

Highland Alcohol and Drugs Partnership – Strategy Group Meeting

**Tuesday 19th August 2025; 2pm - 4:30pm
UHI House, Inverness and via Microsoft Teams**

Present:	Carron McDiarmid – Independent Chair
	Bev Fraser - Strategic Lead, NHS Highland, Drug & Alcohol Recovery Service (DARS)
	Cathy Steer – Head of Health Improvement, NHS Highland
	Cllr. Kate MacLean – Elected Member, Highland Council
	Dr Alex Keith - Consultant Psychiatrist, NHS Highland
	Dr Bruce Davidson – Consultant Psychiatrist, NHS Highland
	Eve MacLeod – Coordinator, Highland Alcohol & Drugs Partnership (HADP)
	Fiona Simpson - Acting Team Manager, Criminal Justice Service
	Frances Matthewson – Research & Intelligence Specialist, HADP
	Ian Kyle – Head of Integrated Children’s Services – Highland Council
	Jennifer Baughan, Programme Manager for the Whole Family Wellbeing Programme, Highland Council
	Kevin Flett - Manager, Community Justice Partnership (HTSI)
	Mags MacDonald - Lived/Living Experience Rep, Scottish Drugs Forum (SDF)
	Margaret Ross – Assistant Housing Manager, Highland Council
	Maria Cano - Acting Principal Officer, Criminal Justice Service
	Marion MacNeil - Development Officer, Highland Third Sector Interface
	Sergeant Graham Cameron - Police Scotland
	Steven McGowan - Peer Research Development Officer, SDF
	Teresa Green - Head of Service, NHS Highland
	Tracey Porter – Management Accountant, NHS Highland
Apologies:	Barry Muirhead - Interim Head of Mental Health, Learning Disability and Drug & Alcohol Recovery Service, NHS Highland
	Caroline Robertson – Managing Coordinator, CrossReach
	Catherine Russell – Training and Development Manager, Highland Violence Against Women Partnership
	Donna Munro – Lead Officer, Child Protection Committee, Highland Council
	Dr Andrea Broad - Consultant Gastroenterologist, NHS Highland
	Dr Rob Henderson - Consultant in Public Health Medicine, NHS Highland
	Iain Templeton - Highland Third Sector Interface
	James Dunbar - Director, New Start Highland and HADP Vice Chair
	Judy Hill - Police Scotland
	Mhairi Wylie - Chief Officer, Highland Third Sector Interface
	Scott Watson - Governor, HMP Inverness, Scottish Prison Service
Minutes:	Steph Tyrer

1. Welcome
<ul style="list-style-type: none"> The chair welcomed everyone to the meeting and introductions were made.
2. Declarations of Interest
<ul style="list-style-type: none"> For transparency, the chair raised her connection with items where Public Health Scotland (PHS) is noted, in relation to her position as a non-executive director with PHS – no conflict arises with these items. No other declarations of interest were raised.

3. Minutes of Previous Meeting and Actions

3.1 The minutes from the meeting held on 13th May 2025

- The minutes from the meeting held on 13th May 2025 were agreed.

3.2 Action Tracker for the Strategy Group

- The following actions were agreed to close: 48, 49, 54, 58, 62, 65, 66, 67, 68, 69, 71, 72, 74, 76, 78, 79, 80, 81.
- Action 77 to be reassigned from BF to FS.

