BRIEFING FOR TELEPHONE CALL WITH
<u>Details</u>
Thursday 1 June 1715 – 1745 number =
<u>Agenda</u>
Call arranged at request. Two issues:
[Out of scope]
2. A meeting is due to have with TS Rail officials about CalMac as the potential public sector rail bidder for the ScotRail franchise.
[Redacted - exemption applies.]
Key issues
 You recently met the DML Board and expressed your support in principle for their efforts to develop the business, building on the success of the Marchwood port concession;
and
 Participation in the exercise being undertaken by Rail colleagues to identify possible public sector bidders for the ScotRail franchise.
Out of scope
• will be meeting with Transport Scotland Rail and Ferries officials next week to discuss DML/CalMac's potential as a suitable public sector bidder for the ScotRail franchise.
[Redacted - Exemption applies]

; Out of scope ; [Redaction – exemption applies]

BRIEFING: PUBLIC SECTOR BIDDER FOR FUTURE RAIL FRANCHISES

Lines to take

You will be meeting with Transport Scotland officials next week. They will explain
what they are doing to identify a suitable public sector bidder and seek information
from you in confidence about DML
which will help them to
consider a range of options.

- It is vital that the approach we take to evaluating all possible options is undertaken in a consistent and robust way. We are considering a range of candidates with a public transport focus, as well as the option to create a new public body or to seek a joint venture.
- I appreciate your co-operation in this matter. I will leave it to officials to explain the
 position more fully. I know that they had a previous meeting with you in March
 about the public sector bidder work so next week's meeting is by way of followup.

Issues to avoid

Officials are also meeting with

Discussions are being held in confidence. No comment should be made about the identity of short listed candidates at the moment – rather, reference can be made to a range of candidates with a public transport focus, including a new public body and a joint venture.

Background

A manifesto commitment was made in 2016 to enable public sector operators to bid for future rail franchises. The work to enable a public sector body to bid for the ScotRail franchise began in late 2016 and is therefore still in its early stages.

Officials are currently meeting with a range of public sector bodies who have a public transport focus, including David MacBrayne Limited (DML) on 5 June. The purpose of the meeting is (1) to provide information to DML on what would be expected of the public sector bidder and the process being undertaken to enable Minister to make a decision on his preferred candidate; and (2) to seek information from DML to assist officials in filling any information and data gaps.



Out of scope



From:

Sent: 23 August 2017 14:35

Subject: RE: Update?

Hello

The current position is that we are nearing the completion of the options appraisal work. We're a little behind schedule with this due to staff being away over the holiday season. As you'll appreciate, I'm not yet in a position to state the outcome. Indeed, I will need to share the findings with Ministers in due course and secure their approval.

Probably best if I come back to you in a couple of months when the situation should be a little clearer.

Regards.

Rail Futures Team Leader | Rail Directorate

transport.gov.scot

Transport Scotland, Buchanan House, 58 Port Dundas Road, Glasgow, G4 0HF

TRANSPORT SCOTLAND







Transport Scotland, the national transport agency Còmhdhail Alba, buidheann nàiseanta na còmhdhail

From:

Sent: 22 August 2017 15:06

To:

Subject: Update?

Hi 💮

I hope you are well?

At our last meeting you mentioned that we would have an update mid July and I was wondering if there was any progress or update to share?

Kind regards

Sent from my iPhone



Out of scope From: Robbie Drummond < Sent: 26 February 2018 17:32 To: Cc: Subject: Re: DML Board meeting , could you please call me tomorrow on this. Are you reporting directly to the Minister? Robbie Robbie Drummond Managing Director, Calmac Ferries Ltd Executive Director, David MacBrayne Ltd From: To: Cc: 26/02/2018 16:41 Date: Subject: DML Board meeting Hi Robbie I'm looking for some feedback from the DML Board meeting on 13 Feb regarding the rail bid but has been out at various engagements last week and this week too. He has e-mailed to advise , but has suggested that I speak with you if I need more information, given that he will be on the Western Isles til Friday. Could you give me a call please to discuss,

| Rail Futures Team Leader | Rail Directorate

transport.gov.scot

Thanks.

