



Department
for Environment
Food & Rural Affairs



The voice for water consumers
Llais defnyddwyr dŵr



Llywodraeth Cynulliad Cymru
Welsh Assembly Government

Appointment of Chair of the Consumer Council for Water

Briefing pack for applicants

Closing Date: 9 October 2023

Reference: APPT05-23



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Ministerial message to candidates

Dear Candidate

Thank you for your interest in becoming Chair of the Consumer Council for Water.

CCW is the consumer body for all water consumers in England and Wales. It is a Non-Departmental Public Body set up by government to represent water consumers' interests and provides services to consumers and government through advocacy work and research. It ensures that the collective voice of consumers, particularly those in vulnerable circumstances, are heard in water debates in England and Wales and that consumers remain the focus of the water industry priorities.

There is a lot going on in the water sector, and CCW plays a crucial role in ensuring that the views of water consumers, both households and businesses, are heard and acted upon. This will be more important than ever to meet the challenges of climate change, population growth and the cost of living. These issues impact upon the water industry and water consumers in a range of different ways – for example, pressures on water resources in some parts of England and Wales following last year's extensive and prolonged drought and an increasing number of household and business customers are experiencing difficulties paying their water bills.

CCW continue to deliver a wide range of benefits and support for water consumers. In 2022/23 it delivered successful campaigns on support for customers who experienced sewer flooding and supply interruptions; three quarters of recommendations from CCW's Affordability Review have been implemented; and it secured a total of £861,982.67 compensation for consumers.

To meet the exciting but challenging period ahead, the successful candidate will provide leadership, vision, independent advice and support to CCW while working collaboratively with other Board members and a wide range of stakeholders.

If you think that you have the ability to take on this rewarding role, then I strongly encourage you to apply. Applicants from diverse backgrounds are particularly welcomed.

REBECCA POW MP

Minister for Environmental Quality and Resilience



Defra mission statement

The Defra group is here to make our air purer, our water cleaner, our land greener, and our food more sustainable. Our mission is to restore and enhance the environment for future generations, and to leave the environment in a better state.

This matters because enhancing nature and green spaces enhances lives and livelihoods, contributing to a strong economy. Our wellbeing, our physical and mental health, our love of place and landscape, and our intrinsic need for beauty, awe and wonder, are all intimately bound up with a thriving natural environment.

Appointing high-calibre people from diverse backgrounds with relevant skills, knowledge and experience to the boards of our public bodies will help us to ensure that our work is more effective, resilient and accountable.

Equal Opportunities

UK government has a policy of equality of opportunity. We aim to promote equal opportunity policies whereby no one suffers unfair discrimination either directly or indirectly, or harassment, on grounds such as race, colour, ethnic or national origin, sex, gender identity, marital status, disability, sexual orientation, religious beliefs or age.

Diversity

We positively welcome applicants from all backgrounds. All public appointments are made on merit following a fair and open competition as regulated by the Office of the Commissioner for Public Appointments.

Disability

We guarantee to interview anyone with a disability whose application meets the minimum criteria for the post. 'Minimum criteria' means you must provide sufficient evidence in your application, demonstrating that you meet the minimum level of competence required for each essential criterion, as well as meeting any of the qualifications, skills or experience required. The Cabinet Office and Defra is committed to the employment and career development of disabled people. To show this we proudly display the Disability Confident Leader logo. More information about Disability Confident Leaders is available by clicking this [link](#). If a person with disabilities is put at a disadvantage compared to a nondisabled person, we have a duty to make reasonable changes to our processes where possible. If you need a change to be made so that you can make your application, please refer to the '[How to apply](#)' section below.

About CCW

About Us

CCW is the independent voice for water consumers in England and Wales. We help thousands of people resolve complaints against their water company, while providing free advice and support.

CCW is a Defra Non-Departmental Public Body in England and a statutory body in Wales. It is accountable to the Secretary of State of the Department for the Environment, Food and Rural Affairs and Welsh Government Ministers.

Our work

We are a small values-led organisation that punches above its weight. We are clear about what we expect from each other and how we will work with others. Our values are:

- Positive energy
- Respect for all
- Innovative spirit
- Delivering our promises
- Engaged as one

As we look ahead to the coming years, we have a clear vision of what we aim to achieve on behalf of water consumers in England and Wales. This mission is supported by strategic ambitions and delivered through a series of key campaigns.

