

EXECUTIVE DIRECTOR SPONSOR: Amelia Morgan

**2021-22 - Q1
PEOPLE, SAFETY & GOVERNANCE DIRECTORATE REPORT**

The Board should note that this paper was considered by the EMT at their meeting on 3 August 2021.

Purpose

This paper provides a summary of progress against all business areas in the People, Safety & Governance Directorate for Q1.

Separate papers include:

- Q1 Health & Safety performance – for monitoring.

Priority

Routine.

Key Issues/Highlights

LOOK BACK (Q1)	
Health & Safety <i>Jeanette Roberts</i>	<p>Key activities/achievements</p> <ul style="list-style-type: none"> • Supporting Covid-19 restart after lockdown in Q4 and planning for reopening of offices. • Draft Incident Management Plan approved by EMT. • Improvements to First Aid and Emergency First Aid arrangements approved by EMT. • Tree Safety Management Policy and Procedure approved by Compliance Management Forum. • H&S leadership session delivered to SC Board members. • Supporting Monklands Pipeline Incident Response, including overseeing abstraction from River Kelvin. • Presented on Visitor Safety Group webinar on open water swimming. <p>Challenges / how these were overcome</p> <ul style="list-style-type: none"> • Ongoing easing of restrictions required regular review of guidance for staff. • Reactive workloads and resourcing continue to impact on our delivery of strategic actions. However, the review of our workload and priorities carried out within Q1 will enable us to better prioritise over coming quarters.

LOOK BACK (Q1)

People

Denise Millar

Key activities/achievements

- New proposal for revised strategic HR Business Partnering meetings was benchmarked across other NDPB's alongside workshops with Heads of Service. Final sign off for roll out was received from EMT.
- Job Evaluation – the Job Capture meetings were successfully completed by the target of mid-June.
- Furlough – the final Destinations staff on furlough at TFW and CCC returned to work through April and May with support for their return being led by induction plans created by the Head of H&S and the Head of People.
- Policies – further work was undertaken on agreeing the policy template which will underpin each policy area.
- Appraisals – appraisal training from all line managers took place this Q in preparation for the roll out of staff appraisals during July.
- Return to offices – work has progressed with pace in the planning of returning our employees to offices and establishing a blended working model.

Challenges / how these were overcome

- Recruitment – an increase in resignations due to various reasons; retirement, capability, new jobs, Covid-19 etc has resulted in higher than normal recruitment. Attrition rate for Q1 2021 is 4.06% in comparison to the same period last year which was 1.86%. Increase churn is being observed more broadly in other sectors, for example hospitality. The People Team continue to work closely across the business in understanding ongoing requirements in line with overall workforce planning considerations.
- Health and Wellbeing – increase in work related stress being cited across the business, some of which resulting in absence others at work with interventions in place. People Team continue to support all employees across the business, with some person centric approaches being developed and adapted accordingly.
- Policy development – brief pause due to staffing issues, realignment of tasks and projects has ensured progress will continue.

Environment

Olivia Lassiere

Key activities and achievements

- Planning of collaborative action ahead of, and during COP26 International Climate Change Conference will be held in Scotland. This work is set in the context of the significant risks identified [August 2021 International Panel on Climate Change report](#).
- Project managed the design and specification preparation for large scale renewable energy installations at TFW and Crinan Facility Blocks (solar panels, heat pumps) for delivery by February 2022. In collaboration with the Destinations Team, a further [REDACTED] third party budget was secured to match the SC [REDACTED] budget to begin the journey for TFW becoming a beacon of sustainability tourist destination.
- Provided technical support for the [SC Net Zero 2030 Launch event](#) at TFW with Transport Minister Graeme Dey MSP in June 2021.

Environment

Olivia Lassiere

Key activities and achievements

- Preparation of Net Zero Invitation to Tender in consultation with a range of representative public bodies including Edinburgh City Council, Inverclyde Council, Waterways Ireland and Loch Lomond and Trossachs National Park Authority. [REDACTED].
- Last year were successful in securing Scottish Enterprise Can Do Innovation Fund [REDACTED] funding for the Phase 2 Prototype Development and Testing management of novel equipment and methods to manage non-native New Zealand Pigmyweed on the Caledonian Canal. The focus of this phase will be to develop a product that has the potential for sale and use in the international market across a number of sectors including leisure, marine and freshwater environments and agriculture. This is relevant to the draft *Scotland River Basin Management Plan 2021-27* consultation which SC responded to in June 2021. Project will run from August 2021 to February 2023.
- Led the delivery of the new SC Vegetation Management contract specification to very tight timescales and using innovative techniques to map and share updates with contractors and operational staff.
- Presented to and shared opportunities for Net Zero waterways at the Association of Inland Navigation Authorities, May 2021.
- Co-ordinated climate change related research in collaboration with 3 Stirling University Environmental Management MSc Students.

Challenges / how these were overcome

- Monkland water supply incident response June 2021 – co-ordinated fish rescue contract and liaison with SEPA senior managers, operational and licensing teams to secure temporary alternative water supply from the River Kelvin to mitigate health & safety and environmental risks.
- Responded to the tight timescales for updating the Vegetation Management Contract specification by diverting team resources and supporting the operational teams. The vegetation maps are now interactive format, allowing contractors access to live data which can be uploaded to their phone and therefore accessible to contractors (and staff) at all times.
- July 2021 Crinan Water supply issues and protection of Schedule 1 birds (Red and Black Throated Divers) breeding on our water supply reservoir resolved through liaison with Nature Scot and agreed abstraction conditions.
- Following concerns regarding the impact on migrating salmon during lockdown in 2020, *the Caledonian Canal salmon migration canal operational protocol* was developed in consultation with Operations team and SEPA to reduce risks to 2021 smolt run. This was well received by the Ness District Salmon Fishery Board and SEPA.
- To resolve the environmental and reputational risk of migrating salmon smolts entering the Almond Feeder to the Union Canal, we commissioned expert fisheries consultants to identify the potential solutions and associated costs. The draft scoping report is to be reviewed by EMT. We successfully responded to a legal challenge with regard to our water abstraction on the Union Canal with support from the Head of Legal (April 2021).

Legal & Governance <i>Nicola Christie</i>	<p>Key activities/achievements</p> <ul style="list-style-type: none"> • Scottish Canals' Framework Document progressing following constructive discussions with the sponsor team. Key issue is to incorporate wording to reflect Scottish Canals' commercial investment strategy within the NDPB model framework informed by planned Board discussion. • The EMT approved the Business Continuity Plan. • The EMT approved a refreshed template for Scottish Canals' policies, procedures and guidance which has been rolled out to Directorates to implement. The Compliance Management Forum continues to facilitate the updating of policies and procedures and support to policy owners to engage and embed with relevant staff. • NatureScot grant offer of £1.179m for Space by the Water Project at Treehouse received for legal review. • Draft governance statement reviewed by ARC at its June meeting prior to External Audit review as part of draft Annual Report & Accounts 2020-21. <p>Challenges / how these were overcome</p> <ul style="list-style-type: none"> • Continued to liaise with our insurers' loss adjusters and lawyers regarding potential insurance claims arising from the Union Canal breach at Muiravonside. • Resourcing issues being addressed with streamlining of internal governance structure. • Following the Monklands pipeline blockage which significantly reduced the water levels of the Forth & Clyde Canal, provided legal advice on existing agreements entered into at the time of the infilling of the Monklands Canal to build the M8 for Ministerial/Transport Scotland briefings.
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LOOK FORWARD (Q2)	
Health & Safety	<ul style="list-style-type: none"> • Finalise Incident Management Plan, including role cards and key contacts and embed with workshops / training / exercises. • Obtain EMT approval for revised H&S Strategic Action Plan. • Review water safety arrangements as part of wider review of visitor safety management and Scottish Government intervention. • Director sign-off of Tree Safety Management Policy and Procedure. • Planning for potential protest activity at the Kelpies during UN Climate Change Conference. • Procurement of consultancy support for development of fire safety and occupational health policies, procedures and templates. • 'New visitor workshop' to explore the operational and safety challenges associated with increased usage of towpaths and canals. • Review of National H&S Committee meetings.
People	<ul style="list-style-type: none"> • Appraisals – roll out during July with deadlines for completion August 2021. • Job Evaluation – an evaluation of the completed capture forms will commence in July alongside the JE Consultant's moderation of forms. The Consultant will also carry out a pay and grading bench marking exercise in July utilising other NDPB organisations as comparators. • Digital Change – HR systems in scope for digital change programme.

