



SCOTTISH
FIRE AND RESCUE SERVICE
Working together for a safer Scotland

PUBLIC MEETING – PEOPLE COMMITTEE

THURSDAY 18 JUNE 2026 @ 1245 HRS

**LECTURE ROOM (1st FLOOR), PERTH COMMUNITY FIRE STATION
401 HIGH STREET, PERTH PH1 1PL / VIRTUAL (MS TEAMS)**

PRESENT:

Madeline Smith (MS), Chair
Angiolina Foster (AF)

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

IN ATTENDANCE:

Andy Watt (AW)	Deputy Chief Officer
Sarah O'Donnell (SO'D)	Deputy Chief Officer (Corporate Services)
Craig McGoldrick (CMcG)	Assistant Chief Officer, Director of Training, Safety and Assurance
Lyndsey Gaja (LG)	Head of People
Fiona Griffith (FG)	People Manager, Strategic People Partner (Item 9.2 only)
Jim Holden (JH)	Head of Safety & Assurance
Ross Robison (RR)	Deputy Assistance Chief Officer, Head of Training
Stevie Campbell (SC)	Area Commander, Training
Ceri Dodd (CD)	Deputy Head of People (Item 9.3 & 10.1 only)
Lynne McGeough (LMcG)	Head of Finance and Procurement (Item 21 only)
Paul McGovern (PMcG)	Programme Manager (Item 21 only)
Mhairi Wylie (MW)	Chair of SFRS Board
Christopher Casey (CC)	Board Support Manager
Margaret Kyle (MK)	Minute Taker

OBSERVERS:

Penny McIntyre
Gus Sproul, Fire Brigades Union (FBU)

1 CHAIR'S WELCOME

1.1 The Chair welcomed attendees to the People Committee meeting, including those joining virtually via MS Teams and noted that those present in Perth had already spent a busy day reviewing facilities and receiving an overview of the Leadership and Development Framework. The Chair also welcomed observers, including Penny McIntyre, who would formally be joining the Service as Director of People, Communication and Engagement on 3 August 2026.

2 APOLOGIES FOR ABSENCE

2.1 Malcolm Payton, 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 agreed that the draft minute from the previous private meeting and the private action log would be taken in private. It was also agreed that the *Key Case Update* report would be taken in private session due to the small number of individuals involved and confidentiality and in line with Standing Orders (Item 9D). The *Update on Corporate Business Solutions* 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 issues (Item 9G).

3.2 No further items were identified for private consideration.

4 DECLARATION OF INTERESTS

4.1 No declarations of interest were declared.

5 MINUTES OF PREVIOUS MEETING: 5 MARCH 2026

5.1 The minutes of the previous meeting were agreed as an accurate record.

5.2 The Committee agreed Item 9.1.2 from the minute of 5 March 2026 be incorporated into the safety discussion at this meeting, with the expectation it may return as a substantive item in future.

5.3 **The minute of the meeting held on 5 March 2026 was approved as a true record of the meeting.**

6 ACTION LOG

6.1 CC presented the People Committee Rolling Action Log for consideration. The Committee reviewed and approved the removal of five actions noted as complete.

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

7 COMMITTEE STATEMENT OF ASSURANCE

7.1 The Committee considered the Annual Statement of Assurance presented which provided assurance that the Committee had appropriately discharged its responsibilities over the reporting period. The Committee agreed that the statement represented a fair and accurate reflection of the activity and areas of oversight.

7.2 During discussion, it was noted that the future priorities section did not explicitly reference the people implications of the Service Delivery Review (SDR). It was agreed that this had not been a deliberate omission and that the statement would be amended to include a clear commitment to consider and scrutinise the people implications arising from SDR outcomes.

ACTION: BST

7.3 **The Committee scrutinised and approved the report.**

8 PEOPLE COMMITTEE RISK REGISTER

8.1 Risk Report Update

8.1.2 Committee members discussed key changes to the risk register, including reductions in risk ratings, updates on control measures, and the integration of AI and cybersecurity risks, with input from members on strategic alignment and reporting clarity.

8.1.3 Risk POD 24 – Skills and Capability Investment - The Committee noted that the risk rating had reduced from 12 to 9, reflecting an increase in the Learning and Development budget for 2026–27 and separation of developmental activity from regulatory compliance training. Additional controls for the corporate business solutions project were also highlighted, with updates to be reflected in future reports. It was confirmed

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that additional funding would be ring-fenced to support developmental activity, reducing the reliance on the budget for compliance-only training.