In 2022/23, our achievements included gaining compensation of £861,982.67 for our customers, securing improved support for customers that suffer sewer flooding and publishing a five-year review of the water retail market. We are now working on our [2023/24 work programme](#), which includes five programmes of work that form the foundations of what we do:

- People and the environment
- A sector that works for people
- Affordability and vulnerability
- Price review
- Business customers

In 2023/24 we will be campaigning on:

- Drought
- Ending water poverty
- Guaranteed standards scheme

Using what we learn directly from consumers, together with our own research, we are able to provide a trusted and credible source of intelligence that is rooted in people's real-life experiences. This enables us to share best practice and improve industry standards.

As well as the strategic priorities set out above, in 2023/24 we will also continue to influence changes across the sector. Our approach to this work reflects our evolving culture with a strong emphasis on collaboration. We believe it is critical the industry adopts this same approach and develops a common culture that is truly motivated by serving and protecting the interests of consumers.

Our Consumer Relations team help consumers directly and in 2022/23 they handled 7,750 complaints and 3,857 enquiries. From December 2023 we will introduce a one-stop shop for mediation and adjudication for the water sector.

People are at the heart of everything we do, whether that's influencing policy change or handling each complaint with respect. As a team, we are committed to protecting everyone who uses water, now and in the future and making sure that our priorities are aligned to those of our customers.

About the Board

CCW is governed by a Board that is responsible for setting CCW's strategic aims, values, and policy priorities. The Board is also responsible for promoting the efficient and effective use of its staff and other resources, whilst ensuring that it fulfils the aims and objectives of the Secretary of State and Welsh Government Ministers.

CCW has two statutory committees, one for England and one for Wales. These committees provide advice and information to the Board on consumer matters affecting the areas of the relevant water companies (referred to as undertakers in the Act) allocated to that committee.

The Board consists of the Chair, a Welsh Committee Chair, five Board Members and the Chief Executive – full details can be found at [Annex A](#). As well as the Committees for England and Wales the Board has established three other committees:-

- Audit and Risk Management Committee
- HR & Remuneration Committee; and
- Industry Advisory Panel

The Board may also establish from time to time such other committees as it thinks appropriate to secure the efficient discharge of its business. All Board Members are expected to serve on at least one of the statutory committees and one of the other committees.

The Board has agreed a set of principles that underpin how it operates - see [Annex B](#).

Day-to-day responsibility for the management of CCW is delegated to the Chief Executive.

CCW has offices in Birmingham and Cardiff, and moved to new Government hub buildings in both locations in 2021.

The Board currently meets six times a year. Meetings are usually held at CCW's offices in Birmingham with one meeting each year held in Cardiff.

Further Information

Further information about CCW, including the Board's Code of Governance and meetings of its Committees for England and Wales is available from the CCW website <https://www.ccwater.org.uk/>.

Role specification

We wish to attract high-calibre applicants from diverse backgrounds who can provide strong leadership to the Board. **The Chair has the following leadership responsibilities:**

- Lead on formulation of CCW's strategy.
- Leading the board in its relationship with the Executive, providing support but constructively challenging where needed.
- Lead the board to take evidence-based decisions based on relevant information and research.
- Work closely with the Chief Executive and Executive Team to support their delivery of CCW's strategy.
- Acting as the public face of CCW to raise its profile not only with consumers but also policy makers and government.
- Campaigning on behalf of consumers and championing their views to Ofwat, policy makers and Government.
- Ensuring that the board, in reaching decisions, takes proper account of guidance provided by Welsh Government Ministers and/or the Secretary of State of appropriate departments.
- Promoting the efficient and effective use of staff and other resources; and
- Delivering high standards of regularity and propriety.

The Chair also has an obligation to ensure that:

- The work of the board and its members are reviewed and are working effectively.
- The board has a balance of skills appropriate to directing CCW's business, as set out in legislation and the Government Code of Practice on Corporate Governance.
- Board members are fully briefed on terms of appointment, duties, rights, and responsibilities.
- He or she, together with the other board members, receives appropriate training on financial management and reporting requirements and on any differences that may exist between private and public sector practice.
- The performance of individual board members is assessed annually and when being considered for reappointment.
- There is a code of practice for board members in place consistent with the Cabinet Office model Code of Conduct for Board Members; and
- Ensure the Board and Staff are aware of the specific legislative and regulatory framework in Wales, that CCW engages effectively with the Welsh Government, Welsh customers, and operates in accordance with the Welsh Language.

The successful candidate must abide by the Nolan principles of public service and the 12 Principles of Governance for all Public Body NEDs (attached at [Annex A](#) and [Annex B](#)) and the [Code of Conduct for Board members](#).