3.3 Positive developments to highlight since 13th May 2025

- It was noted that Maree Todd has been appointed as the new minister for Drug and Alcohol Policy and Sport. The Chair and EM had a positive introductory meeting with her on the 12th of August where she expressed her hope for a strong partnership and acknowledged current concerns including the increase of people in crisis, the increasing harms for women and the hidden harms of alcohol use. She was briefed on the new work with ophthalmology linking opioid use in pregnancy to visual pathology in children, and discussed foetal alcohol spectrum disorder (FASD), looked-after young people and the power of sport in recovery. She said that Aberdeen, Dundee, Glasgow and Edinburgh have all applied to be involved in the drug checking pilot - a licence from the Home Office is required along with the application form – and that all areas do not need to wait to progress at the same pace. She is in support of drug checking, spoke about nitazene testing strips, whilst acknowledging the caveats, and also highlighted tech innovations, such as Fit Homes, that could support our work.
- The Community Fund has a new application process, and this is advertised quarterly through [funding.scot](https://www.funding.scot). Q1 saw £4,800 appointed, with monies going to:
 - Active Futures - for positive pathways for young people in South Kessock;
 - The Specialist Midwives - to provide maternity comfort packs;
 - Tender Loving Care - to help with their Baby Bliss space in Merkinch.
- The new Highland digital support service, *With You Anywhere, Alcohol and Drug Support for Highland*, has launched with two people, out of four, now in post. [With You](#) are providing the service and some 'meet the provider' sessions will be arranged to introduce them and their staff.
- NHS Highland's Research, Development and Innovation Conference took place on the 12th of June with a focus on five key challenges currently facing the NHS, one of which was drugs and alcohol. FM and BF delivered a key-note speech and DARS led a breakout session. Five poster presentations showcased a range of alcohol and drug focused work across Highland, with one of the posters winning a prize.
- The Recovery Walk 2025 – Planning has begun for this year's Recovery Walk which will take place in Stirling. Details were included in our [summer newsletter](#).
- Nevis House, the new CrossReach facility offering 6 extra residential rehabilitation beds in Inverness, was officially opened on Thursday 14th August by Maree Todd - the Minister for Drug and Alcohol Policy and Sport. The media coverage was positive and was supported by people with lived experience.
 - [STV News](#)
 - [Inverness Courier](#)
- Highland Third Sector Interface highlighted the recent success of An Darach Forest Therapy, formerly Darach Social Croft, who received the RSPB's Nature of Scotland Award in the Health and Wellbeing category for its '*Recovery Through Nature*

Connection’ pilot project. This is a nature based programme, at HMP Inverness, which received funding from the partnership in 2023.

- Thanks were formally expressed to Kirstin Edmiston for her time as Development Manager with HADP. Her contributions – particularly the system development she supported – have made a lasting impact. Kirstin felt her greatest achievements were the update to the Community Fund, clarifying our financial position and involvement with the ‘Together We Can’ events. She shared how much she enjoyed working with everyone in the partnership. Well wishes were extended to Kirstin in her new role, and in developing the new population health NHSH strategy.

4. Finance

4.1 Update from Finance

- The funding letter from Scottish Government for 2025/26 confirmed that Highland has been allocated £1,449,450, broken down as follows:
 - MAT Standards - £422,129
 - Stabilisation Fund - £73,236
 - National Mission - £524,747 (+£6,527 for NM from 2024/25)
 - Residential Rehab – £238,521 (+£2,966 for RR from 2024/25)
 - Whole Family Approach - £166,965
 - Live and Living Experience - £23,852
- *The figures presented by the accountancy team were slightly different in some categories, partly explained by the amount base-lined in the NHSH budget, but all noted that we would continue to clarify funding and commitments.*
- The baseline figure for the National Mission uplift monies has been confirmed as £800,886, (Baselined in 23/24) + £56,000 (Baselined in 24/25) = £856,886, + AfC uplift of 3% in 25/26 = **£882,592**.
- Based on current reporting, £296,007 currently remains unallocated - £194,123 from the HADP allocation and £101,884 from MAT Standards. Discussions have taken place regarding the MAT Standards allocation, and SBAR’s have been completed. Plans are in place for the majority of this money to be spent.
- TP and EM will set up weekly meetings to keep on top of the financial position. It was agreed that if there is the possibility that any MAT Standards money remains unallocated at the end of the financial year that it could be directed to the third sector.
- It was noted that the Scottish Government has set out additional expectations of ADP’s for this year which includes an enhanced alcohol death review process, the recording of MAT Standards data within the new enhanced version of the Drug and Alcohol Information System (DAISy), adherence to the priorities set out in the Charter of Rights and a commitment that nobody will wait longer than 6 weeks to receive appropriate drug or alcohol treatment.

Action	Lead	Timescale
• TP and EM to set up weekly meetings to keep on top of the financial situation and ensure all commitments are recorded under the correct schemes.	TP/EM	By end August
• Uncommitted MAT standard funding to be directed to the Third sector at year end if required.	EM/MW	March 2026

4.2 Commissioning and Contracts

Independent Chair

- The initial two-year contract for the Independent Chair is coming to an end. The Chair has agreed to a further two-year extension and left the room whilst this proposal was

discussed – CS took the Chair role for this item. The partnership expressed support for continuing with the current Independent Chair, however, it was agreed that the Terms of Reference for the Community Planning Partnership Board should be reviewed to confirm whether the extension is permitted, or if the position must be readvertised.

