

## **Minutes of Meeting**

Scottish Rail Holdings Limited – Board Meeting

Wednesday 22 October 2025, 09.30 to 17.20

Location: St Vincent Plaza / Via Teams\*

- Present:**
- Iain Docherty – Chair
  - Hannah Ross – Chief Executive
  - Carolyn Griffiths – Non-Executive Director
  - Mike Bagshaw – Non-Executive Director
  - Neil Amner – General Counsel
  - Roz Foyer – Non-Executive Director
  - John MacQuarrie – Rail Business Director
- In attendance:**
- Matthew Spence – Director Strategy and Investment
  - Amanda MacLellan – People and Culture Director
  - Graeme Cook – Transport Scotland Director of Rail Delivery\*
  - Graham Kelly – CSL Managing Director (for items 10 to 14)\*
  - Joanne Maguire – ScotRail Managing Director (for items 6 to 9)
  - Derek Marchant – ScotRail Chief Financial Officer (for items 6 to 8)
  - David Ross – ScotRail Chief Operating Officer (for items 6 to 8)
  - [Redacted] – ScotRail Project Manager New Trains (for item 6)
  - [Redacted] – Financial Controller (for items 7, 8 and 18)
  - [Redacted] – Board Secretary
- Apologies:**
- Brian Baverstock – Non-Executive Director
  - Campbell Davidson – Finance Director

### **Agenda Item 1: Notice, apologies, and quorum**

1. The Chair welcomed everyone to the meeting.
2. Apologies were noted. The meeting was quorate.

### **Agenda item 2: Declarations of interests and conflicts of interest**

3. There were no declarations of interest.

### **Agenda Item 3: Minutes of Previous Meetings**

4. The Board approved the minutes of the meeting held on 18 September 2025 subject to amendment at paragraphs 29, 35, 63 and 78. The Board Secretary will send the amended minutes to the Board by email for information.

### **Agenda Item 4: Actions and Matters Arising**

5. The Board appointed Mike Bagshaw as a member of the Audit and Risk Committee with immediate effect. Membership of Committees will be reviewed annually as part of the annual review of the terms of reference.
6. Carolyn Griffiths referred to paragraph 19 of the minutes of the meeting held on 18 September 2025 and said that the discussion with the Audit and Risk Manager about internal audit activity should be expedited to align with the budget preparation for 2026/27.

7. The Board considered the list of actions from previous meetings.

8. In relation to action 71/2025, verbal report on people data, the People and Culture Director provided the following information for 2025:

- SRH currently has a full-time equivalent staff headcount of 24 including three interim/contracted staff;
- Staff gender split is 50/50;
- Three members of staff have left through natural process and end of fixed term contracts;
- Three permanent members of staff have joined the Finance Directorate through open competition recruitment;
- Two interim members of staff have been made permanent through open competition recruitment;
- The absence rate is four percent and the cost of absence to SRH is currently £5,500 per month;
- One member of staff is on long term sick leave due to non-work related anxiety, and is being offered HR support; and
- Essential learning module completion is 67 percent.

9. The Board noted that when SRH transitions fully to the new learning and development platform provided by CSL, essential learning modules specifically for non-executive directors will be available. In the interim, General Counsel asked the non-executive directors to complete the cyber security modules. The People and Culture Director will identify the specific modules and provide a deadline for non-executive directors to complete these.

10. Carolyn Griffiths asked if the work done by the Business Analyst has helped to clarify staff roles and responsibilities. The Chief Executive said that all staff have clearly documented objectives which align with the business plan and the work that has been taken forward by the People and Culture Director in relation to organisational review and the people strategy has helped to provide clarity on roles and responsibilities. The People and Culture Director said that the Business Analyst's work related more to governance and assisting with the transition to the new HR platform and he will be providing support on the people processes work.

