

# Information pack for appointment of members to the board of Scottish Water



The Cabinet Secretary for Climate Action and Energy is seeking to appoint a non-executive member to the Scottish Water board. 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 vacancy follows the [Code of Practice for Public Appointments](#) and is regulated by the [Ethical Standards Commissioner](#).

Please note we are working with the search agency [FWB](#) to promote this role widely. FWB will highlight information on the role to prospective applicants, and direct them to the apply at the [Scottish Government jobs site](#). FWB's involvement is limited to outreach; all final decisions on shortlisting and interviews will be made by the selection panel and Scottish ministers.

## Key dates for this appointment round

<b>Closing date</b>	13 January 2026 at 12.00
<b>Sift of applications</b>	14-16 January 2026
<b>Shortlist of applications</b>	22 January 2026
<b>Date applicants will hear about the outcome of their application</b>	w/c 26 January 2026
<b>Interviews</b>	2 and 3 February 2026, in-person at Scottish Water's Edinburgh office, 55 Buckstone Terrace, EH10 6XH  <b>It is unlikely that we will be able to offer an alternative interview date.</b>
<b>Ministerial decision</b>	w/c 9 February 2026
<b>Start date</b>	1 April 2026

# Welcome letter from the Chair

Dear applicant

Thank you for considering applying to become a member of the Scottish Water board.



Scottish Water generates over £2 billion per annum in revenue and is dedicated to delivering world-class water and wastewater services. Our customers are at the heart of everything we do, and we're proud that our water quality, customer service, and efficiency rank among the best in the UK. But we never stand still. We strive to build trust and pride in the essential services we provide, safeguarding public health while protecting and enhancing Scotland's natural environment. As we look ahead, we are committed to helping Scotland adapt and thrive, playing our part in a sustainable future and inspiring others to do the same.

The board and its non-executive members have a vital role in ensuring strong governance in driving Scottish Water to deliver outstanding services and performance. We aim to be a great place to work, attracting and developing key talent. As a major employer, we rely on an extensive network of partners and suppliers to help us provide services regarded among the best in the water sector and beyond. If contributing to an organisation that impacts an entire country excites you, I invite you to read on.

We are seeking a talented, forward thinking candidate who will provide effective corporate governance and constructive challenge. They will have sound knowledge of the financial underpinnings of a business, experience overseeing infrastructure/investment, and ability to effectively embed sustainability into core business strategy. Above all else they must want to help us with our commitment to be the best we can, delivering value for money for every pound we spend.

If appointed, you will work with fellow board members to set and drive Scottish Water's strategy, ensuring it meets statutory duties and Scottish Government requirements. This includes driving transformation at pace to deliver our purpose of supporting a Flourishing Scotland and achieving our three Strategic Ambitions: Service Excellence; Great Value and Financial Sustainability; and Going Beyond Net Zero Emissions. You will provide support and challenge to the executive team to ensure delivery of this strategy and, in turn, account to the Scottish Government for Scottish Water's performance.

I hope that you will give serious consideration to applying for this role. If you would like further information please contact [Louise.Smith@scottishwater.co.uk](mailto:Louise.Smith@scottishwater.co.uk).

Yours sincerely,

A handwritten signature in blue ink, appearing to read 'Deirdre Michie'.

**Deirdre Michie OBE, Chair of the Scottish Water board**

# Information about the role

<b>Remuneration</b>	£21,840 per annum, non-pensionable.  Reasonable expenses incurred will be reimbursed.
<b>Time commitment</b>	Four days per month.
<b>Length of appointment term</b>	Four years.
<b>Location of meetings</b>	Scottish Water board meetings are held at its offices and sites throughout Scotland.  The Audit and Risk Committee and the Remuneration Committee meet quarterly.
<b>Disqualifications</b>	Applicants will be ineligible to apply for this appointment if they have already served a total of eight years as a non-executive member of the Scottish Water board.  A member of the Scottish Parliament cannot also hold a public appointment for public bodies listed in the schedule of <a href="#">the Scottish Parliament (Disqualification) Order 2020</a> .  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.

