

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

October 2017

Trust in Water

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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:
PR19DeliveryPartner@ofwat.gsi.gov.uk.

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| Aiimi Limited | <p>Aiimi Limited 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". 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"> - Vision, charter and strategy creation, implementation and embedding. - Organisational transformation. - PR19 planning. - Insight and analytics. - Sentiment Analysis (based on CRM, in-house surveys, social media or SIM data). - Data, document and content management systems. - Integration, search and collaboration tools (selection, implementation, customisation, recovery and support). - GDPR/Governance. - Mobile working. - Social media strategies. - User experience (UX). - Cultural change and communications. - Managed Services. <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> |
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| Alex Wiseman Associates Limited | <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">- Price controls;- Cost of capital- Econometrics- Financial and economic modelling- Incentive mechanisms;- Corporate finance- Benchmarking- Stakeholder engagement- Strategy- Business planning- CMA referrals. |
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| Alvarez and Marsal | <p>A&M is a leading professional services firm with extensive global and European experience. A&M has over 2,500 professionals located in 45 offices in 18 countries around the globe.</p> <p>Many of A&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 & Investigation Services, Regulatory Advice, Financial Industry Advice, Restructuring & Turnaround, Transaction Advisory, Tax, Performance Improvement, Valuation and Real Estate.</p> |
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| Aqua Consultants | <p>Aqua Consultants is a water sector SME providing expert consultancy across water and wastewater treatment, bio-resources and associated infrastructure.</p> <p>We bring a holistic view based upon diverse expertise across water/wastewater operations, asset management, capital delivery and regulatory functions.</p> <p>Our expert multi-disciplinary team have experience across multiple price controls in the following areas:</p> <ul style="list-style-type: none"> • Assurance and validation of company business plans from an asset management, engineering and Totex perspective • Totex benchmarking, utilising top-down and bottom up modelling techniques • Efficiency and innovation identification and assessment <p>Aqua Consultants has supported Ofwat and the Competition and Markets Authority during both PR14 and PR19.</p> |
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| Arcadis | <p>Arcadis provides a unique combination of consulting, technical, regulatory and commercial skills delivered by consultants with management consulting and industry experience. Our extensive infrastructure project delivery experience ensures we understand the whole lifecycle of owning and operating assets.</p> <p>During PR14, Arcadis consultants have worked with water companies and Ofwat to develop high quality business plans, provide real price effect insights and undertake detailed analysis regarding outcome-based financial and reputational incentives.</p> <p>We have continued to work closely with water companies and investors during AMP6, which makes us highly familiar with the regulatory framework, outcome incentive performance and targets, investment planning, procurement processes and capital programme delivery.</p> <p>Arcadis has implemented a number of successful cost reduction initiatives and procurement events for water industry clients to improve organisational effectiveness throughout the asset lifecycle. Aligned with PR19 objectives, Arcadis recently worked with United Utilities to develop measurement framework proposals for water sector resilience.</p> <p>Our corporate values of integrity, client focus, collaboration and sustainability are closely aligned with those of Ofwat. We bring innovation, knowledge transfer and flexible resourcing to all client assignments through a collaborative partnership approach to delivery. Arcadis proactively promotes a culture of inclusivity and diversity across its global business operations.</p> |
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| Arup and Partners Limited | <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>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> |
| 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 | |

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| Atkins Ltd | <p>Atkins supports the water, wastewater and water-related environmental sectors with services from strategic planning and utility regulation to infrastructure design and maintenance.</p> <p>Our areas of expertise include:</p> <ul style="list-style-type: none"> • Water and wastewater utility infrastructure • Water resources and demand management • Regulatory reviews and independent assurance • Business and investment planning • Resilience • Due diligence and transaction advisory services • Flood management • Dams and reservoirs • River management • Surface water and drainage • Aquatic ecology • Customer service and stakeholder management |
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| Baringa Partners LLP | <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> |
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| CEPA | <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: www.cepa.co.uk</p> |
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| 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 | |

| CmY Consultants Ltd | |
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| Charles Yates Managing Director charles@cmyconsultants.london 07768 337854 www.cmyconsultants.london | <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">- Price control reviews- Policy implementation- Regulatory strategy- Regulatory compliance in the competitive retail market- Due diligence and business plan review- Cost of Capital <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> |

