



House of Commons
Energy Security and Net Zero
Committee

**Pre-appointment
hearing for the Chair of
Ofgem**

Second Report of Session 2022–23

*Report, together with formal minutes relating
to the Report*

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The Energy Security and Net Zero Committee

The Energy Security and Net Zero Committee is appointed by the House of Commons to examine the expenditure, administration and policy of the Department for Energy Security and Net Zero, and associated public bodies.

Current membership

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Powers

The Committee is one of the departmental select committees, the powers of which are set out in House of Commons Standing Orders, principally in SO No. 152. These are available on the internet via www.parliament.uk.

Publications

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1 Background

1. On 27 July 2023, the Government informed this Committee that its preferred candidate for the role of Chair of Ofgem was Mark McAllister, this was one week into the Summer Recess and the Committee's programme for September was already fully committed. The Government, therefore, delayed its announcement.¹ The post of Chair of Ofgem is one of those listed as subject to the agreed pre-appointment hearing process.² We held a pre-appointment hearing for Mr McAllister on 18 October 2023. We thank him for his evidence, which is published on our website.

2. This appointment comes just a year after the Business, Energy and Industrial Strategy Committee had labelled Ofgem as incompetent and that it needed to improve its regulatory oversight, its decision-making processes, the use of its powers and the quality of its governance.³ The Chair of the organisation would be expected to be heavily involved in such reforms.

Ofgem

3. Ofgem is the independent energy regulator for Great Britain. Its role is to protect energy consumers, especially vulnerable people, by ensuring they are treated fairly and benefit from a cleaner, greener environment.

4. It is responsible for: working with government, industry and consumer groups to deliver a net-zero economy, at the lowest cost to consumers; stamping out sharp and bad practice, ensuring fair treatment for all consumers, especially the vulnerable; and, enabling competition and innovation, which drives down prices and results in new products and services for consumers. It is funded by recovering costs from the licensed companies it regulates through annual licence fees, which are set to cover operating costs.

5. Ofgem, in 2022–23, employed approximately 1,485 FTE staff and saw a total operating expenditure of £142.2 million against total operating income of £206.2 million.⁴ Ofgem therefore ended the year with an overall net income of £63.8 million. The annual report indicated that the excess was mainly due to the value of financial provisions being significantly lower than estimated and Green Gas Levy income being higher than estimated.

6. Ofgem's [Forward Work Programme](#) for 2023–24 identified three short- and three long-term priorities. The short-term priorities were:

- Ensuring prices are fair,
- Creating resilience across the energy sector, and
- Monitoring and enforcing quality and standards.

The long-term priorities were:

¹ "Mark McAllister set to become next Ofgem Chair", DESNZ Press release, 6 September 2023.

² Refer to CPA website for list: <https://publicappointmentscommissioner.independent.gov.uk/>

³ [Energy pricing and the future of the Energy Market](#), Third Report of the Business, Energy and Industrial Strategy Committee, 26 July 2022.

⁴ Ofgem, [Annual Report and Accounts 2022–23](#), 14 July 2023

- Facilitating infrastructure investment,
- Developing and delivering market reforms, and
- Reforming governance arrangements.

The role

7. The role of the Chair, as described in the recruitment exercise, was described as:

The Chair [...] will lead a complex organisation, chair the board effectively, set strategy and hold executives to account, successfully dealing with current and future challenges including:

- The rise in global gas prices and subsequent impact on consumers;
- Restoring resilience in the retail gas and electricity markets;
- Supporting continued security of supply;
- Maintaining progress to net zero;
- Responding to rapid change in the electricity market, allowing the emergence of smart, decentralised technologies;
- Implementing plans for a future system operator;
- New responsibilities for Ofgem, including the regulation of heat networks and CO2 transport and storage, subject to Parliamentary approval;
- Taking on lessons learned from the Oxera Report and the BEIS Select Committee Report; and
- Improvement in the delivery of several HM Government social and environmental schemes.⁵

Recruitment process

8. The Department for Energy Security and Net Zero launched the competition to appoint Martin Cave replacement in January 2023. The recruitment was initially expected to close on 13 March but was extended by 2 weeks after Ministers had reviewed the quality and diversity of applicants. Appointments to the Board of Ofgem (GEMA) are made under the Utilities Act 2000. This provides that the Chair of Ofgem shall be appointed by the Secretary of State.

