

# Directory of interested parties for the Delivery Partner for Ofwat's Price Review 2019

July 2017

Trust in Water

[www.ofwat.gov.uk](http://www.ofwat.gov.uk)

**ofwat**

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## Introduction

Ofwat is the economic regulator of water and waste water companies in England and Wales. One of the ways we deliver our duties is to set the **price, investment and performance expectations** that customers receive. Our role in the setting of price limits is to protect consumers' interests. Most customers cannot choose their supplier, so one of the ways we do this is to decide the price and service package ('price controls') that monopoly water and waste water and water only companies must deliver.

The decisions we will make as a result of the next price review ('PR19') will affect bills from 2020. These price controls affect the bills that customers pay and the water and waste water services consumers receive, and so are of key strategic importance.

We will consult on the way we set price controls (our 'methodology') in July 2017 and publish our final methodology in December 2017, before setting final price limits in December 2019. As part of the PR19 planning process, we are considering what external support we will need to deliver our key objectives.

In April, we issued a market sounding notice inviting organisation to engage with us on a Delivery Partner arrangement to support our 2019 price review.

A Delivery Partner in the context of a price review is a strategic partner that will work collaboratively with Ofwat to deliver PR19, providing advice, analysis, assurance, knowledge sharing and learning. Therefore, at a high level, any Delivery Partner would have to be able to demonstrate:

- a working knowledge of price reviews in the water sector and/or utilities sector;
- ability to work according to Ofwat's values;
- ability to apply our governance framework principles in terms of transparency and accountability;
- flexible management or resources and ability to deal with uncertainties and potential changes;
- support Ofwat's learning environment by sharing knowledge and delivering learning amongst Ofwat's people.

A number of organisations have expressed an interest in supporting a Delivery Partner and to sharing their interest with other parties to facilitate networking and communication within the supply chain.

From time to time, we may update the directory with new interested parties. If you would like to be included in the directory, please email your request to: [procurement@ofwat.gsi.gov.uk](mailto:procurement@ofwat.gsi.gov.uk).

<p><b>Aiimi Limited</b></p>	<p>Aiimi delivers strategic, transformational, operational and technical consulting services designed to help our clients understand and get value from their information. We have extensive experience in the water and energy sectors as well as cross sector experience gained in the government, financial services, technology and engineering sectors.</p> <p>We place end users at the forefront of everything we do and our mission is;</p> <p>“To put the right information into people’s hands at the moment they need it, so they can do their jobs better and lead more productive lives”.</p> <p>As well as delivering the services outlined above we place an emphasis on creating capability and shared learning when engaged. This ensures our clients’ teams at all levels develop and improve whilst working alongside the Aiimi team and that our clients are as self-sufficient as possible at the point when we disengage.</p> <p>Specific water sector experience and capabilities include;</p> <ul style="list-style-type: none"> <li>- Vision, charter and strategy creation, implementation and embedding.</li> <li>- Organisational transformation.</li> <li>- PR19 planning.</li> <li>- Insight and analytics.</li> <li>- Sentiment Analysis (based on CRM, in-house surveys, social media or SIM data).</li> <li>- Data, document and content management systems.</li> <li>- Integration, search and collaboration tools (selection, implementation, customisation, recovery and support).</li> <li>- GDPR/Governance.</li> <li>- Mobile working.</li> <li>- Social media strategies.</li> <li>- User experience (UX).</li> <li>- Cultural change and communications.</li> <li>- Managed Services.</li> </ul> <p>We use an agile approach to deliver cost effective, focussed engagements with fixed deliverables designed to deliver agreed, business aligned outcomes and real, sustainable value in the shortest possible time frame.</p> <p>Once implemented these solutions and services then go onto deliver real long term capability and value for our clients.</p>
<p>Steve O’Donoghue Account Director sodonoghue@aiimi.com</p> <p>Vintners Place, 68 Upper Thames Street, London, EC4V 3BJ 07961 553199 www.aiimi.com</p>	

