



**PUBLIC MEETING – PEOPLE COMMITTEE**

**THURSDAY 11 SEPTEMBER 2025 @ 1300 HRS**

**VIRTUAL (MS TEAMS)**

**PRESENT:**

Andrew Smith, Deputy Chair (AS)  
Neil Mapes (NM)

Malcolm Payton (MP)  
Madeline Smith (MS)

**IN ATTENDANCE:**

Fiona Ross (FR)	Director of People
Craig McGoldrick (CMcG)	Assistant Chief Officer, Director of Training, Safety and Assurance
Sarah O'Donnell (SO'D)	Deputy Chief Officer Corporate Services
Andy Watt (AW)	Deputy Chief Officer
Jim Holden (JH)	Head of Safety and Assurance
Lyndsey Gaja (LG)	Head of People
Ross Robison (RR)	Deputy Assistant Chief Officer, Head of Training
Roger Crawford (RC)	Watch Commander Training (Item 10.2 only)
Ijaz Bashir (IB)	Head of Asset Management (Item 10.3 only)
Stuart Free (SF)	Asset Governance and Performance Manager (Item 10.3 only)
Chris Casey (CC)	Group Commander Board Support
Heather Greig (HG)	Board Support Executive Officer
Debbie Haddow (DJH)	Board Support/Minutes

**OBSERVERS**

Stuart Watson, Area Commander Workforce Planning and People Services  
John McKenzie, Fire Brigades Union

**1 CHAIR'S WELCOME**

- 1.1 The Deputy Chair opened the meeting and welcomed those present and observing via MS Teams.
- 1.2 Those participating were reminded to raise their hands, in accordance with the remote meeting protocol, should they wish to ask a question. This meeting would be recorded for minute taking purposes only.

**2 APOLOGIES FOR ABSENCE**

- 2.1 Mhairi Wylie, Board Member  
David Farries, Assistant Chief Officer, Director of Operational Delivery

**3      CONSIDERATION OF AND DECISION ON ANY ITEMS TO BE TAKEN IN PRIVATE**

3.1 The Committee discussed and agreed that the *Key Case Update* report would be heard in private session due to the small number of individuals involved and confidentiality and in line with Standing Orders (Item 9D). The *Wellbeing Update* report and draft minutes/verbal update of the *Remuneration, Appointments and Nominations Sub Committee* would be taken in private due to the confidential nature of the issue (Item 9G).

3.2 No further items were identified.

**4      DECLARATIONS OF INTERESTS**

4.1 No conflicts of interest were declared.

**5      MINUTES OF PREVIOUS MEETING: THURSDAY 5 JUNE 2025**

5.1 Subject to minor typographical amendments, the minutes were agreed as an accurate record of the meeting.

5.2 **Subject to minor amendment, the minutes of the meeting held on 5 June 2025 were approved as a true record of the meeting.**

**5.3      Matters Arising**

5.3.1 In regard to the Culture Action Plan, the Committee noted that this was due to be presented at today's meeting however only a verbal update would be provided. FR advised that a verbal update would be provided today and would look to provide a written report at the next meeting (December) or at the future workshop (October).

**6      ACTION LOG**

6.1 The Committee considered the Action Log noting the updates and agreed the closure of completed items.

6.2 **Members noted the updated Action Log and approved the removal of completed actions.**

**7      PERFORMANCE MANAGEMENT FRAMEWORK QUARTERLY PERFORMANCE 2025/26 Q1**

7.1 The PMF Quarterly Performance 2025/26 Q1 report was presented to the Committee for scrutiny of KPIs 22–29 (Training), KPIs 46–49 (People) and KPIs 50–56 (Safety & Assurance). Three annual performance indicators KPIs 62, 63a and 63b (People) are also reported in the first quarter report. The report was taken as read.

7.2 In regard to KPI22 (% of Core Skill Modules completed), the Committee commented on the lower rates within Q1. CMcG noted that Q1 was a busy period for all functions, and this would lead to capacity and time constraints, particularly for operational personnel. RR advised that engagement with local areas would continue, and this would help to better understand the situation.

7.3 In regard to KPI46 (Operations Control FTE), the Committee sought clarification on the continued decrease despite recent recruitment. LG advised that this was attributable to the timing of the report and that the 12 new trainees would be included within the Q2 report. LG further advised that 12 temporary personnel had recently been offered and had accepted permanent contracts.

