



# DIRECTOR OF PERFORMANCE AND REPORTING

CANDIDATE INFORMATION PACK, OCTOBER 2025

**LHH**



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Director of Performance and Reporting

# WELCOME

This is a unique leadership role: intellectually demanding, strategically significant and with direct influence at the highest levels of government and industry

Dear Candidate,

Thank you for your interest in the role of **Director of Performance** and Reporting at the Water Industry Commission for Scotland (WICS).

Scotland's water industry is facing a once-in-a-generation opportunity to transform. As the economic regulator of the Water Industry in Scotland, WICS plays a central role in shaping that transformation – challenging the industry to deliver world-class levels of service and invest wisely for future generations.

The Director of Performance and Reporting will be at the heart of this mission. You will lead our work in scrutinising Scottish Water's operational, investment and financial performance, ensuring every pound spent delivers maximum value for customers. Your insights will help shape Scottish Government investment decisions, inform Ministers' objectives and provide transparent assurance to the public that Scotland's water industry is resilient, efficient and sustainable.

This is a unique leadership role: intellectually demanding, strategically significant and with direct influence at the highest levels of government and industry.

It offers the opportunity to work on complex, nationally important challenges – from climate change adaptation to innovation in infrastructure delivery – and to see your work translate into real outcomes for more than 2.7 million households and 160,000 businesses across Scotland.

WICS is a small, expert and highly collaborative organisation. We pride ourselves on rigorous analysis, independence of thought and a culture that values learning, ambition and integrity. As part of our Leadership Team, you will help shape our strategy, mentor talented colleagues and ensure WICS continues to be recognised internationally as a leader in economic regulation.

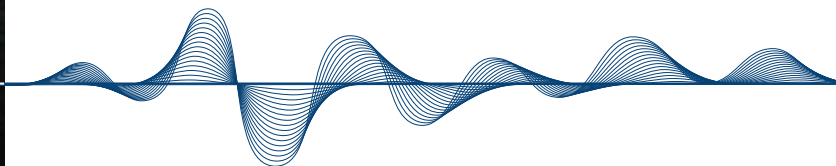
If you are motivated by the opportunity to make a lasting difference – improving public services, protecting the environment and creating long-term value for customers – we would be delighted to hear from you.

I wish you every success in the process and look forward to the possibility of welcoming you to WICS.

