

Date	Meeting	Category
12/01/2023	All staff call	Internal
26/01/2023	All staff call	Internal
09/02/2023	All staff call	Internal
23/02/2023	All staff call	Internal
23/03/2023	All staff call	Internal
30/03/2023	Corporate call	Internal
04/04/2023	All staff call	Internal
05/04/2023	Corporate call	Internal
13/04/2023	Corporate call	Internal
20/04/2023	All staff call	Internal
18/05/2023	All staff call	Internal
01/06/2023	All staff call	Internal
08/06/2023	Corporate call	Internal
12/06/2023	All staff call	Internal
14/06/2023	Corporate call	Internal
23/06/2023	Corporate call	Internal
26/06/2023	Catch up [redacted]/WICS	External - international New Zealand
26/06/2023	Drainage modelling catch up	Internal - industry analysis
26/06/2023	Health Check	Internal - retail market
28/06/2023	Catch up	Internal
28/06/2023	NER looking forward: catch up	External - international OECD
28/06/2023	Corporate call	Internal
28/06/2023	Catch up on the drainage analysis	Internal - industry analysis
29/06/2023	Alan Sutherland Alex Plant	External - Scottish Water
29/06/2023	Alan Sutherland [redacted] face to face	External - Scottish Water
29/06/2023	Stakeholder Advisory Group	External - Scottish multi stakeholder
30/06/2023	Board pre-meeting	Internal
30/06/2023	All staff call	Internal
30/06/2023	All staff call	Internal
30/06/2023	Call: WICS/Oxera	External - Economics consultant
03/07/2023	WICS/Oxera meeting	External - Economics consultant
04/07/2023	Run through of slides: drainage	Internal - industry analysis
04/07/2023	Recruitment catch-up / Assessment centre	Internal
04/07/2023	Indepen	External
05/07/2023	Drainage model consensus review	Internal- industry analysis
05/07/2023	[redacted] ECOSA / Alan	External - international
05/07/2023	Corporate call	Internal
05/07/2023	Catch up (Jo Armstrong)	Internal
06/07/2023	WICS Board meeting	Internal
06/07/2023	Policy Development Steering Group	External - Scottish Government
07/07/2023	Weekly catch up	Internal
07/07/2023	MHC update	Internal - retail market
07/07/2023	SRC21 Review Interview - Alan	Internal
10/07/2023	Enquiry discussion	Internal
10/07/2023	Meeting with analysts	Internal
11/07/2023	Oxera/WICS session	External - Economics consultant
12/07/2023	WIC Workshop	External - Scottish Water
13/07/2023	Meeting with SW, SG, WICS	External - Scottish multi stakeholder

Date	Meeting	Category
13/07/2023	All staff call	Internal
14/07/2023	Weekly catch up	Internal
14/07/2023	Corporate call	Internal
14/07/2023	NZ data tables	Internal
17/07/2023	Catch up [redacted]/WICS	External - international New Zealand
17/07/2023	Monthly WICS/ Consumer Scotland liaison	External - Scottish stakeholder
18/07/2023	Breakfast - Alan and [redacted]	External - Scottish Water
18/07/2023	Oxera/WICS session	External - Economics consultant
18/07/2023	Oxera/WICS session	External - Economics consultant
19/07/2023	Catch up	Internal
19/07/2023	Coffee: Alan, Donald and [redacted]	External - legal
19/07/2023	WICS, SG, SW. [redacted]	External - legal
19/07/2023	Dinner - La Garrigue [redacted], [redacted] & Alan	External - legal
20/07/2023	AC: Panel Interview	Internal
20/07/2023	AC: Scoring	Internal
20/07/2023	In person Ops Board	Internal
21/07/2023	Catch up [redacted] BDO	External - international
21/07/2023	Weekly catch up	Internal
21/07/2023	With [redacted] Taumata Arowai	External - international
24/07/2023	Catch up David Satti	Internal
24/07/2023	Alan Sutherland / Rob Mustard - catch up	External - Scottish Water
25/07/2023	Catch up Michelle Ashford	Internal
26/07/2023	Alan Sutherland (Water Industry Commission) & [redacted] (RRA) Re: Stakeholder feedback - Alex Plant	External - Scottish Water
26/07/2023	Call: Alan Sutherland / [redacted] SAXBAM	External - recruitment
26/07/2023	All staff call	Internal
27/07/2023	Board pre-meeting	Internal
27/07/2023	Catch up with Andrea Mancini/Alan Sutherland - Brian Strathie	External - Scottish Water
28/07/2023	WICS/Oxera meeting	External - Economics consultant
02/08/2023	Water economics - University of Sheffield research interview with Alan Sutherland	External
02/08/2023	Weekly call with Alan Sutherland, [redacted]	External - Scottish Water
02/08/2023	Catch up on SRC	Internal
02/08/2023	Business Stream: proposed finance facility - [redacted]	External - Business Stream
03/08/2023	Call Alex	External - Scottish Water
03/08/2023	Board meeting	Internal
04/08/2023	WICS/ Oxera / Scottish Water	External - Economics consultant
07/08/2023	SRC21 Review	Internal
08/08/2023	WICS & EBRD	External - international
09/08/2023	Funding ranges for an SR25 with WICS[redacted]	External - Scottish Water
09/08/2023	Catch up	Internal

