



# CÙRAM IS SLÀINTE NAN EILEAN SIAR INTEGRATION JOINT BOARD

Integration Joint Board 13.02.19  
Agenda Item: 5.1  
Purpose: For Approval

Western Isles Integration Joint Board  
held on the 18 December 2018 at 10.00am,  
Lecture Room, Education Unit, Western Isles Hospital  
Stornoway, Isle of Lewis.

## Voting Members Present:

Cllr. Norman A. MacDonald	Councillor, CnES
Cllr. Kenny John MacLeod	Councillor, CnES (Chair of IJB)
Mr. Murdo MacMillan	Non-Executive Director, NHS WI
Mrs. Gillian McCannon	Non-Executive Director, NHS WI
Cllr. Angus Morrison	Councillor, CnES
Dr. Maggie Watts	Director of Public Health NHS WI, Proxy Member – (Ian Burgess)
Mrs. Diane McPherson	Non-Executive Director, NHS WI – arrived at 12.50pm

## Non-Voting Members Present:

Ms. Debbie Bozkurt	Chief Finance Officer, IJB
Dr. Ron Culley	Chief Officer, IJB
Ms. Dene MacLeod	Chief Executive of Hebridean Housing Partnership
Ms. Fiona MacLeod	Service Users Representative
Mrs. Kathleen McCulloch	Community Lead Nurse, NHS WI
Mrs. Morag Munro	Third Sector Representative

## In Attendance:

Mr. Robert Emmott	Director of Finance, CnES
Mrs. Michelle McPhail	Business Manager, NHS WI
Dr. David Rigby	GP – Proxy for Dr. Brightwell

## 1. WELCOME

The Chair welcomed all those attending the meeting. He specifically welcomed Ms. Dene MacLeod to her first meeting of the IJB. It was also noted that Dr. Rigby was attending as proxy member for Dr. Brightwell as well as presentation on Realistic Medicine.



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### 2. APOLOGIES FOR ABSENCE

#### Apologies:

Dr. Kirsty Brightwell	Associate Medical Director, Primary Care, NHS WI
Mr. Ian Burgess	Non-Executive Director, NHS WI (Vice-Chair of IJB)
Mr. Malcolm Burr	Chief Executive, CnES
Mr. David Gibson	Chief Social Work Officer, CnES
Mr. Hector MacLeod	Third Sector Representative
Ms. Ann Moqbel	Service User Representative
Mrs. Dana Murray	Employee Director, NHS WI
Ms. Elizabeth Shelby	Staffside Representative, NHS WI
Cllr. Paul Steele	Councillor, CnES

### 3. DECLARATIONS OF INTEREST

No declaration(s) of interest(s) were raised in relation to any of the agenda items to be discussed.

### 4. IJB MEMBER DEVELOPMENT

#### 4.1 Presentation on Realistic Medicine

Dr. David Rigby presented members with an update on the work pertaining to Realistic Medicine.

#### Following the presentation the following was noted:

The Chari thanked Dr. Rigby for his detailed and thought provoking presentation and would welcome the opportunity to obtain regular updates on progress.

**Decision:** The Board formally noted the presentation.

**Action:** Dr. Rigby and Dr. Culley would ascertain how best to report and update members on the work of the IJB.  
Circulate the website link to the Kingsfund .



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### 5. MINUTES

#### 5.1 IJB Minutes of 20.09.18

The Minutes of the Integration Joint Board held on 20<sup>th</sup> September 2018 were approved as an accurate record.

**Decision: The Board formally approved the Minutes of 20<sup>th</sup> September 2018**

#### 5.2 Matters Arising

Dental Services - Mrs. Fiona MacLeod advised that the WICUSN sent a letter to both Chief Executives, however awaiting a response from Mr. Jamieson. Mr Emmott advised that Mr. Burr will be writing to Mr. Jamieson before Christmas with hopefully an update at the next meeting.

