

Public

**DAVID MACBRAYNE FERRIES LIMITED ("DML")
MINUTES of the BOARD MEETING**

held on Wednesday 1 July 2026 at 9.00 a.m.

in the Lewis Meeting Room, Gourrock, PA19 1QP and by audio/video conference

[FOISA Status – Exemptions under Section 30 (Prejudice to effective conduct of public affairs) Section 33 (Commercial interests) and Section 36 (Confidentiality)]

Present: Erik Ostergaard (EO) – Chair
David Beaton (DB)
Lucy Conway (LC)
Tim Ingram (TI)
Duncan Mackison (DM)
John Nolan (JN)
Kay Ryan (KR)

In attendance: Chris Wilcock (CW) – Transport Scotland
Janine Ward (JW) – Finance Director
Diane Burke (DBu) – Chief Operating Officer
Kevin Hobbs (KH) – CEO, CMAL
Pauline Blackshaw (PB) – Planning & Performance Director (part)
Kirsten McCue (KMCC) – HR Director (part)
Stephanie Griffin (SRG) – Company Secretary

Apologies: Grant Macrae (GMac)

Item	Action
1. <u>GOVERNANCE</u>	
1.1 SAFETY & ENVIRONMENT MOMENT	
T Ingram reported on a 2024 container ship collision with a bridge in Baltimore that resulted in the fatalities of six workers on the bridge and led to the vessel's chief engineer facing charges. He had reconfigured the vessel's systems but not realised that these changes meant that the engine auto-start would no longer operate. Therefore, when the engines had shut down in Baltimore they did not auto-start and could not provide power to the vessel to avoid the bridge. This reconfiguration of the vessel's systems had not been subject to a management of change process and had not been approved by the company's engineering controls. T Ingram noted that insufficient management of change was often the root cause for health & safety incidents and that the lesson for CalMac was to ensure that a robust management of change process was undertaken when making modifications. D Mackison commented that there could be a temptation to override faulty safety switches whereas the correct response was to raise this as a fault and have it dealt with properly. It was noted that implementation of Just Culture would assist with management of change.	
1.2 APOLOGIES FOR ABSENCE	
Apologies for absence had been received from G Macrae.	
1.3 DECLARATIONS OF INTEREST	
The following new Declaration of Interest was noted:	
➤ T Ingram: new roles as Consultant Senior Safety Strategist for Arinite Ltd and Consultant Safety Expert for HKA Ltd and a new professional status as a Registered Occupational Safety and Health Consultant.	

Public

1.4 **MINUTES FROM BOARD MEETING OF 19 MAY 2026**

The Minutes of the Board meeting held on 19 May 2026 were **APPROVED** and the Chair was **AUTHORISED** to sign the minutes.

1.5 **ACTION LOG**

The Board noted that all actions were either complete or not yet due.

At this point K Hobbs joined the meeting.

2. **GROUP REPORTING**

2.1 **GROUP FINANCE UPDATE – May 2026**

The Board noted the report from J Ward and she reported as below.

2.1.1 **P&L – May Financial Performance**

2026/27 financial performance for two months to end May **[Redacted – Section 33]**.

2.1.2 **26/27 Financial Forecast**

J Ward reported on the Financial Forecast which included financial performance to end May as well as variances detailed in the report.

[Redacted – Section 33].

2.1.3 **Annual Budget 2026/27 – Proposed Amendments**

J Ward reported that a review of the Annual Budget had been undertaken with an update to the assumptions from the previously approved Annual Budget as below:- **[Redacted – Section 33]**.

Decision

The Board **APPROVED** the re-categorisation of items within the Annual Budget as detailed above.

2.1.4 **DML Group Balance Sheet**
[Redacted – Section 33].

2.1.5 **Group Cashflow Statement as at 31 May 2026**
This was noted.

3.2 **TRANSPORT SCOTLAND UPDATE**

C Wilcock reported that the new Cabinet Secretary for Economy, Tourism and Transport had met with E Ostergaard and D Mackison and been out on the network. He reported that Transport Scotland were working on the first 100 days of the new Scottish Government and SNP manifesto commitments as well as continuing with Public Service Reform activities. The CFL & CMAL NDPB status change work was progressing as scheduled.

He confirmed that, in regard to global resilience challenges such as global supply disruptions and cyber-attacks, Transport Scotland carried out regular resilience and business continuity exercises and also liaised with the UK Government in Westminster regarding fuel supplies. He also reported that a maritime group had been set up.

3.3 **NDPB STATUS UPDATE**

The Board noted the Transport Scotland slides in the pack set out the steps undertaken so far and timelines regarding the S483 Order (to move under the Auditor General for Scotland) and Accountable Officer designation.

[Redacted – Section 30].

Public

4. **GROUP BOARD COMMITTEES**

4.1 **AUDIT & RISK COMMITTEE**

J Ward reported that the audit of the 25/26 Accounts was progressing to timeline.

4.2 **HEALTH, SAFETY, SECURITY, ENVIRONMENT & QUALITY COMMITTEE**

T Ingram reported that security would be formally included in reporting to this Committee.

4.3 **REMUNERATION COMMITTEE**

K Ryan reported that there was no update.

5. **ANY OTHER BUSINESS**

5.1 **MANAGEMENT COVER – ON CALL & HOLIDAY**

D Mackison reported that there would now be a rotating Executive Team member on call each week and that while he was on leave D Burke would cover.

Action: D Mackison agreed to send the Executive Team on call rota to the Board for information.

DM

5.2 **BOARD NETWORK VISIT**

D Mackison confirmed that planning was underway for the September Board Network Visit to Islay.

Action: It was requested that more information was provided to the Board regarding what the meetings would cover, including background issues, and who was attending them.

DM (MS)

6. **DATE OF NEXT MEETING**

Tuesday 1 September 2026 at 9.00am in Gourrock.

Signed:

E Ostergaard, Chair

Date: