

SCOTTISH WATER BOARD MEETING MINUTES

Date 26th March 2025
Start Time 10:10am
Finish Time 4:10pm
Place Bullionfield Room, Bullion House, Dundee

Present:

Mrs Deirdre Michie	Chair
Mr Alex Plant	Chief Executive
Mr Peter Farrer	Chief Operating Officer
Mr Alan Dingwall	Chief Financial Officer
Mrs Catriona Schmolke	Board Member
Mr Steve Dickson	Board Member
Mr Iain Lanaghan	Board Member
Mr Graham Dalton	Board Member
Mr Ken Marnoch	Board Member
Mr Ian McAulay	Board Member
Mr Allan Clow	Board Member

In attendance:

Mrs Emma Campbell	Group Legal Counsel & Director of Governance and Corporate Secretary
Ms Elise Cartmell	General Manager – Zero Emissions (Item 5 only)
Professor Simon Parsons	Director of Environment, Planning & Assurance (Items 5 & 8 only)
Dr Jo Blewett	Deputy Director, Scottish Government – Water Industry Team (Item 6 – Scottish Government / Scottish Water Board Session only)
Mrs Wendy Kimpton	Director for Strategy & Regulation (Item 7 & 13(vii) only)
Ms Molly Horsley	Head of Purpose, Customer & Community Centricity (Item 7 only)
Mr Rob Mustard	Director of Capital Investment (Item 8 only)
Mr Paul Sexton	General Manager – Alliance Management (Item 8 only)

PART I

1. APOLOGIES

There were no apologies received.

The Chair welcomed Mr Allan Clow to the meeting.

2. DECLARATION AND REGISTRATION OF INTERESTS/MATTERS ARISING

Mr Dickson noted that his daughter was a Senior Project Manager at Jacobs.

There were no matters arising.

3. BOARD MINUTES (Part I)

(i) Draft Minutes of the Board Meeting held on 26th February 2025

The draft Minutes of the Board meeting held on 26th February 2025 were approved.

Paper 15/25 approved.

(ii) Draft Minutes of the Remuneration Committee Meeting held on 17th March 2025

Mr Marnoch, Chair of the Remuneration Committee, provided a verbal report of the meeting held on 17th March 2025.

(iii) Draft Minutes of the Audit & Risk Committee Meeting held on 25th March 2025

Mr Lanaghan, Chair of the Audit & Risk Committee, provided a verbal report of the meeting held on 25th March 2025.

4. MONTHLY / QUARTERLY PERFORMANCE

(i) Safety, Health & Wellbeing Report

The Board noted the paper and discussed Scottish Water's performance and progress in safety, health & wellbeing during February 2025. Further to a query from the Board in relation to the differential between Scottish Water and contractor safety performance, Mr Farrer explained that this was consistent with other organisations and reflected the respective risk profiles. He confirmed that no incidents had been assessed as significant during February 2025 and, in response to a question from the Board, explained how incidents were categorised. The Board discussed the Lost Time Accident (LTA) involving a sub-contractor to Scottish Water's DV2 Partner at Conon Avenue in Glasgow.

The Board considered mental health absence. Further to a query, Mr Farrer explained that a 'fluid' agile role was distinct from a 'field' role and involved a pattern of working from the same office or depot for approximately two or three days per week. The Board noted that mental health absence was higher among fluid workers and queried the drivers. Mr Farrer explained that a review would be undertaken to normalise the numbers, in order that the drivers could be identified and action taken. The Board suggested that the use of graphics would enhance reporting and, following discussion, it was agreed that further detail in respect of mental health absence and the key drivers would be presented to the Board.

Action 1 – Mr P Farrer / Ms L Highway

Mr Farrer outlined the access control project, which was commended by the Board. In response to a query from the Board, Mr Farrer confirmed that there had been no operational impact on work programmes and explained how the project was improving efficiency.

Paper 17/25 noted.

(ii) Chief Executive Report

Mr Plant presented the paper outlining recent political and stakeholder engagement, highlighting a very positive meeting with the Deputy First Minister. The Board noted that Scottish Water would appear before the Scottish Parliament's Net Zero, Energy & Transport Committee on 1st April 2025.

Mr Plant reported strong performance, with Scottish Water forecasting its highest-ever performance on key operational metrics. He acknowledged great work from teams across Scottish Water, and that performance in some areas was helped by improved planning and learning drawn from previous incidents, together with largely benign weather conditions. Following a query from the Board as to the RAG status of the 2025 drinking water quality metric, it was agreed that Mr Plant would review and confirm the position.

Action 2 – Mr A Plant

[Post-Meeting note: It was confirmed that drinking water quality performance was assessed on a calendar year basis and the RAG status was therefore green. An explanatory footnote will be added to the relevant table within future Chief Executive Officer reports.]

The Board commended Scottish Water on being named Public Sector Apprentice Employer of the Year at the QA Scotland Apprenticeship Awards. The Board congratulated Mr Cameron Clark, an apprentice within Scottish Water Horizons, on winning the Scottish Net Zero Apprentice of the Year.

Further to a query from the Board, Mr Plant outlined Scottish Water's review of its office estate. It was anticipated that the move to Waverley Court would be completed in the first quarter of 2026 and discussions were ongoing with Edinburgh City Council to ensure that our requirements are met before the move takes place.

Mr Plant highlighted excellent compliance with the first stage of the My Story performance management process, with 97% of employees in Grade 6 and above having received a draft performance rating.

Paper 18/25 noted.