Mr. Norman MacDonald as Dr. Culley to obtain an update from Mr. Colin Robertson on the work being undertaken currently regardless of the outcome by the Chief Executives. Dr. Culley agreed

**Action: A detailed report will be presented.**

**Ron Culley**

#### 5.3 Action Points

**21.06.18 – 5.1 – 2017/18 IJB Draft Annual Accounts** – Dr. Watts advised that she would be happy to present and update members on the work of the OHCPP –  
*Date to be discussed* **UPDATE**

**21.-6.18 – 5.1 – 2017/18 IJB Draft Annual Accounts - update on National Rural Workforce issues at a future development session** – Dr Culley noted the challenges continue across Scotland. Scottish Government will be addressing a new workforce plan but does not have any new ideas.

Members discussed this aspect further reiterating the concerns of attracting working age people to the islands.

Dr. Culley noted the next action point being a discussion on recruitment & retention, however with the update coming from Scottish Government this will be taken forward in due course.

The Chair reflected on the discussion noting the challenges the islands face in matching need with available workforce. **UPDATE**

**Decision: The Board formally noted the actions and this is reflected in the information above.**



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### 5.4 Audit Committee Minute 11.09.18 - A

Mr. Murdo MacMillan, Chair of the IJB Audit Committee gave a verbal update on the proceedings noting that the scheduled meeting in December was cancelled due to the lack of items requiring discussion. The relevant audit matters are presented to the full board today for approval.

Mr. MacMillan advised that there were no significant issue to bring to the Board's attention. However he could provide members with assurance that the outcome of the discussion in September was discussed and scrutinised appropriately. This was seconded by Mr. Angus Morrison, Vice-Chair of the IJB Audit Committee.

**Decision: The Board formally noted the outcome and the Councils decision.**

### 5.5 Locality Planning Groups

Dr. Culley provided members with a verbal update on the work of the Locality Planning Groups in Barra, Uist, Harris and Lewis

The Chair stated that it is important to engage with the community in rural Lewis. The area is too large to get real engagement with all communities within rural Lewis, however we may need to look at splitting the area up into more meaningful sections with truly reflect the views of the community. Dr. Culley supported such a division however this them has an impact on the current level of capacity to support the groups to achieve their objectives. Dr. Culley will consider the suggestion and will discuss with individual LPGs linking to the IJBs strategic direction as well as the capacity within senior management.

Mrs. MacLeod enquired about OHCPP and link with community empowerment, which includes best possible use of resources to drawn on to support groups and community development.

Dr. Watts advised that community hubs is not on the OHCPP agenda.

**Decision: The Board formally noted the verbal update.**

**Action: Discuss with rural Lewis LPG potential further division into more meaningful LPGs.**  
**Ron Culley**

*Comfort break was held from 1140 - 1150*



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### 6. FINANCIAL PERFORMANCE

#### 6.1 Month 7 – Financial & Workforce Performance Monitoring

Ms. Bozkurt presented members with the financial position as at Month 7, as at October 2018. The IJB is showing an overspend of £157k and projecting a break-even position at the year-end by utilising £359k of reserved. She highlighted the main areas of variances:

- Acute nursing – overspend of £251k
- Home care – underspend by £416k
- Mental Health placements – overspend by £408k
- Residential Care – underspend of £578k
- GP Prescribing – overspend by £176k
- Adult care and support services – underspend by £107k

Mrs. MacLeod enquired about reviewing the actual spend with the agreed plan. Dr. Culley advised that the primary purpose of providing the information is to review and understand the reason for the performance, as well as acting on the level of expenditure “v” the areas of treatment, with limited risk to patient care. Ms. Bozkurt noted that the 3 year plan has been pulled together, however can’t provide the level of detail being discussed due to capacity however could provide a more of a higher overview.

Ms. Bozkurt briefed members on the workforce position. She noted that recent reports estimate that the midpoint estimate in 2017 noted the population being 26,950 dropping to 24,698 by 2027. The decreased population has already starting to bite within the total Health and Social Care Partnership considerably. Members noted the challenges to attract people to the island but also encouraging the workable age groups to support the delivery of services.

