

Guide for applicants

PROJECT MANAGEMENT AND QUALITY ASSURANCE MANAGER

Key dates for applicants:

Closing date: 2:00pm, Friday 4 August 2023

Assessment & interviews are expected to take place in late August – early September.



Contents

Prior to completing the application form we recommend that applicants familiarise themselves with the contents of this guide, which includes:

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1. A message from John French, CEO

Dear applicant,

Thank you for taking the time to read this Guide for Applicants for the Project Management and Quality Assurance Manager within the Utility Regulator.

This is an exciting time to be joining us, as we are expanding as an organisation so we can fully support Northern Ireland in meeting the challenges of climate change, the cost-of-living crisis, and ensuring the continuity of energy and water supplies.

Electricity, gas, and water are essential services that support all homes and businesses in Northern Ireland. As an economic regulator, it is our role to enable, incentivise and hold energy and water companies to account for providing the very best levels of service and price for consumers both now and in the future.

We are ambitious about the future of the Utility Regulator. It is essential that we can enthusiastically and professionally support Northern Ireland in its transition to a net-zero carbon economy, whilst ensuring affordable and good quality electricity, gas, and water services for all.

We want the Utility Regulator to be the best possible organisation to work for. We need passionate people, who have the skills, potential, and energy to make a difference to the lives of people in Northern Ireland and its economy. We are looking for people who share these goals and will pursue them with the highest standards of professionalism. For the Utility Regulator to be successful, we will recruit the best candidates from a range of diverse backgrounds.

If you strive to provide the best possible levels of service for the greater good and your professional values accord with our organisational values, working here will just what you are looking for in the next step in your career path.

We are an employer of choice as we are committed to staff wellbeing, inclusion, and excellence. Over the last three years we have been awarded Best Companies “Ones to Watch – Good to Work For” status, we have been successful in gaining Investors in People Silver, Diversity Mark, and Disability Committed accreditations.

This recruitment is focused on the appointment of a permanent Project Management and Quality Assurance Manager, which will be part of our organisational wider leadership team. Managers are responsible for leading teams and working closely with the Senior Leadership Team in delivering our Corporate Plan and Forward Work Programmes.

Thank you for your interest in joining the Utility Regulator. We very much look forward to receiving your application.

John French, Chief Executive

2. About Us, Northern Ireland Utility Regulator

Who we are

The Utility Regulator is an independent non-ministerial government department. We are responsible for regulating Northern Ireland's electricity, gas, water and sewerage industries, to promote the short and long-term interests of consumers.

Our mission:

To protect the short- and long-term interests of consumers of electricity, gas, and water.

Our vision:

To ensure value and sustainability in energy and water.

Our values:

1. Be a best practice regulator: transparent, consistent, proportionate, accountable, and targeted.
2. Be professional: listening, explaining, and acting with integrity.
3. Be a collaborative, co-operative and learning team.
4. Be motivated and empowered to make a difference.

We are governed by a Board of Directors and are accountable to the Northern Ireland Assembly through financial and annual reporting obligations.

Our organisation is arranged around four directorates:

1. Consumer and Business Protection;
2. Price Controls;
3. Markets; and
4. Networks and Energy Futures.

We are a professional and motivated workforce that is empowered to make a real difference for Northern Ireland.

Our Diversity Statement

Be UR Self

We recognise and value that everyone is unique and that we all have different minds. We want to use your difference so that we can harness your unique talent. To that end we are a diverse and inclusive organisation as we put the 'you are' into UR. Our success is based on the diversity and uniqueness that each person brings to the organisation and on the willingness of staff to accept and value one another. This approach helps us protect consumers by making a positive difference to all households and businesses in Northern Ireland.



Equality Welcoming Statement

Northern Ireland continues to have an under-representation of women across our STEM (Science, Technology, Engineering and Mathematics) industries. The Utility Regulator is an equal opportunities and Disability Confident employer. As people with a disability, people from ethnic minority communities and women are currently underrepresented in the Utility Regulator we would particularly welcome applications from these groups.

What we do

Our statutory objectives are to:

- Protect the short and long-term interests of electricity, gas, water and sewerage consumers with regard to price and quality of service;
- Promote a robust and efficient water and sewerage industry, where appropriate, to deliver high quality services;
- Promote competition, where appropriate, in the generation, transmission and supply of electricity; and
- Promote the development and maintenance of an economic and coordinated natural gas industry.

