



APPOINTMENT OF SENIOR DIRECTOR, CUSTOMERS AND CASEWORK

AN INTRODUCTION
MARCH 2017



Introduction from Cathryn Ross, Chief Executive

Water is not a dry issue.

The water sector in England and Wales has come a long way in the past 27 years. At privatisation, polluted beaches and rivers and neglected infrastructure meant we were seen as the 'dirty man of Europe'.

The regulation of this sector was entrusted to the Water Services Regulation Authority (Ofwat) which has maintained a steady hand in driving and incentivising the sector to deliver and to improve. Over the period since privatisation, the water companies have invested more than £120 billion in maintaining and improving services for consumers and the environment. Today, for example, the amount of water lost through leaks is down by about a third since the mid-1990s. In addition, salmon have returned to the River Mersey, once considered one of the most polluted in Europe. All of this has been delivered efficiently too – a litre of tap water, supplied and taken away, costs less than half a penny.

But the world is changing. The water sector faces new problems and very different challenges. In the future, climate change may mean we get more droughts and more floods, making it harder to maintain resilient supplies. Our population is growing, putting more pressure on the water we use. Lifestyle changes have increased our appetite for water in our homes, our work places and our places of leisure. The changing social and economic landscape also means we need to reconsider how business operates and how customers are able to afford their water and sewerage bills.

Ofwat needs to be at forefront of determining and implementing a regulatory system that will protect customers' interests, drive efficiencies and innovation, enable efficient companies to finance their functions and to ensure that the 'promises of privatisation' are delivered. We all need sustainable solutions to these problems.

To do this, Ofwat needs to be at the very top of its game.

Our Senior Directors are key to this. We work closely together and with our board to shape Ofwat's portfolio and get the best out of all of our people, to deliver our strategy and improve the experience of customers and society. And there are more opportunities to do this than ever before, with the opening of the business customer market in England to competition in April 2017 and the reforms we are bringing to wholesale markets through our forthcoming 2019 price review.

Thank you for your interest in joining Ofwat at what is a very exciting time for us and the sector we regulate. We look forward to receiving your application.

Cathryn Ross
Ofwat Chief Executive



ABOUT OFWAT

Ofwat is the independent economic regulator of water companies and it wants people to have trust and confidence in water. It incentivises water companies to do what their customers want.

But, it faces fundamental challenges with population growth, climate change and rising customer expectation. These put extra pressure on resilience, environmental quality, affordability and tackling water scarcity.

To meet these challenges, it must be ambitious and far-sighted. It will:

- focus on promoting and protecting customers' and society's interests
- work openly and collaboratively to find answers
- promote vibrant markets that deliver innovation
- empower its passionate, talented and knowledgeable people

These steps will help to secure reliable, resilient, affordable services. Meaning people have trust and confidence in water.

Ofwat has been delivering successful regulation since privatisation of the sector in 1989. But it doesn't stand still. It is continuing to evolve its approach to ensure that customers get the best deal. This means that its work is challenging, stimulating and fast-paced.

PROGRAMMES

Ofwat delivers its work through a number of programmes and projects, and is currently carrying out work in the following areas. You can find out more about its work by looking at its duties, its business plan and its forward programme.

Strategy and Planning

Its strategy needs to drive business activity – both within Ofwat and within the water sector as a whole. It also constantly monitors its own progress towards its goals and those of the companies it regulates.

Casework

Where an issue arises that can't be solved directly between a customer and a supplier, it can investigate the issue and determine a fair dispute resolution. It uses its determination and enforcement powers to protect customers and to encourage suppliers to improve the way markets work within the water sector.

Finance and Governance

It has a responsibility to help water companies demonstrate appropriate levels of financial resilience and customer service. It also monitors changes in company ownership to make sure that they are in customers' best interests.

Retail Market Opening

It is currently working with other key stakeholders to open the market for business, charity and public sector customers in England (and eligible customers in Wales) in April 2017. This will enable them to choose their water services supplier.

Water 2020

Its work in this area involves developing future markets and regulation to deliver reform within the sector. Its emphasis is on the five-yearly price reviews, the next of which will take place in 2019.

Thames Tideway

Its role with this work is to set out the framework for regulating the construction for the Thames Tideway Tunnel, in the best interest of customers, the environment and wider society.

Business Transformation

It wants to make Ofwat the most efficient and effective organisation it can be to support the delivery of its strategy for the good of the sector – and for customers.

