

**Minutes of ScotRail Trains Limited (“ScotRail”) Board  
held on Thursday, 10 August 2023,  
1300 – 1500  
Atrium Court, 50 Waterloo St, Glasgow**

**Present:** John MacQuarrie (JM) – Non-Executive Director (Deputising as Chair)  
Julie Dale (JD) – Human Resource Director  
Emma Dixon (ED) – Non-Executive Director and Company Secretary  
Carolyn Griffiths (CG) – Non-Executive Director  
Alex Hynes (AH) – Managing Director, Scotland’s Railway  
David Lister (DML) – Safety, Engineering and Sustainability Director  
Joanne Maguire (JHM) – Chief Operating Officer  
Derek Marchant (DM) – Finance Director  
David Simpson (DS) – Service Delivery Director

**In attendance:** Phil Campbell (PB) – Customer Operations Director  
Claire Dickie (CD) – Head of Retail  
Michelle Hampsey (MH) – Minute Taker  
Scott Prentice (SP) – Head of Business Development  
David Ross (DR) – Communications Director

**Apologies:** Lesley Kane (LK) – Commercial Director  
David Lowrie (DL) – Chair

Item No	Item	Action
1.1	<b>Welcome and quorum</b>  The Chair welcomed all to the meeting and noted it was quorate.	
1.2	<b>Apologies for absence</b>  Apologies <b>noted</b> from the Chair and the Commercial Director.	
1.3	<b>Declarations of interests and conflicts</b>  No new updates were noted.	
<b>Operational</b>		
2.1	<b>2023/24 Q1 forecast</b>  The Finance Director presented this paper, which details the 2023/24 Q1 forecast reflected against the approved budget.  The paper was noted by the Board.	
	<b>Governance</b>	

<p><b>3.1</b></p>	<p><b>Accountable Officer submissions tracker</b></p> <p>The Finance Director presented this paper, noting that several items have been on it for a considerable length of time and are operationally urgent. The slow pace of Accountable Officer (AO) approvals through Transport Scotland (TS) was noted and the Board requested greater visibility of how this process works between Scottish Rail Holdings (SRH) and TS.</p> <p>The Board discussed possible options for escalation, and agreed that a tripartite meeting between TS, ScotRail, and SRH would be appropriate to discuss the process and revisit current levels of delegated authority.</p> <p>The paper was <b>noted</b> by the Board.</p>	<p><b>JM/DM</b></p>
<p><b>3.2</b></p>	<p><b>Rail periods three and four reporting pack</b></p> <p>The Chief Operating Officer presented the paper, noting in particular the favourable revenue growth for the period, which only narrowly missed the stretch target, and the best PPM performance since 2017.</p> <p>The Board commended these achievements and discussed the pack, including whether certain additional performance information should be provided. It was noted that this information is in the performance pack already provided to SRH.</p> <p>The Board noted that some minor changes to the Grant Agreement are under consideration by ScotRail, SRH, and TS under the annual review mechanism, however these have yet to be agreed and finalised.</p> <p>The Board noted that the following papers will be presented at the next Board meeting:</p> <ol style="list-style-type: none"> <li>1. Workforce planning, covering matters such targets to reduce vacancies over the next twelve months and ensuring that ScotRail has sufficient staff to meet its requirements over the coming years.</li> <li>2. The results of the staff survey.</li> </ol> <p>The Board reflected on the continuing vacancy gap and its impact particularly on the engineering team and requested that the engineering workforce strategy be presented at the October Board meeting.</p> <p>It was noted that Safety, Health, and Environment Committee (SHEC) will discuss the safety aspect of the monthly report at its meeting in the day.</p>	<p><b>JM</b></p> <p><b>DS/JD</b></p> <p><b>DML</b></p>

	The paper was noted by the Board.	
<b>Minutes, other actions, and AOB</b>		
<b>4.</b>	<b>Minutes from previous meetings for approval</b>  The Board requested that the minutes be issued with every Board pack.	<b>ED</b>
<b>5.</b>	<b>Actions arising from previous meeting not already discussed</b>  The Board reviewed the action tracker and removed items as required.  The following changes were made to the action tracker: <ul style="list-style-type: none"> <li>- Item 22.35 – action closed. The Board discussed and agreed that </li> <li>- Item 23.03 – deposit return scheme suspended by SG, action closed.</li> <li>- Item 23.13 – ScotRail/TS in discussion regarding AO. Finance Director noted reduced anticipated exposure.</li> <li>- Item 23.17 – closed as action overtaken by other discussion on AO process.</li> <li>- Item 23.19 – item closed and will be brought back to Board at appropriate time. Noted that Finance Director will be the ScotRail contact for future shared services discussions with SRH.</li> <li>- Item 23.21 – paper on train plan evolution will be presented at the September Board meeting.</li> <li>- Item 23.24 – paper on train crew planning will be presented at the September Board meeting.</li> <li>- Item 23.25 - paper on Atrium Court office accommodation will be presented at the September Board meeting.</li> <li>- Item 23.29 – to be discussed with SRH CEO.</li> <li>- Item 23.33 – report Argyle Street station escalator incident will be presented at the September Board meeting.</li> <li>- Item 23.37 – meeting to be arranged urgently.</li> </ul>	

