

Information pack for appointment to the Board of the Water Industry Commission for Scotland



The Cabinet Secretary for Net Zero and Energy is seeking to appoint a Chair to the board of the Water Industry Commission for Scotland (WICS). The Cabinet Secretary values highly the benefits of having different points of view on the board and welcomes applications from people from all walks of life.

The appointments process for this board vacancies follows the [Code of Practice for Public Appointments](#) and is regulated by the [Ethical Standards Commissioner](#).

Key dates for this appointment round

Closing date	12.00 noon on Friday 31 October 2025
Sift of applications	4 November 2025
Date applicants will hear about the outcome of their application	10 November 2025
Interviews	20 & 21 November 2025 In person at WICS' offices: Moray House, 1st Floor, Forthside Way, Stirling, FK8 1QZ All candidates are expected to be available on both dates, and it is unlikely that we will be able to offer an alternative date.
Ministerial decision	12 December 2025
Start date	1 January 2026

T:
E: Jo.Blewett@gov.scot

26 September 2025

Dear applicant

Appointment of Members of the Water Industry Commission for Scotland

Dear applicant

Many thanks for your interest in the role of Chair of the Water Industry Commission for Scotland (WICS).

WICS is the independent economic regulator of Scotland's Water Industry. It has played an important role in ensuring the successful track record of Scottish Water, Scotland's publicly owned water utility, and in the opening and operation of the first ever retail market for the non-household sector.

This is therefore an exciting opportunity to lead the organisation as it builds on its track record as a forward looking and innovative regulator.

We are looking for a wide range of candidates and are particularly keen to see applications from under-represented groups such as women, disabled people and ethnic minorities.

All the information you require to apply for this critically important post is in the attached pack. If you have any queries or wish to discuss any aspect of this before applying, please email cristina.hamilton@gov.scot who will be happy to help you.

JO BLEWETT

Deputy Director Water Industry and Corporate Operations

Information about the role

Remuneration	£361.00 per day (non-pensionable) and reasonable expenses up to a maximum total fee of £37,544.00 per financial year
Time commitment	2 days per week
Length of appointment term	4 years
Location of meetings	It is expected that Board meetings are held in person at Moray House, Stirling. Currently other meetings are held online.
Disqualifications	<p>As per the Water Industry (Scotland) Act 2002, a person is disqualified from appointment, and from holding office, as a member of the Commission if that person is a member of—</p> <ul style="list-style-type: none"> (a) the House of Lords, (b) the House of Commons, (c) the Scottish Parliament, or (d) the European Parliament. <p>A member of the Scottish Parliament cannot also hold a public appointment for public bodies listed in the schedule of the Scottish Parliament (Disqualification) Order 2020.</p> <p>Former ministers and senior crown servants (director general level and above) should seek advice from the Advisory Committee on Business Appointments (ACOBA) before applying for this role.</p>

The Board of the Water Industry Commission for Scotland

[The Water Industry Commission for Scotland \(WICS\)](#) was established under the Water Industry Act 2002 to undertake the economic regulation of Scottish Water. The Commission is an Executive Non-Departmental Public Body (NDPB) of six members, comprising up to five non-executive members, including the Chair, and a Chief Executive. It has statutory responsibility for the promotion of the interests of Scottish Water's customers through the robust and independent economic regulation of Scottish Water.

WICS' principal roles are to ensure that customer charges reflect the lowest reasonable overall cost for Scottish Water to deliver the Scottish Ministers' Objectives for the water sector; to comment on Scottish Water's reporting of its performance, challenging Scottish Water to become more efficient and sustainable; and to facilitate the entry of retail water and sewerage providers that wish to supply non-household customers in Scotland.

WICS is made up of around 25 people, comprising economists, strategists, analysts, and support staff. The board provides leadership, direction and support to ensure that WICS delivers its functions effectively and efficiently.

One of the successes of the Scottish Water model is the Team Scotland governance in place which promotes Scottish Government, WICS, Scottish Environment Protection Agency, the Drinking Water Quality Regulator and Scottish Water working collaboratively aligned with ethical business practices. The approach strikes a balance between the need to collectively agree investment and charges across water and wastewater whilst protecting regulatory integrity. WICS takes a prominent role in this process which has been recognised in the recent [Independent Water Commission Report](#). The report also recognised WICS' progressive approach to investment and asset management. The new Chair will have an opportunity to further develop this forward looking approach.