Essential criteria

Candidates must be able to demonstrate all the following essential criteria:

1. A strong, visible, and effective values driven leader with an ability to lead an organisation through periods of operational and cultural change.
2. The ability to raise the profile of an organisation, both to the public and stakeholders and to act as its public face advocating the work that it does.
3. A collaborative approach with the ability to manage and maintain successful relationships with all levels of government, business, and local stakeholders.
4. The ability to effectively communicate the views of consumers to water companies, fellow regulators, and central government.
5. An ability to manage a board to reach a consensus and sound knowledge and expertise in good governance at senior levels in a large organisation in either the private or public sector, and an understanding of working with government.

Terms of appointment

Time commitment

The successful candidate will be expected to make a time commitment of up to two days per week, which will include preparation for and participation in Board meetings.

Remuneration and expenses

The remuneration for the role is £36,400 per annum. Reasonable expenses are also payable in line with CCW's Travel and Subsistence Policy. The role is non-pensionable.

Period of appointment

It is anticipated that successful candidate will take up appointment at the beginning of January 2024.

Appointment will be initially for three years. A further appointment of up to three years may be made subject to satisfactory performance assessment and will be at the discretion of ministers.

Location

The Board will normally meet six times a year. Meetings are normally held at CCW offices in Birmingham and Cardiff.

The recruitment process

The closing date for applications is noon on 9 October. We expect to have shortlisted by 27 October, with Panel interviews expected during the week commencing 20 November.

It is essential that your statement of suitability gives full but concise information relevant to the appointment, clearly demonstrating how you meet each of the [essential criteria](#).

The Advisory Assessment Panel will consist of Martin Woolhead, (Deputy Director Water Services, Defra) as chair, Claire Fernandes (Welsh Government) and Kate Denham (Board Member, Transport Focus) as the independent panel member.

Interviews are expected to take place at Defra's offices at 2 Marsham Street, London.

Further details about the format will be provided in advance.

These are Ministerial appointments and all candidates deemed appointable by the Panel may meet with the Minister before a final decision is made.

You will be able to claim reasonable travel expenses incurred travelling to and from the interview (please note you may be asked to justify travelling costs if Defra considers the claims excessive). Please let Defra know beforehand if you are likely to claim, along with the approximate costs by contacting publicappts@defra.gov.uk and by quoting reference number: APPT05-23.



How to apply

In order to apply you will need to visit <https://apply-for-public-appointment.service.gov.uk/roles> and either [create an account](#) or [sign in](#).

Once you are logged into your account, click on 'apply for this role' and follow the on-screen instructions. To apply, all candidates are required to provide:

- a Curriculum Vitae (CV)
- a supporting statement or no more than 1,000 words, setting out how you meet the [essential criteria](#) – make sure you refer to the contents of this document and provide specific examples
- equality information
- information relating to any outside interests or reputational issues

We will ask you to check and confirm your personal details to ensure your application is accurate.

You will also have the opportunity to make a reasonable adjustment request or apply under the disability confident scheme before you submit your application.

The Advisory Assessment Panel reserves the right to only consider applications that contain all of the elements listed above, and that arrive before the published deadline for applications.

If you have any questions about the appointments process, please email the Public Appointments Team at publicappts@defra.gov.uk

For an informal discussion about the role please contact the CCW Board Secretary at Alison.Townsend@ccwater.org.uk

Completed applications should be submitted online at <https://apply-for-public-appointment.service.gov.uk/roles> by the closing date 9 October 2023

Ineligibility criteria

You cannot be considered for a public appointment if:

- you become bankrupt or make an arrangement with creditors;
- your estate has been sequestrated in Scotland or you enter into a debt arrangement programme under Part 1 of the Debt Arrangement and Attachment (Scotland) Act 2002 (asp 17) as the debtor or have, under Scots law, granted a trust deed for creditors;
- you are disqualified from acting as a company director under the Company Directors Disqualification Act 1986;
- you have been convicted of a criminal offence, the conviction not being spent for the purposes of the Rehabilitation of Offenders Act 1974 (c. 53);
- you become subject to a debt relief order or a bankruptcy restrictions order;
- you fail to declare any conflict of interest.

Conflicts of interest and due diligence

If you have any interests that might be relevant to the work of CCW, and which could lead to a real or perceived conflict of interest if you were to be appointed, please provide details in your application. If you have queries about this and would like to discuss further, please contact the [Public Appointments Team](#).