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| CPC Project Services LLP | <p>CPC is an independent consultancy, with a broad set of expertise in the delivery of projects and investment programmes.</p> <p>Our key disciplines are:</p> <ol style="list-style-type: none">1. Programme and Project Management2. Strategic Programme Management and Engineering services;3. Commercial and Cost Management;4. Management Consultancy, Corporate Finance, Tax and Auditing;5. Economic/Financial modelling and Data Management;6. Regulatory policy development;7. Quality Assurance <p>Our expertise covers all of the requirements of a Delivery Partner, Project Manager or Independent expert consultants such as:</p> <ol style="list-style-type: none">1. Water and Waste Engineering & Operations;2. Regulatory Economics & Policy;3. Economic Modelling;4. Corporate Finance & Tax;5. Data Management & Financial Modelling; and6. Quality Assurance. <p>CPC has its Head Office in Central London with additional offices in Oxford, Leeds, Manchester, Stoke and Glasgow. With this supply chain in place, we are confident that we will be able to deliver all of the required outcomes specified within your Delivery Partner requirements. Our Consultants have a high level of mobility and flexibility during the working week and therefore are able to mobilise to anywhere in the UK either to the clients' offices or to one of our own.</p> |
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| Deloitte LLP | <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 & Risk Advisory, Consulting, Financial Advisory and Tax. 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> |
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| DotEcon Ltd | <p>DotEcon is an economic consultancy specialising in supporting network industries - such as telecommunications, transport, energy, post and payment systems - and in adapting to the new challenges of the digital economy.</p> <p>We focus on providing high-value advice to governments and leading companies worldwide using rigorous microeconomic techniques, advising in:</p> <ul style="list-style-type: none">• competition cases, regulatory proceedings and commercial litigation;• public policy design and regulatory impact assessments;• design and implementation of auctions and trading mechanisms;• bidder support for high-value transactions;• econometric analysis and data mining; and• business strategy and decision support. <p>Specifically in relation to regulatory work, DotEcon understands that regulation is not just about controlling prices where competition is absent; it is also about encouraging innovation and investment from regulated companies whilst still allowing emergent competition to flourish. Our regulatory services include:</p> <ul style="list-style-type: none">• analysing the economic impact of regulatory proposals, including quantitative modelling;• undertaking cost-benefit analyses and regulatory impact assessments;• advising on the setting of regulatory price controls and access pricing;• conducting efficiency reviews of incumbent operators and modelling the impact of regulatory price controls;• responding to regulatory consultations and assisting with appeals of decisions;• understanding and developing positions on regulatory issues; and• understanding the implications of current economic thinking on regulatory issues. |
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| Economic Consulting Associates Ltd | <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>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 & Wales, Northern Ireland and the Republic of Ireland as well as EU regulatory agencies on the Continent and the EU regional regulatory agencies.</p> |
| Martin Siner Managing Consultant Martin.siner@eca-uk.com 41 Lonsdale Road, London, NW6 6RA 0207 604 4546 www.eca-uk.com | |

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| Engage Consulting | |
| Pippa Stirling Head of Commercial and Corporate Services Pippa.stirling@en gage- consulting.co.uk 27 Austin Friars, London, EC2N 2QP 07817 661672 | <p>Engage is an expert, people-driven organisation valued for its delivery track record, integrity and independence. We only operate in the energy and utilities industries, where we are a successful and highly respected specialist consultancy that has grown continually as a result of the quality of work delivered by our high-calibre staff.</p> <p>Engage has extensive energy and utilities experience in: market definition and regulation, strategy and planning, programme and project management, market advice and guidance, requirements definition, operational support, business improvement, business assurance, implementation into complex environments and undertaking cost benefit analyses of potential changes for a variety of clients across the energy and utility landscape. Our core service areas include:</p> <ul style="list-style-type: none">• General energy and utilities consultancy;• Smart metering and smart grids;• Revenue and margin assurance; and• Information Services <p>Our clients include trade associations, energy suppliers, water companies, network companies, central market organisations, regulators, government, agents, meter manufacturers, investment finance companies and smart technology and service providers.</p> |