Date	Meeting	Category
10/08/2023	WICS/[redacted]	External - international New Zealand
10/08/2023	Corporate call	Internal
10/08/2023	Follow up, [redacted]	External - legal
10/08/2023	All staff call	Internal
11/08/2023	Weekly Catch up	Internal
14/08/2023	Monthly WICS/ Consumer Scotland liaison	External - Scottish stakeholder
15/08/2023	MHC - Quadripartite co-operation agreement	External - Scottish multi stakeholder
15/08/2023	Catch up re NZ	Internal
15/08/2023	FPP Catch up - Colin McNaughton	Internal
16/08/2023	Call Alex Plant	External - Scottish Water
16/08/2023	Catch up on outputs table	Internal
17/08/2023	Corporate call	Internal
18/08/2023	Weekly catch up	Internal
22/08/2023	WICS ARC	Internal -Audit and Risk Committee
22/08/2023	ApaVital analysis	Internal
22/08/2023	OECD PAFER Brazil's ANA: Mission briefing	External - international
23/08/2023	Hi-Level Steering Group (in person) - Alex Plant	External - Scottish Water
24/08/2023	Meeting WICS/Oxera	External - consultant
24/08/2023	Call: Alan Sutherland / [redacted] SAXBAM	External - recruitment
25/08/2023	Weekly catch up	Internal
29/08/2023	PAFER review of Brazil's water regulator (ANA)	External - international
30/08/2023	PAFER review of Brazil's water regulator (ANA)	External - international
31/08/2023	PAFER review of Brazil's water regulator (ANA)	External - international
31/08/2023	Annual return - [redacted] (Ernst Young)	External
01/09/2023	PAFER review of Brazil's water regulator (ANA)	External - international
04/09/2023	Catch-up	Internal
05/09/2023	Singapore Water Agency (PUB)/WICS	External - international
06/09/2023	Lunch with [redacted] PipeX	External - consultant
06/09/2023	Call: [redacted] SAXBAM & WICS	External - recruitment
07/09/2023	Board update meeting	Internal
07/09/2023	All staff call	Internal
07/09/2023	Alan Sutherland / Rob Mustard catch up	External - Scottish Water
08/09/2023	Analysis on cost of flooding - Colin McNaughton	Internal - industry analysis
11/09/2023	Meeting ANRSC	External - international
11/09/2023	Meeting ANRSC	External - international
11/09/2023	Dinner - WICS, BDO & ANRSC	External - international
12/09/2023	Meeting with EBRD	External - international
12/09/2023	Meeting with EU SRSS	External - international
12/09/2023	Meeting EIB	External - international

