



**Appointment of**

# **Director of Markets**

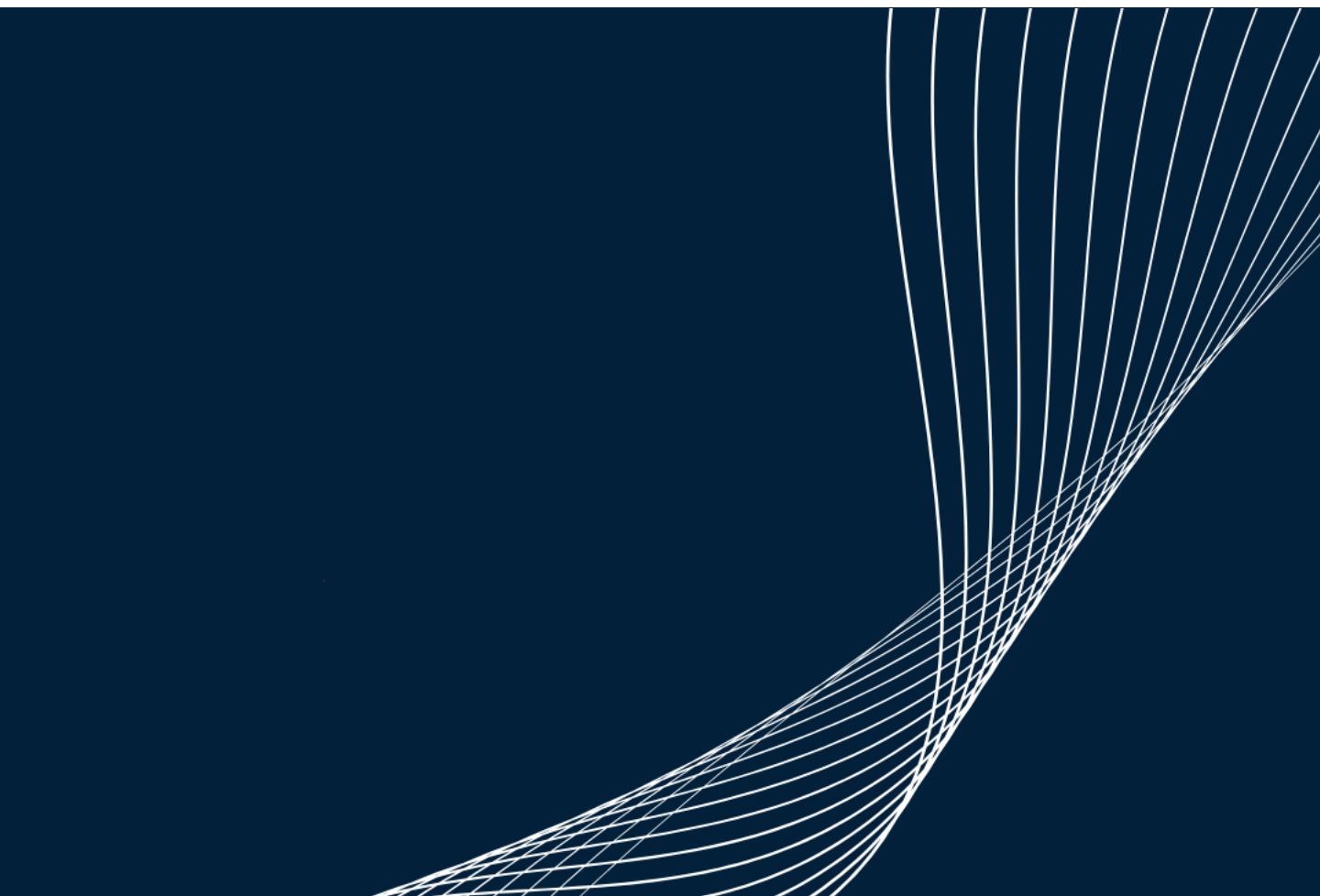
March 2025

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# Contents

3	About
4	The Role
6	Main Duties & Accountabilities
9	Person Specification
11	How to Apply & Terms of Appointment

“A world-leading  
regulator of a service  
that’s essential to life”





**WICS is the economic regulator of Scottish Water, the publicly-owned provider of water and sewerage services across Scotland.**

Scottish Water serves over 2.5 million households and 150,000 businesses, with an annual turnover of £1.3 billion. The water sector is vital to Scotland's prosperity, ensuring sustainable economic growth, environmental protection, and community well-being.