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| ESP Consulting Ltd | <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">• Strategic advisors to Ofwat in the PR14 price review, focusing on the proposed outcomes and incentives;• 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">◦ 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◦ Review of the expenditure requirements of market operators under the I-SEM arrangements.• Advisors to Ofgem on:<ul style="list-style-type: none">◦ A performance incentive forming part of the price control for electricity distribution; and◦ A review of the electrical losses incentives that were implemented across all UK distribution networks. <p>More information on our services and clients is available at www.esp-consulting.co.uk.</p> |
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| Eunomia Research & Consulting Ltd | <p>Eunomia is an independent consultancy dedicated to helping our clients to achieve better environmental and commercial outcomes.</p> |
| <p>Head of Natural Economy David.Baxter@Eunomia.co.uk 37, Queen Square Bristol BS1 4QS +44 (0) 117 917 2250 www.eunomia.co.uk</p> <p>We advise on environmental policy in the UK, Europe, North America, Australia, India and New Zealand. We have specialist knowledge in market and economic analysis. We can help you innovate, engage with customers, reduce risk and maximise returns on activities which include:</p> <ul style="list-style-type: none">• Renewable energy -Eunomia has a thorough understanding of the low carbon energy sector, gained in part through our management of the Renewable Energy Planning Database for BEIS.• Resource efficiency – we are an advisor to Defra, WRAP and the European Commission on all waste policy issues, particularly those related to water efficiency, extended producer responsibility, deposit return systems, plastics and building roadmaps to deliver a circular economy.• Natural capital valuation and ecosystem markets – we have extensive experience in developing markets for PES and engaging customers, regulators and policy makers with innovative approaches to achieve outcomes through catchment management. <p>Our team fully understands environmental regulation in the context of economic regulation, gained from direct experience in the implementing the Water Framework Directive and leading the Environment Agency's input to Price Review processes.</p> | |

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| <p>European Economic Research Ltd. (T/as Europe Economics)</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>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>Relevant areas of expertise include (among other things):</p> <ul style="list-style-type: none"> - Cost of capital and financeability - Cost benchmarking - Design of incentive schemes, uncertainty mechanisms etc. - Cost benefit analysis - Financial modelling <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> |
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| <p>F1F9 UK Ltd</p> <p>Danny Leitch Director Danny.leitch@f1f9.com 149 Church Road, Bath, BA2 5JN +44 7917 895 230 www.f1f9.com</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> |
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| Gardiner & Theobald | <p>Gardiner & 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 & 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> |
| Gemserv Ltd | <p>Gemserv is a specialist market design, governance and assurance service provider. We provide high quality impartial advice to competitive utility and environmental markets and their participants. We also provide a wide range of security and data protection services including Privacy Impact Assessments and ISO and EU GDPR preparedness.</p> <p>Our client base includes, regulatory bodies, Government departments market participants and a wide range of businesses ranging from SMEs to FTSE 100 companies.</p> <p>In 2008 we designed and delivered the world's first competitive water market in Scotland, and since then have worked across the water and other utility sectors to provide central market solutions and a wide range of consultancy and assurance services. We currently administer several industry codes and environmental schemes alongside these services. Our past assignments in the water industry have included business plans and license applications for the English retail business water market and PR14 submissions.</p> <p>www.gemserv.com</p> |

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| HR Wallingford Limited | <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>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> |
| Chris Counsell Water Resources Business Sector Lead c.counsell@hrwallingford.com | |

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| <p>ICF Consulting Services Limited</p> <p>Joe Sunderland Consulting Director joe.sunderland@icf.com</p> <p>Watling House, 33 Cannon Street, London, EC4M 5SB 020 3096 4851</p> | <p>ICF is a leading economics, regulatory and policy consultancy headquartered in London. We support national regulatory bodies in the UK (Ofwat, Ofgem, ORR, CMA, FCA, Ofqual, SRA, LSB). We support our clients by providing advice on regulation, competition, economics and markets through economic analysis, competition analysis, behavioural economics, policy design, impact assessment and evaluation.</p> <p>We have considerable experience in water regulation, having supported Ofwat with its Water 2020 programme, its CBA for its household retail review, PR14 retail controls and its draft and final determination of Thames Water's IDoK. Other recent water regulation work includes two studies for CCWater on stated preference techniques and triangulation of water customer data, a study for the Welsh Government on the implementation of water and sewerage devolution in Wales and a study for the Scottish Government on the regulatory regime for private water supplies.</p> <p>Our wider sectoral experience and expertise includes energy, financial services, rail, aviation and health, among others. We draw experience from an extensive cross-section of policy areas to inform our analysis of regulatory policy issues.</p> <p>Our work is always evidence-based. We use bespoke tools and techniques for each assignment. We specialise in using multi-method approaches and multi-disciplinary teams.</p> |
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| <p>IPA Advisory Limited</p> <p>Jonathan Thurlwell Managing Principal jonathan.thurlwell@ipaadvisory.co.uk</p> <p>74 Wigmore Street, London W1U 2SQ 020 7659 9866</p> | <p>IPA provides strategic consultancy services across the Energy and Infrastructure sectors, with extensive international experience in the UK, Europe, Middle East, Africa and Asia.</p> <p>IPA specialises in providing regulatory economics advice, with a wealth of experience in both the principles of regulations and their practical application. Our areas of expertise includes:</p> <p>Economic Regulation</p> <p>IPA advises governments, national sector regulators and utility companies on price control, charging mechanisms and tariff methodologies.</p> <p>Efficiency and Benchmarking</p> <p>IPA advises national sector regulators and utility companies on the methods used to assess efficiency and evaluate the expenditure of comparable businesses and also against external comparators, through a range of bottom up and top down benchmarking techniques.</p> <p>Cost of Capital</p> <p>IPA has extensive experience advising on cost of capital issues. Cost of capital is vital in issues such as the viability of an investment project and in setting companies' revenues as part of a price review.</p> <p>IPA is part of the Dar Group, a privately owned international professional services firm dedicated to the planning, design, engineering and project management of facilities, installations and</p> |
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| | structures that contribute to the sustainable advance of communities worldwide. |
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| Jacobs UK Ltd | |
| 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 http://www.jacobs.com/ | <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> |