Our work involves:

- Issuing and maintaining licences for gas, electricity, and water companies to operate in Northern Ireland;
- Making sure that these companies meet relevant legislation and licence obligations;
- Challenging these companies to keep the prices they charge as low as they can be;
- Encouraging regulated companies to be more efficient and responsive to customers;
- Working to encourage competition in the gas, electricity, water, and sewerage services markets;
- Setting the standards of service which regulated companies provide to customers in Northern Ireland; and
- Acting as an adjudicator on certain customer complaints, disputes, and appeals.

We hold concurrent competition law powers and are Northern Ireland's competition authority for its electricity, gas, water, and sewerage industries. We have quasi-judicial powers to determine certain complaints, disputes, and appeals.

In order to help us protect the interests of electricity, gas and water consumers in Northern Ireland, we work with a range of partner organisations. These include:

- Northern Ireland Executive and Assembly;
- Northern Ireland government departments;
- Energy and water utility companies;
- The Consumer Council for Northern Ireland;
- Government departments and bodies in Great Britain and Ireland, including Ofgem, Ofwat, the Water Industry Commission for Scotland, and the Commission for Regulation of Utilities; and
- Non-governmental organisations.



3. About the role

Role: Project Management and Quality Assurance Manager
Directorate: Chief Executive's Office
Line Manager: Head of Finance and Project Management
Responsible for: Direct line management: Project Management Analysts, Associate Analysts and Officers

Terms and conditions:

Contract: Permanent. Flexible working arrangements will be considered, including part-time working.
Hours: 37 hours per week.
Salary: £57,306 to £68,698 per annum (this is 2021 figure and is currently under review).
Pension: Northern Ireland Civil Service (NICS) pension arrangements
Holidays: 25 days per annum (rising to 30 days after two years), and an additional 12 public and privilege days.

The Utility Regulator may create a reserve list from this competition in order to fill any additional suitable similar manager roles.

Role purpose:

The scope and volume of the Utility Regulator's work continues to expand significantly as we look to support the targets and aims within the Climate Change (Northern Ireland) Act 2022, the Department for the Economy's Energy Strategy, and the Department for Infrastructure's Long Term Water Strategy.

This is an exciting time to be working in the Utility Regulator, as we look to support the move to net-zero, whilst providing a stable investment environment, develop energy markets and improving consumer protection.

As a Project Management and Quality Assurance Manager within the Utility Regulator, you will be responsible for establishing project/programme reporting processes with a focus on value added advice and early identification and resolution of risk and issues.

We are looking for an experienced project manager to support the timely delivery of the Utility Regulator's price controls and Forward Work Programme projects. This role is an exciting and rewarding opportunity to make a real impact in supporting consumers and business in Northern Ireland, whilst supporting our transition to net-zero.

In this role you will:

- Create and lead multi-disciplinary delivery teams to ensure that project objectives are clearly defined and achieved within the agreed time, cost, and quality constraints.
- Provide day-to-day management and leadership of the project management team, providing clear vision, setting clear direction/objectives, and inspiring others to deliver to a common goal.
- Provide support, guidance and coaching for the project management team, and be committed to its development so that team members can grow in their careers.



- Design the project structure and organisation appropriate to the project's stage in its lifecycle and managing effective transition between project phases.
- Maintain close and effective stakeholder engagement.
- Ensure effective change management/financial management processes are in place to agree, track and document changes to deliverables/financial forecasts (as agreed with stakeholders), ensuring that your project remains within its agreed scope/budget.
- Ensure project benefits are identified, understood, measured, tracked, and owned, and monitoring longer term delivery of benefits against the project/programme business case.
- Identifying/monitoring project risks and issues and developing mitigating actions and escalating as appropriate. Identifying inter-dependencies and working with related projects to manage these effectively.
- Supporting effective governance and decision-making by developing and maintaining clear, transparent delivery plans, providing regular accurate/concise progress reports to Board and Audit and Risk Committee that hold the organisation to account for delivery.

A key feature of the role is supporting both the Board and the CEO in achieving the aims of our corporate plan and resulting forward work programmes.

An essential element to working in the Utility Regulator is that you are principles and values driven. A central part of the role will be to develop, maintain and manage positive relationships with key internal and external stakeholders.