## The board of Scottish Water

Scottish Water is a public corporation accountable to the Scottish Government for delivering water and sewerage services to over 2.67 million households and more than 160,000 businesses across Scotland. As the UK's fourth largest provider, it generates annual revenues of more than £2 billion. Its retail subsidiary, Business Stream, operates in the competitive non-household market in Scotland and England.

Board members play a vital role in setting strategic direction, ensuring Scottish Water meets its statutory duties and Government requirements. This includes overseeing performance

beyond regulatory expectations and holding the Executive team to account, while reporting to the Scottish Government and Parliament.

The Water Industry Commission for Scotland (WICS), the independent economic regulator, has set challenging financial limits for the 2021–27 period. Scottish Water must deliver Ministerial Objectives within these constraints, including progress toward net zero emissions by 2040. The Commission also introduced a new regulatory approach based on ethical business practices, reshaping expectations around stakeholder and customer engagement.

To meet these demands, Scottish Water is evolving how it works with communities and stakeholders, taking greater ownership of its strategy and delivery. This transformation requires board members who can support and challenge the organisation to achieve ambitious outcomes in a dynamic and accountable environment.

The Scottish Water board comprises eight non-executive members, including the chair, and three executive members, including the Chief Executive. The board adheres to the principles of the UK Corporate Code.

## **The role of the non-executive board member**

Scottish Water's non-executive board members:

- contribute to the work of the board in setting a strategy, and allocating the resources needed to support the strategy that enables Scottish Water to out-perform its regulatory contract;
- direct, support and challenge the Executive Team to deliver the board's strategy and targets;
- monitor the reporting of performance and scrutinise the performance of management;
- ensure the integrity of financial information and that financial controls and risk management systems are robust;
- maintain high standards of corporate governance;
- set and maintain standards and values that reflect the obligations of a business to its owner, customers, employees, regulators and other stakeholders;
- ensure that Scottish Water continues to adapt effectively and constructively to independent regulation;
- be accountable to Ministers for Scottish Water out-performing its regulatory contract and for implementing any measures necessary to achieve out-performance;
- ensure that decisions of the Board have regard to views expressed by Ministers and provide Ministers with regular reports on Scottish Water's performance in terms of its regulatory contract;

- determine the appropriate level of remuneration of executive directors taking account of the Public Sector Pay Policy;
- play a role in appointing and, where necessary, removing, executive directors and in succession planning.

## Person specification

We are looking for a new non-executive member who can contribute to the culture and values of Scottish Water. 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.

**The priority criterion is weighted over the essential criteria**, and the candidates who provide the strongest evidence against the priority criterion will be considered most able to fulfil the role. In the event that candidates provide evidence of equal merit against the priority criterion, the panel will then take into account the strength of the evidence presented against the essential criteria in determining the candidate(s) most able to fulfil the role.

Criterion	Example indicators	How this will be assessed
<b>Priority</b>		
1. Experience overseeing infrastructure and/or investment	<ul style="list-style-type: none"> <li>• has managed or provided governance for large-scale infrastructure or capital investment projects (e.g., construction, transport, energy, or public works).</li> <li>• has led in evaluating investment proposals, business cases, or funding strategies for infrastructure projects.</li> <li>• works with multiple stakeholders (contractors, regulators, investors) to align project delivery with strategic objectives and governance standards.</li> </ul>	<p>In your written application, you should demonstrate how you meet this in a max of <b>300 words</b>. You may wish to use the indicators as a guide in crafting your evidence.</p> <p>If you are shortlisted, we will discuss this with you during the <b>interview</b>.</p>
<b>Essential</b>		
1. Environmental acumen	<ul style="list-style-type: none"> <li>• Knowledge and experience in effectively embedding sustainability into core</li> </ul>	<p>In your written application, you should demonstrate</p>