HADP Business Manager

- A request was made for a Business Manager post to be created within the HADP support team to provide additional support with business functions such as contracts, risk management and finance. The salary cost is at NHS Band 7 £50,861 – £59,159 (plus on-costs). The partnership agreed to fund this post. It was noted that consideration should be given to how the success of the post is measured in terms of evaluation and outcomes.

Planet Youth Administrative Support

- A request was made for a part time Administrative Support post to be created to support the Planet Youth in Highland project as it continues to grow. The proposal is for a 0.6WTE NHS Band 3 position with a salary of £16,806 - £18,138 pro rata. The partnership agreed to fund this post.

Corra’s ‘The Way Forward for Families’ Fund

- Partners in Advocacy were successful in their application for match finding to establish an independent advocacy service for children affected by alcohol and drug use in the home. Work is expected to start in November with the first Board meeting scheduled for October. Please let EM know if you are interested in being on the Board for this. HADP will match fund this work as follows: Year 1 £52,668, Year 2 £52,662 and Year 3 £62,544. In 25/26 the cost will be £17,556 due to the split across the financial years. The partnership agreed match funding for this service.
- To provide guidance for partners regarding match funding, a SOP has been developed and will be available on the HADP website.

Independent Advocacy Tender

- The current Independent Advocacy contract, which covers a 25-mile radius, is coming to an end. A tender for a Highland-wide service is now open for applications with the new contract due to begin in December. The cost of delivering the expanded service has been estimated at £150,000 per year, based on client support time and DARS service data across Highland. HADP is moving to a formal commissioning process to support this expansion.

Action	Lead	Timescale
<ul style="list-style-type: none"> • Check the process for re-establishing the HADP Chair against the HCPP ToR. 	HADP Support Team	By end Sept
<ul style="list-style-type: none"> • EM to proceed with authority to recruit to the post of HADP Business Manager from partnership funds. 	EM	Next Strategy Group
<ul style="list-style-type: none"> • EM to confirm funding with HH for the part-time Planet Youth Admin post. 	EM	Next Strategy Group
<ul style="list-style-type: none"> • Let EM know if you would like to be on the Board for the independent advocacy service for children. 	All	By end Sept for the first meeting on 7 th October
<ul style="list-style-type: none"> • Add Match Funding SOP to HADP website. 	EM	Next Strategy Group

5. HADP Strategy 2025/26 - 2029/30 and Investment Planning

5.1 Final Draft Strategy for Approval

<ul style="list-style-type: none"> The draft strategy was previously sent out for partners to review. Please send any further edits to EM within the next week before it goes to the HCPP Board in September for approval. Infographics would be included in the final version. The plain language summary, suggested by the lived experience panel, was noted as a welcome addition. 		
Action	Lead	Timescale
<ul style="list-style-type: none"> Partners are requested to review the new draft HADP strategy and send any amendments to EM by 26th August. 	All	26 th August
5.2 Outcome Measures – verbal update following morning workshop		
<ul style="list-style-type: none"> A small sub-group will look at what reliable data is currently available. This will be kept as a development action to continually improve our performance framework. It is recognised that annotating data at the time of collection gives a better understanding of its meaning. Competing demands can lead to delays in data analysis, which may result in the information not always being completely accurate. Progress reports could be adapted to ensure we are making best use of the intelligence being gathered. SDF have been asked to include data on housing and advocacy in the experiential data they already provide to align with the actions set out in the new HADP strategy. Police Scotland plan to gather feedback from the families they support. Consider how an improvement project can be taken forward to look at the number of people who do not attend their appointments with DARS, psychiatry and other NHS services. It was suggested that all HADP funded services could come together at an annual event to share intelligence and experiences and identify any pressures and emerging trends. The Custody Links project is recognised as a valuable provision, but the continuation of its' funding is uncertain. A proposal was made to consider bringing this project under strategic commissioning, as a form of assertive outreach, supported by partnership funding. 		
Action	Lead	Timescale
<ul style="list-style-type: none"> Consider how an improvement project can be taken forward to look at the number of people who do not attend their appointments with DARS, psychiatry and other NHS services. 	Innovation and Development Subgroup	Next Strategy Group
<ul style="list-style-type: none"> Design an annual event for service providers to come together. 	HADP Support Team	March 2026
<ul style="list-style-type: none"> Find a more permanent solution to funding the Custody Links project. 	Innovation and Development Subgroup	Next Strategy Group
5.3i Investment Plan		
<ul style="list-style-type: none"> There is still approximately £55,000 to commit this financial year. The finance plan will be updated to include the committed spend that has been agreed today with the remaining budget to be considered by the Development and Innovation Subgroup. 		
5.3ii Business Manager Proposal		
<ul style="list-style-type: none"> Discussed under item 4.2 		
5.3iii Planet Youth Admin Proposal		
<ul style="list-style-type: none"> Discussed under item 4.2 		
5.4i Feedback from Subgroups – verbal update		
Innovation and Development Subgroup		