**Decision:** The Board formally noted the report

**Action:** Provide a high overview of expenditure v areas of delivery

**Ron Culley / Debbie Bozkurt**



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### 6.2 Budget Setting 2019/20

Ms. Bozkurt, IJB Chief Financial Officer provided a verbal update to members. She advised that work will be raised with colleagues on the 2019/2020 budget. The Scottish Government settlement was received on the 12.12.18 noting an uplift of 2.5% addressing staffing cost rate, adding this increase onto the IJB as appropriate. The budget need is an inflation uplift but does not reflect real funding on the increase in prescribing and technology.

Ms. Bozkurt indicated that she is still awaiting the allocation letter pertaining to Primary Care Investment Fund, which could potentially state a reduction in funding.

Detailed report will be presented to member in February 2019 once more work has been undertaken providing a greater understanding of the financial position.

**Decision:** The Board formally noted the verbal update

**Action:** Present the financial projection n Feb'19

**Debbie Bozkurt**

### 6.3 Health and Social Care Financial Framework

Ms. Bozkurt provided guidance on the Scottish Government's Financial Framework covering the next 3 years. The Government are enabling NHS Board to have a level of acceptable financial tolerance where a Board will be allowed to have either an underspend or overspend up to 1% of their Revenue Resource Limit with the caveat that by the third year the Board is able to achieve a breakeven position.

Within the report Ms. Bozkurt made reference to figure 8 – System reform bridging analysis noting that to enable both the Board and the IJB to bridge the gap we need to review efficiencies, shifting the balance in some clinical areas, looking for additional saving through regional working, preventative aspect e.g. Public Health, residual challenges and back office savings. She proposed to assess and review the savings plan taking account of the sections noted in the report and assessing whether or not there are potential areas of saving, in conjunction with Mr. Emmott.

Dr. Culley indicated that the NHS and Social Care account for 43% of the total Government expenditure, in 2016/17 equates to £14.7b of which the Integration Authorities response for £8b. Further savings at local level must be identified but this will be extremely challenging given the level of reform and redesign required. The current financial gap for Scotland as a whole is £159m.



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The report is presented for information to enable members to understand the magnitude of the task.

Mr. Robert Emmott reflected on the document and the amount of work required by all partners to address as well as dealing with the day-to-day tasks.

The Chair thanked Ms. Bozkurt for bringing this document to the attention of members.

**Decision:** The Board formally noted the document

**Action:** Review saving plan in conjunction with the information and direction of the document. **Debbie Bozkurt**

### 7. GOVERNANCE

#### 7.1 Audit Scotland Report on Health and Social Care Integration

The Chief Officer, Dr. Culley provided members with an overview of the Audit Scotland on the national picture of Integration. He indicated that a number of the recommendations are sensible for IJB's across Scotland, noting the need for greater collaborative working across agencies ~ IJB, NHS and Local Authority. It was suggested that local actions to the recommendations noted in the report be identified and the specification presented at a later date.

The Chair thanked Dr. Culley for bringing the Report to the attention of the Board. The Board agreed and welcomed the proposal of an action plan based on the recommendation.

**Decision:** The Board formally noted the Report.

**Action:** A specification of local actions set against the recommendations be presented to the Board in due course. **Ron Culley**





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### 7.2 Adult Protection Committee Report

Dr. Culley provided members with an update on the Adult Protection Committee. The Report is required by the terms of the Adult Support and Protection (Scotland) Act 2007. He indicated that the practical focus of the report is to provide the IJB and the Chief Officer Group an account of the work of the committee, to review its work and set out priorities for the years ahead.

Dr. Culley advised that the Biennial Report demonstrates that the Committee is in a stronger place now and the report is testament to the work undertaken throughout the two years.

**Decision: The Board formally noted the Report.**

**Action: No action required.**

### 7.3 Chief Social Work Officer Annual Report

Dr. Culley presented Mr. David Gibson, Chief Social Work Officer's Annual Report for 2017/18. There is a statutory requirement for all local authorities to appoint a professionally qualified Chief Social Work Officer who is registered with the Scottish Social Services Council. Mr. Gibson has responsibility for overall performance improvement and the identification and management of corporate risk for those issues relating to Social Work Services.

