

Ofwat

Appointment Brief

Appointment of Chief  
Executive

January 2022

Reference: QJUP



**Thank you for your interest in finding out more about the role of Chief Executive of Ofwat. It's a unique and exciting opportunity to make a difference to the quality of life for all.**



We all depend on water every day. Without safe and reliable water, life would be profoundly disrupted. At Ofwat, we're working to improve all our lives through water: keeping water clean and always available, bills affordable and helping ensure the health of our rivers and waterways. We have a privileged responsibility at Ofwat. We're here to ensure that water companies do the right thing: supporting customers and communities, improving the environment, and making sure our water supplies are secure for future generations.

Our new Chief Executive will join an organisation that is ambitious and forward thinking. Our focus includes the environment, long term supply of water, improving performance of water companies for customers, the part we all play in saving water and the affordability of water into the future. At the same time, we look after the needs of more vulnerable customers. We can only meet these challenges and opportunities by working in collaboration with our many stakeholders and by using all the tools at our disposal.

As we embark on our next Price Review (PR24), now more than ever we have a vital role to play in making a difference for people and the planet. There are some profound challenges ahead, and huge, untapped opportunities. Our Chief Executive will have the regulatory and economic skills and experience to lead the delivery of our regulatory responsibilities and realise our ambitions, and the leadership skills to shape a high performing organisation that is a great place to work. You will need to be agile, bold and innovative, as well as experienced in regulation. Above all, you will show you lead with the drive, commitment and skills to make a lasting difference for customers, environment and society.

If you have both a social mission and the skills we are looking for, we look forward to hearing from you.

Jonson Cox CBE, Chair

# An Introduction

Ofwat (the Water Services Regulation Authority) is the economic regulator of the water and wastewater sector in England and Wales.

Safe, reliable and sustainable water and wastewater services are essential for our day-to-day lives, our wellbeing, and our natural world.

The water sector faces significant challenges including population growth, changing customer expectations and climate change. Customers are increasingly concerned about environmental harm, including carbon emissions, pollution, and the need to use water wisely. At the same time, the impact of Covid-19 has amplified concerns about affordability, with one-third of households in England and Wales sometimes struggling to pay household bills.

Our role is to enable, incentivise and hold water companies to account for providing the very best for customers, society, and the environment, both now and into the future. We also oversee the markets that exist in the water sector to make sure they are working for customers. Our ambition is for water companies to provide outstanding customer service; to improve the environment and to enhance life through water, both now and into the future. We use all our existing regulatory tools, and develop new ones, including building our influence, data and insight to achieve these goals.

Our vision is to improve life through water. We plan to deliver this through

- ensuring that the sector delivers everyday excellence in providing water and wastewater services to customers, responding to their changing demand.
- ensuring that companies take long-term stewardship of the environment, their assets, and their customer relations.
- ensuring that the industry adds value, whether through value for money for customers or adding to the quality of life or the state of the environment.

Our strategic goals, taken from our strategy, Time To Act Together.



Delivering these goals will help to meet customers' needs: ensure reliable and safe water supplies today with a better environment, affordable bills, and a resilient and sustainable future for water. As we do this, we will be working to fulfil the UK and Welsh Governments' strategic priorities for Ofwat; and UK and Welsh Government policy.

### Why come and lead Ofwat

Ofwat is an organisation with a well-developed social mission. We are forward-thinking, creative, innovative and ambitious. We constantly push the boundaries and embrace new ways of working.

Our new Chief Executive will have the opportunity to build on our social mission, vision and strategy. We've named it '[Time to Act](#)' and it sets out the difference we want to make for customers, the environment and wider society. Our strategy is stretching, and our work is high-profile and fast-moving, within a dynamic and agile environment. Through our five yearly price reviews we oversee billions of pounds of private investment into the water sector spread across England and Wales.

We push hard to improve day-to-day water company performance for customers, including on leakage, sewer flooding and customer service. We drive the sector to take a longer-term view and to take steps now to protect and enhance the environment, using digital and

data innovations. Planning for our next price review, PR24, is well underway and under the leadership of our new Chief Executive, this will provide a critical opportunity for us to make a step change in how companies deliver efficiently and effectively for customers, over five years and in the longer term.