- Discussion and planning took place at a productive first meeting. The group will reconvene on the 2nd of September to progress the set actions, including the completion of a prioritisation matrix.

Prevention Subgroup

- Following the first meeting, it was decided that the next meeting would have an emphasis on showcasing prevention activity from partners, to identify what is currently being offered geographically, focusing on the areas of multiple deprivation in Highland

Lived Experience Panel and Engagement Group

- The members expressed their support for Nevis House, the new CrossReach facility, providing extra residential rehab beds in Inverness.
- Links have been made with the Discovery College in Inverness as an alternative location for meetings.
- MM has been talking to student social workers at Robert Gordon University about what it's like to live with addiction. Scope for expanding this to GPs was raised, noting it was included in the earlier Audit Scotland report.
- The group felt that the new HADP strategy was too long, and the language was more aimed at professionals. SMcG and EM agreed to include an executive summary which has made it easier to understand.
- The group felt that the new digital service could exclude people who don't have a smart phone and that it was important that face to face contact is still available as this is what most people prefer. The group suggested *Highlands Flexible Substance Service* as the name of the service.
- Representatives from the lived experience panel will be involved with the interviews for the We Are With You team.
- There are not enough residential rehab beds available, and people have to wait a long time to access treatment. Many people are left to detox at home which can result in relapse.
- A lot of the people who may want to access treatment are single but have pets. This can be a barrier if they don't have anyone to take care of their pets. KF mentioned that there were a couple of animal friendly organisations at the last HTSI Forum – there may be an opportunity to link up with them.
- Services do not feel joined up and don't communicate with each another.
- There is a need for more promotion of the services that are available. Posters and leaflets could be made available within GP practices and other services. EM stated that the information from the Together We Can events has been gathered and will be circulated. The HOPE app also continues to be updated with what services are currently available.

Action	Lead	Timescale
<ul style="list-style-type: none"> • MM has been talking to student social workers at Robert Gordon University about what it's like to live with addiction. Scope for expanding this to GPs was raised, noting it was included in the earlier Audit Scotland report. Ensure GP's are aware of the options to support recovery. 	HADP Support Team	By end December
<ul style="list-style-type: none"> • Link in with organisations that may be able to help with looking after pets while someone is in residential rehab. 	EM/KF	By end December
6. Performance Reporting & Scrutiny		
6.1 Outcomes/Performance Dashboard – circulated		

- There was a discussion at the last strategy group meeting about getting more detailed information on waiting times for treatment, especially out with the 3 week target. FM has done some work on this and hopes to be able to provide this information to drug and alcohol services routinely.
- Ongoing Waits
 - 61 people were still waiting to be seen as of the 4th of August; 40 were waiting for alcohol treatment and the remainder waiting for drug or co-dependency treatment. 34 of these had been waiting over 6 weeks.
 - The longest waiting times were in Caithness, Lochaber and Mid/East Ross. These are historically difficult areas to recruit in and reduced capacity within teams is contributing to the increased waiting times.
 - The viability and benefits of remote assessment and intervention are being considered to address the waiting lists in these more remote areas. This issue will be brought to the Innovation Sub-group to try and identify any other ideas that might help.
 - A mapping of services has been undertaken as part of the Together We Can events and will be updated on the HADP website once this is complete.
 - It was suggested that it would be useful to undertake a fishbone analysis of the data that is available to try and identify the reasons for the high 'did not attend' (DNA) rates.
 - The issue of DNA will be added to the HADP Risk Register under Support to Recover.
- Belladrum Update
DM provided a summary of this years' festival which highlighted that, although the event was busy with child protection issues, the numbers were down on last year, and time was taken up with more complex cases. There were less issues with drugs in relation to young people. The main drugs reported were cocaine, MDMA and ketamine. A full debrief of the event will take place in September. DM will share the report with the HADP once it has been finalised.