9. This appointment campaign was administered by the Public Appointments team at BEIS with support from the Ofgem Sponsorship team. The interview process was undertaken in accordance with the Governance Code and with the Principles of Public Appointments.

5 <https://apply-for-public-appointment.service.gov.uk/roles/6182>

Person specification

10. The new Chair's pay and working hours will require fourteen days a month and be remunerated between £170,000 to £180,000 a year. There was no mention of a pension payable for the appointment. The appointment is for five years.

11. The person specification states that the successful candidate must be able to demonstrate the following essential criteria:

- Ability to provide strategic, innovative, inclusive direction and challenge to large and complex organisations, particularly through periods of change and in a constantly evolving economic, commercial and regulatory environment;
- Ability to manage the building of a diverse, inclusive and effective organisation, ensuring it is fit for purpose in the present as well as prepared for success in the future, both in terms of its core responsibilities and delivery of services;
- Good communication and interpersonal skills, and the ability to engage and collaborate with a wide variety of stakeholders, including Government, the gas and electricity sectors, and consumer organisations, as well as a track record in successful media handling; and
- Candidates should be able to demonstrate good judgement and high levels of integrity.

Applicants

12. There were a total of 31 applicants for the role:

- 7/31 (22%) applicants were female;
- 4/31 (13%) identified as BAME; and,
- 2/31 (6%) declared a disability.

13. Five applicants were selected for interview, including one female candidate (20%), one candidate from a declared BAME background (20%) and none who declared a disability (0%). (N.B. Two candidates withdrew their application prior to interview and therefore only three candidates were interviewed).

14. The role was advertised on The Times, The Guardian and Vercida websites. In addition, Audeliss, a headhunting organisation appointed after a tender process run by Ofgem, contacted over 140 people in connection with the role.

Interviews

15. The interviews were held in person on 21 July 2023 and the Advisory Assessment Panel comprised:

- Jonathan Mills (Panel Chair);
- Dame Patricia Hodgson (Senior Independent Panel Member); and,

- Jonson Cox (Other Panel Member).

16. Following the interviews, the panel assessed that one candidate was appointable to this role.

2 The candidate

Biographical information

17. Mark McAllister is the Government's preferred candidate for the Chair of Ofgem. He has over 15 years' experience as a petroleum engineer in a number of companies and over 15 years subsequent executive experience in a number of large companies. He spent 8 years on the board of Oil and Gas UK and has board experience as Chair in both the Office for Nuclear Regulation and the Oasis Charitable Trust.

18. Mr McAllister intends to step down as Chair of the Office for Nuclear Regulation but to retain his position on with the Oasis Charitable Trust, though recognises that he may need to prioritise Ofgem for some time.

Our evidence

19. In oral evidence, we asked Mark McAllister about the following specific matters:

- The pre-appointment process
- The need for political independence
- Ofgem's strategic priorities
- A number of key issues in the retail energy sector.

Conclusion

20. The candidate brings obvious experience, both as an engineer in the sector, a board member of big organisations and demonstrated a clear understanding of the responsibilities of the Chair in encouraging, challenging and replacing within an organisation. He demonstrated a good understanding of how regulators work and in Ofgem's role and how that might need to change in the future. Mr McAllister presented himself as transparent and approachable. We hope that he is able to deliver a more intelligent Ofgem and one which helps resolve the energy trilemma for at least the next five years. Most especially in providing greater trust among the British people for their energy suppliers and the organisation that regulates them.

21. On the basis of the evidence presented, we approve Mark McAllister's appointment as Chair of Ofgem, and wish him well in the role. We will only get the retail energy sector we deserve if it is actively regulated in the interests of consumers, and we look forward to speaking to Mr McAllister over the rest of this Parliament as we continue our scrutiny of Ofgem's work.

Appendix 1: CV

Summary

A Chair and Chief Executive with extensive managerial and entrepreneurial experience in the international hydrocarbon industry together with non-executive roles in nuclear regulation, sport, higher education and community transformation.