- 8.1.4 The Committee accepted the rationale for the revised risk score but requested that future reports include clearer narrative explaining the basis of risk movements.

ACTION: LG

- 8.1.5 Risk POD 27 – Corporate Business Solutions - The Committee noted the control relating to approval of the Outline Business Case had now been closed following approval. Two further controls had been introduced relating to procurement governance and system implementation, which would be reflected in future reports. Updated controls would be reflected in the next reporting cycle. An update on the programme would be provided in the private session.

- 8.1.6 Risk POD 16 – Development Competence and SVQ Policy - The Committee noted the relevant policy was progressing through governance and that associated control actions were expected to be completed prior to the next reporting cycle.

- 8.1.7 The Committee noted that the Organisational Change Framework and supporting Toolkit were due to be completed within the current quarter, with associated controls expected to close.

- 8.1.8 The Committee highlighted the need for improved clarity and transparency within the risk register reporting, specifically:
- Enhanced narrative to support changes in risk scores;
 - Greater visibility of progress against actions, particularly where actions exceed original timescales;
 - Inclusion of commentary confirming whether work is underway, nearing completion or delayed.

- 8.1.9 It was noted that the current reporting limitations were largely due to manual processes. CMcG advised that, although the dashboard approach may make closed actions less visible, substantial work had already been completed on face fit testing, including embedding requirements into the SCBA replacement project and using pilot data from Dumfries and Galloway to inform future plans and provide assurance on compliance.

- 8.1.10 The Committee discussed the increasing significance of cyber security risks, including the potential impact of AI and that cyber risk was recognised as a key strategic risk. Further work was underway to strengthen the strategic risk register through a Strategic Leadership Team (SLT) workshop.

- 8.1.11 The Committee referenced FCS017 and requested more detail on the outcomes of a recent cyber desktop exercise and what recommendations resulted from that exercise and whether any of those recommendations considered AI impacts.

- 8.1.12 SO'D assured the Committee that cyber security remains a key strategic risk advising that an AI policy was in development and further work was underway at SLT to consolidate risks. SO'D also advised the cyber desktop exercise had produced recommendations, which were currently being reviewed. Further detail would be reported through the appropriate governance channels, including the next Audit and Risk Assurance Committee (July 2026) with information brought back to People Committee or a Board Strategy Day if required.

- 8.1.13 The Chair suggested that AI should be considered at a future Board Strategy Day, noting its cross-cutting nature, and proposed linking this to Integrated Governance Forum to ensure co-ordinated and organisation-wide approach.

ACTION: BST

- 8.1.14 The Committee queried the delay in aligning risks to the 2025–28 strategy, noting the strategy was already one-third of the way through its lifecycle, and sought clarity on when alignment to the strategy will be completed. SO'D acknowledged the need to align risks to the current strategy and advised that this would be progressed imminently through SLT-led strategic risk work, including a workshop (mid-July) to consolidate and align risks, supported by development of a new risk dashboard.
- 8.1.15 The Committee welcomed the assurance provided in that alignment of risks to the strategy would be progressed imminently through SLT activity and confirmed this was best taken forward at an organisational level.
- 8.1.16 The Committee highlighted that some risk actions were more than nine months beyond their original due date and requested future risk reporting include additional narrative for these items, setting out whether progress was underway, whether completion was dependent on other activity, or whether the action had been deprioritised. SO'D agreed to take the risk report away for future development, noting that the new risk dashboard should provide greater flexibility in reporting.

ACTION: SO'D

- 8.1.17 The Committee sought clarification on the status of the Home Fire Safety Visit App (PPP009), including whether it was fully operational, how visits were currently being undertaken in practice, and the impact on partner referral processes and relationships. AW reported that this issue was being managed through governance, with scrutiny via the Service Delivery Committee. The Home Fire Safety Visit App was largely operational, with only partner referral functionality outstanding due to cyber security requirements. In the interim, manual workarounds were in place, and strong partner relationships were being maintained.
- 8.1.18 The Committee were content to note the updates provided and welcomed ongoing improvements to the quality and presentation of the risk register.
- 8.1.19 **The Committee scrutinised the People Committee Risk Register.**