It was noted that the Report has been sent to the Scottish Government.

**Decision: The Board formally noted the report.**

**Action: No action required.**

### 7.4 Strategic Audit Plan

Dr. Culley asked the members to review and approved the Strategic Audit Plan. The request was in light that the IJB Audit Committee did not meet in December but the IJB is required to approve the schedule of audits for the next 3 years (2019-2022). Dr. Culley expressed his thanks to Mr. Paul MacAskill, Chief Auditor for the production of the plan following discussions between himself and Ms. Bozkurt.

The Board noted the areas of audit and approved the schedule following the advice and assurance from Ms. Bozkurt and Dr. Culley.

**Decision: The Board formally approved the Plan.**

**Action: The Plan will be presented to the next IJB Audit Committee for governance approval.**





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### 7.5 2019 IJB Committee Timetable

Dr. Culley provided members with the proposed future dates of the IJB and its sub-committee, IJB Audit Committee, for 2019.

It was noted that the schedule of meetings to date may require some adjustments due to specific matters as they arise.

Members approved the dates as noted.

**Decision: The Board formally approved the timetable.**

**Action: No action required.**

## 8. STRATEGY AND POLICY

### 8.1 Chief Officer Overview Report

The Chief Officer, Dr. Culley, presented members with an update on progress against strategic objectives. He advised that the IJB are pursuing a broad and ambitious change agenda across all delegated services. It was noted that future detailed specific report will come forward as these areas are developed.

The Chair thanked Dr. Culley for a very informative report.

**Decision: The Board formally discussed the report, noting progress.**

**Action: No action required.**

### 8.2 Winter Plan

Dr. Culley discussed the Winter Plan with members, advising that the Scottish Government have given all NHS Boards / Integration Joint Boards additional funding to ensure operational functions are supported during winter pressures.

An additional resource allocation of £61,771 was given to ensure and support:

- Operationalise the 27 contingency beds in the hospital by ensuring that the if the hospital functions are at maximum capacity, should additional resources be required, are utilised to meet increased levels of need;
- Option to divert respite care capacity which would involve cancelling planned respite and utilise the additional capacity to meet increased demand for social care, alleviating pressure on the Western Isles Hospital;
- Coordinating resources, utilising the escalation policies for acute and community, to implement decisions; and
- Enable MDT discharge meetings planned along with a daily afternoon huddle.



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The Plan has been presented to the Scottish Government as to how the funding allocation would be used. Continue to monitor the plans use over the festive period.

**Decision:** The Board formally noted the Plan.

**Action:** No action required.

### 8.3 Advocacy Plan

Dr. Culley updated members on the development of the new Advocacy Plan. He provided a brief update on the background noting that the Mental Welfare Commission was given a new responsibility in 2015 to oversee how the NHS Board and Local Authorities were discharging their statutory duties under the 2003 Act to secure independent advocacy services to everyone with a mental health disorder who requires them.

Dr. Culley highlighted the variable planning and provision of advocacy services across Scotland, and to a lack of clarity in some areas on where responsibilities lie for preparation of a strategy advocacy plan.

Cllr. Morrison enquired as to the funding needs to implement the plan in full. Dr. Culley noted there are 3 commissioning parties – IJB, CnEs and NHS. The requirement will be noted in the budget for 2019/2020 along with information about how support is provided to 3<sup>rd</sup> Sector.

The Plan was presented to members seeking approval, which was given.

**Decision:** The Board formally approved the Plan.

**Action:** Circulate the plan to Comhairle, NHS Board for consideration.

**Ron Culley**

**Send a copy of the Plan to the Mental Welfare Commission.**

**Ron Culley**



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### 8.4 Lewis Residential Care

Mrs. Emma MacSween, Head of Partnership Services provided an update noting that in addition to the Partnership Board and the Project Team established to progress the investment proposals associated with Lewis Residential Care, the Investment Delivery Board has been monitoring the progress of the Goathill development encompassing a 52 bedded care home, 50 extra care housing flats and 74 affordable houses. She advised that the Project is currently subject to planning consent and will be considered in line with the governance associated with major planning applications which had been approved earlier this month.