11. In relation to action 73/2025, scope for lessons learned review from the coach cracking [Redacted] work, the Board noted that it was suggested at the previous Board meeting that this should be taken forward by CSL SHEC. The CSL Board discussed this at its meeting on 1 October 2025, and it was agreed that the CSL Executive would take this forward and submit it to the CSL Board in due course.

12. The Board agreed to close actions 39/2025, 70/2025, 72/2025, and 75/2025, as these had been completed, moved to the Board planner or were tabled on the agenda for this meeting.

#### **Agenda Item 5: Chief Executive's Report**

13. The Board considered the Chief Executive's update report.

14. [Redacted]

19. The Chief Executive said that in the discussion regarding performance at the Strategic Rail Board meeting on 21 October [Redacted]. She said that she will also inform the Rail Portfolio Board of this at its next meeting. She said that [Redacted], and the focus should be on driving cultural continuous improvement between Network Rail and ScotRail.

20. Carolyn Griffiths asked how this relates to individual company targets and the Chief Executive said that these would still have to be maintained. Carolyn Griffiths said that she has asked frequently for targets for ScotRail on reliability and availability. The Chief Executive said that the Rail Business Director is looking at this as part of planning for control period eight targets to discuss with ORR.

21. Roz Foyer said that she wanted to record her support to the Chief Executive for giving an honest and transparent opinion on the achievement of performance targets. She said that if targets are to be achieved there needs to be

meaningful conversations on how these should be achieved and what is needed in relation to resources. She said that there has to be a realistic approach to targets.

22. Mike Bagshaw said that he agreed with Roz Foyer and said that the STPM is based on time to five (arrival time at destination) whereas the rail industry outwith Scotland is moving to time to three which is a better discipline.

23. The Rail Business Director said that ScotRail's performance against time to three is much better than against STPM. He said that his opinion was that time to three is a better performance measure but where ScotRail scores highly in performance under this measure, Caledonian Sleeper performance would not be as good. The Chair asked for this data to be circulated to the Board.

24. The Chief Executive informed the Board that the budget [Redacted] for 2026/27 for ScotRail was now estimated at [Redacted] when taking account of the removal of peak fares and this will be discussed later in the agenda.

### **Agenda Item 6: Suburban New Fleet Project**

The ScotRail Managing Director, ScotRail Chief Financial Officer, ScotRail Chief Operating Officer and the ScotRail Project Manager New Trains joined the meeting and the meeting convened as a joint meeting of SRH Board and ScotRail Board, from 10.40 to 11.50, the minute of which has been prepared separately.

The ScotRail Project Manager New Trains left the meeting at 11.50.

### **Agenda Item 7: ScotRail [Redacted]/2026 to 2027 options [Redacted]**

The SRH Financial Controller joined the meeting at 11.50.

25. The Board considered three papers submitted by ScotRail covering:

- [Redacted]

26. The ScotRail Managing Director said that the papers are being considered together as there are multiple priorities to be addressed and the Board's strategic direction is required on which priorities should be more prevalent in the overarching priority for continuous improvement for Scotland's railway. She said that since coming into public ownership ScotRail has been committed to key areas of improvement, which are only possible by maintaining a stable employee environment, including:

- Driving revenue
- Improving performance
- Delivering efficiently and improving financial sustainability
- Ensuring all of the above is delivered safely

27. The ScotRail Managing Director said that despite the significant achievements over the past three years, which include customer satisfaction ratings higher than all other large operators in Britain, strong trade union relationships and significantly improved employee engagement scores, budget and performance remain a challenge. She said that there is a [Redacted] for 2026/27 alongside the need to improve performance, the need to continue to deliver for the customer and engage staff, and the need to reduce reliance on the taxpayer.

28. The ScotRail Managing Director said that the [Redacted] suggests delivering [Redacted] She said that the three papers had been provided to inform the Board's discussion on key priorities, to help identify which have primacy, and to decide whether [Redacted] should be delivered to the detriment of [Redacted].