9 PEOPLE: WORKFORCE DEVELOPMENT

9.1 People Performance Report Quarter 4 2025/2026

- 9.1.2 The Committee reviewed the People Performance Report, discussed KPI integration, on-call Target Operating Model (TOM) updates, leadership training uptake, and benchmarking, with a focus on narrative clarity and support for psychological absences. The Committee agreed to continue embedding KPIs 46 to 49 within the People Performance report and emphasised the need for clear narrative to interpret data trends. LG confirmed future reports would integrate Learning and Development (L&D) updates and provide comprehensive analysis. LG and AW clarified the revised approach to the on-call TOM being progressed through governance and would be brought to the next meeting (September 2026).
- 9.1.3 The Committee sought explanation in relation to language around “coastguard volunteers” as opposed to “SFRS volunteers”. The Committee were advised that Coastguard volunteers were not employees, whereas SFRS “volunteers” were contracted and paid employees, and therefore the Coastguard ruling has no direct impact on SFRS.
- 9.1.4 The Committee noted benchmarking was valuable for learning and comparison, not performance scoring, and requested consideration of wider comparators such as other emergency services. LG agreed to expand benchmarking to include other fire and ambulance services and clarified that “other” in short-term absence data refers to a combination of multiple minor categories, not a single undefined reason.

ACTION: LG

9.1.5 The Committee scrutinised the People Performance Report.

9.2 SFRS People Strategy

9.2.1 The Committee noted that the draft People Strategy would be reframed as an SFRS People Plan. The Plan would cover the period from approval through to the end of the 2027–28 financial year, aligning with the current SFRS strategy period. The Committee endorsed this approach, recognising that it provided a clear short-term direction while enabling development of a longer-term People Strategy.

9.2.2 AW and LG agreed that the People Plan should include explicit reference to adapting to new technologies and AI, with further strategic focus expected once the New Director of People, Communication and Engagement joined the Service.

9.2.3 The Committee stressed the importance of ongoing evaluation, including pulse surveys and other engagement mechanisms, to ensure the plan translates into improved staff experience and organisational culture. LG confirmed future workstreams would address colleague engagement and progress measurement.

9.2.4 FG advised that consultation feedback on the draft People Plan had been broadly positive, with strong support for its clarity, brevity and direction, while also highlighting the importance of sustained communication and engagement to support delivery.

9.2.5 The Committee scrutinised the SFRS People Strategy Report.

9.3 Learning and Development Annual Overview 2025-26

9.3.1 The Committee noted the revised approach to Learning Needs Analysis to better inform future planning. It was noted that a new model for 2026–27 included ring-fenced budgets for both compliance training and leadership/strategic capability development.

9.3.2 The Committee noted strengthened governance arrangements, including how the learning partners operate and a structured engagement cycle. Improved financial performance was noted, with 96% utilisation of the L&D budget.

9.3.3 The Committee discussed the previous imbalance in L&D spend, with a high proportion of budget allocated to compliance training, limiting investment in leadership and capability development.

9.3.4 The Committee discussed the benefits of the revised approach in supporting organisational priorities, particularly alignment with the organisational culture and leadership programme.

9.3.5 The Committee highlighted the importance of maintaining the appropriate balance between regulatory requirements and strategic workforce development noting these as areas for consideration next year.

9.3.6 The Committee sought assurance on how the service supported colleagues in preparing for retirement. In response the Committee noted that support was in place through pre-retirement workshops, wellbeing resources, and guidance with opportunities for individuals to continue contributing post-retirement, including through the On Call Duty System. LG offered to share the iHub link which offers information on available support.

9.3.7 The Committee sought assurance on the Leadership Essentials programme for Supervisory Managers and the National Fire Chiefs Council (NFCC) Supervisory and Middle Management programmes, including attendance, completion, and overall effectiveness. In response, it was noted that attendance challenges for Leadership Essentials were primarily due to operational commitments and availability; however, actions were in place to improve uptake, including enhanced scheduling, communication

with line managers and use of reserve lists. It was further confirmed that the NFCC programmes demonstrate high completion rates, supported by structured delivery, active line manager involvement and cohort-based learning, which strengthens application of learning in the workplace.

