</li> <li>vii. Supported the continued development of community capacity and preventative pathways for those below the adopted threshold levels of need;</li> </ul> |  |

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|     | <ul style="list-style-type: none"> <li>viii. Approved a targeted communication approach for the workforce, delivery partners, service users, carers, and the wider public;</li> <li>ix. Approved a formal review of the policy within 12 months of implementation, or earlier if monitoring indicates that consistent application is not delivering the required level of financial sustainability, and;</li> <li>x. Tasked officers with implementation of the revised approach within the retained critical and substantial eligibility framework.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |  |
| 13. | <p><b><u>Best Value Service Review of Thinking Differently Programme – Final Conclusions and Recommendations</u></b></p> <p>Mr Jim Murdoch presented the outcomes arising from the Best Value Service Review (the Review) of the Thinking Differently Programme and to seek approval for the final recommendations.</p> <p>The Report provided a summary of the conclusions and recommendations arising from the Review of the Thinking Differently Programme, including final recommendations, an Improvement Action Plan and an Implementation Schedule.</p> <p>The Board:</p> <ul style="list-style-type: none"> <li>(i) Received and noted the content of this report;</li> <li>(ii) Considered the final conclusions and recommendations;</li> <li>(iii) Approved the key recommendation to discontinue the Thinking Differently Programme and integrate redesigned functions within Children’s Health Care and Justice and Locality Health and Care;</li> <li>(iv) Tasked the Implementation Officer to progress with implementing the Review recommendations; and</li> <li>(v) Commented on the report.</li> </ul> |  |
| 14. | <p><b><u>Rapid Review of Community Alarm Provision</u></b></p> <p>Mr Craig Ross presented to the Integration Joint Board for approval, the conclusions and recommendations report for the rapid review of Community Alarm provision. Thanks was given to Kevin Mills and members of the Rapid Design Working Group for their assistance.</p> <p>The conclusions and recommendations report for the rapid review of Community Alarm provision was approved by the Strategic Commissioning Board on 28 May 2026, with a recommendation to aim for full cost recovery by end of 2028/29 financial year and to be presented to the HSCP Financial Assurance Board.</p> <p>It was highlighted of an intention to undertake a cross-cutting review of Technology Enabled Care, however it was important that such work did not interfere with the Thinking Differently review. A more limited (rapid) review of Community Alarm Provision was therefore undertaken.</p>                                                                                                                                                         |  |

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|     | <p>It was noted that the rapid review had commenced on 25 February with a schedule to conclude by 24 June 2026. The Review Team have met fortnightly to progress work and have also engaged with a wide range of stakeholders throughout the process.</p> <p>In regards to equality implications/assessments being approved without having full knowledge, it was advised that the impact assessment is complete but requires a line stating that decision making has been completed following approval at the IJB meeting today.</p> <p>It was noted that the impact assessment may require to be updated and revised in line with any recommendations identified. A fuller impact assessment report will be brought back to the IJB in August.</p> <p>The Board:</p> <ul style="list-style-type: none"> <li>i. Received and noted the content of this report;</li> <li>ii. Considered the evidence gathered in the review and the conclusions made;</li> <li>iii. Approved the proposed improvement action plan for implementing future improvements to our Community Alarm provision;</li> <li>iv. Tasked the Review Lead to implement the improvement action plan; and</li> <li>v. Commented on the report.</li> </ul> |  |
| 15. | <p><b><u>Ayrshire Transformation Board – Right Care, Right Place</u></b></p> <p>Dr Erik Sutherland presented the report to update the IJB on the Ayrshire Transformation Board (ATB), specifically in relation to the Right Care, Right Place programme of work.</p> <p>The report provided an update on progress for the Right Care, Right Place programme which is focused on improving hospital occupancy and flow. This work had also been supported by NHS Ayrshire and Arran establishing a Flow Assurance Board.</p> <p>The Board:</p> <ul style="list-style-type: none"> <li>i. Received the report;</li> <li>ii. Noted the update on progressing plans under the Right Care, Right Place workstream including developing plans to shift the balance of care and resource, focussed on improving outcomes and utilising resources more effectively;</li> <li>iii. Approved delegated authority to the Chief Officer to progress operational plans, subject to the conditions detailed in the report being met as set out in paragraph 30, and;</li> <li>iv. Noted that a full update on the plan will be presented to the IJB after the summer recess.</li> </ul>                                                  |  |
| 16. | <p><b><u>NHS Ayrshire &amp; Arran Whistleblowing Reports Q3 and Q4 2025/26</u></b></p> <p>Ms Amanda McInnes presented the reports to provide the Integration Joint Board (IJB) with an update following the implementation of the</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |  |