29. The Chief Executive said that due to the fixed costs nature of the business it is difficult to find high level efficiency savings. She said that [Redacted] cannot be done in-year and needs a long-term strategy and she has asked the ScotRail Managing Director to look at options.
30. Roz Foyer thanked the ScotRail Managing Director for her overview and paid tribute to the work that has been done on customer relations and with the trade unions to build strong relationships. She said that there would be [Redacted]. She said that a clear position has to be set out that [Redacted]. She said that the [Redacted], and she agreed with the Chief Executive that a long-term managed plan approach is needed that can deliver efficiencies including the use of technology and investment without any detriment to staff and customers.
31. Mike Bagshaw said that he agreed with Roz Foyer (with regard to the excellent results in customer relations and relationships with TUs) and while [Redacted], revenue growth should also be looked at. He said that there should be opportunities through the timetable to increase revenue on routes that cover operational costs [Redacted] He said that reviews of headcount should be undertaken annually to ensure that there are adequate resources in the areas of the business [Redacted].
32. The ScotRail Chief Operating Officer said that there is a continual demand driven approach to the timetable and this is not just reviewed [Redacted] The ScotRail Managing Director said that cognisance also has to be given to other government priorities and the societal aspect of delivering a public service. The Chief Executive said that the current task is to put forward the options that will [Redacted], for Transport Scotland to then inform Ministerial decision making. She said that in doing so, there should be no [Redacted]. The Chair said that SRH would give its full support to the ScotRail Managing Director.
33. The Transport Scotland Director of Rail Delivery said that a full picture of short-term and longer-term options should be set out including [Redacted]. He said that he was making this formal request to SRH to provide him with the options for Ministerial consideration.
34. The Board noted an option that may be able to be explored with Transport Scotland is where a [Redacted] could be agreed at the start of the financial year and [Redacted], as has been the position in some other public bodies. If this was to be the case a longer term [Redacted] should be prepared. This option would also require consideration of the liability position for directors of the company if a [Redacted] were to be agreed for next year. The Board also noted that funding for the cost of peak fares removal in 2026/27, is under discussion with Transport Scotland. [Redacted]
35. The Board had a full discussion and agreed that the [Redacted] paper and the 2026/27 and beyond [Redacted] paper should be developed into a set of short-term and longer-term options for the Board to consider before submission to Transport Scotland and should include:
- Initiatives that can be taken forward quickly, including shared services [Redacted] and other areas
  - Timetable options
  - Profit and loss [Redacted] should be included for the Board
  - Fares proposals [Redacted], noting that the Rail Business Director is currently undertaking work in this area and he will take an action to drive this initiative and ensure there is no duplication of work between SRH and ScotRail
  - [Redacted]
  - Capital investment to produce longer term efficiencies
  - [Redacted]
36. [Redacted]
37. Carolyn Griffiths said that she would like further information on how the [Redacted] were devised, what the business would receive in return for this investment, and how [Redacted] would compare with other train operating companies after the [Redacted] had been paid.
38. The ScotRail Managing Director said that the [Redacted] to enable this initiative are necessary as although there is a current requirement for [Redacted]

39. [Redacted]

40. The Chief Executive said that there was an inherent risk in approving the proposals without caveats.

41. The Board agreed that the ScotRail Managing Director should further develop the proposals and submit these to the Chief Executive and the Chief Executive will then take forward discussions with Transport Scotland. The Board did not approve the request for ScotRail [Redacted] at this time.

#### **Agenda Item 8: Atrium Court Lease**

42. The Board considered the paper providing an update on the office accommodation strategy and seeking approval for the proposed lease extension for Atrium Court. The Board noted that this had been considered at the ScotRail Board meeting on 2 October 2025 and recommended for approval to the SRH Board.

43. The Board noted that ScotRail has been actively participating in the [Redacted] As ScotRail's current lease for Atrium Court expires in March 2027 approval is being requested to extend the lease until March 2032 with a mutual break option in March 2031.