Transport Scotland, Buchanan House, 58 Port Dundas Road, Glasgow, G4 0HF



Transport Scotland, the national transport agency Còmhdhail Alba, buidheann nàiseanta na còmhdhail

This e-mail (and any files or other attachments transmitted with it) is intended solely for the attention of the addressee(s). Unauthorised use, disclosure, storage, copying or distribution of any part of this e-mail is not permitted. If you are not the intended recipient please destroy the email, remove any copies from your system and inform the sender immediately by return. Communications with the Scottish Government may be monitored or recorded in order to secure the effective operation of the system and for other lawful purposes. The views or opinions contained within this e-mail may not necessarily reflect those of the Scottish Government.

Tha am post-d seo (agus faidhle neo ceanglan còmhla ris) dhan neach neo luchd-ainmichte a-mhàin. Chan eil e ceadaichte a chleachdadh ann an dòigh sam bith, a' toirt a-steach còraichean, foillseachadh neo sgaoileadh, gun chead. Ma 's e is gun d'fhuair sibh seo gun fhiosd', bu choir cur às dhan phost-d agus lethbhreac sam bith air an t-siostam agaibh agus fios a leigeil chun neach a sgaoil am post-d gun dàil.

Dh'fhaodadh gum bi teachdaireachd sam bith bho Riaghaltas na h-Alba air a chlàradh neo air a sgrùdadh airson dearbhadh gu bheil an siostam ag obair gu h-èifeachdach neo airson adhbhar laghail eile. Dh'fhaodadh nach eil beachdan anns a' phost-d seo co-ionann ri beachdan Riaghaltas na h-Alba.



This email and any files transmitted with it are confidential and are intended solely for the addressee(s).

If you are not the intended recipient, please:

- (1) inform the sender immediately
- (2) note that you may not copy, disclose, forward or use any of this email's contents and
- (3) delete this message from your computer

David MacBrayne Limited does not accept any liability or responsibility for changes made to this email after it was sent, or viruses transmitted through this email or any attachment.

MINISTERIAL ENGAGEMENT BRIEFING: HUMZA YOUSAF

5	}	

Engagement Title Meeting with the David MacBrayne Ltd (DML), Board Normal **Timing** Room TG.22 Scottish Parliament Organisation/Venue and full address including postcode Wednesday 14 March 2018 Date and Time of Engagement Date(s): 11:15am - 12:15pm Time(s): Meeting DML Board Background/Purpose To review the progress of the DML Board against the Ministerial priorities set for the company and to discuss matters of mutual interest. To demonstrate the Scottish Government's Relevance to Core Script commitment to supporting lifeline ferry services to fragile and remote island communities. DML are key delivery partners for providing the Clyde and Hebrides ferry services. Greeting Party and specific N/A meeting point on arrival (if event is at a non SG Building Specific entrance for None Ministerial Car/parking arrangements Venue contact Number N/A Special Dress Requirements No special requirements Annex A – Agenda and attendees, plus pen Event Programme pictures Annex B - Summary Page – key points [Out Key Issues / points to make of scope] Supplementary Info: Annex C -[Out of scope.]

Annex D -

[Out of scope]

	Annex E – [Out of scope] Annex F - Outline of Business Development Strategy and opportunities Annex G - Out of scope Annex H - Out of scope
Directions including map(s)	N/A
Media Handling	Non Media Event
Official Support for Meeting the DML Board.	Officials
No Official support for the Dinner.	Names:

5

ANNEX F

AGENDA ITEM 5 – BUSINESS DEVELOPMENT

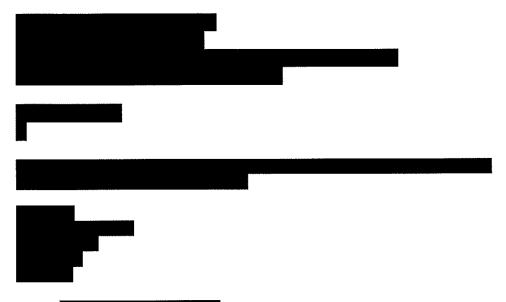
exempt]

You may want to ask: Out of scope ScotRail Franchise DML have previously expressed an interest in bidding for the ScotRail franchise [Redact —

Further discussions are taking place on 13 March an update will be provided ahead of the meeting.