Action	Lead	Timescale
<ul style="list-style-type: none"> • Caithness, Lochaber and Mid/East Ross are historically difficult areas to recruit in and reduced capacity within teams contributes to the increased waiting times. Refer this issue to the Innovation and Development Subgroup to look at. 	Innovation and Development Subgroup	
<ul style="list-style-type: none"> • The viability and benefits of remote assessment and intervention are being considered to address the waiting lists in more remote areas. This issue will be brought to the Innovation Sub-group to try and identify any other ideas that might help. 	Innovation and Development Subgroup	Next Strategy Group
<ul style="list-style-type: none"> • Undertake a fishbone analysis of the data that is available to try and identify the reasons for the high 'did not attend' (DNA) rates. 	Innovation and Development Subgroup	Next Strategy Group
<ul style="list-style-type: none"> • The issue of 'did not attend' (DNA) will be added to the HADP Risk Register under Support to Recover. 	EM	Next Strategy Group
<ul style="list-style-type: none"> • DM to provide the full debrief of Belladrum 2025 once the final report is complete. 	DM	Next Strategy Group

6.2 Drug Death Reviews – Update from Dr Alexander Keith; Draft Guidance PHS		
<ul style="list-style-type: none"> All noted the report from RH. Public Health Scotland have shared draft guidance on the drug related death review process. Feedback was requested and has been provided. No changes will be made to our processes until the final guidance has been received. It was noted that if the current draft guidance is unchanged there would be considerable impacts on the process for Highland. 		
6.3 Risk Assessment and Mitigation – circulated		
<ul style="list-style-type: none"> 6 of the 11 risks have been downgraded from the last strategy group meeting, with the remaining 5 staying at the same level. 2 other risks are expected to de-escalate slightly before the next meeting. The issue of waiting times will be added to the risk register. 		
Action	Lead	Timescale
<ul style="list-style-type: none"> Add the issue of waiting times to the risk register. 	EM	Next Strategy Group
6.4 Reviewing Progress with Partnership Funded Services		
• Exception reporting – circulated		
<u>EM provided an overview of the progress reports received for quarter 1.</u>		
<ul style="list-style-type: none"> Highlife Highland – No progress report was received for quarter 1 as HLH were not in receipt of funding for this period. A funding extension has been agreed and therefore progress reports will be required going forward. Associate Lead Nurse – The Associate Lead Nurse was seconded to another area of work throughout quarter 1 therefore no progress has been made. She has now returned to this post and progress reports will resume from quarter 2. <p><u>Updates on those marked amber</u></p> <ul style="list-style-type: none"> DTTO2 – There are some concerns about the low number of referrals. It was suggested that a service review is undertaken to identify what can be done to support this work. The work that is planned with the sheriffs should help increase the number of referrals. NES – Concerns were highlighted about the reduced capacity of the team if the support worker posts are not continued. It would be helpful to understand the impact of these posts; there is learning available from other areas about this. The team also plan to gather information from those with lived experience of non-fatal overdose. Beechwood – The waiting lists are lengthy however work is being done in partnership to address these issues. Partners in Advocacy – Contingencies are in place for the changes being made to the commissioning process. They also currently have a waiting list. Housing First – EM will meet with housing colleagues and DARS colleagues about this. <p><u>Updates on those marked green</u></p> <ul style="list-style-type: none"> Clinical Psychologist – No additional information has been provided on numbers. It would be useful to understand the impact this post is having. Contextual Safeguarding work – EM is going to meet with the service and Donna Munro from the Child Protection Committee. New Start Highland – The Positive Activities Coordinator received an SCVO charity award for their work. One of their service users was quoted as saying that the support he has received has ‘significantly changed his life’. <ul style="list-style-type: none"> Partners are reminded to share any feedback received on the progress reports with the people who complete them, as most don’t attend the strategy group meetings. 		
6.5 Community Planning Partnership Board – Chair’s Update		
From the Chair’s update report, it was noted that:		

- the HADP annual return to the Scottish Government was approved.
- the Director of Public Health produced a report on health inequalities and proposed 20 indicators for the CPPB to use to track progress and improvement. One of these proposals was to include alcohol related deaths, rather than alcohol specific deaths, which is what we currently report on. FM is considering data available.
- The college principle at UHI has been given some suggestions from EM and CM for the new alcohol and drug policy for students that they are developing. They will be kept informed of anything arising from the LEWS group.