Ofwat is a non-Ministerial Government Department, with an independent Board. We are a small organisation of approximately 250 people, with a main Birmingham office, a London base and a small presence in Wales. Before the Covid-19 pandemic we were the first Civil Service organisation to achieve Smarter Working status. We have developed this further through our hybrid working during the pandemic and have won awards for our Path Forward approach as we spend more time in person again.

Earlier this year, we secured a three-year Comprehensive Review Settlement that will enable us to deliver on our ambitions, including the continuation of The Regulators' Alliance for Progressing Infrastructure Development (RAPID) - a joint regulatory unit between Ofwat, the Environment Agency and the Drinking Water Inspectorate (DWI) aimed at progressing new, large scale strategic water supply options. Our budget in 2021/22 is £31.8m.

### Our Values

All our work is underpinned by our SAILOR values which are well established and embedded into everything we do. Actively championed by everyone, they set out how we behave and what we aspire to be as an organisation.

# We are Ofwat

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

<b>S</b>	<b>A</b>	<b>I</b>	<b>L</b>	<b>O</b>	<b>R</b>
<b>Support</b>	<b>Ambition</b>	<b>Integrity</b>	<b>Learning</b>	<b>Ownership</b>	<b>Respect</b>
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



## Our Culture, Our People

Driven by our SAILOR values, we are committed to developing an inclusive culture where our people can bring their whole selves to work, where everyone is treated equally and empowered to thrive. Together we can achieve our vision of improving life through water. Our aim is to become more diverse and inclusive: reflective of the communities we serve. We are looking for a Chief Executive who visibly champions equality, diversity and inclusion, and who will show strong leadership in our journey to be more diverse and inclusive at all levels of the organisation.

Our people are the heart and soul of Ofwat, and our People Strategy is ambitious and well-embedded. We outperform the Civil Service People Survey benchmarks in 9 out of 10 areas and have an engagement score of 72%, placing us as one of the Civil Service's highest performing organisations. Our recent external Investing In People re-accreditation assessment saw us move from standard to silver, only

narrowly falling short of achieving the gold award. The assessment found that we have continued to develop and improve upon our people and business practices and praised our values, behaviours and ethics.

Our vision is to transform Ofwat from a great place to work to a Great Place to Be. To achieve this, our People strategy is based around five themes:



We are proud of the journey we have undertaken so far. We have a mindset of continuous improvement, enabling Ofwat to make great advances in the way we work and in the development of our culture. There is still more to do to build on our successes so far, and we are looking for our new Chief Executive to shape, define and develop our vision further.

# The Role

Our Board is ambitious for the sector and ambitious for Ofwat.

We are looking for a Chief Executive who will continue to innovate, building on the success of previous years, in particular: the outcomes we have achieved through PR19 and are preparing to deliver through PR24. That is likely to mean: an increasing focus on the long term; the delivery of greater environmental and social value; a clearer understanding of customers and communities; and improvements through efficiency and innovation. These goals reflect the outcomes that we want for customers and the environment. They interlink with and complement each other, and the price review must deliver on them all. In addition, we want to continue our work to improve the transparency of water companies and their boards, to improve leadership and governance within the sector, and to ensure the financial resilience of the sector. We expect to push the companies to achieve much more for water customers and the environment day-to-day and in the longer term.



We want our Chief Executive to build on the change and transformation we have already delivered by translating our strategy into action – for example through our £200m Innovation Fund, Green Recovery work and taking enforcement action where companies do not live up to the high expectations that we set. We want to ensure public trust and confidence in the vital services we regulate which is at the heart of everything we do.

Reporting to the Board, the Chief Executive will have responsibility for the operational and strategic management of Ofwat. The Chief Executive must ensure that Ofwat maintains a strong reputation for economic and regulatory practice, in particular being accountable for the delivery of a robust and effective PR24 - which is at a critical time for Ofwat and the water industry. At the same time, we need our Chief Executive to have a view to the longer-term strategic agenda. We need an experienced regulator and leader to lead this work and our wider strategy implementation.