As a non-departmental public body, WICS has statutory responsibilities. Our role is to challenge Scottish Water to achieve long-term value and best-in-class service levels for customers and communities. Additionally, WICS oversees the competitive retail market for non-household water and sewerage services.

**Under the Water Services etc. (Scotland) Act 2005, our statutory duties include:**

- Promoting the interests of Scottish Water's customers, including future generations.
- Ensuring customer charges reflect the lowest reasonable overall cost for Scottish Water to deliver the Scottish Ministers' Objectives.
- Challenging Scottish Water to improve efficiency, sustainability, and performance reporting.
- Facilitating retail competition in the non-household market.

WICS also supports the Scottish Government's Hydro Nation vision under the Water Resource Act 2013.

**Our Strategic Objectives for 2021-2027, as outlined in the Corporate Plan, include:**

- Supporting the sector in achieving its long-term vision and delivering Scottish Ministers' Objectives.
- Challenging Scottish Water to achieve best-in-class customer service levels.
- Becoming international leaders in economic regulation, contributing to the Hydro Nation initiative.

All our decisions are framed by the Scottish Ministers' objective of achieving a net zero water industry by 2040 and ensuring the sector's sustainable long-term future.





# Overview

## Values, Behaviours and Equalities

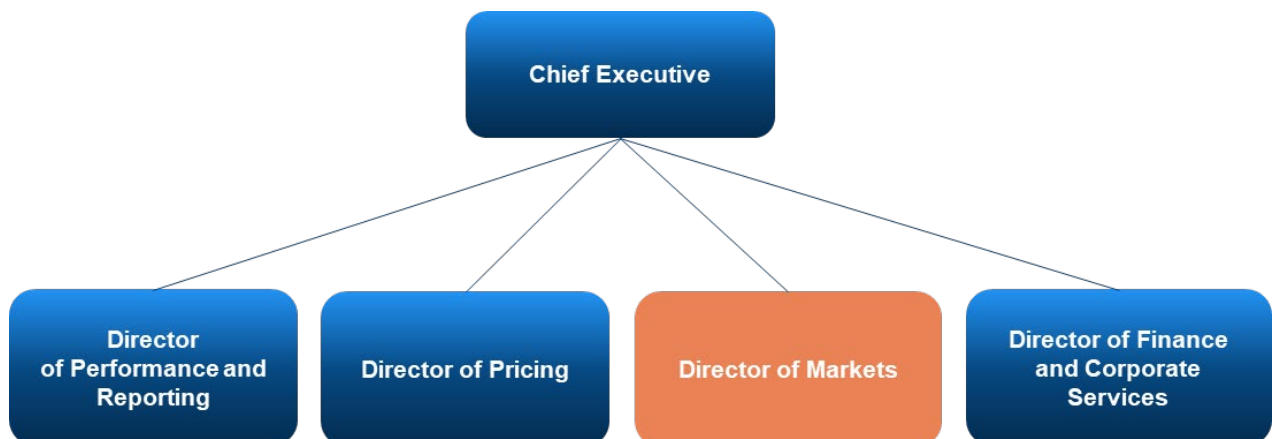
We want our colleagues to live our values. These values describe what we stand for and how we do things at WICS, whilst inspiring, challenging and guiding us towards the delivery of our organisational ambition and goals.

Our values are: As an organisation that operates in the public sector we subscribe to the seven principles of public life which are selflessness, integrity, objectivity, accountability, openness, honesty and leadership.

These values will also help us to achieve our equalities vision of being a proud, fair and cohesive organisation, a great place to work.

## WICS Organisational Structure

This structure is designed to ensure effective governance, clear accountability, alignment with our strategic goals, and the delivery of value for money throughout. It reflects our commitment to maintaining a robust regulatory framework and fostering collaboration across all departments.