Online Information Session

Further information regarding the Board and the Chair role will be available at an online session on MS Teams at 09.30-10.30 on 9 October 2025.

To receive the link for this session please email Cristina Hamilton:
cristina.hamilton@gov.scot.

The role of the Board Chair

As Board Chair, you will lead the Board to ensure WICS:

- sets a clear strategy that will result in the successful carrying out of its statutory obligations
- has its strategy properly carried out by the Leadership Team
- sets charge limits that both protect the interests of customers in Scotland and allows Scottish Water to meet Scottish Ministers' objectives and provide for its long term financial sustainability
- works alongside and collaborates with the quality regulators (Scottish Environment Protection Agency and the Drinking Water Quality Regulator), consumer representatives and the Scottish Government
- monitors and regulates the retail market for non-household customers to respond to the needs and choices of customers in the most efficient manner
- maintains high standards of corporate governance

You will also:

- prepare for, chair and contribute positively towards meetings of the Body and its committees
- provide appropriate support and challenge to the Chief Executive and Leadership Team
- represent the Board at parliamentary meetings if required
- attend other meetings and seminars on behalf of the Body (as required);
- approve a statement of accounts for the Body for each financial year on the basis determined by the Scottish Ministers
- monitor the financial position of the Body against budget allocations and key financial targets and ensure corrective action is taken where required
- undertake regular and effective assessment of the performance of the non-executive members and the Chief Executive
- carry out other tasks that may reasonably be required.

The selection panel

Chair	Jo Blewett, Deputy Director, Water Industry and Corporate Operations, Scottish Government
Panel member	Ronnie Hinds, Interim Chair, Water Industry Commission for Scotland
Independent Panel Member	Neena Mahal MBE
Representative from the Ethical Standards Commissioner	Duncan Wallace, Public Appointments Advisor

Please note that applicants will be asked to declare if they know any members of the selection panel. The panel will also declare if they know any applicants. Any actual or perceived conflicts of interest will be managed in line with the [Ethical Standards Commissioners Code of Practice for Public Appointments](#).

Person specification

We are looking for a **Chair** who can lead the WICS board. The table below sets out the skills, knowledge, experience and attributes that we are seeking and explains how the criteria will be tested. You may have gained your experience through work, by being active in your community, in a voluntary capacity or through your own lived experience.

Please ensure your application provides information for all four essential criteria.

Criterion	Example indicators	How this will be assessed
Essential Criteria We are looking for individuals who can meet each of the areas listed below in the context of an economic regulatory business. Please ensure your application provides information for all four essential criteria and does not exceed the stated word counts.		
1. Ability to Chair a Board and demonstrate understanding of board governance in a public body context	<ul style="list-style-type: none"> direct experience of ensuring effective governance at senior management or board level experience of holding an organisation to account for the delivery of a strategy. 	This will be assessed at application stage and through an assessment exercise and at interview. Further details on the assessment exercise will be

	<ul style="list-style-type: none"> • demonstrates direct involvement in implementation of good governance principles • demonstrates excellent judgement when chairing a Board (or equivalent senior group) that has difficult decisions to make; and enables all members to make an effective contribution. 	<p>provided to shortlisted candidates.</p> <p>In your online application: Please demonstrate how you meet this criterion. Your response should be no more than 500 words.</p>
<p>2. Strong and effective management of relationships and stakeholder engagement using effective communication and influencing skills</p>	<ul style="list-style-type: none"> • experience of representing and advocating to a wide range of stakeholders • can build strong relationships with partner organisations • can inspire confidence and demonstrate an ability to influence appropriately in high profile situations. 	<p>This will be assessed at application stage and through an assessment exercise and at interview.</p> <p>Further details on the assessment exercise will be provided to shortlisted candidates.</p> <p>In your online application: Please demonstrate how you meet this criterion. Your response should be no more than 500 words.</p>
<p>3. Seeing the bigger picture</p>	<ul style="list-style-type: none"> • experience in successfully formulating and overseeing strategy at a senior or board level within an organisation • can take account of what is happening within a sector and is aware of any political implications. 	<p>This will be assessed at application stage and through an assessment exercise and at interview.</p> <p>Further details on the assessment exercise will be provided to shortlisted candidates.</p>