Major achievements include founding and running hydrocarbon businesses globally with expertise in fundraising, start-up operations, alliances, acquisitions and divestments. Proven success in sensitive dealings with governments, regulators, investors and other stakeholders. Chaired key industry body in response to Deepwater Horizon incident. Contribution to the oil industry recognised by Honorary Degree from Robert Gordons University.

Non-Executive Experience

2019

Chair of the Office for Nuclear Regulation

- Arm's Length Body responsible for safety and security of nuclear industry.
- Relationships with DWP, MoD and BEIS.

2017

Chair of Oasis Charitable Trust

- Provides education, housing and other services in 50 hub locations.
- One of the largest multi academy trusts in the UK with £200m turnover.

2016–21

Chair of Oasis College of Higher Education

- Subsidiary of Oasis Charitable Trust.
- Trains students in community transformation to degree level and beyond.

2008–16

Trustee of London School of Theology

- Largest independent, evangelical theological college in Europe.
- Worldwide reputation for academic excellence.

2002–12

Chair of Christians in Sport

- Ten years on Board, with six as Chairman.
- Charity supporting Christians in sport from school to Olympic level.

2010–11

Chair of Oil Spill Response and Prevention Advisory Group

Set up in response to Deepwater Horizon blowout in Gulf of Mexico.

Included representatives of government, industry, trade unions and others.

2008–16

Board of Oil & Gas UK

- Trade body of North Sea oil and gas industry.

Executive Career**2017–2021****CEO****Shandong TwinMarine Limited**

Developing new heavy lift technology for marine sector.

Funded by state entities from Shandong Province.

2013–2016**President & CEO****PA Resource, AB**

Managed 120 staff and \$50 million turnover.

Recruited to turn around company with \$300 million of high interest debt.

Led company through Swedish Reconstruction process.

2005–2011**Founder & CEO****Fairfield Energy Ltd**

Managed 50 staff, 300 contractors and \$100 million turnover.

Raised \$400 million of Private Equity funding.

2001–2005

Founder & Managing Director

Acorn Oil & Gas Ltd

Managed 8 staff and \$80 million turnover

First redevelopment of abandoned North Sea oil field.

1999–2001

Managing Director,

Europe & North Africa LASMO plc

Managed 100 staff and \$1 billion turnover

Ran Company's major revenue and profit Business Unit.

1996–1999

Director of Operations

Monument Oil and Gas plc

Managed 50 staff and \$300 million turnover.

Invited to join to manage production assets and develop operating capability.

1995–1996

Joint Managing Director

Tunisian British Services

Managed 180 staff and \$80 million turnover.

1994–1995

Principal Petroleum Engineer

British Gas E&P

1991–1993

Technical Manager

Midland and Scottish Energy Ltd

1988–1991

Consultant

Monument Oil and Gas plc

1986–1988

Senior Petroleum Engineer

Petrofina (UK) Ltd

1983–1986

Senior Petroleum Engineer

Charterhouse Petroleum plc

1979–1983

Petroleum Engineer

Conoco (UK) Ltd

Education

1988–1991

London Bible College- BA (Hons) Theology

1976–1979

Cambridge University- MA Engineering

Honorary Degrees

2009

Honorary Doctor of Technology – Robert Gordons University.

Appendix 2: Pre-appointment questionnaire

Motivation

1) What motivated you to apply for this role, and what specific experiences would you bring to it?

- The trilemma of affordable energy prices, energy security and net zero is one of the most important and complex challenges facing the UK and will continue to be for decades to come. I am very keen to play a role in addressing this challenge and believe that I have a range of experience which I can bring to the role:
- During a 40-year executive career in the energy industry, I have developed an understanding of the energy markets and infrastructure.
- My current role as Chair of the Office for Nuclear Regulation (ONR) has given me an insight into the role of an independent regulator and an opportunity to test my ideas about the qualities of good regulation.
- My other role as Chair of Oasis Charitable Trust (Oasis) has exposed me to many of the most disadvantaged communities and vulnerable people in the UK. The purpose of Oasis is to support people in these communities through a range of services including education, housing, debt advice, food clubs and a wide range of other community activities. Oasis runs over 50 schools across England which act as a focal point for this community activity.

2) Please elaborate on any experience you have that will be relevant to the role. In which areas do you feel well-qualified to make a contribution; and in which will you have to acquire new skills, or knowledge?

