

SCOTTISH WATER BOARD MEETING MINUTES

Date 3rd December 2025
Start Time 10:00am
Finish Time 4:00pm
Place The Conference Room, Fairmilehead Office, Edinburgh

Present:	Mrs Deirdre Michie	Chair
	Mr Alex Plant	Chief Executive
	Mr Peter Farrer	Chief Operating Officer
	Mr Alan Dingwall	Chief Financial Officer
	Mrs Catriona Schmolke	Board Member
	Ms Belinda Howell	Board Member
	Mr Graham Dalton	Board Member
	Mr Steve Dickson	Board Member
	Mr Ken Marnoch	Board Member
	Mr Ian McAulay	Board Member
	Mr Allan Clow	Board Member
In attendance:	Mrs Emma Campbell	Group Legal Counsel & Director of Governance and Corporate Secretary (Items 1 – 10 only)
	Mr Raymond Buchanan	Director of Corporate Affairs (Item 5 only – Joined by MS Teams)
	Mr Rob Mustard	Director of Capital Investment (Items 6(i) and 6(ii) only)
	Mr Joe Rowan	General Manager of Procurement (Item 6(ii) only)
	Mr Alan Fairweather	Head of Commercial (Item 6(ii) only)
	Mr Paul Sexton	Alliance Management General Manager (Item 6(ii) only)
	Dr Jo Blewett	Scottish Government (Item 7 only)
	Mr Paul Kerr	Managing Director Horizons (Item 8(i) only)
	Mr Chris Toop	Director of Digital (Item 8(ii) only)
	Mr Tom Porteous	Head of Digital Services & Security (Item 8(ii) only)
	Mr Kevin Roy	General Manager Customer Services (Item 8(ii) only)
	Ms Lynne Highway	Director for People (Item 11 only– Joined by MS Teams)

PART I

1. APOLOGIES

There were no apologies received.

2. DECLARATION AND REGISTRATION OF INTERESTS/MATTERS ARISING

Ms Howell advised that she had served as a Non-Executive Director on the Ministry of Defence's Safety & Environment Committee until April 2025. Mr Dalton advised that he had been Chief Executive of the organisation that placed the Aquatrine contracts and had initiated the successor contracts. It was noted that neither declaration presented a conflict and there was no requirement for Ms Howell or Mr Dalton to recuse themselves from discussion of the Internal Audit report in relation to the Aquatrine contract.

Mrs Michie advised that she had been appointed as Chair of the SSEN Transmission Independent Stakeholder Group with effect from 1st December 2025 and confirmed that this had been reflected in the Register of Interests.

3. BOARD MINUTES (Part I)

- (i) Draft Minutes of the Board Meeting held on 29th October 2025
The Draft Minutes of the Board meeting held on 29th October 2025 were approved.

Paper 81/25 approved.

- (ii) Remuneration Committee Meeting held on 26th November 2025
Mr Marnoch, Chair of the Remuneration Committee, provided a verbal report of the Remuneration Committee meeting held on 26th November 2025.

Paper 82/25 approved.

- (iii) Audit & Risk Committee Meeting held on 2nd December 2025
Mr Clow, Chair of the Audit & Risk Committee, provided a verbal report of the Audit & Risk Committee meeting held on 2nd December 2025.

Paper 83/25 approved.

4. MONTHLY/QUARTERLY PERFORMANCE

- (i) Safety, Health & Wellbeing Report

Mr Farrer presented the paper, reporting a slight increase in the RIDDOR Injury Frequency Rate and an overall reduction in comparison to the previous year and the three-year rolling average. He noted further improvement in the Lost Time Accident (LTA) rate, maintaining its lowest level in over four years.

Mr Farrer highlighted the strong reporting culture in relation to High Potential Incidents (HPIs) and the importance of maintaining focus on industry-wide improvements. The Board considered the progress of the Health & Safety Strategic Improvement programme, noting rollout of the revised H&S Audit & Assurance programme.

The Board considered the background to and issues arising from one incident which had been assessed as significant during October 2025. Following a query from the Board, Mr Farrer updated the Board on the review of Scottish Water's Drug & Alcohol policy.

Paper 85/25 noted.

(ii) Chief Executive Report

Mr Plant presented the paper, updating the Board on the water scarcity position and actions. He highlighted collaboration with Scottish Power, SSE and BT Openreach on skills, planning and other reforms, aiming to maximise the benefits from anticipated infrastructure growth. Mr Plant advised that the new Maximo system for asset management and customer service had been rolled out at the end of November 2025. The Board commended successful implementation of this major system change.

Mr Plant reported that Scottish Water was forecasting to end the year at its second-highest level of performance. He noted steady performance across the Service Excellence metrics and outlined the actions being taken to improve Non-Household CEM (nhCEM) and Stakeholder CEM (sCEM) performance. Following a comment from the Board, it was agreed that Mr Plant would review whether the dashboard presentation represented the underlying performance levels.

Action 1 – Mr A Plant

The Board considered the Essential Training completion data. The Board noted the system constraints but requested that reporting be reviewed to ensure that training was only shown as red when overdue, rather than when first allocated for completion.

Action 2 – Ms L Highway

The Board considered the Organisational Health metrics. Further to a query from the Board, it was noted that, while the majority of the KPIs were Amber, Scottish Water remained ahead of the UK average. Following a suggestion from the Board, it was agreed that Scottish Water's targets in respect of the KPIs would be included within future reports.

Action 3 – Ms L Highway

Paper 86/25 noted.