Markets Directorate

The Markets Directorate at the Water Industry Commission for Scotland (WICS) focuses on using markets to deliver better value for water customers. While primarily concerned with Scotland’s retail non-household market, it has a clear ambition to expand its scope by adopting best practices from other jurisdictions to enhance efficiency and sustainability.

The directorate ensures a level playing field in the non-household retail market, oversees regulatory compliance, and assists customers and licensed providers. It reviews licence applications to ensure legal obligations are met and monitors market performance. By working closely with key stakeholders in the water industry, this directorate will be at the forefront of exploring ways markets could help bring greater value to water customers in Scotland.

Role profile

Job Title	Director of Markets
Directorate	Markets
Reports to	Chief Executive Officer
Location	Stirling (Hybrid)





## Main Duties And Accountabilities

The Director of Markets at WICS will lead the strategic direction, planning, decision making and overall performance of the Markets Directorate. This role is vital in ensuring that markets are used as an effective tool for delivering value for customers by:

1. **Lead Market Development and Regulation:** Shape the development of competitive markets in the water sector, ensuring market structures promote fairness, transparency, and a level playing field. While primarily focused on the retail non-household market, this also includes exploring other areas of best practice.
2. **Oversee Retail Market Performance:** Monitor and evaluate the performance of retailers to ensure compliance with licensing and market code obligations. Manage the process for modifying or revoking retail licences as necessary to maintain market integrity.
3. **Enhance Openness and Transparency:** Promote openness and transparency within the water market, fostering an environment where information is readily available and market activities are clear to all stakeholders. Support the development and adoption of a retail market Code of Practice to improve service transparency.
4. **Stakeholder Engagement and Collaboration:** Build and maintain strong relationships with key stakeholders, including the Scottish Government, Consumer Scotland, and other regulatory bodies. Engage regularly with stakeholders to discuss policy matters, market improvements, and customer service standards.
5. **Assurance, Compliance, and Enforcement:** Lead compliance investigations and enforcement actions to maintain a well-functioning market. Provide assurance to WICS and stakeholders that statutory duties are met and address any breaches swiftly.
6. **Strategic Input and Advisory Role:** Provide strategic advice to the WICS senior leadership team and the Board, highlighting market trends, opportunities for growth, and areas requiring regulatory attention. Ensure that the Directorate's strategies align with WICS's corporate objectives and statutory duties.



The Director of Markets is responsible for ensuring best practices across all areas and may undertake additional duties that support effective market operations.

Collaboration with the Director of Pricing will be essential to refining areas of contestability and the Scheme of Charges.

To support these objectives, the Director of Markets will manage a budget covering staff costs, consultancy support, and reasonable expenses, with final budget details to be confirmed. Subject to confirmation in phase 2, the directorate will likely comprise 1-2 direct reports and a total staff of 2-4 FTEs.

# Pay banding responsibilities

## Director Responsibilities

As Directors within WICS, there is a core responsibility to deliver on the statutory duties relating to your directorate, ensuring they are fulfilled in a manner that aligns with the standards set out in the Scottish Public Finance Manual (SPFM). Achieving these duties requires effective oversight and leadership in the following areas:

- **Governance:** Adhering to the WICS Corporate Governance Framework and promoting a respectful workplace culture.
- **Risk Management:** By proactively identifying, assessing, and mitigating both strategic and operational risks within the directorate, ensuring these risks are effectively managed to support organisational resilience and success.
- **Business Planning and Project Management:** Through developing strategic business plans and overseeing project delivery to ensure alignment with organisational priorities, timely completion, and adherence to budget constraints.
- **Financial Oversight and Contract Management:** By managing budgets responsibly, ensuring financial compliance, overseeing contract management to secure value for money, and aligning expenditure with business objectives.
- **Human Resources and Diversity:** Supporting effective service delivery, promoting equality, and fostering a positive workplace.
- **Compliance and Safety:** Ensuring adherence to fraud prevention, information security, and health and safety policies.

Directors must actively engage with these responsibilities to maintain robust governance and operational effectiveness within WICS. It is expected that Directors provide assurance to the Accountable Officer that these activities are undertaken robustly in line with the SPFM.

## Leadership Expectations

Leadership expectations for directors at WICS are crucial in ensuring that the organisation upholds its commitment to public sector values and achieving value for money while effectively delivering its strategic goals.