Out of scope



From:

Sent: 16 March 2018 12:42

To: Robbie Drummond

Subject: RE: Public Sector bidder for Scotrail

Hello Robbie

Could you please call me regarding the letter that we discussed earlier this week

with _____? Grateful to know what the current position is.

Thanks.

| Rail Futures Team Leader | Rail Directorate

transport.gov.scot

Transport Scotland, Buchanan House, 58 Port Dundas Road, Glasgow, G4 0HF



Transport Scotland, the national transport agency Còmhdhail Alba, buidheann nàiseanta na còmhdhail

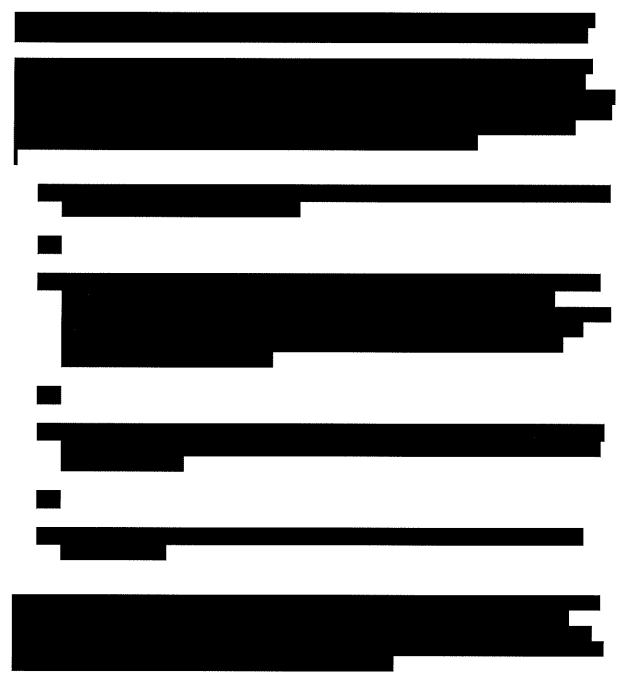
From: Robbie Drummond [Sent: 09 March 2018 11:44

To: |

Subject: Public Sector bidder for Scotrail

Dear

[Redacted – exemption] Our vision for DML is



Regards Robbie

Robbie Drummond Managing Director, Calmac Ferries Ltd Executive Director, David MacBrayne Ltd



From: David McGibbon <

Sent: 19 April 2018 08:21

To:

Subject: Re: ScotRail franchise - discussion with Mr Yousaf

Thanks

I agree that the intention is that I speak to the Minister next week when we meet and then I can brief the Board when we meet on Wednesday

If my lunch is postponed I will endeavour to call him

Kind regards

David C McGibbon

Sent from my iPad

On 18 Apr 2018, at 12:59, <

Good morning David

During the discussion of a potential rail bid last week, the Board was keen to get a view from the Scottish Ministers as DML shareholder and it was noted that your scheduled lunch with Mr Yousaf next week provided an opportunity for such a discussion. I've spoken again to TS Rail colleagues who are content that a letter from DML received after that discussion would be fine in terms of timescales. There is the chance that your lunch is rescheduled; in that event I suggest you ask the Minister's office for a short telephone call to discuss the rail issue.

Best regards

This e-mail (and any files or other attachments transmitted with it) is intended solely for the attention of the addressee(s). Unauthorised use, disclosure, storage, copying or distribution of any part of this e-mail is not permitted. If you are not the intended recipient please destroy the email, remove any copies from your system and inform the sender immediately by return. Communications with the Scottish Government may be monitored or recorded in order to secure the effective operation of the system and for other lawful purposes. The views or opinions contained within this e-mail may not necessarily reflect those of the Scottish Government.