<p><b>Alex Wiseman Associates Limited</b></p>	<p>“Alex Wiseman Associates (AWAL) is a consultancy established in 2009 specialising in utility regulation with experience in water, electricity and gas across the supply chain as well as experience in health regulation. AWAL has worked extensively with regulators, government and with utility companies in the UK and across Europe.</p> <p>Expertise includes:</p> <ul style="list-style-type: none"> <li>- Price controls;</li> <li>- Cost of capital</li> <li>- Econometrics</li> <li>- Financial and economic modelling</li> <li>- Incentive mechanisms;</li> <li>- Corporate finance</li> <li>- Benchmarking</li> <li>- Stakeholder engagement</li> <li>- Strategy</li> <li>- Business planning</li> <li>- CMA referrals.</li> </ul>
<p>Alex Wiseman Director alex@alexwiseman.com</p> <p>94 Park Lane, Whitefield Manchester, M45 7PT 0161 796 8241 / 07879 337556</p>	

<p><b>Alvarez and Marsal</b></p>	<p>A&amp;M is a leading professional services firm with extensive global and European experience. A&amp;M has over 2,500 professionals located in 45 offices in 18 countries around the globe.</p> <p>Many of A&amp;M employees have operational backgrounds and have worked in industry for a large proportion of their careers. There are over 350 Partners worldwide possessing a wide range of experience ranging from C-Suite and/or interim management roles, advisory roles and regulatory roles. Our partners and staff include experienced financial modellers, accountants, economists, industry and regulatory specialists and those with particular experience in projects of this nature.</p> <p>The firm offers a broad range of services including Dispute &amp; Investigation Services, Regulatory Advice, Financial Industry Advice, Restructuring &amp; Turnaround, Transaction Advisory, Tax, Performance Improvement, Valuation and Real Estate.</p>
<p>Tasneem Azad Managing Director tazad@alvarezandmarsal.com</p> <p>1 Finsbury Circus, London EC2M 7EB +44 (0)7583 370191 www.alvarezandmarsal.com</p>	

<p><b>Ove Arup and Partners Limited</b></p>	<p>Arup are a leading professional services consultancy with significant expertise in technical and economic regulation within both the water market and a wide range of other regulated markets such as Energy and Transport.</p>
<p>Mark Tindale Associate Director mark.tindale@arup.com The Arup Campus, Blythe Gate, Blythe Valley Park, Solihull, West Midlands B90 8AE 0121 2133000 www.arup.com</p>	<p>Founded in 1946 with an enduring set of values, our unique trust ownership fosters a distinctive culture and an intellectual independence that encourages collaborative working. This is reflected in everything we do, allowing us to develop meaningful ideas, help shape agendas and deliver results that frequently surpass the expectations of our clients.</p> <p>The people at Arup are driven to find a better way and to deliver better solutions for our clients.</p>

<p><b>European Economic Research Ltd.</b> (T/as Europe Economics)</p>	<p>Europe Economics is an economics consultancy located in central London which employs around 20 economists. We have senior staff with extensive experience advising clients on price control issues – these staff would be a valuable asset to a consortium. We also have a wider pool of talented and well-qualified junior economists able to provide economics support at a more junior level.</p>
<p>Stephen Topping Managing Consultant proposals.coordinator@europe-economics.com Chancery House, 53-64 Chancery Lane, London, WC2A 1QU (+44)(0)20 7831 4717 www.europe-economics.co.uk</p>	<p>Relevant areas of expertise include (among other things):</p> <ul style="list-style-type: none"> <li>- Cost of capital and financeability</li> <li>- Cost benchmarking</li> <li>- Design of incentive schemes, uncertainty mechanisms etc.</li> <li>- Cost benefit analysis</li> <li>- Financial modelling</li> </ul> <p>We have substantial previous experience of working for Ofwat. For example, we are currently advising Ofwat on totex benchmarking, and have previously advised Ofwat on issues such as the cost of capital and financeability, the use of comparators, and regulatory tools (among other things).</p> <p>We also have extensive wider experience advising clients in other sectors on price control issues. Many of our staff members have previous experience working on secondment within regulators.</p> <p>We are experienced in working with collaborators from other disciplines (e.g. engineering firms, market research firms).</p> <p>Europe Economics would be a valuable member of a consortium or a valuable sub-contractor, able to provide the economics expertise required by the Delivery Partner.</p>

