

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