Tha am post-d seo (agus faidhle neo ceanglan còmhla ris) dhan neach neo luchd-ainmichte a-

mhàin. Chan eil e ceadaichte a chleachdadh ann an dòigh sam bith, a' toirt a-steach còraichean, foillseachadh neo sgaoileadh, gun chead. Ma 's e is gun d'fhuair sibh seo gun fhiosd', bu choir cur às dhan phost-d agus lethbhreac sam bith air an t-siostam agaibh agus fios a leigeil chun neach a sgaoil am post-d gun dàil.

Dh'fhaodadh gum bi teachdaireachd sam bith bho Riaghaltas na h-Alba air a chlàradh neo air a sgrùdadh airson dearbhadh gu bheil an siostam ag obair gu h-èifeachdach neo airson adhbhar laghail eile. Dh'fhaodadh nach eil beachdan anns a' phost-d seo co-ionann ri beachdan Riaghaltas na h-Alba.

This email has been scanned by the Symantec Email Security.cloud service. For more information please visit http://www.symanteccloud.com



To:
Subject: Re: DML/Calmac - interest in exploring rail franchising
I am away on holiday right now but we have the DML Board meeting on Wednesday the day I return. You may have noticed in the press that we are rather pressed at the moment, but I will raise on the agenda and I will give you my commitment that we will get back to you at the end of next week.
Regards Robbie
Robbie Drummond Managing Director, Calmac Ferries Ltd Executive Director, David MacBrayne Ltd
On 6 Apr 2018, at 16:25, wrote:
Dear Robbie
Trust that you are in good cheer.
You'll recall that we spoke last week about the proposition to furnish the minister with a note confirming DML/Calmac's interest in exploring further the potential of making a bid for a future Scottish rail franchise. You mentioned that the matter would be raised at the next Board meeting, which, if memory serves me, was held yesterday.
Whilst I fully appreciate that there are probably a host of other pressing concerns,
l'd be grateful if you could provide an update perhaps by dropping me a line, copying (as l'll be on leave shortly).
Head of Rail Policy Transport Scotland 7th Floor Buchanan House 58 Port Dundas Street Glasgow G4 0HF

This e-mail (and any files or other attachments transmitted with it) is intended solely for the attention of the addressee(s). Unauthorised use, disclosure, storage, copying or distribution of any part of this e-mail is not permitted. If you are not the intended recipient please destroy the email, remove any copies from your system and inform the sender immediately by return. Communications with the Scottish Government may be monitored or recorded in order to secure the effective operation of the system and for other lawful purposes. The views or opinions contained within this e-mail may not necessarily reflect those of the Scottish Government.

Tha am post-d seo (agus faidhle neo ceanglan còmhla ris) dhan neach neo luchd-ainmichte a-mhàin. Chan eil e ceadaichte a chleachdadh ann an dòigh sam bith, a' toirt a-steach còraichean, foillseachadh neo sgaoileadh, gun chead. Ma 's e is gun d'fhuair sibh seo gun fhiosd', bu choir cur às dhan phost-d agus lethbhreac sam bith air an t-siostam agaibh agus fios a leigeil chun neach a sgaoil am post-d gun dàil.

Dh'fhaodadh gum bi teachdaireachd sam bith bho Riaghaltas na h-Alba air a chlàradh neo air a sgrùdadh airson dearbhadh gu bheil an siostam ag obair gu h-èifeachdach neo airson adhbhar laghail eile. Dh'fhaodadh nach eil beachdan anns a' phost-d seo co-ionann ri beachdan Riaghaltas na h-Alba.

<image001.gif>

This email and any files transmitted with it are confidential and are intended solely for the addressee(s).