<p><b>CmY Consultants Ltd</b></p>	<p>CmY Consultants provide regulatory advisory services by the tailored application of commercial, financial and regulatory expertise. Our experience working at a high level in both the public and private sectors means that we can help the two work effectively together. In 2015, Charles was Interim Policy Lead on Retail markets for Ofwat.</p> <p>CmY provides high quality services and interim management in the following areas:</p> <ul style="list-style-type: none"> <li>- Price control reviews</li> <li>- Policy implementation</li> <li>- Regulatory strategy</li> <li>- Regulatory compliance in the competitive retail market</li> <li>- Due diligence and business plan review</li> <li>- Cost of Capital</li> </ul> <p>Clients include Ofwat, Water Industry Commission for Scotland (WICS), Ofgem, DECC, British High Commission in India, Anglian Water, the Green Investment Bank and PriceWaterhouseCoopers.</p> <p>He worked thirteen years for Nomura International investment bank including six years as a member of the Principal Finance Group, which acquired businesses with a total value of \$21 billion. At Grant Thornton, he managed a team of regulation and renewable energy specialists. He has also worked as an interim manager at the CAA, Triodos Bank and Ofwat.</p> <p>Peter Bucks, NED Market Operator Services Limited (MOSL) says that "Charles is a highly knowledgeable and professional adviser who always meets the expectations of his clients."</p>
<p>Charles Yates                  Managing Director                  charles@cmyconsultants.london                  07768 337854                  www.cmyconsultants.london</p>	

<p><b>Baringa Partners LLP</b></p>	<p>Baringa Partners is an independent consultancy. We help organisations run more effectively, reach new markets and navigate industry shifts. We use our industry insights, pragmatism and original thought to help each client transform their business. Collaboration is the essence of our strategy and culture. It means the brightest and the best enjoy working here.</p> <p>Since starting in 2000, we have grown to over 550 professionals. Our business is built on the abilities of our people, our reputation among leading organisations and our partnership approach to working with clients. Combined with our in-depth knowledge and industry experience, we are driven to deliver long-lasting results for our clients.</p> <p>We have developed a strong track record in the water sector, helping our clients deliver successful projects including price review programmes, AMP6 transformation and innovation plans, efficiency programmes and customer service improvements, as well as some of the largest non-household retail programmes.</p> <p>We are recognised for our collaborative culture for which we have been awarded a number of accolades, and our pragmatic approach which helps our clients deliver their critical programmes successfully</p>
<p>Duncan Sinclair Partner duncan.sinclair@baring a.com Dominican Court 17 Hatfields London SE1 8DJ 0203 327 4220 (office) www.baringa.com</p>	

<p><b>CEPA</b></p>	<p>CEPA is an economic and financial consultancy specialising in network regulation and market design issues. The company has worked across all regulated sectors in the UK and internationally, working for regulators and regulated companies/large consumers and have significant experience in the water industry, including being part of the PR14 Delivery Partner consortium. We are specialists in cost assessment, financial issues, incentive design, modelling and price control processes.</p> <p>Our ability to bring experience from a range of sectors and over a long time horizon – several of our staff have been working in UK regulation since the early 1990s – is a key strength that we bring. CEPA also has access to associates who bring a wealth of additional experience – this includes Australian experience available from our Sydney office.</p> <p>We have worked with a range of companies both as lead contractor and as sub-contractor/consortium member.</p> <p>More information on CEPA is available from our website: <a href="http://www.cepa.co.uk">www.cepa.co.uk</a></p>
<p>CEPA Ian Alexander Managing Director ian.alexander@cepa.co. uk Queens House, 55-56 Lincoln's Inn Fields, London WC2A 3LJ 020 7269 0210 www.cepa.co.uk</p>	



<p><b>CPC Project Services LLP</b></p>	<p>CPC are one of the largest independent project and programme management consultancies in the UK, and have been providing transformational change management services to the Public and private Sectors since 1990.</p> <p>We take partnership seriously and believe that sustainable outcomes can only be achieved through working together with our Clients.</p> <p><b>Our mission statement is best encapsulated by what we do “Simplifying decision making and delivering transformation.”</b></p> <p>We exist to help the Public Sector meet some of the most challenging objectives and believe we can play a key role in <b>driving performance, quality, and innovation</b>, whilst <b>driving down the cost</b> of provision. We do this by ensuring the right decisions are made about using finite resources and that services and organisations are fully aligned to meet community need within a given resource.</p> <p>We currently have 150 permanent staff and offices in London (registered office), Glasgow, Leeds, Manchester and Swansea. We posted annual revenue of over £15M in 2015/16.</p> <p>CPC has a supply chain that includes all of the necessary skills and specialisms to be a successful delivery partner.</p>
<p>Mike Hughes Partner Mike.hughes@cpcprojectservices.com</p> <p>5th Floor, Quality House 6-9 Quality Court Chancery Lane London WC2A 1HP 020 7539 4750 (Office) www.cpcprojectservices.com</p>	