44. The Chief Executive asked if her request at the ScotRail Board meeting had been actioned to obtain assurance from Scottish Government estate services that they had no objection to the Atrium Court lease being extended. The ScotRail Chief Financial Officer said that while there was a formal process to go through, Scottish Government Estate Services were supportive of the proposal.

45. The Board approved the proposal to extend the lease for Atrium Court subject to the necessary Scottish Government and Transport Scotland approvals being obtained.

The ScotRail Chief Operating Officer, the ScotRail Chief Financial Officer, the Director Strategy and Investment and the Financial Controller left the meeting at 13.20.

#### **Agenda Item 9: ScotRail Managing Director Update**

46. The ScotRail Managing Director said that she would send her general update to the Board by email as she wanted to use the time today to discuss concerns that she had in relation to the [Redacted]. She said that she had the following key concerns:

- [Redacted]

47. [Redacted]

48. The Chief Executive said that the Board is ensuring due diligence in the process as far as it is able to do. She said that she had received a letter from the ScotRail Managing Director regarding not being able to backfill a business critical director vacancy and had raised this with the Transport Scotland Director of Rail Delivery who had agreed that the vacancy should be advertised.

49. The Chair thanked the ScotRail Managing Director for making the Board aware of her concerns [Redacted]

50. Roz Foyer also thanked the ScotRail Managing Director for raising her concerns [Redacted]

51. [Redacted]

The ScotRail Managing Director left the meeting. The Board had a lunch break from 13.50 to 14.15.

#### **Agenda Item 10: CSL Managing Director Update**

The CSL Managing Director joined the meeting at 14.15. The Director Strategy and Investment rejoined the meeting.

53. The CSL Managing Director gave the Board an update including:

- Operational performance was at its lowest level in recent years due to Network Rail issues, a number of which were outwith Network Rail's control including cable theft and vehicles on the track
- Guest satisfaction levels have recovered
- Safety KPIs are strong but the figures are still being impacted by the Euston incident last year and as this starts to drop off the graphs the trends will be moving in the right direction
- Staff absence rates had been increasing and had peaked at 6.5percent in the period but it was encouraging to see that these had started to decline in the current period
- In regard to fleet, the problem with the auxiliary power units had been resolved with the fitment of the new part, work is continuing on the coach cracking life solution and the [Redacted]

54. The Chair asked about the timescale for the fitment of the [Redacted] which was scheduled for completion by the end of October which [Redacted] in relation to the coach cracking risks. The CSL Managing Director said that the materials should have been received by the end of September but would now not be received until the end of October. He said that there had been mis-communication within CAF and the timescale to receive the materials had always been by end October rather than end September which was the position told to CSL. He said there was no slip in the timescale to receive the materials it was a matter of poor communications. He said that the fitments will be completed by the end of November if the materials arrive by the end of October.

55. Mike Bagshaw said CSL's performance was good in relation to on time arrivals, but minutes are lost at each station. He said that there appears to be an issue with dwell times at stations that then have a knock on delay effect to ScotRail services. He said from personal experience the dispatch process seemed to be taking too long.

56. The Rail Business Director said that the Edinburgh to Fort William service was the primary cause of ToC on ToC delays. He said that if attachments/detachments were not undertaken at Edinburgh this could reduce the delay. He said that he was waiting on information from Network Rail to look at potential solutions [Redacted]

57. The CSL Managing Director said that the two main contributory factors to the delays at Edinburgh were issues that CSL faced in relation to absences in the shunter team and a modification measure that had to be put in place relating to the 61 way jumper communicator. He said that some matters are now being undertaken en route which has resulted in less dwell time. In relation to [Redacted], he said that work has been undertaken on this previously and he would speak to the Rail Business Director about this. He said that he is happy to explore options for attachment/detachments to be undertaken elsewhere but it should be noted that it is not just the carriages that are moved, the people, their luggage, bikes etc also have to be moved while carriages are attached/detached.