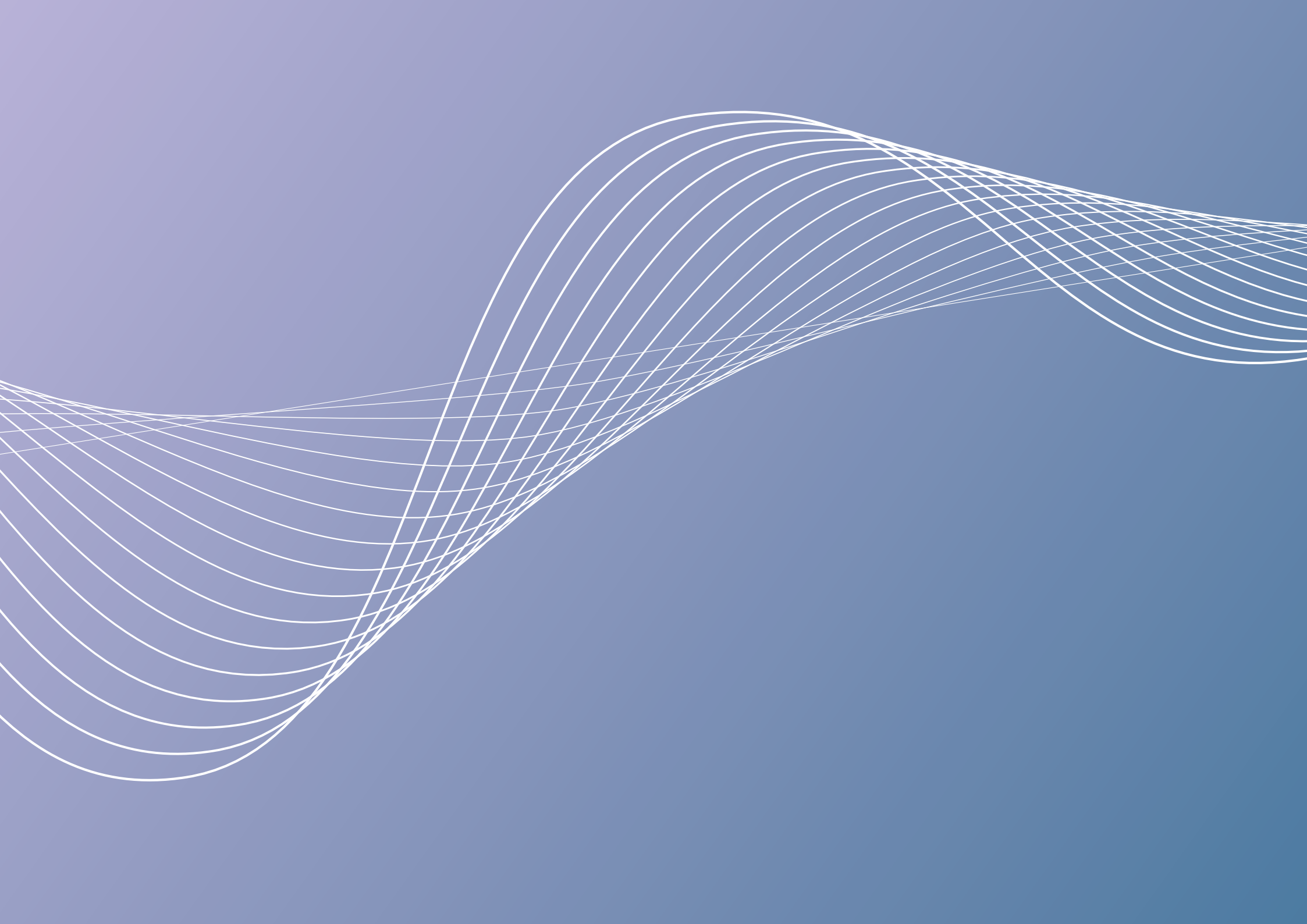
Kind regards,

**David Satti**

Chief Executive Officer  
Water Industry Commission for Scotland









# ADVERTISEMENT

## Director of Performance and Reporting, the Water Industry Commission for Scotland.

**Location** – Stirling (Hybrid)

**Salary** – £105,000p.a. Full Time (35 hours per week)

The Water Industry Commission for Scotland (WICS) is the economic regulator of Scottish Water, ensuring that 2.7 million households and 160,000 businesses receive high-quality water and sewerage services at the lowest reasonable overall cost.

We play a vital role in shaping the future of the water industry, driving innovation, efficiency and sustainability as Scotland works towards achieving a net zero water sector by 2040.

We are seeking an outstanding leader to join our Executive Team as **Director of Performance and Reporting**. This is a nationally significant role, responsible for holding Scottish Water to account for its operational, financial, and investment performance.

You will lead the collection, analysis and reporting of critical data, provide transparent assurance to Ministers and the public, and ensure that every pound invested delivers maximum value for customers.

This is an exceptional opportunity for an experienced and inspirational leader with a passion for public value and a proven track record of delivering high-quality analysis and insight at an executive level.

You will be intellectually curious, strategic, and collaborative, with the ability to influence decision-making at the highest levels and show confident leadership to inspire diverse stakeholders.

If you are motivated by the opportunity to improve public services, protect the environment and shape the future of Scotland's water industry, we would be delighted to hear from you.

Applications in the form of a tailored CV and covering letter, highlighting your skills and experience pertinent to the role, should be sent to [ScotlandExecutive@LHH.com](mailto:ScotlandExecutive@LHH.com), arriving no later than **midnight on Monday October 20, 2025**.