If you are not the intended recipient, please:

- (1) inform the sender immediately
- (2) note that you may not copy, disclose, forward or use any of this email's contents and
- (3) delete this message from your computer

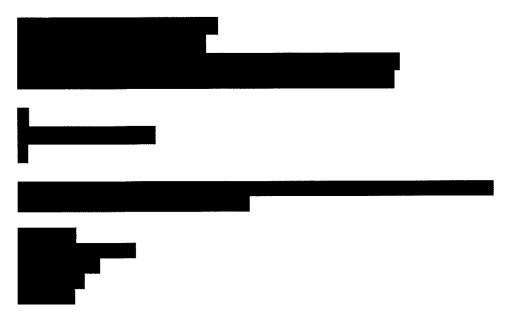
David MacBrayne Limited does not accept any liability or responsibility for changes made to this email after it was sent, or viruses transmitted through this email or any attachment.

This email has been scanned by the Symantec Email Security.cloud service. For more information please visit http://www.symanteccloud.com

This email has been received from an external party and has been swept for the presence of computer viruses.

This email has been scanned by the Symantec Email Security.cloud service.

Out of scope



From:

Sent: 14 May 2018 11:02 To: Robbie Drummond Cc:

Subject: RE: DML/Calmac - interest in exploring rail franchising

Thanks Robbie, I look forward to seeing it.

Elaine

| Rail Futures Team Leader | Rail Directorate

transport.gov.scot

Transport Scotland, Buchanan House, 58 Port Dundas Road, Glasgow, G4 0HF







Transport Scotland, the national transport agency Còmhdhail Alba, buidheann nàiseanta na còmhdhail

From: Robbie Drummond [

Sent: 11 May 2018 19:41

To:

Cc:

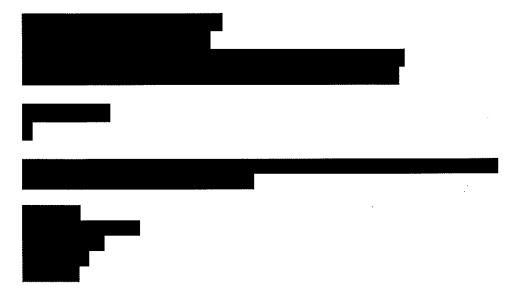
Subject: Re: DML/Calmac - interest in exploring rail franchising

Hi and a draft has been sent round the Board, I will send it across to you early next week for your review before we finalise. Regards. Robbie

Robbie Drummond Managing Director, CalMac Ferries Ltd Executive Director, David MacBrayne Ltd

On 30 Apr 2018, at 16:57, wrote:
Hi Robbie
Thanks for getting in touch. is on a period of extended leave at present.
Regards.
I Deil Future Trem Leader I Deil Directourt
Rail Futures Team Leader Rail Directorate
transport.gov.scot
Transport Scotland, Buchanan House, 58 Port Dundas Road, Glasgow, G4 0HF
<pre><image001.png><image002.png><image003.png><image004.png><image005.png></image005.png></image004.png></image003.png></image002.png></image001.png></pre>
Transport Scotland, the national transport agency Còmhdhail Alba, buidheann nàiseanta na còmhdhail
Communati Filod, bulancami Halocama na communati
From: Robbie Drummond [
Sent: 30 April 2018 16:46 To:
Cc: Subject: Re: DML/Calmac - interest in exploring rail franchising
Hi seem, if I get a draft letter across to you in the next couple of day, could you let me know if it meets your needs. Robbie
Robbie Drummond
Managing Director, CalMac Ferries Ltd Executive Director, David MacBrayne Ltd
On 6 Apr 2018, at 19:26, wrote:
Thanks Robbie. Much appreciate. Enjoy your break and sorry for the interruption.
Head of Rail Policy
Transport Scotland 7th Floor
Buchanan House 58 Port Dundas Street
Glasgow G4 0HF
Tel:
From: Robbie Drummond [Sent: 06 April 2018 18:09

Out of scope



From: Sent: 17 May 2018 15:49
To: Robbie Drummond

Subject: RE: DML/Calmac - interest in exploring rail franchising

Thanks Robbie. I will consider your draft letter and hopefully get back to you next week.