- In addition to giving me a good appreciation of the energy landscape, my executive career involved working for a range of energy companies from large established players to new entrants. In recent years, Ofgem has faced different challenges from the legacy companies and the challengers. I believe that I have a good appreciation of the spectrum of companies and their commercial drivers.
- Although ONR is a safety, security and safeguards regulator, the principles of good regulation are common with Ofgem. These include regular interaction with the full range of stakeholders at every level which is something I have developed and afforded a high priority during my time at ONR. However, a good regulator must be ready to use all the tools at its disposal to ensure correct behaviours from dutyholders. At ONR, we have deployed enforcement actions and prosecutions in parallel with senior level influence.
- In my role on the Management Committee of the Public Chairs Forum (PCF), I have been active in exploring common concerns and sharing best practice between all public bodies, including regulators. I have also initiated engagement with the Regulatory Horizons Council to share ideas on developments in regulation.

- At ONR, we have developed a regular Non Governmental Organisation Forum through which we have sought to assure the public of the quality of nuclear safety regulation through regular dialogue with those groups most vocal in their concern about nuclear developments, including the impact of climate change. As mentioned above, my role at Oasis also gives me a good appreciation of the struggles faced by the most vulnerable in our communities. However, I shall need to work quickly at the start of my term to gain a deeper appreciation of the retail market since I have no direct experience of the retail market except as a customer.

3) How were you recruited? Were you encouraged to apply, and if so, by whom?

- I was approached by Audeliss, the recruitment agency handling the appointment to enquire about my interest in the role. I submitted an application through their process.

Personal background

4) Do you have any business or financial connections which might give rise to a conflict of interest, or perception of conflict of interest, in carrying out your new duties as Chair of Ofgem? If so, how do you intend to resolve them?

- I have no business interests which give rise to a conflict of interest.
- I do currently have a £10,000 bond investment with ecotricity, an energy supplier. I applied to redeem this bond on 13th April this year and it will be redeemed on its anniversary date of 17th December.

5) If appointed what professional or voluntary work commitments will you continue to undertake, or do you intend to take on, alongside your new role? How will you ensure that this will not impinge on your responsibilities as Chair of Ofgem?

- I shall continue to remain involved with Oasis. For the last few years, I have been able to dedicate a considerable amount of time to visiting Oasis work in hubs across the country, alongside my role at ONR. However, the advertised time commitment for Ofgem is greater than that for ONR and I expect the actual commitment will be greater still, especially in the first year. I am currently discussing with Oasis how best to optimise my reduced available time.
- I believe that my continued involvement with Oasis will help to keep my work at Ofgem grounded in the everyday reality of life in some of our most disadvantaged communities.

6) Have you ever held any post or undertaken any activity that might cast doubt on your political impartiality? If so how will you demonstrate your political impartiality in the role if appointed?

- I have not had any role, activity or membership that would cast doubt on my political impartiality.

7) Do you intend to serve your full term of office, and do you intend to apply for another once it has ended?

- I do intend to serve my full term. I believe that I shall apply for another term since the energy price/security/net zero trilemma is a long term challenge and I would like to contribute to solving it to the greatest extent that I am able.
- When I applied for this role, I made it clear to DESNZ that I would be prepared to stay at ONR to complete my current term and serve a second term if that was felt to be the better use of my skills and experience. However, I am delighted to have the opportunity to serve as Chair of Ofgem since the role is even closer to the heart of the energy challenges the country faces.

Ofgem

8) If appointed what will be your main priorities, both short and long term, on taking up the role? What do you envisage as being the main challenges to these priorities?