58. The CSL Managing Director said that ticket sales on the launch of the Birmingham International Airport service had been good and market research would be undertaken to report on the benefits and utilisation of the new service.

59. The CSL Managing Director said that the launch of the souvenir online shop is showing strong performance.

#### **Agenda Item 11: CSL [Redacted]**

60. The Board considered the paper setting out the [Redacted]. The Board noted that this paper had been approved by the CSL Board at its meeting on 3 September 2025.

61. The CSL Managing Director said that in order to understand the options available for the [Redacted] CSL wish to launch a market engagement through a Prior Information Notice (PIN).

62. Roz Foyer asked how fair work protocols would be covered in the process. The CSL Managing Director said that supplier code of conduct includes a fair work policy and this would be a key element of the market engagement. He said that this is also a key element in the procurement process.

63. The Chair asked if there was scope to bring any of this work in-house. The CSL Managing Director said that part of the market engagement work would be to look at all options and whether there are parts of the [Redacted] work that can be brought in-house.

64. The Board approved the request to issue the PIN. The Transport Scotland Director of Rail Delivery said that SRH should inform his directorate and the Communications Department prior to the launch of the PIN.

#### **Agenda Item 12: PQQ for Locomotive Procurement**

65. The Board considered the pre-qualification questionnaire (PQQ) for the locomotive procurement project.

66. The CSL Managing Director said that the outline business case for the locomotive project had been approved by IDM and the next stage in the process was to issue the PQQ. He said that the shadow Locomotive Replacement Oversight Group (LROG) had reviewed the PQQ and Board approval was needed to launch the PQQ to the market.

67. After full discussion the Board approved the PQQ subject to:

- Question five to be amended to ensure it is not excluding potential bidders who do not currently operate in the UK
- Bidders who do not currently have experience of eg network rail, should not be marked down for this
- Boiler plate terms to be added in to cover eg modern slavery etc
- SRH General Counsel approval of the amendments

#### **Agenda Item 13: Locomotive Replacement Oversight Group (LROG) Terms of Reference**

68. The Board considered the draft Terms of Reference for the Locomotive Replacement Oversight Group (LROG). The Board noted that LROG is being established to provide oversight, assurance and governance for the CSL locomotive replacement project.

69. General Counsel said that LROG would be a conjoined version of PAG and FROG (the ScotRail new fleet procurement oversight groups). He said that a single group was considered appropriate due to the scale of the project and that this was to procure traction services rather than new trains.

70. After full discussion the Board approved the terms of reference subject to:

- The quorum being increased to four
- The LROG Chair to be satisfied that any quorum has the correct competency mix
- The SRH Board must be informed of any LROG decision that requires a vote

#### **Agenda Item 14: Scope for Internal Audit Review – CSL Staff Grievance**

71. The Board considered the proposed scope for the internal audit work following up on management responses to [Redacted] report in relation to the CSL staff grievance matter.

72. The People and Culture Director suggested that part three of the scope relating to organisational culture should include looking at the actions that have been undertaken with the management team on the trains.

73. The Board considered the timing of the internal audit work and agreed that management should be given an appropriate amount of time to implement any actions arising from the report before the audit work is undertaken.

74. General Counsel said that the complainer's case had not yet reached a settlement. He said that he was working on the draft responses to the complainer and to Transport Scotland and these would likely issue within the next week or two. He said that regardless of the status of the complainer's settlement case, he would issue the responses within the timings indicated to the Board.

The CSL Managing Director left the meeting at 15.20

#### **Agenda Item 15: Customer Experience Strategy**

75. The Board considered the draft strategy for customer experience and the role of SRH in delivering this.

76. The Rail Business Director said that SRH has a business plan commitment to ensure that the subsidiary companies provide services in a way that delivers guest and customer satisfaction. He said that responsibility for the delivery of customer and guest experience lies with ScotRail and CSL and the role of SRH is to ensure that the commitments and requirements of the Grant Agreement and relevant business plans are delivered. He said that the draft strategy will support the wider performance and oversight plan which will be presented to the Board in December.