You will be required to perform manager level duties as may reasonably be required.

4. Selection Criteria

This role is well suited to persons with the following skills:

- Project management (Prince 2 or equivalent)
- Quality management (working knowledge of ISO 9001, and/or other quality management standards)
- leadership;
- people management;
- teamwork;
- interpersonal (dependency, responsibility, motivation, leadership, flexibility, patience, empathy, active listening etc.); and
- good governance skills.

Essential Criteria (for all candidates)

Please note you will be required to **demonstrate fully** the following essential criteria on the **application form to be shortlisted for the next stage of the process.**

1. Demonstrable experience (at least 3 years) of successfully developing and using project management (Prince 2 or equivalent) techniques.
2. Demonstrable experience (at least 3 years) of successfully developing and using quality management (ISO 9001, balance scorecard or similar) techniques.

3. Demonstrable experience of managing and developing a team, so that team members develop in their roles and careers.
4. Demonstrable experience of supporting effective governance and decision-making at a senior level (Senior Leadership Team, Board etc.) by developing and maintaining clear, transparent delivery plans, providing regular accurate/concise progress reports that hold the organisation/individuals to account for delivery.
5. Proven experience of developing a positive values-based culture within a team, and the commitment to further workplace values that align to those of the Utility Regulator.

Desirable Criteria

In the event of a large number of applicants, the following desirable criteria will be used as further shortlisting criteria. This criteria **should be demonstrated on the application** form and may be tested further at the interview stages.

1. An accreditation in project management and/or a quality management system.

Key Skills and Competencies

In addition to satisfying the above essential criteria, **applicants will be expected to display the following competencies and skills at interview and assessment stages.**

Professional Knowledge/Skills	<ul style="list-style-type: none"> • Ability to work as an “expert” in project management and quality assurance. • High degree of individual responsibility. • Professional standard of data analysis skills using a wide range of best practice methodologies. • Ability to identify and define public policy issues relevant to the work of the Utility Regulator. • Ability to develop and evaluate options and conduct such evaluation from an independent and objective viewpoint.
Analytical Rigour	<ul style="list-style-type: none"> • Expert ability in the use of software tools for project management, quality assurance, analysis, and modelling. • High-level of attention to detail and accuracy. • Ability use complex analysis to resolve problems. • Ability to make sound judgements considering all relevant legal, financial, and governance issues.
Governance	<ul style="list-style-type: none"> • Ability to apply best practice and work within organisational legal and governance requirements. • Ability to identify and manage risks. • Ability to demonstrate strong alignment to corporate goals and messages.
People	<ul style="list-style-type: none"> • Strong oral and written communication and interpersonal skills. • Positive and proactive alignment with the Utility Regulator’s values. • Ability to manage talented professional staff, ideally both individually and in teams.

	<ul style="list-style-type: none"> • Ability to articulate management approaches and evaluate alternative approaches. • Ability to lead, motivate and forge effective relationships at all levels internally, externally, and cross functionality. • Strong leadership skills with the ability to provide direction and focus for team members as well as motivating the team to achieve results.
Relationship Management	<ul style="list-style-type: none"> • High-level of negotiation and influencing skills. • Ability to develop and build positive and trusted relationships with a wide variety of colleagues and external stakeholders. • Ability to positively challenge colleagues and stakeholders at all levels. • Ability to work collaboratively and deliver in partnership. • Ability to present succinctly and convincingly to senior staff. • Ability to represent the Utility Regulator's views on topics within your area of responsibility to other organisations and in public forums. • Ability to prepare and conduct negotiations through processes that optimise your ability to deliver desired outcomes while safeguarding future working relationships.
Strategic Thinking & Delivery	<ul style="list-style-type: none"> • Ability to analyse complex strategic issues. • Intellectual ability to assess strategy effectively and ability to think creatively, to innovate and resolve problems. • Ability to take personal ownership of work streams and drive forward to conclusion with minimum supervision. • Ability to think creatively, to innovate and resolve problems. • Ability to contribute and lead to deliver projects. • Plan, drive and deliver a substantial workload.
Managing Resources	<ul style="list-style-type: none"> • Work well under tight deadlines and with a high degree of individual responsibility. • Demonstrable experience of designing or procuring consultancy or research support, including a strong grasp of good practice in managing outside resources. • Demonstrable experience of managing financial resources, tracking budgets, etc. • Ability to demonstrate project management skills, including organisational, time management, risk management and problem-solving skills. • Ability to demonstrate quality management skills to consistently provide services that meet customer and applicable statutory and regulatory requirements. • Ability to demonstrate the ability to enhance processes for improvement and the assurance of conformity to applicable statutory and regulatory requirements. • Ability to manage talented professional staff, ideally both individually and in teams. • Ability to articulate management approach and evaluate alternative approaches.