- 9.3.8 The Committee welcomed the delivery approach and outcomes of the NFCC programmes, noting these were cost-effective and engaging, and emphasised the importance of scaling the programmes, improving reporting metrics, and providing greater clarity on overall reach and future rollout.
- 9.3.9 CD confirmed that further work would be undertaken to improve performance reporting by providing clearer metrics on programme reach, planned cohorts and organisational coverage, giving a fuller picture of progress and scale across supervisory and middle managers.
- 9.3.10 AW highlighted the importance of recognising the crossover with wider organisational priorities, particularly safety, standards, and performance, emphasising the need for a clear, strategic approach to investment, with a focus on areas of greatest organisational impact. Middle Managers were key for a number of reasons as they influence downwards and were the future strategic and senior managers of the organisation. Further strategic work across different leadership levels would be developed through the Leadership and Management Development Framework.
- 9.3.11 The Committee raised concerns regarding clarity and consistency of reporting within the Learning and Development Annual Overview, noting that the language used in section 3.1.4 (Key Improvements Achieved), particularly the final bullet point, was overly complex and difficult to interpret for a public-facing paper.
- 9.3.12 The Committee also highlighted an apparent inconsistency in section 3.3.4, where the Protection total (£231,739) did not align with the narrative describing prevention as the largest area of spend. CD clarified that the apparent discrepancy in 3.3.4 arose from the way figures were presented, noting that the narrative referred to aggregated totals across multiple areas, and acknowledged that this could be clearer in future reporting.
- 9.3.13 **The Committee scrutinised the SFRS Learning and Development Annual Overview 2025-26 Report.**

10 EQUALITY, DIVERSITY, CULTURE AND FAIR WORK

10.1 Organisational Culture and Leadership Update

- 10.1.1 CD reported nothing significant to report since the paper was written and submitted.
- 10.1.2 The Committee noted the update and sought assurance on benefits realisation, employee engagement, leadership development, and inclusive facilities. It was confirmed that a structured approach to measuring benefits was being implemented at both workstream and programme level, supported by improved employee insight. The supervisory leadership pilot had been deliberately sequenced to align with wider leadership frameworks, and progress was being made to address inclusive facilities through estates planning and compliance activity. The programme was recognised as supporting safety, performance, and broader cultural improvement.
- 10.1.3 The extended timescale for the supervisory pilot reflected the need to align it with the wider leadership framework and incorporate learning from existing development programmes, ensuring a coherent and strategically robust approach. In parallel, the Committee emphasised the importance of continued investment in recruitment and the provision of appropriate equipment and dignified facilities, recognising these as critical enablers to support delivery, cultural change, and operational effectiveness.

10.1.4 The Committee welcomed the update and investment in organisational culture and leadership, emphasising the need to demonstrate clear benefits realisation and improved performance. It was noted that evaluation should evidence the tangible impact on organisational culture and workforce experience, supported by effective employee engagement and feedback mechanisms.

10.1.5 **The Committee scrutinised the Organisational Cultural and Leadership Report.**

11 TRAINING

11.1 Training Function Update and Performance Report Quarter 4 2025/26

11.1.1 The Committee received an update from the Head of Training on key areas of activity.

11.1.2 RR highlighted the continued progress of the Training Standards Review (TSR) Project, noting strong alignment between SFRS activity and the UK-wide competency framework development led by the NFCC. Early work packages, including extrication and tactical firefighting, were progressing, with ongoing collaboration in place to ensure strategic alignment as both programmes develop.

11.1.3 The Committee noted the potential short-term impact on Incident Command competency levels within Quarter 2, arising from recent Deputy Assistant Chief Officer appointments and the timing of training delivery. It was confirmed that an external provider had now been contracted to deliver Incident Command Level 4 training, with courses scheduled for October. Competency levels were expected to recover in Quarter 3.

11.1.4 Overall, assurance was provided that training activity was progressing positively, with appropriate mitigations in place to manage short-term capacity and competency impacts.

11.1.5 During discussions the Committee highlighted the importance of maintaining sufficient trained driver capability in light of potential legislative changes and an area of potential risk therefore required monitoring. Committee also highlighted the need to reflect operational pressures, particularly for on-call staff, when planning training delivery to ensure requirements remain achievable and the value of capturing and sharing lessons learned, particularly from the successful BA Recovery Programme, to inform future large-scale training delivery.

11.1.6 The Committee noted the reported challenges under KPI 23, specifically the volume of training modules required within the reporting period and the impact this may have on the on-call and volunteer staff capacity. The Committee sought assurance on how these pressures are being considered in future training planning and delivery. RR confirmed feedback mechanisms were in place with Local Senior Officer areas to capture capacity constraints and operational pressures. This feedback was actively used to inform future planning, with adjustments made where possible to balance compliance requirements and operational demands.