77. The Chief Executive said that there should be alignment with this paper and options for efficiency savings. The Rail Business Director said that his team is reviewing the [Redacted]

78. The Chair said that guest and customer experience is focused on the marketing aspect and more needs to be added on safety particularly in relation to women and girls using public transport. He said that Transport Scotland has done good work in this area and that should be referenced in the paper.

79. The People and Culture Director said that she had attended a Rail Delivery Group presentation on violence against women and has shared the information with ScotRail and CSL. She said that ScotRail has undertaken a lot of work in this area and she is also picking this up with CSL.

80. Carolyn Griffiths said there is a trainline app that women can use when they feel unsafe in public transport and this should be signposted on trains.

81. Carolyn Griffiths said that the paper provides a good optic of the current position and noted that there is benchmarking work to be undertaken with the subsidiaries and asked when the strategy will be prepared. The Rail Business Director said the strategy will be prepared within one year.

82. Carolyn Griffiths said that the subsidiaries should be encouraged to do more social media monitoring as a qualitative measure and they should also be encouraged to map out how matters such as platform cleanliness etc are checked through the eyes of the customer. The Transport Scotland Director of Rail Delivery said that there are also tools to monitor customer sentiment and provide key analysis and this should be done for Scotland's Railway including Network Rail. The Director Strategy and Investment said that there is a working group, albeit at an early stage, with representatives from all parts of Scotland's Railway looking at different sources of data that will be helpful in monitoring customer sentiment and can be used for other matters.

83. The Board agreed that the paper should be updated to take account of the comments given and brought back to the Board in a few months.

#### **Agenda Item 16: Proposal for Conjoined ARC and Remuneration Committees**

84. The Board considered the paper on establishing one group audit and risk committee and the one group remuneration committee, and whether the SHEC committees should become a sub-committee of the group audit and risk committee.

85. General Counsel said that establishing group committees would reduce the amount of duplication and provide a more efficient and effective committee system for the Boards. He said that the Board's guidance is asked for on whether committees should have the authority to make decisions on behalf of the Boards or whether they should make recommendations to the Boards.

86. Carolyn Griffiths said that she would support the group committee system if the committees purpose is to make recommendations to the Boards and not for them to have decision making authority. General Counsel said that decision making power is given to committees to assist the Board and keep Board agendas manageable. He said that where committees have to make recommendations to Boards the committee will have gone into detailed consideration of issues and will provide assurance to Boards so that Board time does not have to be spent on revisiting the detail.

87. In relation to SHEC being a sub committee of the audit and risk committee, Carolyn Griffiths said that this should be avoided as it is poor practice for a parent company to be undertaking checks of a subsidiary in relation to safety

where the subsidiary is the dutyholder. She said that there is case law on this and she would send this to the Chief Executive. She said that there should be close liaison with SHEC and the audit and risk committee in relation to the process for risk management, risk scoring and the internal audit plans.

88. The Board agreed that SHEC should remain a standalone committee for each of the subsidiary boards and noted that the terms of reference for each of the SHEC committees should be submitted for SRH Board approval as required under the Articles of Association. The Board agreed that the three audit and risk committees and the three remuneration committees should be amalgamated into one group committee for each area, subject to the Board approving the terms of reference for each group committee. General Counsel said that draft terms of reference would be submitted to the Board for approval at its November or December meeting.

#### **Agenda Item 17: Capital Approvals**

89. The Board considered and approved the following two requests for authority to spend:

- ScotRail public toilet refurbishment
- CSL lounge enhancements

90. The Chief Executive said that she had agreed with Network Rail for an extension to the Director of Strategy and Investment's secondment to SRH until 31 March 2026 for work to be taken forward in two key areas relating to strategy and planning and how this work will be taken forward through the Alliance, and on capital planning. She said that the majority of capital spend is by ScotRail and planning for this is not done early enough. She said that the Director Strategy and Investment is working on a ten year capital plan which is conjoined with Network Rail which will provide an overarching strategy for the capital programme which will provide more confidence that capital spend is being done on the right things and timeously.