7.4 In regard to KPI46 (On Call Retained FTE), the Committee noted the numbers of personnel had not improved despite the recent contractual changes and queried whether a deeper dive would be beneficial. FR advised that a review of the target operating model (on call) was ongoing and that an update could be provided at a future meeting (circa March 2026).

7.5 In regard to KPI46 (Flexi Duty Officer (FDO) FTE), the Committee queried the accuracy of the data being presented as it was reporting over 100%. It was confirmed that the data was accurate, and CMcG explained that the current number of FDO FTE (262) was above the target operating model (250).

7.6 **The Committee scrutinised the report.**

## **8 PEOPLE: WORKFORCE DEVELOPMENT AND WELLBEING**

### **8.1 People Performance Report Quarter 1 2025/26**

8.1.1 LG presented the People Performance Report Quarter 1 2025/26 to the Committee for scrutiny of the People KPIs from the Performance Management Framework and the further details within the People Performance Report. The following key areas were highlighted from the Executive Summary:

- Revised format with the inclusion of Strategic People Priorities section.
- Recent Wholetime recruitment campaign received over 1600 applicants within 24 hours. Following shortlisting, 346 candidates would progress to the selection centre. Successful candidates included 16% female and 16% ethnic minorities. On conclusion of the practical selection progress, 72 candidates would be appointed.
- Over 100 expressions of interest have been received from existing On Call personnel to partake in the upcoming migration course.
- Overview of the recent and ongoing promotion process for Station and Watch Commanders.
- Review and reset activity for the leadership and culture programme.

8.1.2 In regard to the On Call Candidate Tracker currently under development, LG provided an overview of its functionality including real time visibility of candidate progress and improved co-ordination between hiring managers and People Services.

8.1.3 The Committee sought clarity on whether the Service was tracking diversity and reasons for dropping out of recruitment processes. LG confirmed that quality monitoring data was collected, however recognised that further analysis would be required to understand the conversion rates at the various stages of the process.

8.1.4 In regard to the pension remedies, the Committee sought an update on the project plans and revised implementation dates. LG noted that an update had been provided at the earlier RANSc meeting and would be covered under Item 20 (RANSc Update). LG further noted that the delays in timescale on the SPPA side were impacting on the ability to provide pension statements for the remedy period to employees.

8.1.5 The Committee noted the overall number of vacancies in support staff roles, of which almost 50% were within the Finance and Contractual Services (FCS) Directorate, and queried how the Service would address this issue. LG advised that most of the FCS vacancies were within the Digital and Technology Services (DaTS) function and were linked to the ongoing restructure. LG noted that approximately 30 vacancies had already been filled and more were anticipated in the coming months. LG further noted that recruitment had initially focussed on internal appointments to support development opportunities.

8.1.6 In regard to long term sickness, the Committee asked whether the Service differentiated between work-related and personal causes. LG confirmed that there were specific reporting and recording arrangements for workplace related absences. It was noted that only high-level categories were presented within the report with a detailed breakdown of sub-categories also being recorded. JH advised that work related injuries/illnesses were recorded on the TASS system and reported through the safety and assurance statistics.

8.1.7 The Committee commented on the positive number of On Call personnel expressing an interest in migrating into Wholetime and queried how the Service were supporting individuals, particularly anyone who was unsuccessful. LG advised that all applicants, whether through the migration or wholetime trainee recruitment, were offered feedback and development support to improve further applications.

8.1.8 In regard to the Area Commander process, the Committee were advised that an update would be provided under item 9.1.

8.1.9 The Committee sought clarity on the timeframe for the leadership and culture plan and whether there were any risks associated with the wraparound support from the Talent Development Team. FR advised that the wraparound support enabled pre and post programme engagement with National Fire Chief Council's (NFCC) cohorts and their line managers. The risks associated relate to the volume of activity and resources within the development teams. This would be considered as part of the review of the leadership and management framework and how the NFCC programme would be built into the wider framework. LG briefly outlined different initiatives being considered which included a 3 tiered approach and potential additional investment.

8.1.10 The Committee sought further details for the Corporate Services Review (CSR) including timeframe, plans, etc. SO'D provided a brief progress update on the Directorate structure review, noting that proposed options would be presented to the Strategic Leadership Team (SLT) at the end of 2025 and implemented in April 2026. SO'D outlined the progress of the People Strategy, which was being developed into a project and led by FR. SO'D commented on the level of engagement undertaken through the Strategic Planning and Change Committee in relation to the People, Payroll, Training and Finance project (PPFT). SO'D advised that the Service were considering the wider context of PPFT and how this could impact on the CSR.