I do appreciate that the Board has had significant operational pressures to deal with in the last few weeks and thank you for taking the time to provide the letter. Regards.

| Rail Futures Team Leader | Rail Directorate

transport.gov.scot

Transport Scotland, Buchanan House, 58 Port Dundas Road, Glasgow, G4 0HF



Transport Scotland, the national transport agency Còmhdhail Alba, buidheann nàiseanta na còmhdhail

From: Robbie Drummond

Sent: 16 May 2018 05:11 **To:**

Subject: RE: DML/Calmac - interest in exploring rail franchising

Hi **Table**,

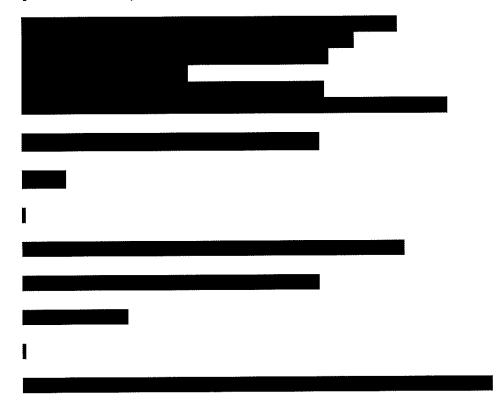
I attach a draft of a letter we would propose to send to Bill Reeve from our Chairman. We have agreed the approach in principle with the Minister as shareholder,

The Minister is supportive of our strategy to grow the business, we have a Business Development Director in place, and are investing in our bid capability. [Redactions - Exempt] Best regards Robbie [Redactions - Exempt] Dear Bill Our vision for DML

Yours sincerely David McGibbon Chairman, DML

Robbie Drummond Managing Director, CalMac Ferries Ltd Executive Director, David MacBrayne Ltd

[Redaction – Duplicate below]













Transport Scotland, the national transport agency

Còmhdhail Alba, buidheann nàiseanta na còmhdhail

Out of scope

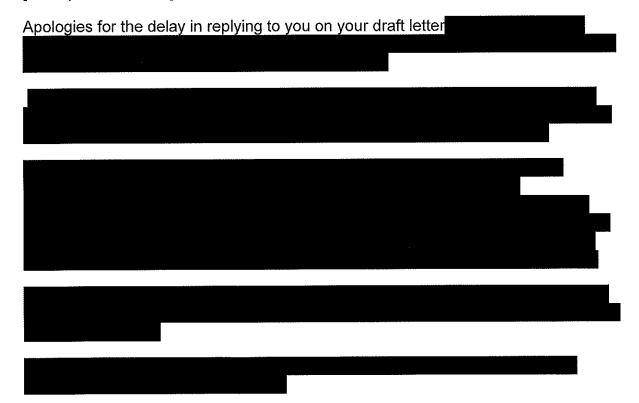
From: Sent: 08 June 2018 14:25

To: Robbie Drummond

Subject: RE: DML/Calmac - interest in exploring rail franchising

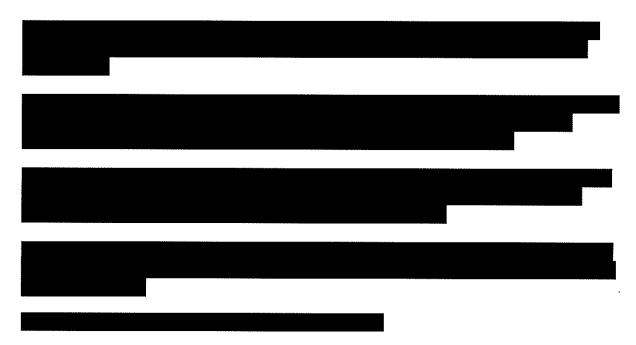
Hello Robbie

[Exempt - redactions]



Best regards.