Compliance and Assurance

The programme builds on and embeds changes introduced by the Business Transformation Programme. It will help track our general progress in delivering our strategy and will also deliver our strategic priority to ensure that Ofwat has the skills, experience, systems, processes and culture that support our new strategy. In doing so, it will help ensure that Ofwat is trusted and respected, working at the leading edge, challenging ourselves and others to build trust and confidence in water and waste water services.

VALUES AND BEHAVIOURS

All Ofwat's work is underpinned by its values. They set out how it behaves and what it aspires to be:

We are Ofwat

We aspire to act in line with our values in everything we do

S	A	I	L	O	R
Support	Ambition	Integrity	Learning	Ownership	Respect
We work collaboratively, we stand by each other and are committed to each other's wellbeing	We aim high in the best interests of customers, the environment and society	We act and speak honestly, and have the confidence to challenge and be challenged. We have difficult conversations when needed and we will do what we say we will	We love to learn about new ideas and different ways of doing things and we help each other to develop and grow	We each take responsibility for our own actions and care about our impact on others	We value people for who they are, and the ideas and perspectives they bring
					

THE ROLE

ROLE EXPECTATIONS: SENIOR DIRECTOR

Ofwat has an ambitious strategy that puts it at the leading edge in economic regulation, at the forefront of developing and implementing an economic regulatory regime that uses market mechanisms and regulatory tools to protect customers' interests, drive efficiencies and innovation, enable efficient companies to finance their functions and ensure that the 'promises of privatisation' are delivered. This requires, strong, committed strategic leadership from the very top of the organisation, and this is what you will provide every day and in everything you do.

Its work is high profile and fast moving, within a dynamic and agile environment. The work that you'll be involved in every day will be about helping it to deliver its strategy, helping it to be the regulator it wants to be and helping the sector to deliver outcomes that matter to customers and society.

You will be a member of its Senior Leadership Team (SLT). This involves providing support to its Chief Executive in her role in ensuring the effectiveness and efficiency of Ofwat's portfolio in delivering its strategy. You will identify, understand and proactively manage the risks and opportunities it faces corporately and across its portfolio. As part of SLT you will be responsible for ensuring that it has the capacity and capability it needs across the office to deliver its strategy. You will take a strategically aligned corporate approach in everything you do. You will provide strong, strategic, clear and committed leadership across the office – not only to your own programmes and resource pool more in relation to everything it does. You will champion and role model Ofwat's values and behaviours, and support others in doing so. You will provide support and challenge to other members of SLT, helping to ensure it is a high-performing team.

You will have a high degree of accountability to the Chief Executive for strategic delivery. This may be as Senior Responsible Officer (SRO) of one or more of its programmes, or may be in relation to one of its critical cross-cutting functions. As SRO you will be accountable for the delivery of the benefits of your programme, in line with agreed milestones and budget. You will have delegated budget responsibility in line with this. If you have particular professional responsibilities you may (also) have responsibilities in respect of signing off certain types of expenditure in line with its governance framework and internal controls.

You may be a Strategic Resource Manager (SRM) for one of its resource pools. All of Ofwat's people sit within one of its seven resource pools, reflecting the primary skills they bring to Ofwat. If you are an SRM you will be accountable to the Chief Executive for ensuring that your resource pool has within it the skills and experience that Ofwat needs. You will also be expected to understand how those needs will evolve in the coming years and to have plans in place to ensure that it continues to have the skills and experience it needs in future. This will include taking an active role in workforce planning, learning and development (including informal and on-the-job opportunities) and succession planning.

You may be the head of one of its professional groups. This will see you responsible (working closely with the relevant SRMs) for ensuring provision of professional training in your area. This may involve formal CPD accredited course or conferences but you are encouraged to think creatively about how best to ensure Ofwat keeps its people up to date in their professions, including informal means. All of its Senior Directors will have specific professional skills, whether in Head of Profession roles or not, in relation to which you will be seen as a leader across the organisation. You will create opportunities to ensure you use your professional skills to contribute across Ofwat's portfolio.

You will be an exemplary ambassador for Ofwat, remaining on-message and strategically aligned at all times. You will have significant stakeholder engagement responsibilities, which will include engagement across a wide variety of topics with its key stakeholders such as government officials, regulated companies, consumer bodies, and NGOs. It may also include speaking at major events, attending select committees, and media engagement.