For a confidential, informal discussion about the role, please contact LHH directly on **+44 (0)141 220 6460** or email [ScotlandExecutive@LHH.com](mailto:ScotlandExecutive@LHH.com).



# ABOUT

WICS is accountable through the Scottish Ministers to the Scottish Parliament, and ultimately to water and sewerage customers.

The **Water Industry Commission for Scotland (WICS)** is the economic regulator of Scottish Water, the publicly-owned provider of water and sewerage services across Scotland. Scottish Water delivers vital services to more than 2.5 million households and around 150,000 businesses, with an annual turnover of more than £1.3 billion.

Our statutory duties, set out under the Water Services etc. (Scotland) Act 2005, are to:

- **Promote the interests of customers**, including future generations.
- **Ensure customer charges represent the lowest reasonable overall cost** for Scottish Water to deliver the Scottish Ministers' objectives.
- **Challenge and report on Scottish Water's performance**, driving efficiency, transparency and sustainability.
- **Facilitate retail competition** in the non-household water and sewerage market.
- **Support the Scottish Government's Hydro Nation vision**, encouraging the development of Scotland's water sector as a world-leading asset.

WICS is accountable through the Scottish Ministers to the Scottish Parliament, and ultimately to water and sewerage customers. We work with stakeholders across government, industry and communities to secure a sustainable, resilient water industry for the long term.

Our **Corporate Plan for 2021-2027** sets out ambitious strategic objectives, including:

- Supporting the sector to achieve Ministers' long-term vision for water services.
- Challenging Scottish Water to deliver **best-in-class levels of customer service**.
- Becoming an **international leader in economic regulation**, sharing our expertise globally.
- Helping deliver a net **zero water industry by 2040**, aligning with Scotland's climate change targets.

As a small, expert, and collaborative organisation based in Stirling, we pride ourselves on rigorous analysis, independence of thought, and our ability to deliver outcomes that matter for customers and communities across Scotland.

You can learn more about how we operate by [watching this short video](#).





# THE ROLE

The **Director of Performance and Reporting** is a critical member of WICS' Leadership Team, responsible for leading the organisation's oversight of Scottish Water's operational, financial and investment performance.

This role provides strategic leadership for the Performance and Reporting Directorate, ensuring that WICS has robust, reliable data and insights to hold Scottish Water to account on behalf of customers.

Key responsibilities include:

- **Performance Monitoring and Analysis:** Lead the collection, validation and analysis of data on Scottish Water's costs, levels of service, investment delivery and financial performance. Ensure the accuracy and relevance of data to effectively monitor Scottish Water's performance against established benchmarks and regulatory requirements.
- **Regulatory Reporting:** Produce clear, authoritative performance reports that provide assurance to Ministers, Parliament and the public, and help shape government investment decisions.
- **Delivery Plan Oversight:** Lead the annual review process of Scottish Water's Delivery Plans to track progress against ministerial objectives and regulatory commitments.
- **Stakeholder Engagement:** Represent WICS at the Scottish Government Investment Group and other multi-stakeholder forums..

- **Risk and Insight:** Provide strategic advice to the Chief Executive and the Board on emerging risks, opportunities and sector trends, ensuring that WICS remains proactive and forward-looking.
- **Collaboration:** Work closely with the Director of Pricing and other directorates to inform price-setting decisions and ensure a joined-up approach across WICS' regulatory functions.
- **Leadership:** Inspire and develop a highly skilled team of analysts and engineers, ensuring the Directorate is high-performing, motivated and continuously learning.

This is a highly visible, influential position that offers the chance to work on issues of national importance, shaping a sector that is critical to Scotland's economy, environment and communities.





# THE PERSON

We are looking for a leader who not only has the technical expertise and strategic insight to excel in this role, but who will live and model WICS' values of **Support, Ambition, Integrity, Continuous Learning, Ownership and Respect**.