8.1.11 In regard to KPI26 (Core Skills), the Committee sought assurance on the veracity of the data being presented within the report. CMcG noted that this would be covered under item 10.1.

**8.1.12 The Committee scrutinised the report.**

**9 EQUALITY, DIVERSITY, CULTURE AND FAIR WORK**

**9.1 Culture Update**

9.1.1 FR provided a verbal update on culture to the Committee, and the following key points were highlighted:

- Leadership and Culture Programme plan continues to be developed and would include identifying defined benefits, outcomes and milestones.
- Draft problem statement was created and discussed at the recent SLT/Heads of Functions Workshop. As a result, several activities have been identified to realise culture and leadership vision and deliver the individual benefits.
- Next steps would involve a full review and prioritisation of the identified activities to ensure alignment with strategic priorities and development of the delivery plan.
- Annual reviews to be undertaken to identify progress against priorities and set new priorities for the coming year.
- Update on the Management and Development Framework project noting that milestones and delivery timescales were to be determined.
- Consideration would be given to integrate the NFCC programmes into the framework and the delivery model to be used.
- Update paper on Leadership Management Framework to be presented to the next Committee meeting (captured under Item 15.1).
- Key People priorities, resources, capacity and budget have been considered and included within the medium-term investment plan.
- Intention to have the final plan development ready for implementation by the end of the year.

9.1.2 The Committee noted and welcomed the update and queried what detail would be presented at the next meeting. FR advised that an update on the proposed priorities would be provided with the full plan being available by the end of the year/early next year. FR commented on the involvement of the Portfolio Office in this Service wide programme, the importance of ensuring stakeholders involvement, agreement and delivery of key priorities.

9.1.3 The Committee queried how the Service were responding to HMFSI's inspection on Organisational Culture (Phase 1) and what consideration was being given to HMFSI's Phase 2 report. FR advised that the response to the HMFSI's recommendations would be more strategic as they are covered under the strategic priorities and existing projects. Once developed, the action plan would be submitted to the SLT for approval. FR noted that discussions had taken place with HMFSI on the proposed approach.

9.1.4 FR provided a verbal update on equality and diversity to the Committee, and the following key points were highlighted:

- Wholetime recruitment: Overview of the different approach adopted to promote and attract a more diverse candidate pool. This included raising awareness of the breadth of the firefighter role, various engagement events with a focus on gender or ethnicity, use of AI in promotional packs and shortlisting processes. Over 1600 applicants (12% female) were received and 346 candidates (16.5% female) were shortlisted. Next stage would include physical assessments and selection process. Introduction of pacer within fitness testing to ensure fairness.
- Current wholetime female population was 6.54% with an average of 5.61% female intake from April 2024.
- Further analysis would be undertaken on completion of the process to identify improvements for future campaigns and strengthen external partnerships.
- Action Plan for recruitment and promotion processes to be developed with a further in-depth review next year in an effort to continue to introduce incremental changes to improve recruitment.
- Interim restructure included the merger of the Talent Acquisition and Resourcing teams which brings the end-to-end process into one team and changes to remits for Deputy Heads within the People Directorate.

9.1.5 FR advised that the Group Commander process resulted in 68 applications (3 female), and 9 appointments (1 female) being made. Station Commander process resulted in 108 applicants, with 60 interviews and 15 appointments (1 female) being made.

9.1.6 The Committee noted the positive feedback from the engagement events and queried whether it was possible to confirm if attendees went on to apply. LG noted that may be possible but further analysis would have to be undertaken.

9.1.7 The Committee commented on the value of peer analysis and benchmarking with other public sector organisations. FR noted the challenges with direct comparison with peers but benchmarking would be considered through the NFCC.

9.1.8 **The Committee noted the verbal report.**

*(S O'Donnell left the meeting at 1415 hrs)*

## **10 TRAINING**

### **10.1 Training Function Update and Performance Report Quarter 1 2025/26**

10.1.1 CMcG, introduced RR who presented the high-level overview of the Training function activity and performance over Quarter 1 2025/26 and highlighted the following key points:

- Ongoing work of the NFCC's Operational Training and Exercise Group and the Tactical Firefighting Sub-group.

- KPI26 (Core Skills Courses Currency) reported an overall increase. This has been aided by the performance of the team and introduction of Training Support Co-ordinator posts.
- KPI25 (Incident Command Course Currency): Continues to increase with narrative provided on reasons for candidates not achieving the required standards.
- KPI29 (Customer Satisfaction): Continues to increase.