Given the nature of public appointments, it is important that those appointed as members of public bodies maintain the confidence of Parliament and the public. If there are any issues in your personal or professional history that could, if you were appointed, be misconstrued, cause embarrassment, or cause public confidence in the appointment to be jeopardised, it is important that you bring them to the attention of the Advisory

Assessment Panel and provide details of the issue(s) in your application. In considering whether you wish to declare any issues, you should also reflect on any public statements you have made, including through social media.

As part of our due diligence checks we will consider anything in the public domain related to your conduct or professional capacity. This will include us undertaking searches of previous public statements and social media, blogs or any other publicly available information. This information may be made available to the Advisory Assessment Panel and they may wish to explore issues with you should you be invited to interview. The information may also be shared with ministers.

The Commissioner for Public Appointments

This appointment is regulated by the Commissioner for Public Appointments, to ensure that it is made on merit after fair and open competition. More information about the role of the Commissioner and the Governance Code on Public Appointments can be seen at:

<http://publicappointmentscommissioner.independent.gov.uk/>

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/578498/gov

[ernance code on public appointments 16 12 2016.pdf](#)

For full details of the complaints process for public appointments, please click on the following link which will take you to the Commissioner for Public Appointments website

<https://publicappointmentscommissioner.independent.gov.uk/complaints/>

Data protection

Defra is committed to protecting the privacy and security of your personal information and does so in accordance with data protection law including the General Data Protection Regulation (GDPR). All the information you provide will be used to proceed with the public appointment listed in this information pack and in the case of diversity monitoring information may be anonymised and used solely for

monitoring purposes. For more information about the way we collect and hold your information, please read the Privacy Notice accessible through the Cabinet Office's Public Appointments Website (<https://publicappointments.cabinetoffice.gov.uk>) or request a copy of Defra's Public Appointments Privacy Notice from publicappts@defra.gov.uk.

Annex A – Current membership of CCW

<u>Robert Light</u>	Chair
<u>Rhodri Williams</u>	Welsh Committee Chair
<u>Emma Clancy</u>	Chief Executive
<u>Alison Austin</u>	Independent Board Member
<u>Bev Keogh</u>	Independent Board Member
<u>Lisa Tennant</u>	Independent Board Member
<u>Rachel Onikosi</u>	Independent Board Member
<u>Robert Wilson</u>	Independent Board Member

Annex B – CCW Board Principles



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Board principles

Maintaining independence to the Executive to provide assurance that the public and stakeholders receive a high-quality service by ensuring:



The effectiveness of the strategy



Resources to deliver the strategy



Measurement of impact and value (now and in the future)



Leadership that enables CCW culture to thrive



Annex C – The seven principles of public life

Selflessness

Holders of public office should act solely in terms of the public interest.

Integrity

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

Objectivity

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

Accountability

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

Openness

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

Honesty

Holders of public office should be truthful.

Leadership

Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

Annex D – 12 Principles of Governance for all Public Body NEDs

1. Expertise

- Consider and act in the best interests of your organisation and its objectives; delivering the outcomes expected by your sponsor department, ministers and ultimately the public.
- Consider the broader mission and duties of your sponsoring Secretary of State, his or her Department and the Government.
- Ensure compliance with statutory duties and the organisation's Framework Document and act within its powers.
- Exercise reasonable care, skill and diligence in the exercise of their authority and judgement.

2. Scrutiny and challenge

- Maintain independence from the executive to allow scrutiny of management and in meetings agree goals and objectives and monitor performance and the reporting of performance so that the public who use your organisation receive a high quality service.
- Satisfy yourself on the integrity of budget setting to deliver objectives and financial information and reporting against budgets, and that financial controls and systems of risk management are robust and defensible. Meet the requirements of [Managing Public Money](#), including supporting the Accounting Officer in fulfilling their duties to provide propriety and value for money in the use of public funds.
- Champion high standards of risk management by ensuring your organisation has effective risk reporting, controls and governance, risk expertise and risk tolerances to effectively manage risk.
- Represent your organisation to the department and to Ministers, as well as ensuring Ministers' views are considered by the executive team of the organisation, as appropriate.

3. Support

- Support the board in succession planning and be prepared to put yourself up for re-appointment, as well as promoting the need for a diverse board.
- Participate in and promote regular reviews of your organisation, as well as the board's own effectiveness, with particular focus on the organisation's purposes and its efficiency in meeting these purposes. Engage in the appraisal process, including self-reflection on your own abilities.
- Listen carefully to, ask appropriate questions of and support management to encourage discussion in a manner that promotes a culture where all perspectives are listened to, while fulfilling the individual Director's duties and responsibilities and respecting and valuing the expertise of the executive team.
- Promote the success of the entity having regard to the interests of all members and stakeholders, and all risks.



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