<p><b>Deloitte LLP</b></p>	<p>Deloitte LLP ('Deloitte') is a leading professional services firm, employing over 15,000 partners and staff across 23 locations in the UK, Channel Islands and Isle of Man, generating revenues of over £3 billion in 2015/16. Deloitte is a leading supplier of professional, advisory and IT services to the public sector. Deloitte also provides services to many parts of the private sector including energy and utilities, financial services, telecommunications, consumer business, manufacturing and life sciences.</p> <p>Deloitte brings together in one organisation the widest range of expertise of any professional services firm. Our services are grouped into four service areas: Audit &amp; Risk Advisory, Consulting, Financial Advisory and Tax.</p> <p>The service areas share a common business culture and operating processes and are able to work independently or together to provide clients with a comprehensive and seamless combination of services to satisfy their specific needs. This includes a substantial cross-service advisory and implementation capability for large and complex public sector projects, new public sector business models and outcome-based contracts.</p>
<p>David Anderson davidjanderson@deloitte.co.uk</p> <p>2 New Street Square London, EC4A 3BZ 0207 303 7305 www.deloitte.co.uk</p>	

<p><b>Economic Consulting Associates Ltd</b></p>	<p>ECA was formed in 1997 to provide economic and regulatory consulting services to industry and government. ECA's staff have many years' experience carrying out economic and policy analysis in the UK, EU and worldwide. ECA employs 21 permanent staff, all of whom are qualified in economics, regulation or finance.</p>
<p>Martin Siner                  Managing Consultant                  Martin.siner@eca-uk.com                  41 Lonsdale Road,                  London, NW6 6RA                  0207 604 4546                  www.eca-uk.com</p>	<p>Our discipline base is economics and regulation, and our capability is complemented by a carefully selected network of associates when required in other specialisations such as engineering, accounting or law. Our approach is focused on providing our clients with structured evidence-based solutions, combining the application of economic principles and industry knowledge with best international practice, complemented by a rigorous theoretical and quantitative analysis.</p> <p>ECA's work ranges across a number of fields, but with a particular emphasis on policy design and analysis, regulation and markets, economic and financial analysis and institutional frameworks. Our expertise is strongest in utility industries and in particular water, electricity and natural gas. Our team brings together many years' experience of working on utility sector regulation including many of the regulators in England &amp; Wales, Northern Ireland and the Republic of Ireland as well as EU regulatory agencies on the Continent and the EU regional regulatory agencies.</p>

<p><b>ESP Consulting Ltd</b></p>	<p>ESP Consulting is a specialist consultancy established in 2008 that provides services to regulators, governments, utilities and private companies in the UK and Europe. Our work with regulatory bodies has included significant work in price controls, management of change programmes, policy design and design assurance. Examples of this work and clients served include:</p> <ul style="list-style-type: none"> <li>• Strategic advisors to Ofwat in the PR14 price review, focusing on the proposed outcomes and incentives;</li> <li>• Currently we are the appointed delivery partners of CER and UREGNI in relation to two price controls in the Irish energy market: <ul style="list-style-type: none"> <li>o Ongoing review of costs incurred by the transmission Network Operator during the development, implementation and operation of the new electricity market arrangements (the I-SEM); and</li> <li>o Review of the expenditure requirements of market operators under the I-SEM arrangements.</li> </ul> </li> <li>• Advisors to Ofgem on: <ul style="list-style-type: none"> <li>o A performance incentive forming part of the price control for electricity distribution; and</li> <li>o A review of the electrical losses incentives that were implemented across all UK distribution networks.</li> </ul> </li> </ul> <p>More information on our services and clients is available at <a href="http://www.esp-consulting.co.uk">www.esp-consulting.co.uk</a>.</p>
<p>alistair.green@esp-consulting.co.uk +447587638259 Lighterman House, 26-36 Wharfdale Road London, N1 9RY <a href="http://www.esp-consulting.co.uk/">http://www.esp-consulting.co.uk/</a></p>	