10.1.2 In regard to Firefighter Safety (contaminant control) CPD, the Committee queried future plans and evaluation processes. RR advised that these events would become a rolling programme and form part of business-as-usual activities. RR noted that work continues to investigate future needs and investment to develop contamination controls.

10.1.3 In regard to KPI25 (Incident Command Course Currency), the Committee queried how individuals out of currency would be captured, the level of risks this posed to the Service and potential impact on service delivery. RR noted that performance levels continue to increase and it was expected that this indicator would be re-baselined to the new normal. CMcG commented on the Service's acceptance of risk throughout the recovery period (up to 31 March 2026) and there would be a change in process from 1 April 2026. From the 1 April, additional measures would be taken to track and ensure individuals remain within currency.

10.1.4 In regard to instructor shortages, RR outlined the challenges in filling these posts, the temporary impact of Watch/Crew Commander processes, and the peripatetic use of staff to provide cover across all areas. CMcG reminded the Committee that, alongside the national instructor team, efforts are made to upskill individuals to an instructor level at watch based/local team role. As a result, during 2024/25, a total of 258 instructors were upskilled within the Service across a number of disciplines.

10.1.5 **The Committee scrutinised the report.**

## 10.2 Overview of ISO9001

10.2.1 RR introduced RC who presented the Committee with an overview of the ISO9001 Quality Management System within the Training Function. RC delivered a presentation which covered information relating to quality management principles, principles in action, external assurance and credit rating, recertification by strategic review and supporting strategy through quality management.

10.2.2 The Committee sought further information on the improvements made through the corrective action plans. RC advised that feedback received related to facilities, course structure and timings and these were dealt with at a local level or through longer term projects.

10.2.3 In regard to quality management systems within other parts of the organisation, RC noted that the principles of ISO9001 could be applied across the Service and could benefit other areas. JH reminded the Committee that the Safety and Assurance Function were looking at the 45001-quality management system and accreditation.

10.2.4 The Committee referred to discussions by other Committees on the oversight of external certifying bodies and accreditation across the organisation and proposed that this should be raised at the Integrated Governance Forum. (Captured under Item 15.2)

10.2.5 **The Committee noted the report.**

*(R Crawford left the meeting 1445 hrs)  
(I Bashir and S Free joined the meeting at 1445 hrs)*

## 10.3 Training Service Asset Management Plan (TSAMP)

10.3.1 IB presented the Committee with the Training Service Asset Management Plan (TSAMP) for the management of property, fleet and equipment assets, to propose improvements and undertake annual reviews.

10.3.2 The Committee commented on the percentage of heavy fleet within the training function, particularly in the North Service Delivery Area, that is beyond the recommended age. IB noted that the TSAMP had raised awareness on the condition of rescue pumps within the training function and, as a result, approximately 10 new rescue pumps were due to be delivered this year. This would ensure that the Service maximises the use of these new rescue pumps.

10.3.3 The Committee noted and welcomed the articulation of the risk appetite within the report which had been used to inform discussions and decision-making. The Committee commented on the closed risk in relation to financial plans, the open risk around new ways to training the workforce and that all aspects of risk appetite need to be factored in. SF advised that he continues to work closely with RR to identify requirements for next year, prioritise risk within the organisation and progress projects as necessary. IB further advised that regular meetings were to be organised to continually review and consider the current and future needs of the Service. IB noted that work was ongoing to develop the 5-year capital plan which would include training needs.

10.3.4 CMcG commented positively on the content of the TSAMP which has provided a baseline on the current standards within the function. The TSAMP has increased visibility, impacted on decision making and investment to the betterment of the function. CMcG noted that emerging risk such as climate change, changes in demand, requirements for new skillsets and legislative change would be factored into future training needs.

10.3.5 IB advised that comparison with other fire and rescue services was not possible at this time as other services had limited asset governance functions.

**10.3.6 The Committee noted the report.**

*(I Bashir and S Free left the meeting at 1500 hrs)  
(Meeting broke at 1500 hrs and reconvened at 1505 hrs)*

**11 SAFETY AND ASSURANCE**

**11.1 Safety and Assurance Performance Report Quarter 1 2025/26**

11.1.1 JH presented the Safety and Assurance Performance Report Quarter 1 2025/26 to provide an update on key projects of work across the function to support Safety and Assurance KPIs. The following key areas were highlighted:

- KPI51 (RIDDOR) was reporting an increase. No direct trends have been identified. Through investigation, some behavioural elements were linked, and appropriate actions have been put in place to prevent reoccurrence.
- Key areas of focus included legislative compliance, review of guidance and regulatory changes.
- Driver Safety Group updated noting the inclusion of low speed manoeuvres module within the TFoC with both technical and practical sessions.
- Development of a generic risk assessments process for local training activities which could be adapted for specific locations.