You will be expected to attend board meetings as appropriate. You will be expected to contribute proactively to debates across the full range of topics under consideration (not only those relating to your programmes, resource pool or profession). You will be constructive and supportive, but challenging where necessary. You will be succinct and on-point. You will also participate fully in the Senior Leadership Team's planning and preparation for board, to maximise the effectiveness of the discussion.

People who are new to the Senior Director level will find the learning curve steep. You will need to view things from a wider perspective, seeing more of the linkages and interdependences between your areas of work and Ofwat's portfolio, between Ofwat's work and that of wider stakeholders. You will also need to be comfortable with accountability for big ticket issues and substantial budgets. You will need to get used to the 'always-on' demands of leadership. Your time management and prioritisation skills will be at a premium, as your work is dominated by issues that are both urgent and important. Your skills in delegating, managing and coaching others will become more important for the same reason.

As a Senior Director, you will have a thorough understanding of the business of economic regulation, what Ofwat is trying to achieve and its regulatory model. You will also appreciate what this means in practice for how it uses its regulatory toolkit and what this means for how it works (its operating model), the skills and experience, values and behaviours it needs. You will have excellent strategic and tactical thinking skills, and understand the linkages and interdependencies across its work, enabling you to help maximise the value it delivers across its portfolio.

You will also have a good understanding of the external environment in which Ofwat operates. You will be able to see how its strategy and its work fits with the work and interests of its key stakeholders. You will have excellent abilities to engage with key stakeholders, including an ability to explain the more technical aspects of what it does in a way that resonates with your audience. You will be proactive in getting the best value out of everything Ofwat delivers through skilled use of stakeholder engagement and communications tools, working with its experts as appropriate.

You will also have first class leadership and management skills. This will include tools and techniques that enable you to drive delivery in its programme and project environment. But it will also include the ability to inspire, engage and empower people, so that every individual makes the best contribution they can, learning as they go, so Ofwat creates a whole that is greater than the sum of its parts.

You will have an inclusive and open approach, that sees you proactively consulting others, seeking challenge, and keeping people updated on developments. You will also have sound judgement, and be unafraid to take decisions when necessary. You will be confident, but self-aware and able to ask for help when you need it. You will be energetic, self-motivated, hard-working and resilient.

SENIOR DIRECTOR, CUSTOMERS AND CASEWORK

Ofwat's strategy sees it making better use of markets to help deliver more of what customers and society want from water and waste water services. In April 2017 the retail market for business, charities and public sector customers in England is opening to competition. This will see 1.2 million customers across the country having the right to choose their water and waste water retailer for the first time. It brings fantastic opportunities for better service and innovation, efficiencies in retail costs and more effective challenge to monopoly wholesale service providers. But there are risks too, and as the regulator Ofwat must ensure that customers trust the market and have the confidence to engage with it. This means ensuring that wholesalers and retail abide by the market 'rules', treat customers fairly and put things right when the go wrong.

To help meet the new demands that the competitive retail market brings on it, Ofwat is creating a new programme, Market Outcomes and Enforcement, which will pull together its work across the newly competitive market. It will include the work to ensure the market rules are fit for purpose (including handling changes to the various codes), its market monitoring regime, or work on services provided to developers (which are contestable), and all its casework (some of which will relate to non-competitive parts of the value chain). As Senior Director, Customers and Casework, you will lead this major, high profile-programme.

You will build and maintain a thorough understanding of the way in which the competitive retail market is operating. This will include not only paying attention to the market intelligence Ofwat gets through regular reporting, but also informal intelligence from wider sources, including the relationships you will develop with market participants and customer groups. It expects there to be great interest across its stakeholders in how the new market is working and what it is delivering for customers. You will need to develop and maintain good relationships with customer groups, NGOs, parliamentarians and others, and will need to handle public attention and scrutiny, including through the traditional and new media. This will require you to work closely with its Corporate Communications pool. The newly competitive market will evolve over time, will throw up unpredictable opportunities and challenges – the ability to see these coming, prioritise and adapt your programme will be critical. Ofwat expects the new market to include multi-utility products, and involve third party intermediaries, so close working with other regulators such as Ofgem, will be needed to develop a regulatory approach that works well for customers and avoids undue regulatory burden for companies.

You will work closely with SLT colleagues, in particular the Senior Director, Water2020, who is leading on the design of wholesale markets and the policy framework for the next price review, and the Senior Director, Finance and Governance, who leads on the monitoring of monopoly company performance and resilience and change of ownership issues. You will also need to work closely with the PR19 senior leadership team (Senior Directors, Water2020, Finance & Governance and Strategy & Planning) to maintain an appropriate balance in Ofwat's portfolio as between your programme and PR19 (which will be a major delivery focus for it from September 2018 until December 2019). You will also need to work closely with the Senior Director, Business Improvement, to ensure that the changing demands on Ofwat from the competitive market are matched by its organisational capability.