Mrs. MacSween stated that the capital estimates will be subject to detailed refinement following conclusion of the tendering of work packages scheduled to be completed in February 2019. A further report will be presented to the IJB in March 2019 for consideration detailing the capital and revenue requirements associates with the project.

*Mrs. Diane McPherson arrived at the meeting 12.50pm.*

Members enquired as to how the facility will be financially supported. Mrs. MacSween indicated that assumptions will be made regarding any future potential charging as noted in section 4 of the report.

The Chair reflected on the discussion noting the delivery of such essential facilities is greatly needed by the community. He thanked Mrs. MacSween and colleagues for the hard work to date.

**Decision: The Board formally:**

- **Noted the status of the Revenue Estimates for the Care Home and Extra Care Housing development at Goathill as at December 2018 and the provisional assumptions being considered to address the budget deficit; and**
- **Agreed to consider the overall financial implications of the Goathill Project in March 2019.**

**Action: Detailed financial report to be presented in March 2019**

**Emma MacSween**

### 8.5 Care Units [Taken in Private]

The Board discussed and deliberated over the information presented on Lewis Residential Care.

**Decision: The Board formally approved and noted the recommendations.**

**Action: No action required.**



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### 8.6 Primary Care Transformation Plan

The IJB Chief Officer, Dr. Culley, provided members with an update on the Primary Care Improvement Plan which was signed off by the GP Sub-Committee in July 2018.

Dr. Culley reflected on the background to the implementation of the Plan which refocuses on the role of the GP which will require tasks currently being carried out by GPs to be carried out by member of a wider primary care multi-disciplinary team where it is safe, appropriate, and improves patient care.

It was noted that the IJB is required to agree a Primary Care Improvement Plan with GPS to identify how additional funds are implemented in line with the Contract Framework. The Plan outlines how these services will be introduced before the end of the transition period at March 2021, establishing an effective multi-disciplinary team model.

Dr. Culley drew members' attention to the detailed plan noting specifically:

- Transfer of vaccination provision;
- Dr. Rigby is leading on reviewing the current level of capacity in primary care pharmacy and making recommendations.

Dr. Culley reiterated the need to complete the Plan within the current strategic capacity

The Chair thanked Dr. Culley for the report and expressed the thanks of the Board to Dr. Rigby.

**Decision:** The Board formally noted the content of the Implementation Plan.

**Action:** No action required.

*Dr. David Rigby left the meeting at 1.15pm*



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### 8.7 Mental Health Redesign

Dr. Watts provided Members with an update on the latest position of the work on the ongoing implementation of Mental Health Redesign.

It was noted that to date 7 staff members have been redeployed into vacancies within the Acute Psychiatric Unit and wider acute medical services, which frees ups resources to be reallocated to new community mental health posts, including posts in Uist and Barra.

The Chair asked Dr. Watts if there was a level of confidence given to recruit to the posts within the community. Dr. Watts stated that she was confident given the ease at which the appointment process went for the Barra post.

The Chair thanked Dr. Watts for the report.

**Decision: The Board formally noted the report.**

**Action: No action required.**

### 8.8 Building Community Capacity

#### 8.8.1 Western Isles Community Led Support Programme

Dr. Culley provided Members with background information about the National Development Team for Inclusion (NDTi). The organisation is a non-profit making organisation working with the Scottish Government and Healthcare Improvement Scotland to support partnerships to build community capacity and improve the interface with formal health and care services.

Dr. Culley reiterated the challenges in relation to the lack of workforce is a reality without effective support from the community. He recommended using NDTi to assist in establishing greater links and support from the community, building on capacity. The work has a cost implication and the work being undertaken would be cost £47k.

*Dr. Watts left the meeting at 1.20pm*

Ms. Morag Munro raised concern at the difficulty in engaging given the difficulties within rural areas ~ fewer families, fewer carers, more living alone in isolation and rural isolation. Mrs. Fiona MacLeod echoed Ms Munro's views.