11.1.2 In relation to how attacks on firefighters were recorded, the Committee suggested that consideration should be given to reporting actual numbers rather than percentages. Brief discussion took place on the research in this area, the prosecution of perpetrators and inclusion of additional details on how the Service were working with partner agencies. JH noted the comments and reminded the Committee that all personnel were encouraged to report any acts of violence under the Emergency Workers Act.

11.1.3 The Committee noted and welcomed the increased near miss reporting.

11.1.4 In regard to the near miss breathing apparatus incident, the Committee sought assurance that the Service were implementing the recommendations from Drager. JH advised that the phrasing within the report was misleading. The Service would implement Drager's recommendations but were also considering additional measures over and above the recommended actions.

**11.1.5 The Committee scrutinised the report.**

**11.2 Contaminants Update**

11.2.1 CMcG presented the report to the Committee to provide an update on the management of contaminants.

11.2.2 The Committee noted the NFCC Contaminants Project Group and queried how SFRS compared to other fire services and what learning had been gained. CMcG noted that SFRS were represented on various NFCC groups which extended beyond contaminants and this involvement was helping to drive national standards. CMcG advised that the SFRS were in a good position in comparison to other services and this had been helped by working in partnership with the FBU and Professor Stec. CMcG highlighted personnel's willingness to change behaviours and accept new practices.

11.2.3 JH advised that there was no formal benchmarking and progress varied across other fire services. JH noted that the Service would continue to progress work for the benefit and wellbeing of firefighters.

11.2.4 The Committee sought clarity on the roll out of equipment across the Service. CMcG noted that a Contaminants Group workshop had been held to discuss emerging issues, reprioritising of station requirements, locations of PPE stocks, etc. A fuller update would be brought to the next meeting to update on delivery against set targets and revised risk-based targets.

**ACTION: CMcG**

**11.2.5 The Committee scrutinised the report.**

**11.3 Draft Safety and Assurance Annual Performance Report 2024-25**

11.3.1 JH presented the report to the Committee to provide early sight of the Draft Safety and Assurance Annual Performance Report 2024-25 for scrutiny and feedback.

11.3.2 The Committee welcomed the opportunity to provide feedback and offered the following comments:

- Placement of the Near Miss section to be reconsidered and inclusion of standard definition to aid understanding.
- Physical Attacks section to include messaging on the Service's non-tolerance and potential prosecutions, and partnership working with other emergency services.
- Inconsistent presentation of data within the Number of Injuries (RIDDOR) graph to be reviewed.

11.3.3 JH noted the comments and would make amendments to the final version of the report, as necessary.

**11.3.4 The Committee scrutinised the report.**

**12 AUDIT/INSPECTIONS**

**12.1 HMFSI Inspection Action Plans Update**

12.1.1 JH presented the report updating the Committee on the progress against the action plans relating to HMFSI inspections. The following key points were highlighted:

- Mental Health and Wellbeing: Following transfer to the Safety and Assurance Function, the action plan would be reviewed, and target dates would be adjusted to March 2026.

- Management of Health and Safety: An Operational Focus: Closing statement provided, action plan now completed.
- Thematic inspection of Operational Assurance: Action plan was currently being developed.

12.1.2 JH confirmed that the revised timescale for the Mental Health and Wellbeing action plan has been discussed with HMFSI.

12.1.3 The Committee commented on the timescale since the Mental Health and Wellbeing report had been received and the completion of the revised action plan. The Committee noted their concerns on the prioritisation of the revision and completion of the action plan. JH offered his assurances that this was an area of importance and would be prioritised appropriately. JH reminded the Committee that work had already commenced and would be progressed as necessary.