Dear Bill



Yours sincerely David McGibbon Chairman, DML

| Rail Futures Team Leader | Rail Directorate

transport.gov.scot

Transport Scotland, Buchanan House, 58 Port Dundas Road, Glasgow, G4 0HF



Transport Scotland, the national transport agency Còmhdhail Alba, buidheann nàiseanta na còmhdhail



David MacBrayne Ltd Ferry Terminal Gourock PA19 1QP t: 01475 650100 www.david-macbrayne.co.uk

Mr Bill Reeve Director for Rail Buchanan House 58 Port Dundas Road GLASGOW G4 OHF

21 June 2018

Dear Bill,

Our vision for David MacBrayne Limited is to create long term social and economic value for our communities and the Scottish Government as a visionary public enterprise focussed on customers and communities.

Our ambitious growth strategy is focussed on winning transport and logistics contracts which build on our current business and expertise. We have an excellent track record of high performance, expertise in bidding for and winning large transport franchises.

Given this ambition, we would welcome an exploratory discussion on the opportunity to bid for the ScotRail franchise when the current contract terminates. Given the sharp focus on the Scottish railway network in recent years, we understand the interest in an alternative operator.

There are number of areas we would want to explore in order to develop our interest.



4. It is in the interests of all parties that we would show clear separation between our shareholder and procurement. We would want to discuss mechanisms to achieve this.

We believe we have a very strong and capable team. However, the issues outlined above merit further discussion and I look forward to engaging with you more in due course.

Yours sincerely,

David McGibbon Chairman

b myblan

David MacBrayne Ltd is a company wholly owned by Scottish Ministers.

School State of State	
Engagement Title	Meeting with David McGibbon
Timing	Normal
Organisation/Venue and full address including postcode	St Andrew's House, Edinburgh
Date and Time of Engagement	Date(s): Wednesday 1 August 2018 Time(s): 14:00 – 15:00 Meeting
Background/Purpose	Introductory meeting with Islands stakeholder to discuss matters of mutual interest.
Relevance to Core Script	To demonstrate the Scottish Government's commitment to supporting lifeline ferry services to fragile and remote island communities.
	DML are key delivery partners for providing the Clyde and Hebrides ferry services.
Greeting Party and specific meeting point on arrival (if event is at a non SG Building	N/A
Specific entrance for Ministerial Car/parking arrangements	None
Venue contact Number	N/A
Special Dress Requirements	No special requirements
Event Programme	Annex A - Agenda and attendees, plus pen pictures
Key Issues / points to make	Annex B - Summary Page – key points
Supplementary Info:	Annex C - Annex D - Annex E -
	Annex F Annex G – ScotRail Franchise

	Annex H - Annex I - Annex J -
Directions including map(s)	N/A
Media Handling	Non Media Event
Official Support for Meeting the DML Board.	Officials
No Official support for the Dinner.	Names:
Dittier.	Fran Pacitti

ANNEX G

SCOTRAIL FRANCHISE

ScotRail Franchise

DML have previously expressed an interest in bidding for the ScotRail franchise

David McGibbon at the Rural Economy and Connectivity Committee on 30 May 2018 indicated that CalMac wanted to expand the group's ports, harbours and ferry services nationally and internationally. In particular, they would be interested in exploring the possibilities of operating a rail service.

Rail Policy - Lines to take:

We welcome DML's interest in exploring the potential for a bid for the ScotRail franchise in future. I understand that you have written to Transport Scotland officials to express an interest and to outline issues that require further consideration. Officials are keen to engage with you in further discussions in the coming months on the opportunities and key issues associated with such a bid.

Background:

In its 2014 submission to the Smith Commission, the Scottish Government set out a case for 'full responsibility for rail transport', which would 'enable public sector bids and not-for-profit models, more integrated railways services and services designed to meet local needs.' The Scotland Act 2016 set out new powers for the Scottish Government in respect of rail franchising: section 57 amends the Railways Act 1993 to enable the Scottish Ministers to let Scottish rail franchises to British public sector bodies.

The Scottish Government has made a commitment, both in the manifesto and the 2017/18 Programme for Government (PfG), to ensure that a public sector operator is able to bid for a future rail contract and that there is a public sector body able to do so.

