

**Richard Leonard MSP**  
**Convener**  
**The Public Audit Committee**  
Room T3.60  
The Scottish Parliament  
Edinburgh  
EH99 1SP

30 April 2024

**Your Ref:**  
300424 PAC

Dear Convener

## **Further information relating to the 2022/23 audit of the Water Industry Commission for Scotland**

The Water Industry Commission for Scotland provided evidence to the Public Audit Committee on 21<sup>st</sup> March 2024 following the section 22 report by the Auditor General on the Annual Report and Accounts for the year 2022/23.

During this session, I committed to providing the following information:

- 1) A copy of the business case for the Chief Operating Officer's course at Harvard Business School in 2023. This is appended to this letter.
- 2) A list of the items, contributions/reimbursement payments to staff that resulted in personal tax implications. The items relating to the £3,394.07 paid as part of the PAYE Settlement Agreement (PSA) discussed during the session were: broadband and homeworking equipment (19%), staff entertaining (1%), staff gifts such as Amazon vouchers (72%), and eyecare (8%).
- 3) The amount of allowance/reimbursement for personal eye care. During the 22/23 year, employees could claim a contribution of up to £130 for glasses or contact lenses provided an eye test determined that an employee required glasses or contact lenses in the course of the employee's official duties and an itemised receipt accompanied the claim.
- 4) The value of six months' salary for the previous Chief Executive which was £84,800.

Please let me know if further information is required.

Yours sincerely,

**David Satti**  
**Interim Chief Executive Officer**

# Expenditure appraisal form

For purchases where a non-competitive action is proposed

This expenditure should be approved by the budget holder, the approval panel, Board (if over £100k) and Scottish Government (if over £20k)

---

## General information

<b>Title</b>	Advanced Management Programme
<b>Supplier</b>	Harvard Business School
<b>Estimated timing</b>	January – May 2023 (subject to admissions process)
<b>Lead purchaser</b>	Alan Sutherland
<b>Value*</b>	£68,000

\*including VAT

---

## DESCRIPTION OF PURCHASE

This request seeks approval for the Chief Operating Officer to attend the Harvard Business School Advanced Management Programme in Boston.

The programme comprises a blended modular approach from 4 January 2023 to 12 May 2023, with Modules 1 and 3 being virtual and self-paced and modules 2 and 4 in person on the HBS campus.

The programme builds on leadership skills and business competencies which will assist the COO in the development of her skillset. There is a strong focus on team building and collaboration.

---

## KEY DELIVERABLES

Blended modular programme comprising four modules:

04 JAN–11 FEB 2023 — Module 1 (Virtual, Self-Paced)

12 FEB–03 MAR 2023 — Module 2 (HBS Campus)

04 MAR–22 APR 2023 — Module 3 (Virtual, Self-Paced)

23 APR–12 MAY 2023 — Module 4 (HBS Campus)

---

## BENEFIT ANALYSIS

The office is committed to the development of its staff and this programme will build on current skills, broaden perspective, and enhance business vision, to assist in future-proofing the organisation.

---

Collaborative projects and assignments constitute a significant part of the programme and serve as great team building and communication exercises, through interaction with other professionals with diverse corporate experiences.

---

---

### **COST INFORMATION**

---

Advanced Management Programme – Harvard Business School \$84,000 (approx. £63,000). The programme fee includes tuition, books, case materials, accommodation and most meals for the HBS Campus modules.

Travel – flights from Scotland to Boston for HBS Campus modules x 2 - £5,000.

---

---

### **RISK ASSESSMENT**

---

Non-U.S. citizens or residents require a non-immigrant visa to attend the programme in the United States. The visa required is the 90-day B-1/B-2 Visa as program participants are not considered full-time enrolled students at Harvard University, and none of the programs require stays longer than 90 days. On successful admission to the programme, the admission letter should be sufficient to obtain a visa for entry into the United States.

---

---

### **JUSTIFICATION FOR USE OF NON-COMPETITIVE ACTION**

---

This programme is required for the development of a key employee. Not progressing with the approval of this procurement would impede the Commission’s aim to commit to the development of staff.

Several similar business schools were considered but the programme at Harvard meets the needs of the staff member. The programme is in a similar price range to other comparable courses.

---

---

### **SUSTAINABILITY ASSESSMENT**

---

Not applicable.