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| <p>KPMG</p> <p>Dr Matt Firla-Cuchra Partner matt.cuchra@kpmg.co.uk Mobile:+44 (0) 7764503804</p> <p>Andrew Beaver Director andrew.beaver@kpmg.co.uk Mobile:+44 (0) 7779606565</p> <p>Address KPMG LLP 15 Canada Square London E14 5GL</p> | <p>KPMG is a leading professional services firm and can provide the full range of services that Ofwat is seeking.</p> <p>We are also very interested in hearing from potential partners to ensure that the most compelling team is put forward.</p> <p>We have one of the largest dedicated water teams in the market with core skills in economics, regulation and finance, which we would expect to be critical to PR19.</p> <p>Our wider Power and Utilities practice in the UK and internationally brings unique cross-sector and cross-jurisdictional expertise. We are also a leading provider of management consulting, tax, asset management, and other services to utilities.</p> <p>Our practice includes a number of leading finance and economics experts, former regulators and ex-Ofwat staff, including the former Director of Future Price limits for PR14 and the former Programme Director of Ofwat's Water 2020 programme.</p> <p>We have an excellent understanding of the regulatory framework for PR19, Ofwat's ambitions and objectives for that review and Ofwat's ways of working and organisational culture.</p> <p>We have worked extensively across the sector during PR14 and subsequently on all elements of the regulatory framework and have supported Ofwat on Water Resources, Direct Procurement and Financial Modelling in the lead up to PR19.</p> |
| <p>London Economics</p> <p>Sion Jones, Partner sjones@londoneconomics.co.uk</p> <p>Charlotte Duke, Partner cduke@londoneconomics.co.uk</p> <p>Somerset House, New Wing, Strand, London, WC2R 1LA</p> | <p>Provision of expertise in:</p> <p>Consumer research within the water sector: Willingness-to-pay surveys and mon-market valuation methods, behavioural economics and behavioural experiments/randomised control trials</p> <p>Water resource issues: Abstraction reform, water trading, valuing water assets using market based incentives</p> <p>Competition assessments in water and sewage and sludge markets</p> |