12.1.4 **The Committee scrutinised the report.**

## **13 PEOPLE COMMITTEE RISK REGISTER**

### **13.1 Committee Aligned Directorate Risk**

13.1.1 FR and CMcG presented the Risk Report, identifying Directorate risks and controls pertinent to the business of the Committee. It was noted that there were 5 aligned risks reporting ratings of 15 or above. The following key points were highlighted:

- Two new risks have been identified. These relate to insufficient funding for strategic workforce development and the ability to attract and retain skill sets due to challenges with the current pay and reward framework.
- Risk POD020 relating to pensions: Wording to be amended to better reflect the risk due to SPPA capacity and plans rather than SFRS's capacity and plans.
- Future report would take cognisance of the transition of Health and Wellbeing and any new risks as a result of this.

13.1.2 In regard to TSA019, the Committee sought clarification on the control measures relating to the suitability review of Dundee Airport. CMcG advised that the Service had considered Dundee Airport as an alternative training facility, however the standard of welfare facilities were not sufficient. RR further advised that Asset Management were scheduled to install additional welfare facilities and works would conclude in Q4.

13.1.3 In regard to TSA018, the Committee noted that the first mitigation action was proposed to be closed and questioned whether the risk would now be reassessed. CMcG reminded the Committee that the control actions were not weighted, and some were more significant than others. CMcG noted that consideration was being given on how to present and prioritise actions within the register and that changes may be introduced in future reports.

13.1.4 **The Committee scrutinised the report.**

## **14 PARTNERSHIP WORKING**

### **14.1 Employee Partnership Forum (EPF)**

14.1.1 FR advised the Committee that the last scheduled meeting had been stood down.

14.1.2 **The Committee noted the verbal update.**

### **14.2 Partnership Advisory Group (PAG)**

14.2.1 The Committee were advised that the next meeting was scheduled on 18 September 2025 and the single agenda item related to Fight for 52.

14.2.2 **The Committee noted the verbal update.**

**15 FORWARD PLANNING**

**15.1 Committee Forward Plan Review**

15.1.1 The Committee considered and noted the Forward Plan. The following items were identified:

- Leadership Management Framework (December 2025)
- Spotlight on Rural Firefighter Staffing (March 2026)

15.1.2 The Committee asked for consideration to be given to holding the meeting outwith Headquarters.

15.1.3 **The Committee noted the Forward Plan.**

**15.2 Items for Consideration at Future Integrated Governance Forum (IGF), Board and Strategy Meetings**

15.2.1 The Committee proposed that an item be taken to the IGF relating to ISO90001 and other related external assurance. It was noted that this was already captured on the IGF Forward Plan.

15.2.2 There were no other items identified.

**16 REVIEW OF ACTIONS**

16.1 CC confirmed that there was one formal action recorded during the meeting.

**17 DATE OF NEXT MEETING**

17.1 The next meeting is scheduled to take place on 11 December 2025.

17.2 There being no further matters to discuss, the public meeting closed at 1544 hrs.

**REPORTS FOR INFORMATION ONLY:**

The following reports were provided for information only and were taken as read.

- People Policy Review Schedule Update
- Training Continuous Improvement Programme – Update Report
- Training Function Policy Review Schedule
- Safety and Assurance Documents Forward Planning Schedule
- Health and Safety Policy (Annual Review)
- Learning and Development Update (Q1 2025-26)

*(Public meeting broke at 1544 hrs and reconvened in Private session at 1546 hrs)*

**PRIVATE SESSION**

**18 MINUTES OF PREVIOUS PRIVATE MEETING: THURSDAY 5 JUNE 2025**

18.1 The minutes of the private meeting held on 5 June 2025 were approved as a true record of the meeting.

**19 PRIVATE ACTION LOG**

19.1 The Committee noted that there were no outstanding actions.

**20 REMUNERATION, APPOINTMENTS AND NOMINATIONS SUB COMMITTEE (RANS<sup>c</sup>) UPDATE**

20.1 The draft minutes of the RANS<sup>c</sup> meeting on 16 June 2025 had been circulated to the Committee and a verbal update from the meeting on 11 September 2025 was provided.

20.2 **The Committee noted the draft minutes and verbal update.**

**21 WELLBEING UPDATE**

21.1 CMcG presented an update report to the Committee on the progress made in response to the Wellbeing Recovery Plan, following the identification of compliance risks related to health and wellbeing assessments within the Service.

**21.2 The Committee scrutinised the report.**

*(J Holden left the meeting at 1600 hrs)*

**22 KEY CASE UPDATES 2024/25 – QUARTER 4**

22.1 FR presented a report to provide the Committee with an overview of employee relations and employment litigation cases against the Service, including insight from case trends and case reviews.

**22.2 The Committee scrutinised the report.**

There being no further matters to discuss, the private meeting closed at 1618 hrs.