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12/09/2023	Legal catch up - Brian Strathie	External - Scottish Water
12/09/2023	Dinner- ApaVital	External - international
13/09/2023	Meeting: ApaVital [redacted]	External - international
13/09/2023	Meeting: ApaVital (Economics/finance dept)	External - international
14/09/2023	Meeting: Apa Canal [redacted]	External - international
15/09/2023	Meeting: ANRSC	External - international
18/09/2023	Indepen Forum briefing call	Conference
18/09/2023	Catch up re Taumata Arowai - Andrea Mancini	Internal
18/09/2023	Monthly WICS/ Consumer Scotland liaison	External - Scottish stakeholder
18/09/2023	Debrief - [redacted]	External - legal
19/09/2023	Catch up: [redacted]/AS BD costs	Internal
19/09/2023	Catch up - Andrea Mancini	Internal
20/09/2023	IPPG / DAG meeting	External - Scottish multi stakeholder
21/09/2023	NZ Study Tour - Scottish Water	External - international
21/09/2023	NZ officials / SEPA (incl lunch)	External - international
21/09/2023	NZ officials discussions with WICS	External - international
21/09/2023	All staff call: DPO FOI training session	Internal
21/09/2023	SG: Meeting with New Zealand officials	External - international
21/09/2023	NER Bureau call	External - international
22/09/2023	Weekly Catch up	Internal
22/09/2023	Catch up BD	Internal
22/09/2023	Barbados Agenda run through	Internal
22/09/2023	Hi-Level Steering Group (in person) - Alex Plant	External - Scottish multi stakeholder
25/09/2023	WICS/Oxera meeting	External - consultant
26/09/2023	Incident Scenario exercise: cyber security	Internal
26/09/2023	WICS/Oxera meeting	External - Economics consultant
26/09/2023	Alan Sutherland / Rob Mustard catch up	External - Scottish Water
27/09/2023	Board pre-meeting	internal
28/09/2023	Catch up re Barbados agenda	internal
28/09/2023	St Andrews Career Talk	External - recruitment
28/09/2023	Lunch with [redacted]	External - recruitment
29/09/2023	Weekly catch up	Internal
29/09/2023	Catch up Severn Trent and Welsh analysis	Internal
29/09/2023	RCC S&W/WICS	External - legal
29/09/2023	Reconvene	internal
02/10/2023	Preview Session: Consumer Scotland modelling of household water affordability	External - Consumer Scotland
04/10/2023	WICS/Oxera meeting	External - consultant
05/10/2023	Alan Sutherland & [redacted] catch up	External - international New Zealand
05/10/2023	Board meeting	Internal
05/10/2023	Catch up - Donna Very	Internal
05/10/2023	Dinner SW/SG/WICS/Water UK	External
06/10/2023	Scottish Water/Water UK visit	External

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06/10/2023	Catch-up on analysis for Indepen presentation	Internal
06/10/2023	Catch up on slide material - Andrea Mancini	Internal
09/10/2023	Barbados study tour day 1	External - international
10/10/2023	Barbados study tour day 2	External - international
12/10/2023	Meet Alex Plant	External - Scottish Water
13/10/2023	WICS/Oxera meeting	External - consultant
16/10/2023	Catch up Colin McNaughton	Internal
16/10/2023	Longlist meeting: WICS, Head of Corporate Services - [redacted] / [redacted] / [redacted], SaxBam - Alan Sutherland , Donna Very	External - recruitment
16/10/2023	Long list - SAXBAM	External - recruitment
16/10/2023	Chair / CEO weekly catch up	Internal
17/10/2023	Moody's event UK Water 2023	Conference
17/10/2023	Indepen Forum	Conference
18/10/2023	WICS/DIA online meeting	External - international
19/10/2023	Catch up: Jo and Alan	External - Business Stream
20/10/2023	Chair / CEO weekly catch up	Internal
23/10/2023	Catch-up [redacted]/AS	External
24/10/2023	Catch up re BD	Internal
24/10/2023	WICS Audit Clearance Meeting	External - Audit
24/10/2023	Queensland porposal	Internal
24/10/2023	Catch-up David Satti	Internal
25/10/2023	QLD Water Reform discussion	External - international
25/10/2023	Board pre-meeting	Internal
25/10/2023	Sabah State Government visit roundtable	External - international
25/10/2023	RCC Discussion (WICS/S+W)	External - legal
25/10/2023	Intro session with [redacted] / [redacted]	External - Scottish Water
27/10/2023	Meeting with WICS/Oxera	External - economics consultant
30/10/2023	Quadri-partite Steering Group	External - multi stakeholder
30/10/2023	Slides - Colin McNaughton	Internal
31/10/2023	Alan/[redacted] Catch up	External - Scottish Water
31/10/2023	Shortlist meeting WICS, Head of Corporate Services	External - recruitment
01/11/2023	Welsh Water Board Strategy Day	External - UK Water company
02/11/2023	Board meeting	Internal
07/11/2023	Evidence session - Scottish Parliament	External - Scottish Government
07/11/2023	Accountable Officer Event	Conference
08/11/2023	Breakfast - Alan and [redacted]	External - Scottish Water
08/11/2023	AlphaSights Client Call	External
09/11/2023	All staff call	Internal
09/11/2023	SW/WICS Investment Strategy discussion , [redacted]	External - Scottish Water
09/11/2023	Andrea Mancini's Zoom meeting	Internal
10/11/2023	Weekly catch up	Internal
10/11/2023	Catch up Donna Very	Internal
13/11/2023	WICS catch-up	Internal