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

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| Mace Limited | <p>Mace is an international consultancy and construction company. We offer specialist utilities consultancy services. Our experts in programme and project management, construction delivery, cost consultancy and facilities management thrive within our collaborative and entrepreneurial culture, constantly striving to find better solutions to complex infrastructure and property challenges.</p> <p>At Mace, we help businesses to drive value-for-money through every aspect of their programmes, particularly when delivering complex infrastructure or improving their existing assets.</p> <p>Our customers are at the core of what we do, and we continue to grow and expand to better serve their property needs across sectors and geographies. Our clients are as far-reaching and diverse as our expertise, which includes a broad range of services, sectors and geographies. Our integrated, cross-discipline approach ensures that our utilities clients benefit not only from the services we provide to them, but also from the full range of our expertise.</p> <p>We believe it is our relentless passion for finding a better way that helps us to deliver the best projects safely and efficiently, while defining industry best practice.</p> <p>Everything we do challenges, innovates and strives for a solution that achieves our clients' goals more efficiently, more affordably, and more effectively.</p> |
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| MCG Professionals Limited | <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> |
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| Moorhouse Consulting Jason Byrne Client Director 07773 420930 20 St Andrew Street London EC4A 3AG https://www.moorhouseconsulting.com | <p>We're a dynamic consulting firm, focused on delivering change. We make sure our clients succeed in their long-term goals by helping them turn their strategy into action; by providing out of the ordinary delivery capability; and by establishing a culture of change.</p> <p>We focus on delivery</p> <p>Many organisations design their own strategy but need help effecting it. We specialise in turning your strategy into action and by bringing structured delivery expertise. Whether you're making small internal changes or transforming your business model, our expertise, straightforwardness and dedication to quality means you receive an unparalleled service.</p> <p>We work together with your team</p> <p>To achieve top results, we draw on the best knowledge and skills available. Often this involves creating a joint team of your staff and our consultants. Throughout a project we work alongside your staff, supporting them while improving their own delivery skills. And when our part is done, we ensure you have what you need to sustain results.</p> <p>We're independent and objective</p> <p>We're an independently owned business, with no affiliations that will restrict our objectivity. We provide impartial advice, and will work collaboratively with your other service providers. Your success is our only goal.</p> |
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| Oxera Consulting LLP 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>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>http://www.oxera.com/Home.aspx</p> |
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| PA Consulting Group | |
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| Liz Parminter Member of PA's Management Group Liz.Parminter@paconsulting.com 123 Buckingham Palace Rd, London, SW1W 9SR +44 207 333 5622 http://www.paconsulting.com/ | <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> |

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| Program Planning Professionals Ltd (t/a Pcube) | 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. Mark Sorrell Head of Public Sector Mark.sorrell@pcubed.co m 3-5 Crutched Friars, London. EC3N 2HT 0207 462 0100 www.pcubed.com |
| Practicus Limited | Practicus is a non-traditional consultancy that is recognised for the effective implementation of client outcomes through our core capability in project delivery. 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. 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. 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. 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. 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. |

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| Pricewaterhouse Coopers LLP | <p>Steve Jennings steven.m.jennings@pwc.com 7 More London Riverside London SE1 2RT 07704 564513 http://www.pwc.co.uk/industries/water.html</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> |
| Regulatory Economics Limited | <p>Chris Decker Principal enquiries@regulatoryeconomics.co.uk 18 Southmoor Road, Oxford, OX2 6RD</p> <p>Regulatory Economics Limited is a small, specialist advisory firm specialising in matters relating to economic regulation and competition economics. Our experience in the water sector includes: assessment of the prospects for competition; the development of pricing principles for water charging; access pricing disputes; and various other aspects relating to price controls and the wider economic regulatory framework, including water resources management and the assessment of economic impacts associated with shortfalls of supply. Our Principal is a member of the Global Water Partnership's Expert Group on the Benefits of Action/ Cost of Inaction for Drought Preparedness; the International Water Association's Working Group on public policy and regulation for resilience; and the UK Competition and Market Authority's academic panel. He is also currently lead economist on two inter-disciplinary projects jointly funded by the UK Economic and Social Research Council and Natural Environmental Research Council focussed on managing and responding to the risk and uncertainties of water scarcity. Outside of the water sector, we have provided advice and support to regulators and government bodies in a number of developed and emerging economies in relation across a range of regulated activities (energy, communications, transport, financial services).</p> |

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| SLG Economics Ltd | 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. |
| Stephen Gibson Director Stephen@SLG- Economics.co.uk 4 Chessington Avenue, London, N3 3DP 078999 34960 www.SLG- Economics.co.uk | |

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| <p>Strategic Management Consultants</p> <p>Ben Haywood Smith Director ben@consultsmc.co.uk</p> <p>Rawgreen Steel Hexham Northumberland 01434 673811 Consultsmc.co.uk</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>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> |
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| <p>Sweco UK Limited</p> <p>Stewart Evans Head of Engineering Stewart.evans@sweco.co.uk</p> <p>Grove House, Mansion Gate Drive, Leeds, LS7 4DN 01733 303 651 www.sweco.co.uk</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> |
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| Swiss Economics SE AG | <p>Swiss Economics was founded as an independent economic consultancy in 2008 with the focus on advising private businesses, think tanks and government agencies with state-of-the-art economic and strategic expertise.</p> <p>Our work utilizes quantitative economic methods drawn from well-grounded economic theory and wide industry experience. Furthermore, our network with leading Swiss and international universities extends our analytical and business reach, making Swiss Economics a powerful partner when dealing with economic policy issues. Our activities are mainly in network industries, such as post, telecommunications, energy, water and transport.</p> <p>Swiss Economics is a public limited liability company based in Zurich, Switzerland, and fully owned by its employees.</p> |
| Urs Trinkner Managing Partner urs.trinkner@swiss-economics.ch Weinbergstrasse 102, CH-8006 Zurich, Switzerland | |