<p><b>F1F9 UK Ltd</b></p>	<p>F1F9 is the world's largest financial modelling and training firm. It provides FAST financial model build, review, training and ongoing support services.</p> <p>Over the past 20 years we've helped develop the most widely adopted, independently administered financial modelling standard – the FAST Standard. We have taught our team to model following this standard along with over 20,000 people worldwide. We have built thousands of models using FAST and our customers are using them every day in their businesses.</p> <p>We are always looking for new ways to collaborate and help to build financial models that solve business problems.</p>
<p>Danny Leitch Director Danny.leitch@f1f9.com 149 Church Road, Bath, BA2 5JN +44 7917 895 230 <a href="http://www.f1f9.com">www.f1f9.com</a></p>	

<p><b>Gardiner &amp; Theobald</b></p>	<p>Gardiner &amp; Theobald is an independent construction and property consultancy working across all sectors of the built environment.</p>
<p>Jason Fowler Partner J.Fowler@Gardiner.com 10 South Crescent, Bloomsbury, London, WC1E 7BD 020 7209 3000 www.gardiner.com</p>	<p>We focus on minimising risk and creating opportunities to maximise the value of our clients' developments and property assets. Our experience lies in providing market leading Project Leadership, Commercial Success, Construction Excellence and Specialist Consultancy services, working across all sectors of the built environment. In this regard, we can support the cost requirements of Ofwat's Price Review 2019.</p> <p>Gardiner &amp; Theobald bring extensive experience in economic regulation and optimisation of cost performance using our firm's vast benchmarking database. We consider this experience will provide credibility to the delivery of the price control and paint the platform for the delivery of a robust outcome.</p> <p>It is our desire to leverage the key learnings, knowledge and processes from our experiences in order to apply them directly to the price control review 2019 and the Ofwat delivery partner role.</p>

<p><b>HR Wallingford Limited</b></p>	<p>HR Wallingford provides world-leading analysis, advice and support in engineering and environmental hydraulics, and in the management of water and the water environment. Within this, UK Water Resources Planning and Drainage Design and Modelling are strong areas of expertise.</p>
<p>Chris Counsell Water Resources Business Sector Lead c.counsell@hrwallingford.com  Howbery Park, Wallingford, Oxfordshire OX10 8BA 01491 822430 www.hrwallingford.com</p>	<p>Created as the Hydraulics Research Station of the UK Government in 1947, we became a private entity in 1982, and have since operated as an independent, non-profit distributing organisation committed to building knowledge and solving problems, expertly and appropriately. Today, HR Wallingford has a 70 year track record of achievement in applied research and specialist consultancy. We have a unique mix of know-how, assets and facilities including state of the art physical modelling laboratories, a full range of computational modelling tools and, above all expert staff with world-renowned skills and experience.</p> <p>HR Wallingford has a pedigree of excellence and a tradition of innovation, which we sustain by re-investing profits from our operations into programmes of strategic research and development, designed to keep us, and our clients and partners, at the leading edge. With headquarters in the UK, HR Wallingford reaches clients and partners globally through a network of offices, agents and alliances around the world.</p>

<p><b>Jacobs UK Ltd</b></p>	<p>At Jacobs, our focus on building long-term client relationships has helped us become one of the world's largest and most diverse providers of technical, professional and construction services, including all aspects of engineering and construction, operations and maintenance, as well as scientific and specialty consulting. Working in step with our customers, our approach to risk, our constant innovation, and our deep knowledge of our clients' drivers and goals allows us to provide measurable value.</p> <p>Our 54,000 employees in 230+ locations around the world serve a broad range of companies and organisations, including industrial, commercial, and government clients across multiple markets and geographies. In the UK we have 8500 staff of which 850 sit within the Energy and Water line of business.</p> <p>Across the primary UK infrastructure sectors we have specialist consultancy services teams providing strategic advice on key business challenges including innovation, efficiency, outcomes for all stakeholders and resilience. The water sector is a key part of our consultancy business and we have extensive experience in business planning working both with water companies and regulators. Our regulation team comprises regulatory, economic and engineering experts to bring a wide range of services across the business planning and delivery fields.</p>
<p>Nigel Sanders                  Director of Operations                  Lead for Consultancy Business in Energy Waste and Water                  Nigel.sanders@jacobs.com                  Jacobs UK Ltd.                  2 Colmore Square                  Birmingham                  B4 6BN                    07801929673  <a href="http://www.jacobs.com/">http://www.jacobs.com/</a></p>	

