

Time	Subject	Outcome	Paper / Oral
09:40 – 09:45	Introduction, apologies for absence and declarations of conflict of interest		Oral
Strategy and Change			
09:45 – 10:00	FSS Strategy 2026-31 – Approval and sign-off Garry McEwan, Head of Corporate Services Natalie Greenland, Head of Corporate Support	For discussion	25/12/05 and 25/12/05a
10:00 – 10:10	Q&A		
10:10 – 10:20	Annual Risk Appetite Review Garry McEwan, Head of Corporate Services Natalie Greenland, Head of Corporate Support	Discussion and decision	25/12/06
10:20 – 10:30	Q&A		
10:30 – 10:40	Refreshed Communications Strategy Kate Smith, Head of Comms and Marketing	For discussion	25/12/07 and 25/12/07a
10:40 – 10:55	Q&A		
Policy, Science and Evidence / Strategy and Change			
10:55 – 11:15	Annual Science Update Jacqui McElhiney, Head of Science Division Gillian Purdon, Chief Nutritionist	Discussion	25/12/08
11:15 – 11:25	Q&A		
11:25 – 11:50	Refreshed Digital and Data Strategy Jacqui McElhiney, Head of Science Division Tigan Daspan, Head of Digital Transformation Christina Coakley, Head of Statistics and Data Science (interim)	For information	25/12/09
11:50 – 12:00	Q&A		
12:00 : 13:20	Lunch		

Oversight, Risk and Assurance			
13:20 – 13:35	Annual Review of Strategic Risk Register and Strategic Issues Register Garry McEwan, Head of Corporate Services		25/12/10
13:35 – 13:45	Annual Review of Board, FBC and ARC Terms of Reference Christine Hill, Head of Private Office		25/12/11
13:45 – 14:00	Finance & Business Committee – Oral Update (to include update on the budget for 2025/26) Alban Denton, Deputy Chair / Chair of FBC	Information	Oral
14:00 – 14:10	Q&A		
14:10 – 14:20	Audit & Risk Committee – Oral Update Aileen Brown, Chair of ARC	Information	Oral
14:20 – 14:30	Minutes and actions arising from last meeting - 18 September 2025	Information	25/12/12 25/12/13
14:30 – 14:35 14:35 – 14:45	Chair and Chief Executive Reports Heather Kelman, Chair Geoff Ogle, Chief Executive	Information	25/12/14 25/12/15
For Information only:			
14:45 – 14:50	Quarterly Finance Report (From FBC 18 November 2025)	For ratification	
14:50 – 14:55	Strategic Risk and Issues Register Report, Risk Register and Issues Register (From ARC 26 November 2025)	For ratification	
14:55 – 15:00	Q&A		
15:00 – 15:30	Closed session - ELT and Board		