## Knowledge

- **Support & Integrity:** A deep understanding of performance and quality management processes, with a commitment to transparency and doing the right thing for customers and stakeholders.
- **Ambition:** Strong grasp of governance, accountability and public sector expectations, with the ability to challenge constructively and drive improvement.
- **Continuous Learning:** Awareness of relevant legislation, policy frameworks and emerging best practice, with the curiosity to seek new approaches and learn from other sectors.
- **Ownership:** Insight into risk management, change management and techniques for embedding continuous improvement across teams and organisations.
- **Ambition:** Strategic thinker with the ability to anticipate future challenges, innovate and shape the long-term direction of the water industry.
- **Integrity:** Outstanding communication skills – clear, evidence-based, and credible – with the ability to influence Ministers, Board members and senior industry figures.
- **Continuous Learning:** Highly analytical, able to translate complex data into actionable insights and meaningful performance stories.
- **Ownership & Respect:** A calm, decisive leader who takes responsibility, earns trust and inspires others through consistent, respectful engagement.

- **Integrity:** A track record of success in senior roles, with a reputation for fairness, objectivity and evidence-led decision-making.
- **Ownership:** Proven ability to lead through change, embedding a culture of accountability, learning, and continuous improvement.
- **Continuous Learning:** Experience in developing multi-disciplinary teams, coaching colleagues and building organisational capability.

## Skills

- **Support:** Excellent people skills, creating a collaborative, inclusive environment that empowers your team and builds confidence with colleagues and stakeholders.