LOOK FORWARD (Q2)

People

- Return to offices – staff briefing session to be carried out, outcome of staff surveys, office declutters, return to work toolkits to be finalised and provided to all office based staff.
- Healthy Working Lives Gold – three year plan to commence development.
Policies – all Health & Wellbeing policies will be completed by the end of July as well as the Disciplinary and Grievance policies for August.
- Young People – progress with proposals in the development of a young people strategy.

Environment

- Improve environmental performance – deliver environmental compliance improvements with workshops/training.
- Net Zero emissions – putting the building blocks in place. Project management and engagement with SC team in the development of SC's ambitious Net Zero direct carbon emissions 2030 action plan. Plus installation of TFW renewable energy equipment at TFW and SC Facility Blocks to deliver CO2 emissions reductions in 2021-22.
- Initiate the New Zealand Pigmyweed innovative management contract to test equipment/methods at operational scale and Year 2 of the innovative biological control of Floating Water Fern on the Monkland Canal.
- Share the outcomes of the River Almond feeder fish mitigation scoping exercise and potential next steps and cost risk with management team.
- Raise SC Climate Emergency response with content for the delivery of COP26 communications plan.
- Celebrate the launch the 99% recycled plastic bottle volunteer punt on the Lowland Canals. Receiving the recycled plastic boat TURAS, donated by Chivas Brothers, which will aid in the battle against water borne litter on the Lowland canals.
- Deliver environmental learning opportunities during the official opening of the Claypits Nature Reserve 31/7/21.
- Canal Encounters virtual event including environmental education elements August 2021 and Stirling University renewable energy public engagement event at TFW.

Legal & Governance

- Embed Business Continuity Management System improvements with workshops/training.
- Implement recommendations agreed by EMT arising from a review of Scottish Canals' internal governance structure and refresh of Scheme of Delegation with a programme of internal and external communications.
- Refine the Risk Management Framework with a trends and issues narrative. Provide training/toolkit for managers to identify risk within the context of Scottish Canals' risk appetite.
- Review the legal structure of the Helix following Falkirk Council announcement to take over Falkirk Communities Trust.
- Following the resignation of the Records Manager and Data Protection Officer, resourcing issues to be addressed with potential for shared services approach with Scottish Government for Data Protection compliance.
- Liaise with sponsor team to agree timeline, skillset and process for Chair/Board Member recruitment.

Corporate Implications

- **Strategic Priorities:** This update reflects continuing progress towards delivering the relevant parts of the Corporate Plan and annual business plan in concert with the Business Delivery report and KPIs (separate agenda item).
- **Risk/Risk Appetite:** There is no additional or direct risks associated with the contents of this paper that are not captured within the wider corporate risk register.
- **Health & Safety:** The key activities of the Environment team are reported above. There are no additional environment implications to highlight in respect of the contents of this report.
- **Legal:** The key legal activities are reported above. There are no additional legal implications to highlight in respect of the contents of this report.
- **Financial:** There are no specific financial implications in respect of the contents of this report.
- **Human Resources:** The key People activities are reported above. There are no additional People implications to highlight in respect of the contents of this report.
- **Fair Work First:** There are no new or additional Fair Work implications in respect of the contents of this report.
- **Communication:** This report has been contributed to by all teams within the Directorate and will be used to raise the profile of our work across the business.
- **Community & Third Sector:** There are no new additional implications in respect of the contents of this report, however, there are ongoing initiatives to explore collaborative working opportunities with Community and Third Sector organisations.
- **Commercial:** Not applicable to this report.
- **Asset:** Not applicable to this report.
- **Environment:** The key activities of the Environment team are reported above. There are no additional environment implications to highlight in respect of the contents of this report.
- **Health & Safety:** Noted separately in Agenda Item 9i.

Conclusions and Recommendations

The Board is invited to note and/or comment on the contents of this report.

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