

Time	Subject	Outcome	Paper / Oral
10:45 – 10:50	Introduction, apologies for absence and declarations of conflict of interest		Oral
Strategy and Change			
10:50 – 11:05	FSS Strategy 2026-31 Development and Progress ○ Proposed Delivery Plan Methodology Garry McEwan, Head of Corporate Services Natalie Greenland, Head of Corporate Support	For discussion	25/09/01 25/09/01a 25/09/01b 25/09/01c
11:05 – 11:15	Q&A and discussion		
11:15 – 11:25	○ Governance Document review Garry McEwan, Head of Corporate Services Christine Hill, Head of Private Office	For decision	25/09/02 25/09/02a 25/09/02b
11:25 – 11:35	Q&A and discussion		
11:35 – 11:45	Trust and Misinformation Kate Smith, Head of Comms and Marketing	For discussion	25/09/03
11:45 – 11:55	Q&A		
11:55 – 12:10	Website update and demonstration Linda Jamieson, Head of Digital and Content	For information	25/09/04
12:10 – 12:20	Q&A		
12:20 : 13:00	Lunch		
Policy, Science and Evidence			
13:00 – 13:20	REHIS past, present and future – Celebrating 150 years Jackie McCabe, Chief Executive Sheena Redmond, Committee Chair	Information	Oral
13:20 – 13:40	Q&A		

13:40 – 13:50	SAFER Programme – update Ian McWatt, Deputy Chief Executive Bryan Campbell, Head of Safer Programme	For discussion	25/09/05 25/09/05a
13:50 – 14:15	Q&A		
Oversight, Risk and Assurance			
14:15 – 14:25	Freedom of Information and Complaints – Annual Report Natalie Greenland, Head of Corporate Support	For information	25/09/06
14:25 – 14:30	Q&A		
14:30 – 14:40	Finance & Business Committee – Oral Update Alban Denton, Deputy Chair / Chair of FBC	Information	Oral
14:40 – 14:50	Audit & Risk Committee – Oral Update Aileen Brown, Chair of ARC	Information	Oral
14:50 – 15:00	Minutes and actions arising from last meeting - 18 June 2025	Information	25/09/07 25/09/08
15:00 – 15:05 15:05 – 15:15	Chair and Chief Executive Reports Heather Kelman, Chair Geoff Ogle, Chief Executive	Information	25/09/09 25/09/10
For Information only:			
15:15 – 15:20	Quarterly Finance Report (From FBC 27 August 2025)	For ratification	
15:20 – 15:25	Strategic Risk and Issues Register Report, Risk Register and Issues Register (From ARC 03 September 2025)	For ratification	
15:25 – 15:30	Q&A		
15:30 – 15:45	Closed session - ELT and Board		