Beyond the Market Outcomes and Enforcement (MOE) programme, you will lead its work on customer issues. Some of these will fall in the MOE programme, but they may extend into the monopolistic parts of the value chain. Recent work in this area, has included reports highlighting best practice on affordability and debt, and work looking at customer data issues. In thinking about these issues you will learn from experience in other sectors and other countries to bring real insight, challenge and stretch to the water sector in England and Wales.

You will be the SRM for Ofwat's Casework resource pool. This comprises circa. 19 of its people, whose primary skill set is in case management. Over the next few years you will need to think about how this pool will need to evolve to ensure that Ofwat can use its enforcement tools to deliver its strategy, supporting the development of the competitive business customer retail market and also the markets it is opening up for water resources and bio-resources through PR19. This may include recruitment, leaning and development within the pool, or building resilience by enabling people with relevant skill sets (such as policy management, analytics or legal) to manage cases as required. The majority of the Casework pool is based in Birmingham and you will need to provide visible leadership there.

ROLE PROFILE

Reports to:	Chief Executive
Member of:	Senior Leadership Team Casework resource pool (as SRM) Will certainly attend Board for relevant items
Programme delivery role:	SRO, Market Outcomes and Enforcement (MOE) Programme From time to time will also lead projects focussing on specific customer issues within the Strategy & Planning programme Expected to sit on the following programme boards: Finance & Governance, Water2020 Will attend MOE programme board as SRO, may attend Strategy & Planning programme board (for items related to Customer projects)
SRM role:	Will be SRM of Casework pool
Stakeholder engagement role:	Wide range of key stakeholder relationships at a senior level. Will include government officials and politicians, other regulators (especially those with concurrency), regulated companies, customer representatives, NGOs. Speaking engagements and media. Expected to be one of the external 'faces' of Ofwat.
Head of profession role:	Will be head of profession for case officers

PERSON SPECIFICATION

The successful candidate will be a dynamic and communicative leader, and will bring the following:

KNOWLEDGE AND EXPERIENCE

- Good understanding of the legal framework and economic principles and practice as relating to enforcement (including competition cases and consumer protection).
- An understanding the economic regulatory tool kit (principles and practice).
- An understanding of consumer issues and consumer policy (including behavioural economics).
- Experience in policy development and delivery, and in programme and project management.
- An understanding of the regulatory stakeholder environment, especially in relation to customer issues and the customer voice.

SKILLS AND PERSONAL QUALITIES

- Excellent leadership and management skills and the ability to make a strategic contribution at Senior Leadership Team level.

TERMS OF APPOINTMENT

Contract

This is a permanent appointment, though Ofwat is open to considering loans or secondments.

Salary

The salary for this role is circa £120,000, depending on relevant skills and experience required for the post. Salary is paid monthly by credit transfer. The role is a senior civil service role within SCS payband 2.

Location

The role may be based in either Birmingham or London. Wherever the successful applicant is based, Ofwat envisage significant travel (at least weekly) to the other location. It also offers scope to work from home, subject to the requirements of the job.

Contracted place of work and taxable expenses

Any person who regularly works more than two days a month in both the Birmingham and London offices, irrespective of their contracted place of work, is considered by HMRC to have **two permanent workplaces**.

The payment of your rail fare, accommodation or subsistence in this situation attracts tax and National Insurance because you are receiving a benefit.

Ofwat meets the cost of the tax and National Insurance by grossing up your expenses and recovering the net amount through your monthly pay package. But the expenses are classed as taxable earnings, which could impact on any attachment of earnings – for example, student loan repayments, high income child benefit and state benefits.

For further information on taxable expenses, please email payroll@ofwat.gsi.gov.uk.

Hours of work

The successful post holder will be required to work a minimum of 37 hours, excluding lunch breaks. You will be required to work such additional hours as is reasonable and necessary for the efficient performance of your duties.

Probation

There is a probationary period of six months for all new entrants. Subject to satisfactory performance, the post holder will be transferred to permanent establishment at the end of their probation.

Annual leave

On appointment the post holder will be entitled to 25 days annual leave plus 10½ days' public and privilege holidays a year. Annual leave entitlement will be increased by one day for each year of continuous employment with Ofwat, up to a maximum leave allowance of 30 days.