#### **Agenda Item 18: SRH Group Finance Report**

The Financial Controller joined the meeting at 16.40

91. The Board considered the finance report.

92. The Chief Executive said that on the assumption that the peak fares removal will be funded by Transport Scotland in the current year there is a [Redacted] of which relate to corrosion works which may not materialise, but this is subject to the decision to be taken regarding IFRS16. She said that the in-year [Redacted] was discussed at the ScotRail Board meeting on 2 October where it was confirmed that there are [Redacted] in the current year.

93. Mike Bagshaw asked whether there could be [Redacted] The Rail Business Director said that there has been resistance previously to the suggestion of [Redacted]. The Chair said that going forward there needs to be a more joined up approach so that [Redacted] decisions are made as appropriately as possible. He said that revenue forecasting has to understand customer demand to ensure that headline numbers are realistic.

94. The Transport Scotland Director of Rail Delivery reminded the Board of the need to ensure funding requests on RDEL and CDEL are as accurate as possible to avoid any reputational risk.

The Financial Controller left the meeting at 16.50

#### **Agenda Item 19: Revenue Development Work**

95. The Board considered the paper setting out the findings from the revenue development work undertaken for SRH by [Redacted]

96. The Rail Business Director said that the conclusions from the work and areas for further development relate to [Redacted]. He said that the work will be developed and phase two ready by early 2026.

97. The Chief Executive said that ScotRail will submit their [Redacted] to SRH and this will be joined up with the [Redacted] work. She said that the Rail Business Director is currently discussing with ScotRail the [Redacted] initiative. The Chair said that the report shows that the [Redacted] initiative will not impact demand or be unfair so this should be progressed immediately. The Transport Scotland Director of Rail Delivery said that if there were proposals ready to be considered now, they should be submitted for consideration.

98. Carolyn Griffiths noted that this was a good piece of work and said that consideration should be given as to why SRH had to do this and ScotRail had not considered these options. The Rail Business Director said that the specialist expertise in [Redacted] comes from the holding group rather than TOC in the rail franchise model and SRH decided to instruct these specialist expert services.

#### **Agenda Item 20: Position Paper on Brick Construction versus Modular**

99. The Board considered the position paper from ScotRail on modular construction benefits against traditional brick construction for staff accommodation at depots.

100. The Board noted that the paper did not address the point that was initially raised but provided useful information and each business case will be decided on a case by case basis. The Board agreed to accept for consideration any future business cases relating to staff accommodation at depots.

#### **Agenda Item 21: Updates from PAG and FROG – New Fleet Procurement**

101. The Board noted the period six update reports.

#### **Agenda Item 22: Committee Updates**

102. There were no committee updates.

#### **Agenda Item 23: Communications Report**

103. The Board noted the Communications report.

#### **Agenda Item 24: Any Other Business**

104. The Board noted the letter from Transport Scotland regarding the Public Office (Accountability) Bill to address institutional failures through establishing duties of candour for public servants. The Board also noted the information note on the aspects of the proposals that will relate to Scotland, subject to legislative consent. The Chair reiterated that irrespective of the status of legislation, the SRH board has, and should continue to, discuss issues openly and candidly in line with the ethos of public ownership.

105. General Counsel said that he would provide the Board with an updated legal horizon scan which will include the Terrorism (Protection of Premises) Act 2025 known as Martyn's law to enhance security measures for venues and public spaces.

106. Carolyn Griffiths said that she would be holding the last meeting of the Carmont Rolling Stock Steering Group in the near future to consider two outstanding matters. She said that the work needs to be completed so that she can inform the Minister of this and the work of the steering group may be noted at the Carmont Fatal Accident Inquiry.

#### **Agenda Item 25: Date of Next Meeting**

107. The next meeting of the Board will be held on 13 November 2025.