The Chief Executive will combine the skills to deliver these priorities and our Time to Act strategy, while also possessing the personal, leadership and strategic qualities to take us into the future. As Chief Executive, you will need to establish, maintain and develop effective working relationships with a range of stakeholders:

- Ministers and senior officials within UK and Welsh Governments.
- UK and global debt and equity institutional investors (including major pension funds, infrastructure funds, sovereign wealth funds and rating agencies).
- Chief Executives at water and wastewater companies - making clear the expectations we place on them, giving examples of best practice, making clear what will happen should companies fall short and encouraging the behaviours we expect to see.
- The Environment Agency, Drinking Water Inspectorate, Consumer Council for Water, MOSL, UKRN, Water UK etc.

You will be confident representing Ofwat at conferences and events, and using such events to develop our agenda, (events such as the Infrastructure Investor conference, Moody's water industry conference, utility conferences, International Water Association conference and wider regulatory conferences and roundtables).

### Key Responsibilities

- To provide effective, strong and inspirational leadership across Ofwat, setting the strategic direction and enabling delivery to achieve outcomes.
- To ensure effective, empowering ways of working, the right culture, champion our SAILOR values and work alongside our strong Senior Leadership Team in leading Ofwat.
- To maintain and evolve an inclusive culture where our people are valued, everyone is treated fairly, empowered to thrive, and our people are representative of the communities we serve. Embedding hybrid working across Ofwat supporting our people to sustain a work life balance.
- To develop and implement a progressive and innovative regulatory regime in the water and wastewater sectors designed to make full use of all available tools including market and competitive forces so as to promote the interests of consumers and the long-term sustainability of the sector. Ensure the approach meets all Ofwat's statutory duties and is underpinned both by sound evidence base and also by sound business judgement.

- To take accountability for Ofwat's planning, implementation and delivery of the 2024 price review and of longer-term regulatory commitments from companies, leading a process which sets appropriate challenges, funding, service and delivery targets.
- To co-ordinate strategically the work across Ofwat and ensure we can respond flexibly and effectively to unplanned events and opportunities. Take executive responsibility for decisions within the delegations and policy frameworks set by Ofwat.
- Within guidelines to be agreed with the Chair, to lead externally on the executive relationships with companies, government, fellow regulators, consumer bodies, environmental groups and other third parties. Develop effective relationships at CEO level with companies we regulate, maintaining flexibility to represent Ofwat effectively with all the various approaches a regulator needs. Work collaboratively with government and other regulators on policy and regulatory matters and on a no-surprises basis. Ensure Ofwat listens widely to external stakeholders.
- To ensure everyone understands their role in delivering Ofwat's strategy and forward programme.
- As accounting officer, to be accountable to Parliament for ensuring that Ofwat operates in line with Cabinet Office and other relevant controls on us, and to ensure that Ofwat operates in line with the principles of Managing Public Money.

# Person Specification

The successful candidate will possess the following knowledge and experience:

## Essential

- Senior people and change leadership experience in a role which demonstrates deep knowledge and experience of economic regulation.
- Experience in undertaking or leading engagement with regulatory reviews, and in particular price reviews and complex enforcement cases.
- Experience of successful complex senior stakeholder management and influencing.
- Experience of successfully leading large, complex projects.
- A track record of building diverse and inclusive teams.

## Desirable

- Managing relationships with Government at a senior level.
- Knowledge and awareness of the senior stakeholders relevant to Ofwat and the regulatory environment within which it operates.
- Knowledge of water and wastewater policy issues and regulatory frameworks.

The successful candidate will possess the following skills and personal qualities:

## Essential

- The ability to think strategically, taking into account wider policy issues.
- A confident public speaker with excellent written skills.
- An inclusive leadership style which inspires, motivates, and promotes collaboration to develop high performing teams.
- The commercial acumen to sustain a culture of efficiency, effectiveness and value for money.
- Being a proactive champion of creativity, innovation and new ways of working.

- A commitment to continuous learning and development for self, others and the organisation as a whole.
- A commitment to championing and improving equality and diversity within the workplace, including creating a workforce which is diverse at all levels.

# Terms of Appointment

## Contract

This is a permanent appointment.

## Salary

The remuneration range for this role is £145,000 to £163,900. For other candidates outside of the Civil Service, we would expect to offer c. £150,000 with scope for an uplift to the maximum quoted above, subject to experience and suitability. Internal and Civil Service candidates already at this job level would normally maintain their existing salary arrangements as this would be classed as a level transfer. If applying for the role as a promotion, these candidates can typically expect to be appointed on a salary at the bottom of the band or a 10% increase to existing salary, whichever is greater.