<p><b>MCG Professionals Limited</b></p>	<p>Established in 2009, MCG Professionals was founded by Robin McGrenary. From the outset MCG has been built on a concept of value for money Project, Program and PMO consultancy and professional services.</p> <p>MCG's primary objective has remained constant from the beginning: help our clients make lasting and substantial improvements to their performance, business and projects. As a trusted external adviser, we help clients on a range of issues, from transforming performance and implementing organizational change to developing innovative strategies.</p> <p>MCG brings top consultancy experience mixed with the personality, approach and "value for money" of a focused team. The key to success is working with clients with what they really need – professionalism and results. As a disciplined, niche firm, we concentrate on building lean, long-term relationships with our clients and we always 'under-stay our welcome' on individual assignments. We treat every single customer as our only customer.</p>
<p>Robin McGrenary                  Managing Director                  info@mcgpro.com                  Finsgate 5-7, Cranwood Street, London                  EC1V 9EE                  07885 223 017                  www.mcgpro.com</p>	

<p><b>Oxera Consulting LLP</b></p>	<p>Oxera sets the standard for economics, advising government bodies, regulators, corporates and lawyers around the world on any economic issue connected with competition, finance, regulation or litigation. We have been doing this for 35 years, gathering deep and wide-ranging knowledge as we expand into new sectors.</p> <p>We have a reputation for credibility and integrity among those we advise, and among key decision-makers, such as policymakers, regulators and courts. Located in Berlin, Brussels, London, Oxford, and Rome, we are able to advise our international clients in a highly flexible way, including providing advice in several languages.</p> <p>We have close working relationships with leading universities and business schools. Academic experts work with Oxera as Associates and Senior Advisers, providing independent peer reviews of Oxera's research reports, which helps us monitor our academic standards, and stay in touch with the latest academic thinking.</p> <p><a href="http://www.oxera.com/Home.aspx">http://www.oxera.com/Home.aspx</a></p>
<p>Svetlana Shcherbakova Senior Consultant Svetlana.Shcherbakova@oxera.com Oxera 14th Floor 200 Aldersgate Street London EC1A 4HD +44 (0) 2077 766622 www.oxera.com</p>	

<p><b>PA Consulting Group</b></p>	<p>PA Consulting is a consulting, technology and innovation firm with a long history in supporting the water sector. Our experience stems from our background in supporting and driving major regulatory change across the sector: most recently as Ofwat's delivery partner for the successful opening of the world's largest water and wastewater retail market. We supported Ofwat's PR14 programme with the implementation of an outcomes based assessment of company business plans and took a number of roles in the Portfolio team.</p> <p>We bring unique sector insight combined with our market-leading capability and experience to understand the issues the sector faces. A number of our consultants come from water sector backgrounds across the value chain and have been pivotal in the development of price review policy and methodology, authoring and managing the submission of business plans, conducting customer engagement strategies and designing, implementing, managing and operating assets.</p>
<p>Liz Parminter Member of PA's Management Group Liz.Parminter@paconsulting.com 123 Buckingham Palace Rd, London, SW1W 9SR +44 207 333 5622 <a href="http://www.paconsulting.com/">http://www.paconsulting.com/</a></p>	

<p><b>Program Planning Professionals Ltd (t/a Pcubed)</b></p>	<p>Pcubed is a global management consultancy specialising in transformational business change and project, programme and portfolio management. We have over 1200 consultants globally and c. 200 in the UK.</p>
<p>Mark Sorrell                  Head of Public Sector                  Mark.sorrell@pcubed.com                  3-5 Crutched Friars,                  London. EC3N 2HT                  0207 462 0100                  www.pcubed.com</p>	

<p><b>Practicus Limited</b></p>	<p>Practicus is a non-traditional consultancy that is recognised for the effective implementation of client outcomes through our core capability in project delivery.</p> <p>Our services target the support clients need with business, operations and technology change – from helping to formulate what that change looks like through to delivering it sustainably.</p> <p>We have partnered with regulated businesses for over 13 years. Our sector specialisms include Energy and Utilities, both retail and supply, Regulatory bodies, Financial Services as well as the Public Sector.</p> <p>Every client's requirement is different, so we don't work to a pre-defined solution, or sell an inflexible methodology. Instead, we listen until we understand precisely what our clients' need is and work with them to plan, structure and deliver the transformation they require.</p> <p>For some change programmes, this will mean supplementing clients' own teams with additional expertise and capability. For other projects, it will mean taking complete ownership for delivering the outcome on the client's behalf.</p> <p>However we're asked to work, we understand the pressures our clients are under, and we take pride in working in a straightforward and honest way to help achieve business change that surpasses expectations.</p>
<p>Andrew Blackie                  Business Development Director                  tenders@practicus.com                  Practicus Ltd. 50 St Mary Axe London WC3A 8FR                  0207 3748886                  www.practicus.com</p>	