1. **Champion Organisational Values:** Actively promote and embody the seven principles of public life—selflessness, integrity, objectivity, accountability, openness, honesty, and leadership—in all actions and decisions.
2. **Enhance Staff Engagement:** Maintain open communication with staff, encourage feedback, and recognise contributions to foster an inclusive, trusting and collaborative working environment.
3. **Lead by Example:** Exhibit ethical behaviour and transparent decision-making, reinforcing WICS's mission and strategic objectives.
4. **Build Strategic Partnerships:** Develop strong relationships with internal and external stakeholders to support the achievement of WICS's goals.
5. **Drive Operational Excellence:** Promote efficient use of resources and a culture of continuous improvement and innovation within the team.
6. **Encourage Professional Development:** Support the growth of staff by providing training opportunities, mentoring, and resources for skill development.





## Person Specification

### Knowledge

- Knowledge and experience of setting or applying economic and incentive regulation.
- Knowledge of relevant national and international markets
- Understanding of relevant Legislation relevant to the role.
- Understanding of WICS policies and expectations placed on public bodies.
- Comprehensive understanding of performance and quality management processes.
- An understanding of equality issues and commitment to the aims and objectives of the WICS Equal Opportunities Policy and impact.
- A good knowledge of the potential of IT relevant to the service.
- Knowledge of successful techniques for problem solving and resolving conflicts between competing priorities.
- Understanding of change management processes and the ways that staff need to be supported.

### Experience

- Ability to manage a complex portfolio of work with a high degree of autonomy and deliver an ambitious agenda.
- Extensive proven track record of success within an organisation of comparable scope and complexity.
- Substantial work experience or appreciation of more than one discipline/area of service provision.
- Experience of establishing effective performance improvement measures and implementing continuous improvement methodologies.
- Experience of providing and developing services in partnership with other organisations.
- Experience of building and managing a highly motivated and successful team.
- Demonstratable experience of establishing effective performance measures and a performance culture that has achieved development and service objectives in a comparable organisation.

### Skills

- Strong interpersonal skills, with ability to build effective working relationships with a wide range of staff, managers, elected Members and external partners.
- Able to identify opportunities and take the initiative to deliver WICS's strategic objectives, leveraging analytical skills and resources inside and outside the organisation.
- Ability to demonstrate having led teams and relationships in a way that is aligned with WICS values of support, ambition, integrity, continuous learning, ownership and respect.
- Able to demonstrate a high standard of written and verbal communications skills, including report writing and presentation skills.
- Able to communicate effectively with a wide range of audience including elected Members, staff, strategic partners including external partners.
- Proactive approach to problem solving.

# How to apply

**Saxton Bampfylde Ltd is acting as an employment agency advisor to WICS on this appointment.**

Candidates should apply for this role through our website at [www.saxbam.com/appointments](http://www.saxbam.com/appointments) using code **QALAKE**.

Click on the 'apply' button and follow the instructions to upload a CV and cover letter and complete the online equal opportunities monitoring\* form.

The closing date for applications is noon on **Friday 2 May 2025**.

\* The equal opportunities monitoring online form will not be shared with anyone involved in assessing your application. Please complete as part of the application process.

As a Disability Confident employer, we will guarantee an interview for people with disabilities who meet all the essential criteria and so if you would like to be considered under this scheme then please let us know.

## GDPR personal data notice

According to GDPR guidelines, we are only able to process your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, genetic data, biometric data, health, sex life, or sexual orientation) with your express consent. You will be asked to complete a consent form when you apply and please do not include any Sensitive Personal Data within your CV (although this can be included in your covering letter if you wish to do so), remembering also not to include contact details for referees without their prior agreement.

## Due diligence

Due diligence will be carried out as part of the application process, which may include searches carried out via internet search engines and any public social media accounts.

# Terms of Appointment

This role will report into the CEO of WICS.

- **Location:** at the WICS office, based in Stirling
- **Salary:** competitive
- **Benefits:** local government pension scheme with 24.5% employer pension contribution; reimbursement for travel, subsistence and other expenses incurred on behalf of the Commission; 25 paid days annual leave plus 6 floating days.

# WICS

Economic  
regulation for  
Scotland's water