6.6 Public Protection Chief Officers Group

- Although the HADP Strategy Group is not accountable to the HPPCOG, they have an interest in what we do. There was a discussion at the last meeting around the public protection concerns associated with Belladrum.
- They had no concerns about anything we had reported.
- The Chair asked if Highland Council could identify an education rep for Planet Youth – they gave assurance that they would.

Action	Lead	Timescale
<ul style="list-style-type: none"> • The Chair asked Highland Council if they could identify a rep for Planet Youth – they gave assurance they would. 	Chair	Next Strategy Group

6.7 Integrated Children’s Service Planning Board/Leaders’ Forum

• Coordinators Update

- There was a meeting of the ICSP Board in June with inputs from Action for Children regarding the Highland Alliance, Neurodevelopmental Assessment Service (NDAS), Child & Adolescent Mental Health Service (CAMHS) and rural care needs. A trauma informed plan is being developed for the board.
- There was an ICSB Leadership Forum meeting on the 8th of August where the development of the 2026-2029 Highland Children’s Services plan, and update of the joint needs strategic assessment to inform it, were discussed. Partners were asked to review the data from the joint strategic needs assessment, consider what additional data would be useful, and bring this to the data development day in September. HADP HNA data can be shared to consider priorities for the plan, ensuring addressing alcohol and drugs harms continues to be a focus.
- Vision 26 held a Brighter Beginnings event at Eden Court on the 11th of August to celebrate the ongoing work with families. Feedback on the work of services was gathered from the 800 families that attended on the day. HADP were present and asked young people to design stickers that would cheer people up - themes from these will be used to develop stickers for the Recovery Walk.

6.8 Scottish Government Reporting/Updates

• HADP Chair and Coordinators meeting with Scottish Government

- It was noted that this took place on the 11th of June and was an opportunity for Coordinators and Chairs to consider what the next steps will be after the National Mission ends in March 2026. The afternoon session was split so that Coordinators could consider wellbeing networks and Chairs could consider their roles and job descriptions. The Cabinet Secretary for Health and Social Care, Neil Gray, spoke, and Maree Todd was also introduced as the new Minister for Alcohol and Drug Policy, and Sport.

7. Partnership Improvement and Learning

7.1 Self-Assessment with Support from Improvement Service

- There were 17 responses to the self-assessment survey and a report on the findings has been shared. A workshop is expected to take place in October to progress a development plan focused on strengthening partnership working.

<ul style="list-style-type: none"> One of the outstanding actions from the 2024 development plan was to develop an induction pack for HADP strategy group members. A draft version of the induction pack has been shared and will be finalised after the self-assessment workshop in case anything raised there could be included. EM hopes to have the induction pack finalised before the next strategy group meeting. 		
Action	Lead	Timescale
<ul style="list-style-type: none"> The Local Authority Improvement Service will facilitate a workshop to progress a development plan focused on strengthening partnership working. This is expected to take place in October. 	EM	October 2025
<ul style="list-style-type: none"> Send feedback on the draft induction pack to EM. 	All	By 7 th November
7.2 Draft ADP Annual Report		
<ul style="list-style-type: none"> The draft ADP annual report has been shared. Please send and feedback to EM by the end of August. 		
Action	Lead	Timescale
<ul style="list-style-type: none"> Send feedback on the draft ADP annual report to EM. 	All	By end August
7.3 ADP Chairs Leaders' Forum		
<ul style="list-style-type: none"> Included under item 6.8. 		
7.4 Summary Feedback from the National Public Protection Leadership Group (NPPLG)		
<ul style="list-style-type: none"> Update shared with the papers for information. 		
8. New and Emerging Risks		
8.1 Partnership members are asked to identify any new risks or opportunities for the partnership to address		
<ul style="list-style-type: none"> Please email the Chair, EM or ST with any new risks or opportunities before the next meeting. 		
10. Date and time of next meeting:	Tuesday 18th November 2025; 2pm - 4:30pm	