<p><b>Pricewaterhouse Coopers LLP</b></p>	<p>PwC provides professional services to clients, managed through four practices: consulting, assurance, tax and deals. Our UK business has over 19,000 partners and staff and provides professional services to around 25,000 clients. Each practice has people with deep water and utilities experience, and we can draw on our firm-wide skills in a delivery partner role. PwC's 100-strong Economics and Policy consulting practice specialises in economic and financial advice in the fields of competition, regulation, strategy, and market analysis. We apply advanced analysis and thinking to help clients solve complicated problems, gain strategic insight into economic, regulatory and commercial issues across sectors. Our data analytics team has a detailed understanding of price control modelling, having prepared Ofwat's PR14 financial models. Our regulatory accounting experts have extensive experience of the Ofwat regulatory accounting rules. Our capital projects team has engineering and capital projects costing expertise that can be deployed to assess companies' business plans. Our water and utilities consulting practice has deep experience of transforming water and wastewater wholesale and retail businesses, giving us a practical understanding of the industry. Every client's issues are unique. Hence, we focus on working flexibly in partnership with our clients to deliver the best outcome.</p>
<p>Steve Jennings  <a href="mailto:steven.m.jennings@pwc.com">steven.m.jennings@pwc.com</a>                  7 More London                  Riverside                  London SE1 2RT                  07704 564513  <a href="http://www.pwc.co.uk/industries/water.html">http://www.pwc.co.uk/industries/water.html</a></p>	

<p><b>SLG Economics Ltd</b></p>	<p>SLG Economics is an economic consultancy set up by Stephen Gibson in 2011. It provides specialist regulatory and competition economics and policy advice to regulators, regulated companies and government. Projects have included interim roles, incentive design, periodic review support, impact assessments, advice on the cost of capital and RAB, drafting regulatory consultations and responses to regulatory consultations, expert witness statements, independent quality assurance of regulatory policies, market studies, advice on pricing trends, advice on costing methodologies and competition assessments. This has covered the airports, rail, energy, postal, energy, telecoms, water, ports, health and food sectors.</p>
<p>Stephen Gibson                  Director  <a href="mailto:Stephen@SLG-Economics.co.uk">Stephen@SLG-Economics.co.uk</a>                  4 Chessington Avenue,                  London, N3 3DP                  078999 34960  <a href="http://www.SLG-Economics.co.uk">www.SLG-Economics.co.uk</a></p>	



<p><b>Strategic Management Consultants</b></p>	<p>SMC consultants have all gained their technical expertise from practical application of disciplines in engineering, finance, business planning, procurement and general management in water companies and in non-utility companies. We claim sound qualifications enhanced by our experience of identifying opportunities and finding solutions to problems in a live environment.</p>
<p>Ben Haywood Smith Director ben@consultsmc.co.uk</p> <p>Rawgreen Steel Hexham Northumberland 01434 673811 Consultsmc.co.uk</p>	<p>Our core team has worked with Ofwat and other regulators in a variety of roles. In our role as Ofwat Reporter we provided assurance for leading water and sewerage companies from 1998 to 2011. Since 2011 we have been engaged directly by companies. A large number of our projects have been to examine data, systems and procedures used by large companies and to report on their validity and whether they are appropriate. Such work always relies on establishing a good working relationship with members of staff of the companies, ensuring a thorough understanding of their explanations and making clear any issues we raise.</p>

<p><b>Sweco UK Limited</b></p>	<p>Sweco are Europe's leading engineering consultancy. With headquarters in Stockholm, Sweden and 14,500 employees in Europe, Sweco plans and designs the communities and cities of the future.</p> <p>In the UK, Sweco has expertise in the fields of asset management, water, energy, transportation, environment and sustainable buildings.</p> <p>Sweco has over 2,000 water specialists who are world leaders, meeting increasing demands for drinking water, waste recycling and flood mitigation, through sustainable creative solutions. In the UK our water specialists are outperforming our client's business plan budgets and tackling embedded and operational carbon footprint targets with the use of innovative and lowest whole of life cost focused solutions. In Europe we have worked to design policies to deal with flood risk and have also led the research to develop the ReGenerator® Factory concept.</p> <p>Few consultancies can demonstrate both the track record and multi-disciplinary expertise that Sweco possess in the delivery of individual commissions and large capital programmes. We advise clients from across Europe on all strategic and functional aspects including water quality, water resources, wastewater treatment, sewerage, sludge treatment, energy technologies, pumping stations, water treatment and water networks.</p>
<p>Stewart Evans Head of Engineering Stewart.evans@sweco.co.uk</p> <p>Grove House, Mansion Gate Drive, Leeds, LS7 4DN</p> <p>01733 303 651 www.sweco.co.uk</p>	