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| | <ul style="list-style-type: none">• Strong leadership skills with the ability to provide direction and focus for team members as well as motivating the team to achieve results. |
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Competency framework

You may wish to consider the Utility Regulator's competency framework when completing your application. A copy is provided with this recruitment pack.

5. The selection process

How to apply

Completed application forms must be received by **2:00pm on Friday 4 August 2023**.

Please submit your application by email, in MS Word format. A typed or scanned signature will be accepted. Please submit your completed equal opportunities monitoring form in a separate email labelled clearly 'Monitoring Form' in the subject line. The onus is on the candidate to ensure their application is received before the closing date and we will use the time it is received according to the Utility Regulator computer systems, not the time sent from a candidate's email account.

Applications and queries must be emailed to recruitment@uregni.gov.uk

Candidates with a disability who require assistance will be facilitated upon request. Candidates who wish to receive the information pack in accessible formats are asked to advise of their requirements as promptly as possible allowing for the fact that the closing date for receipt remains the same for all applicants as noted above.

Monitoring form

The Utility Regulator monitors applications for employment in terms of community background, sex, disability, and race. You should note that this information is regarded as part of your application and failure fully to complete and return this part of your application will result in disqualification.

The use and confidentiality of community background information is protected by the Fair Employment and Treatment (Northern Ireland) Order 1998. It will be used only for monitoring, investigations, or proceedings under the requirements of the above legislation.

The Utility Regulator is committed to equality of opportunity and welcomes applications from all suitably qualified applicants irrespective of age, sexual orientation, marital status/civil partnership, dependants, religious belief, political opinion, gender reassignment, race, sex, or disability.

Job applicant's privacy notice

The Utility Regulator is the data controller of the personal information you provide to us as an individual seeking employment. This means the Utility Regulator determines the purposes for which, and the manner in which, any personal information relating to a candidate's application and the recruitment procedure generally is processed. We are required under the General Data Protection Regulation (GDPR) to notify you of the information contained in the Utility Regulator job applicant's privacy notice. This privacy notice describes how we collect and use personal information during the recruitment

process and afterwards in accordance with the GDPR and can be downloaded in full from <https://www.uregni.gov.uk/publications/gdpr-privacy-notices>

Applications

In order to help you make this application and ensure that each applicant is provided with the same opportunity, the following advice is offered:

- Do not use acronyms, complex technical detail etc. Write for the reader who will probably not know your employer or your job. Include concise examples and be sure you can expand on these at interview.
- Listing the titles of the various jobs which you have held will not show how you meet the criteria. The panel will not make assumptions about skills and experience gained from these or the nature/name of the organisation.
- Write down clearly your personal involvement in any experience you quote. Write “I” statements e.g. I planned meetings, I managed a budget, I prepared a presentation. It is how you actually carried out the piece of work that the panel will be interested in.
- Identify relevant examples – this is very important as the examples, which you provide, may be checked out at interview and you may need to be prepared to talk about these in detail if you are invited to interview. It is your unique role the panel are interested in, not that of your team.

An application form is designed to ensure that applicants provide the necessary information to determine how they meet the eligibility/short listing criteria required for this post. The panel may decide to interview only those applicants who appear, from the information they have provided on their application, to be most suitable in terms of relevant experience and ability.

Please note to ensure equality of opportunity for all applicants:

- On the application form you have been advised of the maximum space available for each question, this is the same for all applicants and must not be altered (except to delete spaces created when you type in your answer)
- CVs, letters, additional pages or any other supplementary material in place of, or in addition to, completed application forms will not be accepted.
- Information in support of your application will not be accepted after the closing date for receipt of applications. Incomplete application forms will not be considered. Application forms received after the closing deadline or reformatted application forms will not be accepted.
- Please note that the time of receipt of emailed applications will be defined by the Utility Regulator server, not the time and date sent.
- Only the details provided by you on your application form (the employment history and eligibility criteria) will be provided to the selection panel for the purpose of determining eligibility and shortlisting for the post.