## Location

This role is based at our (London or Birmingham) office and this will be your designated place of work with regular travel between our offices. Relocation expenses will not be paid for this role. Ofwat employees have the opportunity for hybrid working so you will have the chance to work both at home and in the office. Ofwat is an inclusive employer and agile working is an important part of our culture. We know that agile working empowers our employees to manage their own time, fostering a healthy work-life balance and boosting health and wellbeing while maintaining productivity.

Here at Ofwat we believe spending regular time together in person is important to support collaboration, build and sustain relationships with others, and supports the delivery of Ofwat's business outcomes. Working from the office will provide opportunities for face-to-face interaction and connection, in-person meetings, and networking. We've made space provision for on average two days per person spread across the week in our offices for colleagues.



Any home working arrangement does not constitute a change to your designated place of work or contractual terms and conditions. The successful candidate will be expected to pay for their commute to their normal place of work. Travel to other locations that are not your chosen normal place of work will be paid for. **For more information on the terms of appointment, please refer to Appendix A.**

## Process

The appointment panel for this process is comprised of:

- Jonson Cox, CBE – Chair of Ofwat
- Sarah Pittam – Civil Service Commissioner and Chair of the appointment panel
- Alison Munro – Board Member
- David Hill, Director General at the Department for Environment Food & Rural Affairs

We will try and offer as much flexibility as we can, but it may not be possible to offer alternative dates for assessments or interviews. You are therefore asked to note the below timetable, exercising flexibility through the recruitment and selection process, in order to meet the dates given. The panel currently intends to ask a longlist of candidates to meet with Saxton Bampfylde following the longlist meeting, but may choose to proceed directly to a shortlist at that stage. Candidates will be informed of next steps in either case. Please note that these dates may be subject to change.

- Longlist meeting: W/C 21 February
- Interviews with Saxton Bampfylde: W/C 28 February
- Shortlist meeting: W/C 7 March.
- Informal one-to-one conversations: W/C 14 March.
- Psychological assessments W/C 14 March.
- Staff engagement exercise W/C 14 March.
- Panel interviews: late W/C March 14, early W/C 21 March.
- At the interview stage, Saxton Bampfylde will take up telephone references on the preferred candidate(s).

# 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/appointments](http://www.saxbam.com/appointments) using code **QJUP**.

Click on the 'apply' button and follow the instructions to upload a CV and cover letter, and complete the online equal opportunities monitoring\* form.

The closing date for applications is noon on Monday 14<sup>th</sup> February **2022**.

\* 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.

## **GDPR personal data notice**

According to GDPR guidelines, we are only able to process your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, genetic data, biometric data, health, sex life, or sexual orientation) with your express consent. You will be asked to complete a consent form when you apply and please do not include any Sensitive Personal Data within your CV (although this can be included in your covering letter if you wish to do so), remembering also not to include contact details for referees without their prior agreement.

# Further Information

## Diversity

Ofwat is ambitious about the future and looking for people who can help us to achieve our goals. Our commitment to being a truly diverse and inclusive employer, reflective of the customers and communities we serve, encourages applications from all walks of life. Our aim is to create an environment where colleagues feel comfortable in bringing their whole self to work, where everyone is treated equally, empowered to thrive, and together we achieve our vision of improving life through water.



Ofwat aims to be an equal opportunities employer. We intend 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.

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

## 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 us at [people@ofwat.gov.uk](mailto:people@ofwat.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.

### Recruitment Expenses

We will refund travelling costs associated with recruitment process at the rate of standard rail fare for the journey or motor mileage rates (cars: 45p per mile). Please note that proof of purchase will be required for all public transport expenses.



We cannot refund expenses for travel into the UK. If you have to stay overnight, please contact [recruitment@ofwat.gov.uk](mailto:recruitment@ofwat.gov.uk) for further details.

### Data protection

We will use your application only to inform the selection process. If you are successful, it will form the basis of your personal employee record with us and we will store it electronically within our SharePoint Electronic Document Management System (EDRMS) and our HR

system iTrent. Unsuccessful applications are not retained and will be destroyed using Ofwat's secure disposal methods. If you have indicated that you would like Ofwat to retain your information for future similar employment opportunities, we will retain this information. If at any point you decide you do not wish Ofwat to retain your information for these purposes please contact us and we will ensure your information is removed from our systems, unless we are legally obliged to hold it for a further period.