<p><b>Turner &amp; Townsend Project Management Limited</b></p>	<p>"Turner &amp; Townsend is an independent professional services company with over 20 years of experience in the Water sector. Our services include:</p>
<p>Gregg Barton Director gregg.barton@turntown.co.uk Low Hall, Calverley Lane, Horsforth, LS18 4GH 0113 258 4400 / 0773 448 3092 www.turnerandtowntsend.com</p>	<ul style="list-style-type: none"> <li>• <b>Programme strategy and set-up</b> – building the right capabilities and execution plan to drive clear programme outcomes.</li> <li>• <b>Procurement</b> - developing and delivering procurement and supply chain strategies that get the best results from the market.</li> <li>• <b>Programme management</b> - looking at the big picture to deliver clients outcomes</li> <li>• <b>Project management</b> - delivering project success through effective planning, the right team and rigorous controls.</li> <li>• <b>Cost and commercial management</b> - driving and safeguarding commercial interests from start to finish.</li> <li>• <b>Controls and performance</b> - applying robust and proactive controls from a clear baseline to deliver confidence in programme and project performance.</li> <li>• <b>Technology and data</b> - unlocking the potential of technology, data and information to drive performance, support great decision-making and create collaborative working environments.</li> <li>• <b>Advisory</b> - providing independent advice to help make business and investments a success.</li> <li>• <b>Lean management</b> - embedding lean thinking in both the delivery of capital projects and their ongoing operations.</li> <li>• <b>Asset management</b> - end-to-end performance diagnostics and capability analysis.</li> </ul> <p><b>Safety, health and quality</b> - embedding the strategies and culture that support effective operations and maintain a safe healthy environment.</p>

<p><b>Unicorn Analytics Ltd</b></p>	<p>We provide innovative, beautiful and informative, financial modelling and analytic solutions to help organisations explore the impact of critical decisions before they make them.</p>
<p>Peter Morland CEO Peterdmorland@gmail.com 9 Clayfield, Yate Bristol 07748 143 145</p>	<p>We use these to develop strategy, set prices, grow businesses, optimise costs, improve operational performance, manage cashflow and acquire finance.</p> <p>We use a range of modelling visualisation and data modelling tools and techniques, but our common thread is our focus on better quality business decision.</p>

<p><b>Util Consulting Limited</b></p>	<p>Util Consulting Limited is an economic consulting firm, specialising in market design and network regulation in the utility sector. Its Managing Director is Colin Sausman, formerly Partner at Ofgem and Senior Director at the Australian Energy Market Commission (AEMC). We offer deep experience as practitioners in setting price controls in the energy sector, and in advising regulatory authorities on the design of incentive mechanisms. We also offer expertise in designing and delivering stakeholder engagement processes, and producing documents to communicate and explain regulatory proposals and decisions.</p>
<p>Colin Sausman Director Colin.sausman@util-consulting.co.uk 17a New Road, Harston, Cambridge, CB22 7QG 07513 177937</p>	

<p><b>Waterwise</b></p>	<p>Waterwise is an independent not-for-profit organisation, and is the leading authority on water efficiency in the UK. Our vision is that water will be used wisely, every day, everywhere. We work with water companies, governments, regulators, product manufacturers, academia, other environmental NGOs and a wide range of other stakeholders to drive ambitious and innovative water efficiency policy, regulation and delivery, drawing on evidence. We receive funding from some of these stakeholders which supports our thought leadership and influencing work, but we have an independent Board. We also work with partners, including consultants, on specific projects to drive water efficiency knowledge and delivery.</p> <p>We work with supporters and stakeholders, with an independent voice, to set a forward-looking agenda for water efficiency by being innovative, by working in partnership, by inspiring and supporting new ideas, models, concepts and processes, and by facilitating the work of others to progress the delivery of water efficiency. We use evidence to underpin all of our work.</p>
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