Assessing your application After the closing date, the first stage in the selection process will be to conduct a sift of completed application forms against the essential criteria. **You must demonstrate on the relevant page of the application form how you meet each of the criteria stated. If you do not fully demonstrate by example how you meet each of the eligibility criteria, you will not be progressed to the next stage of the process.**



Please note: the panel will not refer to the employment history section to demonstrate a requirement for a number of years' experience.

You will be notified of the outcome (successful/unsuccessful) by email.

Assessment and interview

Following shortlisting, it is intended that the selection process will involve an assessment and interview against **the criteria, key skills, and competencies** for the role. Panels may test any aspect of either the essential criteria, or key skills.

Additional stages to the selection process may be required. **It is intended that the assessment and the interview process will take place either remotely or in person in our offices in Belfast. Candidates will be informed of assessment and interview arrangements closer to the time.** You will be notified of the outcome (successful/unsuccessful) by email.

Disability requirements at interview

We ask on this application form if you require any reasonable adjustments (special requirements), due to disability, to enable you to attend interview. Details of any disability are only used for this purpose and do not form any part of the selection process.

If you have indicated on your application that you have a disability and are successful in the selection process and are being considered for appointment, you may be required to outline any adjustments you consider necessary in order for you to take up an appointment. If you wish to discuss your disability requirements further, please email recruitment@uregni.gov.uk

Further information

Further information about the work of the Utility Regulator can be found at <http://www.uregni.gov.uk>

Should you have any further queries about the recruitment and selection process then please email recruitment@uregni.gov.uk

Checklist for applicants

- | | |
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| • Application form | (Emailed by closing date) |
| • Equality monitoring form | (Emailed in a separate email) |

6. The benefits of working for the Utility Regulator

The following headline terms will subsequently be included (amongst other terms and conditions) in a written contract of employment between you and the Utility Regulator.

Key employee benefits

Your Salary

This is a permanent, full-time post, however flexible working arrangements will also be actively considered. The starting base salary will be in the range of £57,306 to £68,698 per annum (figure April 2021, salary is currently under review). If you are



successful, you will normally be offered the first point on the salary scale. You will be paid monthly in arrears via Bankers Automated Clearing Service (BACS).

Your pension

If you are successful, you will be employed by the Utility Regulator as a civil servant and as such will be automatically enrolled into the Northern Ireland Civil Service pension arrangements. **Employer's contribution for this salary range is 30.7-34.2%.** This is a generous, defined benefit type pension scheme. Information about pensions can be found at www.finance-ni.gov.uk/topics/working-northern-ireland-civil-service/civil-service-pensions-ni

Your holiday entitlement

Holiday entitlement will be pro-rated based on **25 days per annum (increasing to 30 days after two years' continuous service) and 12 public and privilege holidays.**

Within your current role, if you have already attained annual leave of 30 days by dint of service with the NI or GB Civil Service, your holiday entitlement will be 30 days from your commencement date (pro-rated).

Other non-salary benefits

We also offer a range of non-salary benefits including a supportive family friendly environment, flexible working in a hybrid environment, Childcare Voucher Scheme, generous leave including special leave, maternity/paternity entitlement, annual leave and public holidays, wellbeing and employee programme (Inspire); supported learning and development, Cycle to Work Scheme/season ticket loan, Payroll Giving, volunteering opportunities and a culture that supports diversity and inclusion.

Hours of work

This is a full-time appointment; however flexible working arrangements will also be considered. Our offices are open for business between the hours of 7am and 7pm Monday to Friday. Staff may avail of flexitime" provided it meets with the business need, with flexible start and finish times outside the core hours of 10am to 4pm. Due to the nature of your position, you may be required to work such additional hours over and above your standard hours (37 hours excluding meal breaks) as may be necessary for the proper fulfilment of your duties for which no additional payment will be made.

Place of work

If appointed, you will be an employee of the Utility Regulator and will be based at Queens House, Queen Street, Belfast. **The Utility Regulator is currently working in a hybrid capacity with the option to work one to two days in the office and three days from home subject to business needs. While you may opt to be office based, we welcome applicants whose circumstances lend themselves to some degree of remote working.**

Mobility

Excluding secondment opportunities, employment with the Utility Regulator does not confer any right of mobility or transfer to a position in any other part of the Northern Ireland Civil Service (including any government department or agency) or to any non-departmental public body or other public body.