Members noted the concerns but accepted the need to engage better with communities, for them to understand the issues and look at alternative ways of moving forward.



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It was noted by all Members that there is a need to do something now and approach the issues from another direction. It was agreed that any recommendations will have an appropriate action plan and lead officers identified with a timescale to deliver.

**Decision: The Board formally:**

- **Noted the comments on the wider ambitions to constrain demand for services and discuss how best community assets can be used in support of this objective;**
- **Approved that we enter into partnership with NDTi in support of this agenda, and that the costs associated with the work be funded from IJB reserves.**

**Action: Dr. Culley to formally appoint NDTi**

### **8.9 Carers (Scotland) Act 2016 – Short Breaks Statement**

Mrs. MacSween, Head of Partnership Services, asked Members to approve the publication of Short Breaks Statement on the Comhairle's website. The Carers (Scotland) Act 2016 requires all partnerships across Scotland to prepare and public and review a statement setting out information about short breaks services available for careers locally and across Scotland. The Short Break Statement was produced in partnership with members of the Carers Information Strategy Group.

Mrs. MacSween, following comments from Member, agreed to enhance the statements on page 9 & 10 for greater clarity.

Members approved the Statement for publication subject to the required amendments made by Mrs. MacSween

**Decision: The Board formally noted the recommendation and approved the release of the Short Break Statement being published on CnES website.**

**Action: No action required.**

### **8.10 St. Brendan's Redesign**

The Chief Officer, Dr. Culley provided Members with a verbal update on the St. Brendan's redesign project. He advised that the Comhairle is reviewing the potential of adding a school onto the St. Brendan's work and discussions will take place over the next few month.

**Decision: The Board formally noted the verbal update.**

**Action: No action required.**



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*Morag Munro left the meeting at 1.40pm*

### **9. PERFORMANCE AND ASSURANCE**

#### **9.1 IJB Strategic Risk Register**

The strategic risks were presented for information. Dr. Culley reiterated concern at the inability recruit and retain staff. This is having an impact on delivering services without full complement of staff. He indicated that all risks will be reviewed and scored by March 2019.

The Chair thanked Dr. Culley for the information.

**Decision: The Board formally noted the report**

**Action: No action required.**

#### **9.2 IJB Directions**

Dr. Culley advised of a single direction pertaining to the development of community capacity. He indicated that the funding has been allocated at £50k, however it is anticipated that the contract will be below the funding level.

**Decision: The Board formally noted the Direction**

**Action: No formal action required.**

#### **9.3 IJB Performance Dashboard**

Dr. Culley reported to the Board the performance position to date. He commented that the performance shown at item 2.1 demonstrates good overall performance during October. However he advised of the challenges in stopping non urgent admissions into the wards. Work continues to ensure that patients, wherever possible remain at home with the right level of support rather than being admitted into an acute environment.

The Chair thanked Dr. Culley for the report.

**Decision: The Board formally noted the report.**

**Action: No action required.**

Mrs. McPherson enquired if she may refer to earlier agenda items, which she was unable to comment upon due to her later arrival. The Chair approved,





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Mrs. McPherson noted the response to a recommendation noted in item 7.1 – Audit Scotland Report on Integration, pertaining to effective community engagement. Dr. Culley reflected that the IJBs intention was to set up meaningful ways of engaging with the community, however recently due to capacity staffing issues this has not been as effective.

The Chair remarked that perhaps communities were not being listened to, however during recent visits to the Southern Isles the community stated that they did feel that they were being listened to. Mrs MacSween commented that at the Uist Locality Planning Group she was teasing our where the frustrations lie, was this with the process or the outcomes.

### 10. DATE AND TIME OF NEXT MEETING

Date: 13.01.19  
Time: 10.00am  
Location: Lecture Room, Education Unit, Western Isles Hospital

28.03.19 10.00am – 1.00pm  
27.06.19 IJB AM – Seminar PM  
26.09.19 10.00am – 1.00pm  
19.12.19 IJB 10.00am – 1.00pm – Seminar PM

The Chair thanked everyone for their contribution to the discussion and brought the meeting to a close at 2.10pm

**END**