Pension

On appointment, you are eligible to join the Civil Service Pension. The Civil Service offers a choice of defined benefit and stakeholder pensions, giving you the flexibility to choose the pension that suits you best. Ofwat offers you a choice of two types of pension.

Alpha: alpha is an occupational pension scheme and provides a defined benefit worked out on a Career Average basis.

From 1 April 2016, employee contributions will be:

Payband (full-time equivalent basis)		Employee contribution rate (%)
From	To	
£0.00	£21,000	4.60

Payband (full-time equivalent basis)		Employee contribution rate (%)
£21,001	£47,000	5.45
£47,001	£150,000	7.35
£150,001	and above	8.05

From 1 April 2016, employer contributions will be:

Payband (full-time equivalent basis)		Employer contribution rate (%)
From	To	
£0.00	£22,000	20
£22,001	£45,000	20.9
£45,001	£75,000	22.1
£75,001	and above	24.5

Partnership: this is a stakeholder pension with a contribution from Ofwat. How much it pays is based on your age. It pays this regardless of whether you choose to contribute anything. You do not have to contribute but, if you do, Ofwat will also match your contributions up to 3% of your pensionable earnings. The contributions are in addition to the age-related contribution mentioned above.

For existing members of a Civil Service Pension scheme you will be given the opportunity to maintain this.

To learn more about the Civil Service Pension schemes, please follow the link <http://www.civilservicepensionscheme.org.uk/>

Ofwat benefits

It also offers a range of additional benefits. These include:

- access to its package of benefits via its 'Rewards on Tap' scheme. This is a voluntary benefits scheme where staff have access to exclusive discounts on a range of goods and services such as retail outlets, theatre tickets, holidays, insurance and gym membership;
- childcare voucher scheme;
- cycle-to-work scheme;
- season ticket loan for travel between home and office;
- flexible working arrangements;
- fees paid for membership of relevant professional bodies;
- regular professional development;
- health and wellbeing initiatives such as, employee assistance programme and occupational health; and
- free eye tests and contribution towards lenses/spectacles for VDU users, if appropriate.

FURTHER INFORMATION

Security clearance

Any offer of appointment will be subject to satisfactory completion of security and pre-employment checks. Further information about the security checking procedure is available on request.

Nationality and immigration control

This post is open to nationals of states within the British Commonwealth and the European Economic Area (EEA) and certain members of their families. There must be no employment restriction or time limit on your permitted stay in the UK.

If you would like further information on Nationality and Immigration Control, please email Ofwat at people@ofwat.gsi.gov.uk.

Stocks or shares

Because of the nature of the information you will come into contact with and the need to be wholly independent of the water sector in England and Wales, you and your family (including your spouse or civil partner and any children or step-children under the age of 18 who still live at home, or any other member of your household) will be precluded from owning, purchasing or dealing in the shares of the water companies and their holding companies.

HOW TO APPLY

Saxton Bampfylde Ltd is acting as an employment agency advisor to Ofwat on this appointment.

Candidates should apply for this role through our website at www.saxbam.com/jobs using code **QJUL**.

Click on the 'apply' button and follow the instructions to upload:

- curriculum vitae (CV);
- covering letter or supporting statement that outlines the contribution you can make to Ofwat, including how you feel you meet its professional requirements and demonstrate behaviours outlined in the competency framework;
- completed CV supplement form; and
- completed diversity monitoring form. This form is mandatory, and your application will not be taken forward without a completed form.

The closing date for applications is noon on **29 March 2017**.

If you are unable to apply through the website, please email belinda.beck@saxbam.com quoting reference QJUL.

** The equal opportunities monitoring online form will not be shared with anyone involved in assessing your application. Please complete as part of the application process.*

Civil Service Commission

The process of recruitment and assessment embraces the principles of fair and open competition and best practice. The first is to maintain the principle of selection for appointment to the Civil Service on merit on the basis of fair and open competition as outlined in the [Civil Service Recruitment Principles](#). The second is to promote an understanding of the [Civil Service Code](#) which sets out the constitutional framework in which all civil servants work and the values they are expected to uphold, and to hear and determine appeals made under it.

This appointment is being overseen by the Civil Service Commission, which regulates recruitment to the Civil Service, providing assurance that appointments are on merit after fair and open competition.

The Commissioner for this appointment, Angela Sarkis, will chair the selection panel. This panel will also include Cathryn Ross, the Chief Executive of Ofwat, Jonson Cox, the Chair of Ofwat, and an independent member.