11.1.7 The Committee acknowledged the significant improvements reflected in KPI 26, noting the successful delivery of the Breathing Apparatus (BA) Recovery Programme and the strong progress in core skills currency. The Committee recognised that this was a positive outcome following a previously challenging position.

11.1.8 RR advised that a formal Closing Report on the Breathing Apparatus (BA) Recovery Programme was being prepared and would progress through governance. This report would capture the lessons learned from the programme and provide a comprehensive overview of delivery and outcomes and subject to agreement, the closing report would be shared with the Committee for information, recognising the scale and significance of the programme and the value of understanding its successful delivery approach.

ACTION: RR

11.1.9 Overall, the Committee were encouraged by the direction of progress and the evidence of continuous improvement within the training function, while emphasising the importance of sustaining momentum and addressing identified risks.

11.1.10 **The Committee scrutinised the report with assurance as reasonable.**

12 SAFETY, ASSURANCE AND WELLBEING

12.1 Safety and Assurance Performance Report Quarter 4 2025/26

12.1.1 JH presented Safety and Assurance Performance Report Quarter 4 2025-26 to provide updates on key projects of works across the function to support Safety and Assurance Key Performance Indicators (KPI's). The following key achievement areas were highlighted in respect of compliance:

- Food Safety Regulations – JH reported training of staff for food safety compliance at fire stations and integration of operations control into assurance processes with plans to review the impact of end-to-end assurance in future meetings.
- Statistics in the KPIs for injuries and RIDDORs remain consistent. Since the paper was submitted, areas for further focus had been identified, including situational awareness and incident risk assessment, and these would be progressed over the coming months.
- Vaccinations – Nearly completed based on a risk based approach. Water based personnel were the main priority for vaccinations.
- Acts of Violence against Staff – continuing spike in violence against firefighters in operational and non-operational roles. Currently working with local areas to identify specific locations. Research project underway with Edinburgh Napier University initiated to explore emergency services workers' experience of violence with focus on causation and impact. Limpada/University of Hull research was approved, funded, and underway, with surveys, focus groups, and a final action-focused report planned to inform SFRS and sector-wide improvements.
- Asbestos Medicals – Asbestos medical surveillance programme had recently re-started, with numbers expected to rise as the new Occupational Health Structure was implemented.

12.1.2 The Committee noted the integration of Operations Control into the operational assurance framework, supporting the development of a more comprehensive, end-to-end approach to assurance. The Committee requested future updates provide a clear view of end-to-end assurance, including how integration had strengthened oversight across the full operational process and any learning, insights or improvements identified through this broader approach.

ACTION: JH

12.1.3 The Committee agreed that this would support a better understanding of assurance coverage and organisational performance across the full operational system.

12.1.4 **The Committee scrutinised this report.**

12.2 Contaminants Quarterly Update

12.2.1 The Committee received the Contaminants Quarterly Update presented by the Director of Training, Safety and Assurance. It was noted contaminants management was now transitioning from a programme-based approach to being embedded within business-as-usual governance, with oversight incorporated into the National Health, Safety, Wellbeing and Assurance Board.

12.2.2 The Committee supported this direction of travel, recognising contaminants activity as increasingly aligned with wider health, safety, and wellbeing reporting. The Committee emphasised the importance of maintaining visibility and focus on contaminants as a critical staff safety issue, while integrating reporting within the broader assurance framework.

- 12.2.3 Discussion highlighted that, while considerable progress has been made - particularly through infrastructure improvements, standard operating procedures and training, there remains an ongoing requirement to embed consistent behaviours across the organisation. The Committee acknowledged that cultural change was still developing, with continued effort required to reinforce safe practices and address differing attitudes at station level.
- 12.2.4 The Committee also noted positive engagement with initiatives such as the CivTech pilot, confirming participation levels were sufficient to support the project. Overall, the Committee were assured that progress was being made, while recognising the need for sustained focus on behavioural change, staff understanding, and continuous improvement in contaminants management.