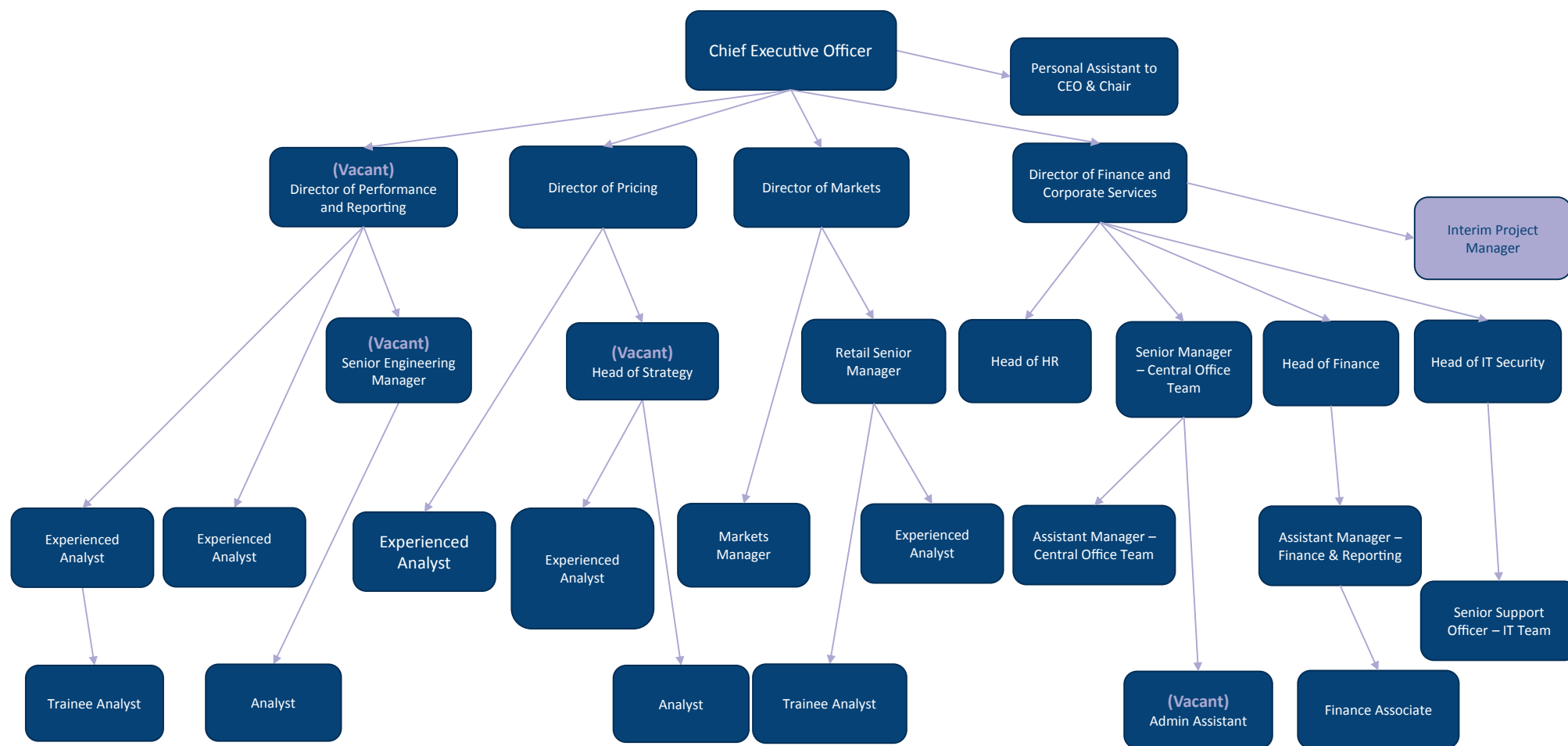
## Experience

- **Support & Respect:** Experience of partnership working with government, regulators or industry bodies, building positive and productive relationships.
- **Ambition:** Evidence of leading ambitious programmes of performance monitoring, regulatory reporting or operational assurance that deliver tangible results.

## Qualifications

- Educated to degree level or equivalent professional experience, with clear evidence of continuing professional development and commitment to personal growth.
- This role will suit someone who thrives on complexity, is motivated by public value, and shares our belief that a trusted regulator is essential to securing the long-term future of Scotland's water industry.
- A background in economics, finance or engineering is desired, but not essential.

# ORGANISATION CHART







# CONDITIONS & REMUNERATION

## Salary

£105,000p.a Full Time (35 hours per week)

## Place of Work

Stirling (Hybrid)

## Other Benefits

- You will be entitled to 31 days' paid holiday in any one year. In addition, WICS office is closed on Good Friday, Easter Monday and for two weeks over the Christmas period
- Membership of Falkirk Council Pension Scheme
- Access to Cyclescheme