We will hold any data about you in completely secure conditions and with restricted access. Information in statistical form on present and former employees in some instances is provided to appropriate outside bodies. Wherever possible Ofwat ensures that statistical information is anonymised.

We will include data that you provide on the diversity monitoring form in a general database for statistical monitoring purposes only. This enables us to monitor the effectiveness of our policy on equal opportunities in employment.

Ofwat processes all the personal data you have provided during your application as set out in Ofwat's privacy policy which is available here: <https://www.ofwat.gov.uk/publication/privacy-policy/>. If you have any concerns regarding the processing of some or all of your data please inform the People Hub in writing to [people@ofwat.gsi.gov.uk](mailto:people@ofwat.gsi.gov.uk) and/or the Data Protection Officer by emailing [FOI@ofwat.gsi.gov.uk](mailto:FOI@ofwat.gsi.gov.uk).

### Disability Confident Scheme

As part of the disability confident scheme, we guarantee to interview all disabled applicants who meet the minimum criteria.

### Investors in People (IIP) – Silver

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



### Will this role be overseen by the Civil Service Commission?

Yes. A Commissioner will oversee the recruitment process and chair the selection panel. Your application will be acknowledged by the Government Recruitment Service. The process will be conducted under the guidelines of The Civil Service Commission and in line with the Civil Service [Recruitment Principles](#).



The Civil Service Commission has two primary functions:

- Providing assurance that selection for appointment to the Civil Service is on merit on the basis of fair and open competition. For the most senior posts in the Civil Service, the Commission discharges its responsibilities directly by overseeing the recruitment process and by a Commissioner chairing the selection panel.
- Hearing and determining appeals made by civil servants under the Civil Service Code which sets out the Civil Service values – Impartiality, Objectivity, Integrity and Honesty – and forms part of the relationship between civil servants and their employer.

More detailed information can be found on the Civil Service Commission website: <https://civilservicecommission.independent.gov.uk/>.

### Complaint's procedure

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.

If you feel your application has not been treated in accordance with the recruitment principles and you wish to make a complaint, you should contact Jasbir Bilan, Director, Corporate Enablers (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 us, you can contact the Civil Service Commission at [info@csc.gov.uk](mailto:info@csc.gov.uk).

# Appendix A – additional information on terms of appointment

## Pension

On appointment, you are eligible to join a very attractive Civil Service Pension which makes significant contributions to the cost of your 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. We offer 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 2020, member contributions are based on actual salaries.

From 1 April 2020, employee contributions are:

Actual pensionable salary (annual)	All members
Up to and including £22,600	4.60%
£22,601 to £54,900	5.45%
£54,901 to £150,000	7.35%
£150,001 and above	8.05%

From 1 April 2020, employer contributions are:

Revised Salary Band (£)	ASLC rate from 1 April 2020
23,000 and under	26.6%
23,001 to 45,500	27.1%
45,501 to 77,000	27.9%
77,001 and over	30.3%

**Partnership:** This is a stakeholder pension with a contribution from Ofwat. How much we pay is based on your age. We pay this regardless of whether you choose to contribute anything. You do not have to contribute but, if you do, we will also match your contributions up to 3% of your pensionable earnings.

Employer age-related contributions are:

Age at the last 6 April	Percentage of your pensionable earnings
Under 31	8%
31 to 35	9%
36 to 40	11%
41 to 45	13.5%
46 or over	14.75%

To learn more about the Civil Service Pension schemes, please follow the link:

<http://www.civilservicepensionscheme.org.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.

### 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. This means that you will not be required to meet the costs of travel to the office location where you are not based.

For further information on taxable expenses, please email [payroll@ofwat.gov.uk](mailto:payroll@ofwat.gov.uk).

### Ofwat benefits

We also offer a range of additional benefits. These include:

- access to our package of benefits via our 'Edenred' 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;
- 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; and
- free eye tests and contribution towards lenses/spectacles for VDU users, if appropriate.



# Saxton Bampfylde

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