---

---

### **CONTRACT MANAGEMENT**

---

Not applicable

---

Preference	Business School	Programme	Summary	Format	Link	Dates	Cost	Benefits	Application Date
1	Harvard	Advanced Management Program: Prepare for the Highest Level of Leadership...	Explore global leadership in customer and product markets, changing geopolitical influences, and current capital markets.	Blended modular	<a href="https://www.exed.hbs.edu/advanced-management-program/">https://www.exed.hbs.edu/advanced-management-program/</a>	04.01.23-12.05.23 (blended modular) 04 JAN–11 FEB 2023 — Module 1 (Virtual, Self-Paced) 12 FEB–03 MAR 2023 — Module 2 (HBS Campus) 04 MAR–22 APR 2023 — Module 3 (Virtual, Self-	\$84000 / £62000	Gain new strategic insights, global perspectives, and leadership skills that enable you to lead change, drive innovation, and sustain a competitive advantage.	
5	Harvard	Program for Leadership Development: Accelerating the Careers of Hig...	Personalized to your leadership goals, the integrated four-module format provides an end-to-end view of business and the global marketplace.	Blended		05.07.22-23.01.23	\$52000 / £38000	Gain a holistic view of business operations that enables you to build high-performing global teams, lead cross-functional initiatives, and drive innovation and profitable growth.	
4	Harvard	General Management Program: Shaping the Future of Outstanding Leaders	The highly integrated on-campus and distance-learning modules will improve your ability to run an end-to-end business and play a greater role in corporate success.	Blended		09.01.23-28.04.22	\$75000 / £55000	Assess your strengths and weaknesses as a leader; expand your grasp of the whole range of company operations—from strategy and finance to marketing and leadership.	
2	Stanford	Stanford Executive Program : Be a leader who matters	A one-of-a-kind approach to leadership development and personal growth, the Stanford Executive Program builds off the passion and perspective of our faculty, participants, and environment to help you evolve on a personal level, drive change on an organizational level, and make a difference in the world at large. Explore fresh ways of thinking. Discover exciting new directions. Build a global network that will last a lifetime.	FT (6 weeks) or Flex (4 months with two 2 week on campus)	<a href="https://grow.stanford.edu/browse/stanford-executive-program/?program_type=management&amp;ab=browse&amp;campaignid=71700000088514177&amp;adgroupid=58700007495872353&amp;adgroup=MGT-NT+-+Management+-+Competitors+Executive&amp;kwid=43700067446926840&amp;utm_medium=cpc&amp;utm_source=GOOGLE&amp;utm_term=yale+executive+education&amp;matchtype=e&amp;extensionid=&amp;targetid=kwd-">https://grow.stanford.edu/browse/stanford-executive-program/?program_type=management&amp;ab=browse&amp;campaignid=71700000088514177&amp;adgroupid=58700007495872353&amp;adgroup=MGT-NT+-+Management+-+Competitors+Executive&amp;kwid=43700067446926840&amp;utm_medium=cpc&amp;utm_source=GOOGLE&amp;utm_term=yale+executive+education&amp;matchtype=e&amp;extensionid=&amp;targetid=kwd-</a>	FULL-TIME PROGRAM DATES June 17 – July 29, 2023  FLEX PROGRAM DATES October 29, 2022 – February 17, 2023 Module 1 : 2 weeks on campus Oct. 29 – Nov. 11, 2022 Module 2 : Live online learning Nov. 14, 2022 – Feb. 3, 2023 Module 3 : 2 weeks on campus Feb. 6 – Feb. 17, 2023	\$78000 / £56000	The Stanford Executive Program is a different kind of leadership program. Placing health and wellbeing on the same level as leadership learning, the SEP experience allows you to rediscover a level of deep authenticity and reconnect with a true sense of rejuvenation that will permeate life well beyond your time in the program. It's why you'll hear SEP Alumni use the adjective "life-changing" without a trace of hyperbole	FULL-TIME Round Deadline Decision By 1 - Dec 2 2022 2 - Mar.17, 2023  FLEX Round Deadline Decision By 1 Apr. 29, 2022 May 27, 2022 2 Aug. 19, 2022 Sep. 12, 2022
3	Yale	Yale Global Executive Leadership Program	The Yale Global Executive Leadership Program (YGELP) will prepare you for the highest levels of global leadership. You will leave the program equipped with strategic insights, leadership skills, and a deep understanding of global business context needed to drive growth and profitability in a high-performing organization. Your five weeks at Yale will include participation in the world-renowned Yale Chief Executive Leadership Institute and will culminate with a certificate of participation from the Yale School of Management.	10 months with 5 weeks on campus	<a href="https://som.yale.edu/programs/executive-education/for-individuals/yale-global-executive-leadership-program">https://som.yale.edu/programs/executive-education/for-individuals/yale-global-executive-leadership-program</a>		\$60000 / £44000	As a leader, the world expects you to compete strategically and win globally, no matter the odds. The Yale Global Executive Leadership Program prepares you for these challenges, to rise to the highest levels of global leadership. You will leave the program equipped with strategic insights, leadership skills, and the deep understanding of global business context needed to drive growth and profitability in a high-performing organization.	Rolling