There will be a probationary period of six months and continued employment will be dependent on the outcome of this probationary review. During the probationary period, your performance will be regularly monitored, and the Utility Regulator reserves the right to extend your probationary period for such further period or periods as it considers reasonably necessary to assess your performance further.

Additional information

Applicants who are being considered for appointment will be contacted by the Utility Regulator and will be asked to complete the AccessNI application form for a **Basic Disclosure Certificate**. Full details will be provided with an offer of employment. Instructions on the process can be accessed from www.nidirect.gov.uk/accessni.

You should not put off applying because you have a conviction. We deal with all criminal record information in a confidential manner, and information relating to convictions is destroyed after a decision is made. Criminal Record information is subject to the provisions of the Rehabilitation of Offenders (NI) Order 1978.

As a Utility Regulator employee, you will be subject to various office policies, for example, rules on shareholdings, conflicts of interest, and future appointments.

Right to work and nationality requirements

Offers of employment will be made on merit. The Utility Regulator must ensure that you are legally entitled to work in the UK. Offers of employment will be made on condition of proof of right to work and pre-employment right to work checks will be conducted.

You will need to show a prospective employer one of the following documents:

- Passport.
- National identity card or Home Office registration certificate.
- UK Border Agency work document if need permission to work.

Employers can face unlimited fines if they employ illegal workers and need to make sure that no one they employ is working in the UK illegally. However, to protect themselves against discrimination laws they should treat all job applicants equally. So do not be offended if you are asked to prove your nationality, as even UK nationals will be asked to provide proof.

For further support on working in Northern Ireland, please visit www.nidirect.gov.uk/articles/working-northern-ireland or www.gov.uk/browse/visas-immigration/what-you-need-to-do

Please note that, if your application is shortlisted for interview, you will be asked to provide one of the above documents. Should you fail to do so, you may not be eligible to proceed. The successful candidate will be required to produce the same document in its original format before commencing employment.

STAFF PROFILE

Leigh Greer

Manager, Wholesale Markets

Leigh graduated with an honours degree in Law & Accountancy and spent her first six years of working life as an actuarial analyst and a financial analyst in the ferry industry. Leigh joined the Utility Regulator in 2010 as a Networks Analyst, building a new knowledge of electricity regulation. Since then, Leigh has worked across the organisation. In 2014, Leigh transferred to a project team, which developed a new design for the NI/Ireland wholesale market arrangements before spending two years working with the EirGrid Group as a senior regulation specialist. In 2019, Leigh returned to the regulator's office, spending six months in the Retail Consumer Protection team.



Since 2020, Leigh has been a manager in the Wholesale Markets directorate, which spans all-island considerations through regulation of Single Electricity Market (SEM) operations. Leigh leads a high-functioning team with complementary skills including accountancy, economics, business analysis and governance. Leigh's team is guided by a keen observational approach, application of judgement, attention to detail and an appreciation of the legislative framework, which underpins our work. The team works closely with regulatory, industry and government stakeholders on an all-island basis, regulating operations and compliance with detailed wholesale market rules, processing licencing arrangements, conducting price control reviews to ensure that regulated companies are financeable but that consumers are paying no more than is necessary, and assessing generation for security of supply in Northern Ireland.

Leigh says 'I am grateful to have had opportunities to work through a CMA referral, a high-profile all-island project, and licensing of new technologies to contribute to NI's energy strategy. I enjoy the fast-paced nature of the work, targeted engagement with a range of parties, a focus on encouraging self-development, and knowing that our work is for the benefit of energy consumers.'

STAFF PROFILE

Michael Campbell

Retail Regulation Policy Manager

Michael works as a manager in the team which oversees price controls and tariff reviews for regulated gas and electricity suppliers. He has extensive experience working in utility regulation and has been working in the UR for 15 years.



Michael says: 'A big part of my job is interacting with colleagues and regulated companies to help with our analysis. I am leading the team that works on the review of regulated tariffs and this means that I spend a lot of time looking at financial and cost information. While looking at financial information might be seen as dull by some, I recognise that our work matters in the grand scale of things. At the end of the day my team and I are focused and are making sure, through our analysis and scrutiny, that any changes to prices, that impact on consumers, can be justified.'