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13/11/2023	Meeting: Alan, Donald and Robin	Internal
13/11/2023	Meeting to discuss draft Annual Audit Report	External - Audit
13/11/2023	Monthly WICS/ Consumer Scotland liaison	External - Scottish stakeholder
15/11/2023	ECOSA / WICS	External - international
15/11/2023	Looking at Opex efficiency for methodology	Internal
16/11/2023	Face to face catch up Alan Sutherland and [redacted]	External - Scottish Water
16/11/2023	Weekly Catch up	Internal
16/11/2023	Stakeholder Advisory Group	External - multi stakeholder
17/11/2023	Meeting with WICS/Oxera	External - consultant
20/11/2023	Catch-up [redacted]	Internal
20/11/2023	Approval panel	Internal - financial approval
21/11/2023	WICS ARC	Internal - audit and risk committee
27/11/2023	Catch-up [redacted]	Internal
27/11/2023	Catch-up Colin McNaughton	Internal
28/11/2023	Call with Alan Sutherland/[redacted]	External - Economics consultant
29/11/2023	Appraisal Alan Sutherland	Internal
30/11/2023	Senior Leadership Meeting	Internal
01/12/2023	Senior Leadership Meeting	Internal
03/12/2023	Catch up [redacted]	Internal
04/12/2023	Senior Leadership Meeting	Internal
04/12/2023	Catch up [redacted]	Internal
05/12/2023	Senior Leadership Meeting	Internal
05/12/2023	Approval panel	Internal - financial approval
06/12/2023	Catch up - tariff harmonisation	Internal - industry analysis
07/12/2023	Board meeting	Internal
08/12/2023	Catch up: Alan & [redacted]	External - Scottish Water
08/12/2023	HOLD - catch up in person David Satti	Internal
08/12/2023	Catch up - WICS / Fair Trading Commission	External - international
11/12/2023	Catch up (directors)	Internal
12/12/2023	Catch up (directors)	Internal
12/12/2023	Catch up (directors)	Internal
13/12/2023	IPPDG Meeting	External - multi stakeholder
14/12/2023	SLT meeting	Internal
14/12/2023	All staff meeting	Internal
15/12/2023	Weekly catch-up	Internal
15/12/2023	S+W / WICS Pre-meet	External - legal
15/12/2023	[redacted] KC	External - legal
15/12/2023	[redacted] KC	External - legal
18/12/2023	Meeting with WICS/Oxera	External - consultant
18/12/2023	[redacted]	External
18/12/2023	Approval panel	Internal - financial approval
19/12/2023	Meeting Alan, Donald, Ann Allen	Internal
21/02/2023	ARC meeting	Internal - audit and risk committee
30/05/2023	ARC meeting	Internal - audit and risk committee

Date	Meeting	Category
22/08/2023	ARC meeting	Internal - audit and risk committee
09/02/2023	Board update meeting	Internal
01/06/2023	Board update meeting	Internal
07/09/2023	Board update meeting	Internal
06/06/2023	Operational Board	Internal
15/06/2023	Operational Board	Internal
12/01/2023	Operational Board	Internal
17/01/2023	Operational Board	Internal
26/01/2023	Operational Board	Internal
28/02/2023	Operational Board	Internal
28/03/2023	Operational Board	Internal
05/04/2023	Operational Board	Internal
18/04/2023	Operational Board	Internal