



Department
for Environment
Food & Rural Affairs

Appointment of four Independent Board Members for the Consumer Council for Water

Reference No: APPT04-20

Briefing pack for applicants

Closing Date: midday on Monday 16 November 2020



The voice for water consumers
Y corff sy'n rhoi llais i ddefnyddwyr dŵr



Contents

Ministerial message to candidates	2
Defra mission statement	4
About the Consumer Council for Water	5
Role specification.....	8
Essential criteria.....	10
Time commitment and term of office.....	11
Remuneration and expenses	11
The recruitment process	11
How to apply and submit your application.....	12
Ineligibility criteria.....	13
Conflicts of interest and due diligence	10
The Commissioner for Public Appointments	11
Data protection.....	11
Annex A – The seven principles of public life.....	12
Annex B – Current membership of the Board	13

Ministerial message to candidates

Dear Candidate

Thank you for your interest in becoming an Independent Board Member for the Consumer Council for Water (CCW).

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 is 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 is now more important with the coronavirus outbreak, which has impacted upon the water industry and water consumers in a range of different ways – for example water companies experiencing challenges in maintaining their services, retailers in the water market experiencing liquidity problems and household and business customers experiencing difficulties paying their water bills.

CCW has also been restructuring. On 1 July 2020 changes were implemented to the composition of its Board and to its regional committee structure. It now has two committees, one for England and one for Wales. Other changes took place at the same time to improve the effectiveness of its regional operations, which are focused on operational matters, primarily water companies' performance, policies and services to consumers.

Given this exciting period of change, the successful candidates will provide 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



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 the logo above. If a person with disabilities is put at a substantial 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 and submit your application'](#) section below.

About the Consumer Council for Water

The Consumer Council for Water (CCW) is the independent and statutory water consumer body that represents both household and non-household water consumers in England and Wales.

CCW is a Defra Non-Departmental Public Body (NDPB) 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 (Defra) and Welsh Government Ministers.

CCW's functions and duties as set out in the Water Act 2003 are to:

- have regard to the interests of consumers of water and sewerage services in England and Wales, including certain customers who are vulnerable because their access to services may be compromised by their age, income, disability or geography;
- investigate consumer complaints in respect of water and sewerage companies;
- obtain and keep under review information about consumer matters and the views of consumers on such matters;
- make proposals, provide advice and information and represent the views of consumers to public authorities, water and sewerage companies and others whose activities may affect the interests of consumers;
- provide advice and information to consumers;
- publish statistical information about complaints to and about water companies; and

- investigate any matters of interest to consumers that are not necessarily the subject of a complaint.

CCW also has super complainant¹ status under the Enterprise Act 2002.

CCW's mission is to secure a safe, reliable service and a fair deal for water consumers. Three strategic ambitions underpin the mission:-

- fair charges that everyone can afford;
- outstanding services that are always delivered right first time; and
- a safe, reliable services now and for the future.

Each year CCW consults on and publishes its Forward Work Programme (FWP), which sets out its priorities for representing water consumers over the next three years. This is supported by an Operational Business Plan (OBP) that sets out how the FWP priorities will be delivered in the forthcoming year. The current FWP and OBP can be viewed at <https://www.ccwater.org.uk/aboutus/publications/>.

The effectiveness of CCW depends on it being close to water consumers, understanding their

¹ A "Super complaint" is a complaint made in the UK by an approved "super complaint" organisation on behalf of consumers which is fast tracked by the Competition and Markets Authority.

needs and being able to speak with authority on their behalf. The water sector is evolving and CCW believes that effective advocacy and representation, on behalf of both household and business water consumers, is essential to ensure that their voices are heard when future developments are being shaped and when the resulting changes are being implemented. The Board also believes that as the water sector continues to evolve, consumer engagement, participation and segmentation should play an increasingly important role.

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 Wales Chair, six Independent Board Members and the Chief Executive – full details can be found at Annex B. As well as the Committees for England and Wales the Board has established three permanent standing committees:-

- Audit and Risk Management Committee;

- HR & Remuneration Committee; and
- Advisory Committee.

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 Independent Board Members are expected to serve on at least one permanent committee.

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

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

The Board currently meets eight times a year and five of those meetings are usually held in public. The meetings in public are held in locations around CCW's four English regions and Wales; other meetings are usually held at the CCW offices in Birmingham. Meetings are held remotely via video-conferencing where necessary. Papers for past meetings in public can be viewed at <https://www.ccwater.org.uk/aboutus/our-people/board/meetings/>

Further Information

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

For further information on the role or the CCW Board please email Freya Pearson at: freya.pearson@defra.gov.uk

Role specification

The Secretary of State is seeking to appoint four Independent Members to the CCW Board, who can demonstrate they have the relevant skills, knowledge and expertise. Applicants from diverse backgrounds are particularly welcomed.

Role and responsibilities

The primary role of CCW's Independent Board Members is to contribute to the good governance of the organisation by bringing wide experience and critical detachment to the work of the Board.

