

Board Meeting Agenda

DATE	Friday 13 March 2026	TIME	09:30 to 13:00	VENUE	The Falkirk Wheel BluePrint Room
MEMBERS					
Maureen Campbell		Chair			
Carolyn Sawers		Vice Chair			
Robin Strang		Board Member			
Michelle Wailes		Board Member			
Rob McGregor		Board Member			
Neil McDonald		Board Member			
ATTENDEES					
John Paterson		Chief Executive Officer			
Richard Millar		Chief Operating Officer			
Sarah Jane Hannah		Finance & Business Services Director			
Brian Auld		Interim Director of People, Safety & Governance			
Nicola Christie		Head of Governance & Legal Services (Secretary)			
Vikki Fleming		Executive Personal Assistant (Minutes)			
Andy Robinson		Canals Policy & Sponsorship Manager, Transport Scotland			
APOLOGIES					

Item	Topic	Responsible	Purpose	Time
1	Welcome, Apologies and Declaration of Interests	Chair	Assurance	09:30
2	People Report (Verbal) Non-Executive Board Member Recruitment Update; Director of People & Strategy Recruitment Update Workforce Planning update	Chair/CEO Interim Director of People, Safety & Governance	Closed/ Awareness	09:35
3	Approval of previous Board minutes i. Board Meeting Minutes 15/12/25 ii. Board Strategy Session Outputs 03/02/26 – CLOSED ITEM	All All	Approval	09.50
4	Review of Previous Actions & Matters Arising i. Action Log ii. Public Sector Reform Chairs Group Update	Chair	Assurance	09.55

Board Meeting Agenda

5	Audit & Risk Committee i. ARC Chair Report ii. ARC minutes 22-01-26 (approved) iii. ARC minutes 19-02-26 (draft) iv. Internal Audit Plan 2026/27 v. Insurance 2026/27 vi. ARC Terms of Reference	ARC Chair	Assurance	10.00
6	Annual Business Planning & Budget 2026/27 i. Business Plan 2026/27 ii. Budget 2026/27 iii. Capital Investment Programme 2026/27	EMT	Approval	10.20
	BREAK			11.00
7	Performance Reporting i. Executive Management Team Challenges & Opportunities ii. Q3 2025/26 Finance Report iii. Q3 2025/26 KPI's, Health & Safety Dashboard, Corporate Communications & Marketing Report iv. Q3 2025/26 Corporate Risk Report	CEO Director of Finance & Business Services Interim Director of People, Safety & Governance Director of Finance & Business Services	Assurance Closed Closed	11.10
8	Q3 2025/26 Capital Investment Programme Report	Chief Operating Officer	Assurance	11.40
9	Q3 2025/26 Commercial Investment Programme Report	Chief Operating Officer	Closed/ Assurance	11.55
10	Net Zero Route Map Work Plan 2025/26 Progress Report	Interim Director of People, Safety & Governance	Assurance	12.10
11	Forward Planning Board Meetings Calendar & Site Visits 2026/27	Chair	Noting	12.20
12	Any Other Business	All	Noting	12.25
	Meeting Close & Lunch			12:30
Next meeting: TBA to approve ARA's 2024/25 or 2 June 2026				