12.2.5 The Committee scrutinised the report.

13 AUDITS/INSPECTIONS

13.1 HMFSI Inspection Action Plan Update

- 13.1.1 LG/JH presented a report updating the Committee on the progress on HMFSI inspection action plans for scrutiny. Progress updates were provided for action plans relating to HMFSI reports on Organisational Culture (Volume 1). The majority of actions are progressing well with only one action being rated amber due to a request to extend the due date to allow additional communications activity to take place before completion. All other actions are reported green within the plan.
- 13.1.2 Fieldwork was underway for Volume 2 of the Organisational Culture Thematic Inspection, which focuses on the conduct and management of misconduct allegations, with the report expected in due course.
- 13.1.3 The Committee queried the “green” status of Action 12.1, noting the complex history and reset of the underlying corporate systems work. SO'D clarified that the status reflects progress against the revised HMFSI action plan, with delivery now aligned to the Corporate Business Solutions programme and its updated timeline. The action was therefore considered on track against current expectations.
- 13.1.4 The Committee welcomed continued progress against HMFSI Culture Volume 1 Action Plan, noting that the majority of actions are on track. Members acknowledged the positive direction of travel, particularly given the earlier development of the plan, and would continue to monitor progress alongside the emerging Culture Volume 2 work.
- 13.1.5 **The Committee scrutinised the report.**

14 PARTNERSHIP WORKING

14.1 Employee Partnership Forum (EPF)

- 14.1.1 The Committee were updated on the EPF meeting, which focused on welfare support for operational teams and included positive, constructive discussion on targeted welfare investment.
- 14.1.2 The EPF also discussed welfare support for operational teams and reviewed governance structures with plans to update the Working Together Framework in collaboration with partners.
- 14.2 **Partnership Advisory Group**
- 14.2.1 LG reported that an update had been provided on the FBU “Fight for 52” maternity pay campaign. This included constructive discussion and agreement on next steps to present a position paper to SLT and RANSC in August and September, respectively, with further updates to follow for the People Committee.

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

15 FORWARD PLANNING

15.1 Committee Forward Plan Review

15.1.1 The Committee reviewed the forward plan, identified potential topics for future risk spotlights, and agreed on actions to improve reporting and policy review processes.

15.1.2 The Committee proposed that a potential topic for future risk spotlight discussion focuses on near misses and learning culture, particularly the wider issue of near miss reporting.

15.1.3 The Committee agreed that a future risk spotlight focused on exploring near misses and reporting culture and also the potential to include a workshop element at a future meeting.

15.2 Items for Consideration at Future IGF, Board and Strategy Day Meetings

15.2.1 During Risk Register discussion, the Chair highlighted some issues should be escalated beyond Committee level ie Cybersecurity and AI (*including AI policy, cyber risk, and recommendation from desktop exercise*). As this is cross-cutting and strategic, it should probably go to a Board Strategy Day for fuller consideration.

16 REVIEW OF ACTIONS

16.1 CC confirmed that there were formal actions recorded during the meeting

17 DATE OF NEXT MEETING

17.1 The next meeting is scheduled to take place on Thursday 17 September 2026.

17.2 There being no further matters to discuss, the public meeting closed at 1545 hrs.

Report(s) For Information Only:

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

- Performance Management Framework Quarterly 2025-26 Q4
- People Policy Review Schedule Update
 - The Committee suggested that the Policy Review Schedule should not only show policies being reviewed or updated but should also identify opportunities to close or discontinue policies where appropriate, rather than simply reviewing or maintaining all of them.
- Training Continuous Improvement Programme – Update Report
- Training Function Policy Review Schedule
- Safety and Assurance Documents Forward Planning Schedule

(The meeting broke at 1515 hrs and reconvened in private session at 1530hrs).

PRIVATE SESSION

18 MINUTES OF PREVIOUS PRIVATE MEETING: 5 MARCH 2026

18.1 The minutes of the private meeting held on 5 March 2026 were approved as a true record of the meeting.

19 PRIVATE ACTION LOG

19.1 The Committee noted there were no outstanding actions.

20 REMUNERATION, APPOINTMENTS AND NOMINATIONS SUB COMMITTEE UPDATE

20.1 Draft Private Minutes of last RANSC Meeting – 5 March 2026

20.2 The draft minutes of the RANSC private meeting held on 5 March 2026 had been circulated to the Committee for information.

The Committee noted the draft minute.

21 UPDATES ON CORPORATE BUSINESS SOLUTIONS PROJECT

- 21.1 LMcG and PMcG provided the Committee with an update on the Corporate Business Solutions Project.

The Committee noted the report was for information only.

22 KEY CASE UPDATES 2025/26 – Q4

- 22.1 LG provided the Committee with an overview of employee relations and employment litigation cases against SFRS including insight from case trends and case reviews.

The Committee scrutinised the report.