Expenses

Ofwat will refund travelling costs at the rate of standard rail fare for the journey or motor mileage rates (cars: 25p per mile).

Please note that proof of purchase will be required for all public transport expenses.

It cannot refund expenses for travel into the UK. If you have to stay overnight, please contact recruitment@ofwat.gsi.gov.uk for further details.

Data protection

Ofwat will use your application only to inform the selection process, after which it will destroy it. If you are successful, it will form the basis of your personal record with Ofwat and it will store it in manual and electronic files.

It will hold any data about you in completely secure conditions, with restricted access. Information in statistical form on present and former employees is given to appropriate outside bodies.

It will include data that you provide on the diversity monitoring form in a general database for statistical monitoring purposes only, enabling it to monitor the effectiveness of its policy on equal opportunities in employment. Individuals will not be identified by name.

Ofwat shall consider that, by applying for this role, you are giving your consent to the processing of your data in the ways described above.

Diversity

Ofwat aims to be an equal opportunities employer. It intends to make sure that there is equality of opportunity and fair treatment for all irrespective of:

- age;
- disability;
- gender reassignment;
- marriage and civil partnership status;
- pregnancy and maternity;
- race, religion or belief; or
- sex or sexual orientation.

Ofwat would like to assure you that it will treat the information you provide on the diversity monitoring form in the strictest confidence and only use it to help it monitor appropriate equal opportunities policies. This information plays no part in the selection process.

Investors in People (IIP)

Ofwat has IIP accreditation which reflects good management practices throughout its organisation, including in business planning, individual objective setting, learning and development opportunities, as well as continuous constructive feedback through its delivery and development conversations approach to performance management.

Complaints procedure

If feel your application has not been treated in accordance with the recruitment principles and you wish to make a complaint, you should contact Natasha Harris, Director, Operations (People), Ofwat, Centre City Tower, 7 Hill Street, Birmingham, B5 4UA in the first instance. If you are not satisfied with the response you receive from Ofwat you can contact the Civil Service Commission via any of the following routes:

In writing to:

Civil Service Commission, G/8
1 Horse Guards Road, London
SW1A 2HQ

Via Email to:

info@csc.gov.uk

Or call on:

020 7271 0831

STRICTLY CONFIDENTIAL

Please complete this form through our website at www.saxbam.com/jobs using code QJUL.

POSITION APPLIED FOR SENIOR DIRECTOR, CUSTOMERS AND CASEWORK Job code: QJUL			
SURNAME	FIRST NAME	INITIAL(S)	TITLE
ADDRESS FOR CORRESPONDENCE 			
CONTACT TELEPHONE NUMBER(S)		EMAIL ADDRESS	
LATEST EMPLOYER (ORGANISATION)	LATEST JOB TITLE	SALARY	

Ofwat follows the Positive about Disabled People scheme under which disabled applicants can request a guaranteed interview provided that they meet the minimum criteria for the role.

Please tick here if you would like to be considered under the scheme.....

Equal Opportunities Monitoring Form

Ofwat is committed to a policy of equal opportunities. We aim to provide equal opportunity in employment, career development and promotion to all that are eligible on the basis of ability and qualifications. We want to ensure that our policies are working in practice and to do this we need details of applicant's age, gender, ethnic background, religious belief, national identity and any disability.

The information in this part of the application form will not be made available to the selection panel – this is to ensure that the information you provide is treated confidentially and does not affect your job application.

Section A – Gender and Disability (please delete as appropriate)

Name: _____ Gender: Male / Female

Do you consider yourself disabled?

Yes No Prefer not to say

If yes, please give details:

Section B – Ethnic Background (please cross or underline one)

Asian:

- Bangladeshi
- Indian
- Pakistani
- Any other Asian background (*specify if you wish*):

Black:

- African
- Caribbean
- Any other Black background (*specify if you wish*):

Mixed Ethnic Background:

- Asian and White
- Black African and White
- Black Caribbean and White
- Any other Mixed ethnic background (*specify if you wish*):

Chinese:

- Any Chinese background (*specify if you wish*)

White:

- Any White background (*specify if you wish*):

Any Other Ethnic Background:

- Any other ethnic background (*specify if you wish*):

Prefer not say

Section C – National Identity (please cross or underline one)

- British or Mixed British English
- Irish Scottish
- Welsh Or any other? (*specify if you wish*):
- Prefer not say

Section D - Date of birth:

Prefer not say