- In the short term, it is clear that this winter will be challenging for consumers, especially the most vulnerable. My priority will be to ensure that Ofgem has learned the lessons of recent years, as captured in the Oxera and BEIS Select Committee Reports, and uses both its powers and its influence to ensure a much improved level of service from energy companies to consumers. In addition, I shall be keen to explore what lessons both Ofgem and DESNZ have learned from the NAO Report on the energy supplier market.
- In the long term, we need to build the markets, systems and infrastructure necessary to achieve net zero. The scale of this challenge is enormous. It will require Ofgem to play its role alongside government, industry, the Future System Operator and other regulatory bodies. My experience at ONR has shown that the regulator often has a unique global perspective which means it can bring insights beyond its strict vires to assist in a co-ordinated approach among all the key players.
- Everything that we can do to reduce the scale of the major infrastructure required will increase the probability of reaching our net zero target. The Delivery and Schemes Directorate of Ofgem has a particular role to play in the efficient delivery of government home insulation and localised green energy schemes.
- In addition, the use of data to make energy use more intelligent and so to smooth out the peaks of demand will also be important. Ofgem has a role to play in encouraging innovation among current and future suppliers to achieve this.

9) What criteria should the Committee use to judge your performance over your term of office? Please explain why.

- Achievement of the goals that I have listed in the question above does not lie completely within the gift of Ofgem. However, in all four areas listed the Committee can reasonably ask whether Ofgem has been an enabler rather than a blocker to:
 - Demonstrably improved levels of customer service from energy companies.

- All stakeholders working towards a coherent plan for the market, systems and infrastructure required for net zero.
- The efficient delivery of government insulation and green generation schemes.
- The effective use of data to smooth peak energy demand.

10) How will you protect and enhance your personal independence and the institutional independence of Ofgem from the Government/Ministers?

- I have gained considerable experience in my time at ONR in maintaining independence from both government and industry on a wide range of issues from approval of new reactors designs to life extension of existing nuclear reactors.
- My approach at ONR has been to look across the range of our responsibilities to identify areas of potential conflict with government and industry and areas in which our objectives are more closely aligned.
- ONR as safety regulator must be agnostic about new nuclear development but must ensure that any new developments that are brought forward are safe and secure. This is the area with most potential for conflict and in which we need to be robust in resisting any pressure from government or industry to reduce standards. On the other hand, in the disposal of nuclear waste the mission of ONR is more closely aligned with that of the Nuclear Decommissioning Authority since we are both looking to reduce major hazard as quickly and efficiently as possible.
- From my current perspective, I believe that solving the price, security and net zero trilemma is a challenge which government and Ofgem share. The likely conflicts will arise when short term political pressures are inconsistent with the optimum approach to the challenge. For example, I would want to ensure that any new scheme proposed for Ofgem to deliver was coherent with the current schemes in place and was likely to make a material difference.

11) How do you assess the public profile and reputation of Ofgem?

- Clearly, Ofgem has been exposed to a lot of public scrutiny in recent years as the energy crisis has affected us all. From what I have seen, Ofgem's own stakeholder survey analysis shows lower levels of public satisfaction than they would wish for and which have declined further in the last couple of years.
- It is essential that the regulator's reputation is improved in order that the public have confidence in both the energy market and the path to net zero. Restoring the reputation of Ofgem will not happen overnight but will come about when customers see improved service from their energy suppliers. It will require Ofgem to learn the lessons of the OXERA and BEIS Select Committee Reports and to improve its own internal processes and strengthen its capability.
- Reputation can also be a vicious or virtuous circle because of its impact on morale. My aim would be to remind the whole Ofgem team on a regular basis of

the vital importance of their mission and to identify the successes on the road to improving the regulator's reputation. I believe this is a role I have performed successfully at ONR.

12) What risks do you think Ofgem will face over your term of office? How do you intend to manage them?

- Volatility in the energy markets may have abated in recent months but it has not disappeared. Another spike in energy prices will not only have a serious impact on consumers, especially the most vulnerable, it could also distract government and Ofgem from their long term objectives. Ofgem must be clearly focussed on regulating the industry to provide acceptable levels of service and support through challenging times.
- As I mentioned above, the task of putting the infrastructure in place for net zero is enormous. A key risk is that government, industry and regulators will not be sufficiently co-ordinated to make this happen. I would like to see Ofgem using its unique perspective to play an active role in that co-ordination. At ONR, I established a regular meeting of Chairs in the nuclear sector, both civil and defence, to look at mutual challenges, including competition for resources and developing a pipeline of talent.
- Turnover of Ofgem staff in recent years has been too high to develop a stable and expert organisation with a long corporate memory. Restoring morale and reputation, will be an important element in reducing this turnover and improving stability.