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| <p>Turner & Townsend Project Management Limited</p> <p>Gregg Barton Director gregg.barton@turntown.co.uk Low Hall, Calverley Lane, Horsforth, LS18 4GH 0113 258 4400 / 0773 448 3092 www.turnerandtownsend.com</p> | <p>"Turner & Townsend is an independent professional services company with over 20 years of experience in the Water sector. Our services include:</p> <ul style="list-style-type: none">• Programme strategy and set-up – building the right capabilities and execution plan to drive clear programme outcomes.• Procurement - developing and delivering procurement and supply chain strategies that get the best results from the market.• Programme management - looking at the big picture to deliver clients outcomes• Project management - delivering project success through effective planning, the right team and rigorous controls.• Cost and commercial management - driving and safeguarding commercial interests from start to finish.• Controls and performance - applying robust and pro-active controls from a clear baseline to deliver confidence in programme and project performance.• Technology and data - unlocking the potential of technology, data and information to drive performance, support great decision-making and create collaborative working environments.• Advisory - providing independent advice to help make business and investments a success.• Lean management - embedding lean thinking in both the delivery of capital projects and their ongoing operations.• Asset management - end-to-end performance diagnostics and capability analysis. <p>Safety, health and quality - embedding the strategies and culture that support effective operations and maintain a safe healthy environment.</p> |
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| Tynemarch Systems Ltd, t/a Servelec Technologies | Tynemarch Systems Ltd, t/a Servelec Technologies have over 30 years' experience within the water industry of delivering high-quality, innovative consultancy and research services. |
| George Heywood Technical Director (Asset Management) enq@servelec-technologies.com Spring Court, Station Road, Dorking, Surrey. RH4 1EB 01306 742772 | This has included optimising, operations, investment, planning and regulation. |

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| Unicorn Analytics Ltd | We provide innovative, beautiful and informative, financial modelling and analytic solutions to help organisations explore the impact of critical decisions before they make them. We use these to develop strategy, set prices, grow businesses, optimise costs, improve operational performance, manage cashflow and acquire finance. 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. |
| Peter Morland CEO Peterdmorland@gmail.com 9 Clayfield, Yate Bristol 07748 143 145 | |

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| Util Consulting Limited | 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. |
| Colin Sausman Director Colin.sausman@util-consulting.co.uk 17a New Road, Harston, Cambridge, CB22 7QG 07513 177937 | |

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| Waterwise | 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. 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. |
| Samantha Vickerman Operations Director svickerman@waterwise.org.uk 180 Piccadilly, London W1J 9HF 07885 913230 www.waterwise.org.uk | |

| WRc plc | |
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| Andrew Hunt Commercial Director andrew.hunt@wrcplc.co.uk Frankland Road Blagrove Swindon SN5 8YF +44 (0)1793 865000 | <p>WRc plc is an independent research and consultancy company which operates across the water, environment, waste and resources and gas sectors.</p> <p>Building on our legacy in the international water and environment sectors stretching back over 90 years, the staff of WRc apply their skills, knowledge and experience to deliver solutions that enable our clients to meet their future challenges. We offer services underpinned by technical excellence to our clients including regulators, water and gas utility companies, government organisations, industrial manufacturers and waste management companies.</p> <p>We are recognised and respected for our expertise in a variety of fields, using a hybrid approach of economic modelling and engineering knowledge to provide advice and guidance on anticipated outcomes associated with investment and process decisions. Our detailed knowledge and understanding of the drivers of capex and opex of treatment processes and infrastructure assets allow us to consider whether cost submissions appear reasonable and to investigate any apparent anomalies.</p> <p>Our business is structured across a number of service areas that reflect the activities within the whole of the water and wastewater industry. We also work in the waste industry, which is particularly valuable for bio resources and other value recovery activities.</p> |