	<p>business strategy, risk management and delivery.</p> <ul style="list-style-type: none"> <li>• Systems mindset to understand interconnectedness between company's operations and larger environmental challenges and opportunities.</li> </ul>	<p>how you meet this in a max of <b>200 words</b>. You may wish to use the indicators as a guide in crafting your evidence.</p> <p>If you are shortlisted, we will discuss this with you during the <b>interview</b>.</p>
2. Financial acumen	<ul style="list-style-type: none"> <li>• experience of fiscal processes and procedures;</li> <li>• ability to understand and challenge financial information and hold executives to account;</li> <li>• ability to provide strategic direction in relation to financial matters at board level.</li> </ul>	<p>In your written application, you should demonstrate how you meet this in a max of <b>200 words</b>. You may wish to use the indicators as a guide in crafting your evidence.</p> <p>If you are shortlisted, we will discuss this with you during the <b>interview</b>.</p>
3. Good governance and sound decision-making	<ul style="list-style-type: none"> <li>• understands the principles of effective governance and has experience applying them;</li> <li>• a strategic thinker with the ability to see the “bigger picture”;</li> <li>• confident in making reasoned judgements and able to articulate and justify the rationale for these – particularly in sensitive and complex situations;</li> <li>• demonstrates an effective understanding of risk and assurance principles to inform decision making.</li> </ul>	<p>In your written application, you should demonstrate how you meet this in a max of <b>200 words</b>. You may wish to use the indicators as a guide in crafting your evidence.</p> <p>If you are shortlisted, we will discuss this with you during the <b>interview</b>.</p>
4. Influence and challenge	<ul style="list-style-type: none"> <li>• successfully influences senior level colleagues and stakeholders;</li> <li>• effects and supports transformational change at an</li> </ul>	<p>In your written application, you should demonstrate how you meet this in a max of <b>200 words</b>. You may wish</p>

	<p>organisational and system-wide level;</p> <ul style="list-style-type: none"> <li>challenges constructively and is a good team player with board members, executives and other stakeholders.</li> </ul>	<p>to use the indicators as a guide in crafting your evidence.</p> <p>If you are shortlisted, we will discuss this with you during the <b>interview</b>.</p>
5. Stakeholder and customer focus	<ul style="list-style-type: none"> <li>harnesses diversity of thought from all stakeholders, contributing to a positive culture;</li> <li>incorporates customer needs and feedback into service design, delivery, or policy development.</li> <li>understands how decisions impact end-users and can balance strategic goals with customer satisfaction.</li> </ul>	<p>In your written application, you should demonstrate how you meet this in a max of <b>200 words</b>. You may wish to use the indicators as a guide in crafting your evidence.</p> <p>If you are shortlisted, we will discuss this with you during the <b>interview</b>.</p>

## How to apply online

Click the ‘apply’ link at the top of the advert. As part of the online application process, you will need to complete the personal information section, and then upload one document that includes the following:

**1. Supporting statement (to be uploaded as a joint attachment with the below)**

You have up to 250 words for each criteria being tested at application. You should clearly indicate throughout your statement which of the criteria you are evidencing.

**2. Tailored career history (to be uploaded as a joint attachment with the above)**

In addition to your supporting statement, you should also submit a tailored life/career history. This should be no more than 2 pages and tailored to the role and the criteria set out in the table above. This will be used by the panel in conjunction with the supporting statement to provide evidence against each of the criteria listed.

The system will only allow for one attachment to be uploaded, so please combine these into one PDF.

Please note that **you do not have the option to edit your application once you click ‘submit’**; you must have all your information and attachments to hand before submitting your application. Late applications, and those without a supporting statement and career history, **cannot be considered by the panel**.

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

# The selection panel

<b>Chair</b>	James Simpson, Head of Sponsorship and Investment (Water Industry), Scottish Government
<b>Panel member</b>	Deirdre Michie, Chair, Scottish Water
<b>Panel member</b>	Ross Miller, Head of Operations (Energy & Climate Change), Scottish Government

Per the 'key dates' section on p.1, a sift will be undertaken in advance of applications being shortlisted by the selection panel. This sift will be carried out by Scottish Water colleague **Katie McNab**.

Please note that applicants will be asked to declare if they know any members of the selection panel, or the Scottish Water colleague undertaking the sift. The panel/sifter 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](#).