All members of the CCW Board are appointed to carry out a national role. Board members responsibilities include:

- establishing the overall strategic direction of CCW;
- ensuring that high standards of corporate governance are observed at all times;
- maintaining and continuing to improve positive relationships with key stakeholders;
- challenging water companies where appropriate on behalf of customers to ensure delivery of customer benefits whether financial and/or improvements in service;
- ensuring that the public body complies with any statutory or administrative requirements; and
- carrying out formal consumer case reviews for CCW as necessary.

Board Members will contribute to the work of the Board by:

- being familiar with, and keeping up to date with CCW's work and strategic policies;

- participating in the business and decision making processes of the Board through active involvement in Board meetings, Committees, working and other groups.

Board Members take a lead role in an area of CCW's strategic work or its campaigns and work closely with members of the Executive Team and employees in this area. Examples of lead areas include engagement and communication, vulnerable consumers and improving water regulation for consumers.

The [Essential Criteria](#) section later in this document includes the 'additional expertise' that CCW is looking for from successful candidates to enhance and complement the Board's existing strengths.

CCW's Code of Governance sets out more details on the operation of the Board and its Committees and includes more detail on the role of Board Members.

Successful candidates must abide by the Nolan principles of public service (attached at [Annex A](#)) and the [Code of Conduct for Board members](#).

Equality of opportunity

We particularly welcome applications from groups in society that are under-represented on the current Board, including disabled and black, Asian and minority ethnic applicants.

Essential criteria

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

- A clear passion and enthusiasm for representing consumers and their interests, and for driving improvements in the service and value for money they experience;
- Strong analytical skills and the ability to think creatively and challenge constructively in a board setting across a range of issues including strategy, governance, operational delivery and finance;
- The ability to build collaborative relationships and command the confidence of fellow Board members, the CCW Executive Team as well as the organisation's employees and stakeholders.
- Experience or expertise in one or more of the following areas would be desirable:
 - Finance
 - consumer representation (business and/or household);
 - the operation and regulation of liberalised markets;
 - other utility sectors including energy or telecommunication, either as a regulator, operator or consultant

Successful candidates are expected to lead by example in respect of CCW's Mission, Strategic Ambitions, Campaigns and Values, and to act as ambassadors for the organisation. See the CCW website for further information <https://www.ccwater.org.uk/aboutus/>

Time commitment and term of office

The time commitment for the role is 3 days per month.

Terms of appointment are normally for four years. Any re-appointment would be subject to a satisfactory performance and attendance

appraisal. No individual will serve in any one post for more than ten years and reappointment is at the discretion of Ministers and in accordance with Cabinet Office guidelines.

Remuneration and expenses

Members are entitled to remuneration of £11,718 per annum. Fees will be paid into a nominated bank account by BACS transfer monthly in arrears. All remuneration relating to the appointment is taxable and PAYE in

respect of income tax and National Insurance Contributions will be deducted at source.

Legitimate travel and other expenses will be fully reimbursed in line with the CCW's travel and subsistence policy.

The recruitment process

The closing date for applications is noon on Monday 16 November 2020. We expect to have shortlisted by Monday 14 December 2020, with Panel interviews in the week commencing 11 January 2021.

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](#). Please also specify for which role you are applying.

The Advisory Assessment Panel will consist of Rob Light (Chair of CCW) as chair, Sophie Broadfield (Deputy Director of Water Services, Defra), Eifiona Williams (Head of Water Branch, Welsh Government) and

Isabel Liu (independent panel member). At the shortlist meeting the Panel will assess each application against the essential criteria and decide who to invite for final interview.

Interviews are expected to take place by video conference and will last for approximately 45 minutes. Further details about the format will be provided to you in advance.

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

How to apply and submit your application

To apply, please send:

- a CV of no more than two sides of A4;
- a supporting statement of not more than two sides of A4, setting out how you meet the [essential criteria](#) – make sure you refer to the contents of this document;
- Contact details, including e-mail addresses, for two referees;
- diversity monitoring form;
- conflicts of interest, conduct and political activity monitoring form (please note the

section on [conflicts of interest and due diligence](#) below).

If you have any questions about the appointments process please contact Nick Jenkins, Public Appointments Team at: nick.jenkins@defra.gov.uk or: publicappts@defra.gov.uk

For an informal discussion about the role please contact Freya Pearson, CCW Relationship Coordinator at: Freya.pearson@defra.gov.uk

Completed applications should be emailed to publicappts@defra.gov.uk – please quote reference APPT04-20

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 publically 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 and Cabinet Office.

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/governance_code_on_public_appointments_16_12_2016.pdf

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 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/regulating-appointments/>

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 – 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 B – Current membership of the Board

Alison Austin

Emma Clancy (CEO)

Bernard Crump

David Heath

Julie Hill

Rob Light (Chair)

Tony Redmond

Rhodri Williams

Rob Wilson

More detailed biographies for each Board member is available at
<https://www.ccwater.org.uk/aboutus/our-people/board/meettheboard/>



Department
for Environment
Food & Rural Affairs

