

Time	Subject	For decision / discussion / information	Paper / Oral
10:45 – 10:50	<b>Introduction, apologies for absence and declarations of conflict of interest</b>		Oral
<b>Oversight and Governance</b>			
10:50 – 11:05	<b>FSS Strategy 2026-31 Development and Progress</b> Natalie Greenland, Head of Corporate Support	For decision	25/03/01
11:05 – 11:20	Q&A and discussion		
11:20 – 11:30	<b>FSS Operating Environment for 2025-2026 Financial Year</b> Geoff Ogle, Chief Executive Garry McEwan, Head of Corporate Services	For information & discussion	25/03/02
11:30 – 11:45	Q&A		
11:45 – 11:55	<b>Financial Approach for 2025-26</b> Anna Skowron, Head of Finance & Procurement	For information	25/03/03
11:55 – 12:10	Q&A		
12:10 – 12:20	<b>SAFER Update</b> Ian McWatt, Deputy Chief Executive	For information	Oral
12:20 – 12:30	Q&A		
12:30 – 13:10	<b>Lunch</b>		
13:10 – 13:20	<b>Finance &amp; Business Committee Oral Update</b> Alban Denton, Deputy Chair / Chair of FBC	Information	Oral
13:20 – 13:30	<b>Audit &amp; Risk Committee Oral Update</b> Aileen Brown, Chair of ARC	Information	Oral

13:30 – 13:35	<b>Minutes arising from meetings held – 11 December 2024</b>	Information	25/03/04
13:35 – 13:40			25/03/05
13:40 – 13:45	<b>Chair and Chief Executive Reports</b> Heather Kelman, Chair	Information	25/03/06
13:45 – 13:55			25/03/07
13:55 – 14:00	<b>For Information only: Quarterly Finance Report</b> (From FBC 05 March 2025)	For ratification	
14:00 – 14:05	<b>For information only: Strategic Risk and Issues Register Report, Risk Register and Issues Register</b> (From ARC 10 March 2025)	For ratification	
14:05 – 14:10	<b>Q&amp;A</b>		
14:10 – 14:30	<b>Closed session</b> ELT and Board		