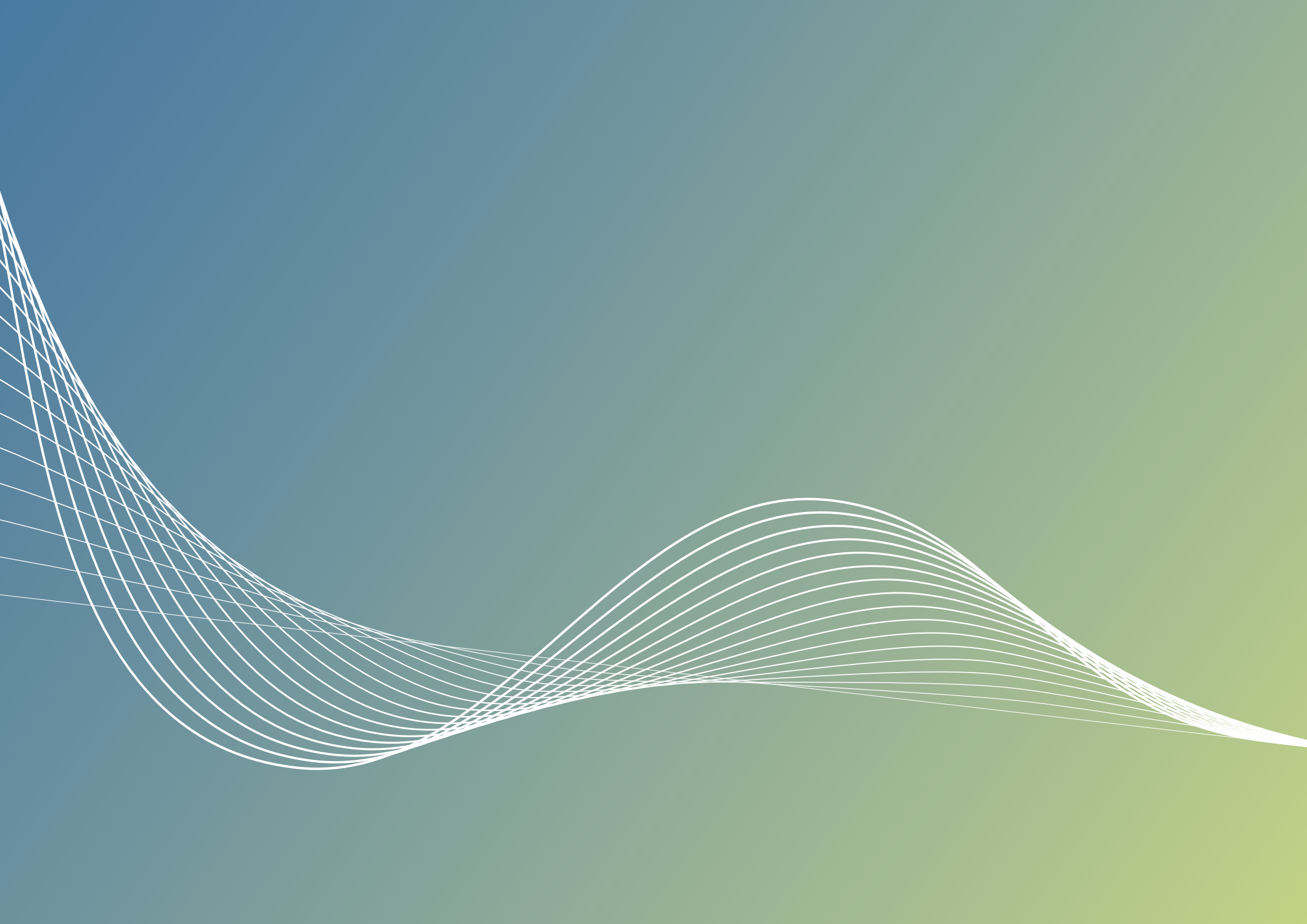
## Timescales

Closing date for applications:  
**Monday October 20, 2025**

## Interviews

W/C November 17, 2025.









# HOW TO APPLY

To apply for the post, please send a tailored CV and covering letter to [ScotlandExecutive@LHH.com](mailto:ScotlandExecutive@LHH.com)

Please note that the covering letter should be no more than two pages of A4 and should summarise your relevant skills and experience and motivations for applying for this role.

If you would like a confidential, informal discussion about the role then please contact Fizza Islam, LHH on **+44 (0)141 220 6460** or email the above address.

Equality, Diversity and Inclusion (EDI) is one of WICS Strategic Priorities. We are committed to supporting a diverse range of creative people, communities, and activity, promoting an equality of opportunity to create, participate and engage. We are constantly reviewing our approach to ensuring equality, diversity and inclusivity in our applications and would be pleased if you could complete an Equalities Monitoring Form.

Should you require any reasonable adjustments or wish to speak with a member of our team to discuss any particular circumstances, please email the above address.

**LHH Recruitment is Scotland's leading Executive Search team.  
We connect Scotland's top businesses with exceptional candidates –  
and we do it really well.**

We count innovators, creatives and leaders among the professionals we work with, and our clients and candidates span a diverse range of sectors and functions. From procurement and supply chain, medical, engineering, project management, accountancy, legal, transport and business transformation, to banking, the arts, government, technology, marketing and communications, not-for-profit and HR, our expertise is wide-reaching and our reach unparalleled.

We pride ourselves on our ability to give clients and candidates a competitive edge while making the recruitment process smooth, straightforward and – dare we say it – enjoyable. Whether you're taking the next step on the career ladder or building a bespoke and targeted recruitment strategy, our Scottish team will work hard to deliver a first-class service that meets your exact requirements.

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