		<p>In your online application: Please demonstrate how you meet this criterion. Your response should be no more than 500 words.</p>
<p>4. Using strategic analysis and decision-making skills to support constructive challenge</p>	<ul style="list-style-type: none"> • comfortable in making reasoned judgements and the analysis of complex information where critical decisions are being made. • can work collaboratively and challenge constructively in order to influence and ensure effective decision making. • Demonstrates an understanding of risk and audit and effective practical application of that understanding. 	<p>This will be assessed at application stage and through an assessment exercise and at interview.</p> <p>Further details on the assessment exercise will be provided to shortlisted candidates.</p> <p>In your online application: Please demonstrate how you meet this criterion. Your response should be no more than 500 words.</p>

As part of your online application please also attach a tailored career/life history in the attachments section. This should include information from your professional, personal and voluntary experience relevant to the role(s). You may wish to include:

- Dates
- Brief information about the organisation
- Information about your role and experience

Please note that the panel are not looking for a full CV, but a tailored career/life history that is relevant to the role. **Your response should be no more than 600 words and information provided in excess of this limit will not be considered.**

How to apply online

Start the application process by clicking this link: [Public appointments - Scottish Government Jobs](#)

Find the advert for the board you want to apply for and follow the instructions. Refer to the person specification above. We strongly recommend that you draft your answers in a word document and check that you are happy with them before copying and pasting your answers in the relevant sections of the online application.

Please note that you will not be able to update your answers or supporting documents once the online application is submitted. Late applications will not be accepted by the selection panel.

If you use assistive technology, please contact the Public Appointments Team for an accessible application form by email at public.appointments@gov.scot

The assessment process

The assessment process will happen as follows:

1. The selection panel will assess all applications against the criteria for appointment (see the person specification). **Those who demonstrate evidence that most closely meet the criteria tested at this stage will be shortlisted for interview.**
2. The selection panel will interview candidates. The questions they ask will relate directly to the criteria for appointment. The final assessment stage will also include psychometric testing in advance of the interview and an assessment exercise as part of the interview. Further details will be provided if you are shortlisted for interview.
3. The selection panel will also ask questions relevant to the fit and proper person test (see below) which will include questions about the [Principles of Public Life](#).
4. The selection panel will review the evidence provided and agree on which candidates have most closely met the criteria for selection and should be recommended to the appointing Minister.
5. The appointing Minister will make a decision about whom to appoint based on evidence from the selection panel. The appointing Minister may request to meet with candidates before making a final decision.

6. Appointees will be asked to complete pre-appointment checks which will include a Disclosure Check (there is no charge for this). Appointment is conditional on satisfactory completion of these.

Guaranteed interviews

This appointment round will provide guaranteed interviews for disabled people who meet the criteria for the role being tested at the application stage. To be eligible for a guaranteed interview you must have a physical or mental impairment or a health condition which has a substantial and long-term effect on your ability to carry out normal day to day activities. The selection panel will not know which applicants have requested a guaranteed interview until the shortlisting is complete.

Fit and proper person checks

In the context of public appointments, a fit and proper person is someone who is suitable because they meet the requirements of the role, and their past or present activities and behaviour means they are suitable. Tests are built into different stages of the appointment process to ensure that:

- Conduct to date has been compatible with the public appointment
- Membership is not barred by the body's constitution e.g., criminal record or bankruptcy (see disqualifications)
- There are no unmanageable conflicts of interest
- Political activity is declared
- There is agreement to abide by the [Principles of Public life in Scotland](#)
- There is confirmation that the time commitment required for the role can be met.

Social media checks for candidates invited to interview

The selection panel may consider publicly available information about candidates which is posted by candidates on social media. Any findings that the selection panel agree are pertinent to the role or that may call into question suitability for the appointment, credibility of the appointments process or the public body will be discussed with candidates at interview. Consideration of any issues will take place openly and transparently to establish the facts. Candidates will be given an opportunity to respond to any concerns. This information will be handled in line with the Privacy Notice for public appointments.

Gender Representation on Public Boards (Scotland) Act 2018

Revised statutory guidance on the Gender Representation on Public Boards (Scotland) Act 2018 (“2018 Act”) was published on 26th June 2025 following the Supreme Court Judgment dated 16 April 2025 on the definition of “Man”, “Woman” and “Sex” in the Equality Act 2010, and consequently in the 2018 Act.

In order to comply with the 2018 Act Scottish Government must now request data on biological sex as registered at birth from all applicants for Public Appointments on Boards which are captured by the 2018 Act. Following your application, you will receive a request from the Public Appointments Team to request this data from you.