13) Please add anything you wish to bring to the Committee's attention that has not been covered by the above questions. Please keep your answer to 250 words.

- This is a crucial time for our energy system and for Ofgem as regulator. The challenges faced are enormous and will be best addressed by harnessing a wide range of expertise and ideas.
- The Ofgem Board, GEMA, is undergoing significant change with the majority of members being new this November. From my conversations with the proposed new members, the recruitment scheme has been very successful in assembling a range of skills and experience in economics, utilities, regulation and citizens' advice. I believe that I am particularly skilled in combining this new Board into an effective team and drawing out the insights of each member. At ONR, I have recruited and developed a strong collegiate Board and restructured the senior management functions.
- Ofgem will also need to look beyond itself to gather and assess the best ideas. I have been instrumental at ONR in seeking input from other regulators, academics and others with expertise that can help us perform better. I will look to build on and enhance Ofgem's current participation in the UK Regulators' Network.

ONR is also very active on the global stage, sharing best practice with international regulators. I would like to see what lessons Ofgem might learn from regulators in other countries.

Appendix 3: Supporting information for ESNZ Select Committee – Ofgem Chair

Information about the preferred candidate

Name of the preferred candidate: Mark McAllister

Their current CV: Attached as a separate document

Declaration of relevant interests made by the candidate: Mark McAllister returned a 'conflict of interest and shareholding declaration form' at point of application and no conflicts were declared.

Declaration of relevant political activity made by the candidate required under paragraph 9.2 of the Governance Code on Public Appointments: Mark McAllister has not declared any relevant political activity.

Proposed terms of appointment and remuneration

This is a five-year appointment, with a time commitment of 14 days per month. The advertised salary is £170,000 - £180,000 per annum.

Role description and person specification

The role description, job specification and further information on the organisation can be viewed on the job advert: <https://apply-for-public-appointment.service.gov.uk/roles/6182>
Below is an extract of the role description and person specification.

Role description

The Chair of the Authority will lead a complex organisation, chair the board effectively, set strategy and hold executives to account, successfully dealing with current and future challenges including:

- The rise in global gas prices and subsequent impact on consumers;
- Restoring resilience in the retail gas and electricity markets;
- Supporting continued security of supply;
- Maintaining progress to net zero;
- Responding to rapid change in the electricity market, allowing the emergence of smart, decentralised technologies;
- Implementing plans for a future system operator;
- New responsibilities for Ofgem, including the regulation of heat networks and CO2 transport and storage, subject to Parliamentary approval;

- Taking on lessons learned from the Oxera Report and the BEIS Select Committee Report; and
- Improvement in the delivery of several HM Government social and environmental schemes.

Person specification

Essential criteria

The Chair of the Authority will lead a complex organisation, chair the board effectively, set strategy and hold executives to account, successfully dealing with current and future challenges including:

- The rise in global gas prices and subsequent impact on consumers;
- Restoring resilience in the retail gas and electricity markets;
- Supporting continued security of supply;
- Maintaining progress to net zero;
- Responding to rapid change in the electricity market, allowing the emergence of smart, decentralised technologies;
- Implementing plans for a future system operator;
- New responsibilities for Ofgem, including the regulation of heat networks and CO2 transport and storage, subject to Parliamentary approval;
- Taking on lessons learned from the Oxera Report and Parliament committee reports; and
- Improvement in the delivery of several HM Government social and environmental schemes.

Successful candidates will be expected to demonstrate the potential to meet the following criteria:

- Ability to provide strategic, innovative, inclusive direction and challenge to large and complex organisations, particularly through periods of change and in a constantly evolving economic, commercial and regulatory environment;
- Ability to manage the building of a diverse, inclusive and effective organisation, ensuring it is fit for purpose in the present as well as prepared for success in the future, both in terms of its core responsibilities and delivery of services;
- Good communication and interpersonal skills, and the ability to engage and collaborate with a wide variety of stakeholders, including Government, the gas and electricity sectors, and consumer organisations, as well as a track record in successful media handling; and
- Candidates should be able to demonstrate good judgement and high levels of integrity.

Desirable criteria

- It is desirable that candidates have experience of regulatory/government bodies, infrastructure or other companies, including regulated ones, consumers, and/or the electricity and gas markets.