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|     | <p>National Whistleblowing Standards and Once for Scotland whistleblowing policy (the Standards).</p> <p>The report provided details of Whistleblowing concerns raised across NHS Ayrshire &amp; Arran by staff, and those who provide services on behalf of NHS Ayrshire &amp; Arran, for the periods 1 October 2025 to 31 December 2025 and 1 January 2026 to 31 March 2026.</p> <p>It was noted that during 1 October 2025 to 31 December 2025 there were two concerns raised as Whistleblowing. Following investigation it was agreed that one of the concerns would not be taken forward, however, was referred to HR colleagues to be taken forward by the Area Manager with HR support. The second concern is being investigated under Stage 2 of the Whistleblowing process.</p> <p>During 1 January 2026 to 31 March 2026 there were seven concerns raised as Whistleblowing and following initial assessment none met the criteria for progression under the Whistleblowing Standards.</p> <p>The Board noted the contents of the report.</p> |  |
| 17. | <p><b><u>Medication Assisted Treatment Standards for Scotland, Access, Choice, and Support Implementation Progress</u></b></p> <p>Ms Dale Meller presented the report on the progress made towards the implementation of Medication Assisted Treatment (MAT) Standards in East Ayrshire.</p> <p>The MAT Standards were introduced in 2021, creating 10 standards to improve the delivery of drug treatment and support in Scotland and ensure that everyone accessing services receives high quality care. The MAT Standards take a rights-based approach and aims to reduce drug related harm by providing timely, person centred, and consistent treatment options.</p> <p>It was highlighted that funding for the dedicated MAT services is currently only allocated from Scottish Government until March 2027.</p> <p>The Board:</p> <ul style="list-style-type: none"> <li>i. Recognised the progress in implementing MAT standards; and,</li> <li>ii. Noted the contents of the report.</li> </ul>                                                |  |
| 18. | <p><b><u>Focus on Frailty</u></b></p> <p>Dr Erik Sutherland provided a verbal update on 'Focus on Frailty' advising that this is a programme looking at supporting teams to improve the quality of care for older people living with, or at risk of, frailty and providing access to experienced care. East Ayrshire HSCP has been accepted onto the programme.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |  |

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|     | It was highlighted that the 2026-2027 programme focuses on community services and integrated pathways between communities and hospitals. A spotlight presentation on frailty would be brought to a future IJB.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |  |
|     | <b>EXCLUSION OF PRESS AND PUBLIC</b><br>Under Section 50A(4) of the Local Government (Scotland) Act 1973, as amended, the Press and public were excluded from the meeting for Item 19 on the grounds that it involves the likely disclosure of exempt information as defined in Paragraph 11 of Schedule 7A of the Act".                                                                                                                                                                                                                                                                                                                                                                                                                                                               |  |
| 19. | <b><u>Stages 7 &amp; 8 Final Recommendations - Adult Care at Home and Housing Support &amp; Learning Disability Adult Day Services</u></b><br><br>Dr Erik Sutherland presented the report to the Integration Joint Board of the outcome of the Adult Care at Home and Housing Support and Learning Disability Adult Day Services Review and to seek approval for the final recommendations.<br><br>The Board: <ul style="list-style-type: none"> <li>i. Received and noted the contents of this report;</li> <li>ii. Approved the recommended models for delivering Adult Day Services and Care at Home and Community Supports;</li> <li>iii. Tasked the Implementation Officer to progress and implement the recommended models; and</li> <li>iv. Commented on the report.</li> </ul> |  |
| 20. | <b><u>Governance Papers</u></b> <ul style="list-style-type: none"> <li>• Audit and Performance Committee – 27.01.26</li> <li>• Audit and Performance Committee – 03.03.26</li> <li>• Audit and Performance Committee – 24.03.26</li> <li>• Health and safety Wellbeing Group – 05.02.26</li> <li>• Health, Care and Governance Group – 13.01.26</li> <li>• Health, Care and Governance Group – 10.03.26</li> <li>• Resilience group – 09.12.25</li> <li>• Risk Management Meeting – 13.11.25</li> <li>• Risk Management Meeting – 05.03.26</li> <li>• Partnership Forum – 14.05.26</li> <li>• Strategic Planning Group – 23.10.25</li> <li>• Strategic Planning Group – 22.04.26</li> </ul>                                                                                            |  |
| 21. | <b><u>AOCB</u></b><br><br>None                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |  |

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| 22. | <b><u>Date Of Next Meeting</u></b><br><br>26 August 2026, at 2.00pm, Council Chambers (Full Meeting)<br>16 September 2026, at 2.00pm, Council Chambers / MS Teams<br>(Development Session) |  |
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