The Scottish Government is committed to dignity, fairness and respect for all and actively invites applications from all.

Common questions and answers

Who can I contact to speak about this role?	You can contact Cristina Hamilton, Sponsorship Officer, Scottish Government to discuss the role: cristina.hamilton@gov.scot
Who can I speak to about a disability related reasonable adjustment?	Please contact the Public Appointments Team Email: public.appointments@gov.scot Deaf, deafblind and BSL users can contact the team via contactSCOTLAND-BSL
I am having a problem with the application process. Who can I speak with?	Please contact the Public Appointments Team (see contact details above).
Do you have any advice for candidates attending interviews?	Yes. More information is provided here: Introduction - Public appointments: guide - gov.scot (www.gov.scot)
I can't attend the interview in person, can I attend remotely?	Yes. You can request to attend the interview using MS Teams as a reasonable adjustment, at the panel's discretion. Please contact the Public Appointments Team (see contact details above).
What does 'appointed on merit' mean?	Appointed on merit means that the people who are appointed most closely meet the criteria that is sought for the board vacancy at a point in time. People are assessed on the evidence that they present in the

	appointments process and the findings of the fit and proper person test.
What role does the Ethical Standards Commissioner (ESC) have in the appointments process?	The ESC regulate and monitor the public appointments process . The Commissioner plays a role in ensuring appointments are made on merit and use fair methods. More information about the Commissioner's role is provided here: Public appointments Information leaflet Ethical Standards Commissioner
Can I apply if I am not a British citizen?	Yes. You can apply for and be appointed to the Boards of Public Bodies if you are not a British citizen however you must be legally entitled to work in the UK.
Would remuneration for a public appointment impact on my benefits?	Possibly. Taking up a remunerated public appointment may affect benefits payments. This will depend on individual circumstances and you should seek advice from your benefits provider. More information is provided here: Public appointments and welfare benefits: information - gov.scot (www.gov.scot)
Do the selection panel see information from the diversity monitoring form?	No. Diversity monitoring information provided by applicants is not shared with the selection panel. Information about a reasonable adjustment may be shared with the selection panel to ensure that requirements are met (e.g. if a BSL interpreter is required).
Do I need to provide an email address and contact details at application stage?	In order to meet the requirements of the Baseline Personnel Security Standard (BPSS) the Scottish Government must be able to verify the credentials of applicants for public appointments should they be recommended for appointment. To ensure that this is possible all applicants must provide an address and contact details at application stage. If applicants do not provide this information their application will be rejected.
How will my personal information be handled?	All personal information will be handled with great care and in line with UK GDPR and data protection requirements. Further information can be found in the Privacy Notice .

Can I get feedback on my application or interview?	Yes. Feedback is available on request.
Is any training provided if I am offered and take up an appointment?	Yes. Each board has their own induction process and training offer. New appointees are also invited to attend an induction day hosted by the Scottish Government.
Can I apply for a Chair role on a board if I have already been a member of that board?	Yes. Board members can serve a maximum of 8 years on one board in one role. The board Chair is considered a different role and so current and previous members can apply.
Is it possible to hold more than one public appointment?	Yes. It is possible to have more than one public appointment. You should check that you can make the time commitment for an additional appointment and that there are no unmanageable conflicts of interest.
Are public appointments announced?	Yes. Every appointment is announced here: Public appointments: news releases - gov.scot (www.gov.scot) The board may also announce new appointments on their own website and social media platforms. Information published will include a biography and details of any political activity within the last 5 years.
What standards are expected of board members?	The conduct expected of board members of Scottish public boards is set out here: Members of devolved public bodies: model code of conduct - December 2021 - gov.scot (www.gov.scot) (this includes the Principles of Public Life)
How can I complain about the public appointments process?	Further information about the complaints process for public appointments can be found here: How to apply - Public appointments: guide - gov.scot (www.gov.scot) Anyone concerned about public appointments can raise a complaint and have it independently investigated by the Ethical Standards Commissioner. Investigation process public appointments Ethical Standards Commissioner

For further information

Please contact the Public Appointments Team, Scottish Government

Email: public.appointments@gov.scot

Deaf, deafblind and BSL users can contact the team via [contactSCOTLAND-BSL](#)



Scottish Government
Riaghaltas na h-Alba