Recruitment process and diversity data

- When the campaign closed on 27 March 2023 there was a total of 31 applicants. The diversity data at this point was as follows:
 - 7 applicants identified as female (22%)
 - 2 applicants declared a disability (6%)
 - 4 applicants identified as BAME (13%)
- 5 applicants were shortlisted for interview. The diversity data for the shortlisted applicants was as follows:
 - 1 applicant identified as female (20%)
 - 0 applicants declared a disability (0%)
 - 1 applicant identified as BAME (20%)
- Following the shortlisting 2 candidates withdrew from the process.
- 3 candidates were interviewed. Interviews took place on 21 July 2023 and were held in person.
- The Advisory Assessment Panel comprised of:
 - Jonathan Mills (Panel Chair)
 - Dame Patricia Hodgson (Senior Independent Panel Member)
 - Jonson Cox
- Following the interviews, the panel found 1 candidate appointable.
- Appointments to the Board of Ofgem (GEMA) are made under the Utilities Act 2000. This provides that the Chair of Ofgem shall be appointed by the Secretary of State.
- This appointment campaign was administered by the Public Appointments team at BEIS with support from the Ofgem Sponsorship team. The interview process was undertaken in accordance with the Governance Code and with the Principles of Public Appointments.

Appendix 4: Pro-forma for departments to provide campaign information to select committees

Campaign Launch Date	1 February 2023
Campaign Closing Date	27 March 2023
Reason for any changes in timetable to that originally published	Under Section 3.1 of the Governance Code for Public Appointments, Ministers reserve the right to extend the campaign closing date based on the diversity and quality of the field of applicants. Ministers reviewed the quality and diversity ahead of the initial closing date of 13 March 2023, and decided to extend for 2 further weeks in order to improve the longlist.
Advertising Strategy	Due to the importance of the role and the desire to generate a diverse and credible longlist, officials requested to appoint headhunters for this search, which was approved by the Cabinet Office. Following a tender process run by Ofgem in line with government procurement rules, Audeliss was appointed. BEIS worked closely with Audeliss to ensure that diversity was a priority throughout and that appropriate channels and networks were utilised. The focus was on both the Cabinet Office targets for gender and ethnic minority representation, but also on ensuring there was diversity of experience and skills. The role was advertised on The Times, The Guardian and Vercida websites. In addition, Audeliss contacted over 140 people in connection with the role. While the campaign was live, weekly steering groups were held with Audeliss where the longlist and diversity data were reviewed, and strategies and potential candidates for outreach were discussed.
Advisory Assessment Panel	- Jonathan Mills (Panel Chair) - Dame Patricia Hodgson (Senior Independent Panel Member) - Jonson Cox
Number of Applicants	31
Number of Candidates Invited to Interview	5 (2 candidates subsequently withdrew before the interviews commenced)
Number of Candidates Found Appointable	1

Formal minutes

Wednesday 18 October 2023

Members present:

Angus Brendan MacNeil, in the Chair

Rt Hon Vicky Ford

Mark Garnier

Sir Mark Hendrick

Mark Pawsey

Dr Dan Poulter

Lloyd Russell-Moyle

Alexander Stafford

Pre-appointment hearing for Chair of Ofgem

Draft Report (*Pre-appointment hearing for Chair of Ofgem*), proposed by the Chair, brought up and read.

Ordered, That the draft Report be read a second time, paragraph by paragraph.

Paragraphs 1 to 21 read and agreed to.

The Candidate's biography and supporting documents were appended to the Report as Appendices.

Resolved, That the Report be the Second Report of the Committee to the House.

Ordered, That the Chair make the Report to the House.

Ordered, That embargoed copies of the Report be made available, in accordance with the provisions of Standing Order No.134.

Adjournment

Adjourned till Wednesday 25 October 2023 at 9.30 am.

Witness

The following witness gave evidence. A transcript can be viewed on the [inquiry publications page](#) of the Committee's website.

Wednesday 18 October 2023

Mark McAllister, Government's preferred candidate for Chair of Ofgem

List of Reports from the Committee during the current Parliament

All publications from the Committee are available on the [publications page](#) of the Committee's website.

Session 2022–23

Number	Title	Reference
1st	Preparing for the winter	HC 1720