## 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. Applicants will also be provided with a topic in advance and asked to respond to this at 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.

### **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 26 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

<b>Who can I contact to speak about this role?</b>	Please contact <a href="mailto:Louise.Smith@scottishwater.co.uk">Louise.Smith@scottishwater.co.uk</a> . You can also find out more about Scottish Water <a href="#">here</a> .
<b>Who can I speak to about a disability related reasonable adjustment?</b>	Please contact the Public Appointments Team Email: <a href="mailto:public.appointments@gov.scot">public.appointments@gov.scot</a> Deaf, deafblind and BSL users can contact the team via <a href="#">contactSCOTLAND-BSL</a>
<b>I am having a problem with the application process. Who can I speak with?</b>	Please contact the Public Appointments Team (see contact details above).
<b>Do you have any advice for candidates attending interviews?</b>	Yes. More information is provided here: <a href="#">Introduction - Public appointments: guide - gov.scot (www.gov.scot)</a>
<b>I can't attend the interview in person, can I attend remotely?</b>	By exception, you can request to attend the interview using MS Teams. Please contact the Public Appointments Team (see contact details above).
<b>Will you reimburse expenses for attending an interview?</b>	Yes. You can claim reasonable expenses, further information will be provided with the invitation to interview.
<b>What does 'appointed on merit' mean?</b>	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.
<b>What role does the Ethical Standards Commissioner (ESC) have in the appointments process?</b>	The ESC <a href="#">regulate and monitor the public appointments process</a> . 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: <a href="#">Public appointments Information leaflet   Ethical Standards Commissioner</a>
<b>Can I apply if I am not a British citizen?</b>	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.

<b>Would remuneration for a public appointment impact on my benefits?</b>	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: <a href="http://www.gov.scot">Public appointments and welfare benefits: information - gov.scot (www.gov.scot)</a>
<b>Do the selection panel see information from the diversity monitoring form?</b>	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).
<b>Do I need to provide an email address and contact details at application stage?</b>	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.
<b>How will my personal information be handled?</b>	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 <a href="#">Privacy Notice</a> .
<b>Can I get feedback on my application or interview?</b>	Yes. Feedback is available on request.
<b>Is any training provided if I am offered and take up an appointment?</b>	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.
<b>Can I apply for a Chair role on a board if I have already been a member of that board?</b>	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.
<b>Is it possible to hold more than one public appointment?</b>	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.
<b>Are public appointments announced?</b>	Yes. Every appointment is announced here: <a href="https://www.gov.scot/Public-appointments-news-releases-gov-scot">Public appointments: news releases - gov.scot (www.gov.scot)</a> 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.
<b>What standards are expected of board members?</b>	The conduct expected of board members of Scottish public boards is set out here: <a href="https://www.gov.scot/Members-of-devolved-public-bodies-model-code-of-conduct-December-2021-gov-scot-www.gov.scot">Members of devolved public bodies: model code of conduct - December 2021 - gov.scot (www.gov.scot)</a> (this includes the <a href="https://www.gov.scot/Principles-of-Public-Life">Principles of Public Life</a> ). You will also wish to read the <a href="https://www.gov.scot/Scottish-Water-Members-Code-of-Conduct">Scottish Water Members Code of Conduct</a> .
<b>How can I complain about the public appointments process?</b>	Further information about the complaints process for public appointments can be found here: <a href="https://www.gov.scot/How-to-apply-Public-appointments-guide-gov-scot-www.gov.scot">How to apply - Public appointments: guide - gov.scot (www.gov.scot)</a> Anyone concerned about public appointments can raise a complaint and have it independently investigated by the Ethical Standards Commissioner. <a href="https://www.gov.scot/Investigation-process-public-appointments-Ethical-Standards-Commissioner">Investigation process public appointments   Ethical Standards Commissioner</a>

## For further information

Please contact the Public Appointments Team, Scottish Government

Email: [public.appointments@gov.scot](mailto:public.appointments@gov.scot)

Deaf, deafblind and BSL users can contact the team via [contactSCOTLAND-BSL](https://www.gov.scot/contactSCOTLAND-BSL)