Transport Scotland officials are giving consideration to the suitability of a range of existing public bodies to bid for a rail franchise and the steps required to create a new public sector body, if it is necessary to do so. One possible prospective bidder is David MacBrayne Limited (DML). Transport Scotland officials have spoken with DML on a number of occasions in recent months about the possibility of a DML bid for a future rail franchise. It will be for DML to decide whether or not it prepares such a bid. In June 2018, David McGibbon wrote to Transport Scotland to express an interest in exploring the potential for a bid for the ScotRail franchise, when the current contract ends. DML

had previously indicated its interest at a meeting of the Rural Economy and Connectivity Committee in May 2018.

Rail Policy 26 July 2018

Rail Directorate

Buchanan <u>House, 58 Port Dundas Road</u>, Glasgow G4 0HF Direct Line



Mr Dominic Booth Managing Director Abellio UK By e-mail 23 August 2018

Dear Dominic,

I am writing to update the you on progress towards delivering the manifesto commitment to enable public sector operators to bid for future rail franchises and to ensure that there is a public sector body able to do so.

The consistent view of the Scottish Government over many years has been that there ought to be a level playing field between the private and public sector in bidding for rail franchises. Widening the competition by permitting bids from the public sector should enhance our ability to secure passenger rail services in Scotland that deliver maximum economic and social benefit.

In late 2016, Transport Scotland undertook a review of a broad range of existing public bodies to assess their potential to bid.

You will wish to be aware that the Cabinet Secretary for Transport, Infrastructure and Connectivity will update the Scottish Parliament today on its progress on work to enable a public sector bid for rail franchises in Scotland.

This will be fully in line with the Scottish Government's commitments to enable a robust and competitive public sector bid for the rail franchise in Scotland and to strengthen competition in order to secure best value for the public purse, while delivering continuous service improvements.

David MacBrayne Limited has confirmed its interest in exploring the possibility of a bid for a future Scottish rail franchise contract. The interest shown by DML in a potential bid does not preclude other public bodies from bidding. Any other public sector body that wishes to consider submitting a bid is able to do so - that is a decision for them.

Scottish rail franchise competitions will continue to be fair and transparent giving equal treatment to all bidders whether from the public or private sectors.

As we have discussed, the Scottish Government fully expects the current ScotRail franchise to continue to its planned expiry date of 2025. I would like to re-assure you that this announcement in no way distracts from our absolute commitment to work with you and your colleagues at the ScotRail Alliance to ensure that the ScotRail franchise is a continuing success and delivers for the people of Scotland.

I would be pleased to discuss this further with you or your colleagues if that would be helpful.

Yours sincerely,

Bill Reeve

Director of Rail

Transport Scotland

Maeure

From: On Behalf Of Reeve W (Bill) Sent: 24 August 2018 11:07 To: Subject: Rail public sector bidder - TS/DML discussion
Dear David
Thank you for your letter of 21 June 2018 seeking an initial discussion with me on the opportunity to bid for a future rail franchise. I look forward to meeting with you on 3 October 2018.
Your letter raises a number of issues which you would like to explore further,
DML Board will naturally have a number of issues to consider before committing to making a bid. Most of your points will take some time to work through and will require the involvement of other divisions within Transport Scotland. Therefore, we should expect to hold further meetings in the future
I shall of course endeavour to be as helpful as possible, subject to the key procurement principles of transparency and fairness. I am sure you will understand the need to maintain a level playing field between all bidders or potential bidders, with regard to the provision of information.
Yours sincerely,
Bill Reeve
Director of Rail Transport Scotland
Business Manager Rail Directorate

transport.gov.scot

Transport Scotland, Buchanan House, 58 Port Dundas Road, Glasgow, G4 0HF

Please see our <u>privacy policy</u> to find out why we collect personal information and how we use it



Transport Scotland, the national transport agency Còmhdhail Alba, buidheann nàiseanta na còmhdhail

*Our logo may not display properly on some computer systems