

NELLY MAUBLANC

Strategy & Policy consultant

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A policy expert with experience in a range of sectors (environment, utilities, infrastructure), I can deliver high value to public and private organisations through helping them develop robust strategies, manage complex regulation and work effectively with their stakeholders. Trilingual, with degrees in both economics and engineering and thirteen years of international experience, I am able to work across disciplines to develop bespoke responses to complex, high profile issues.

Key competencies

Research & analysis: ability to develop robust frameworks to collect, analyse and interpret data (qualitative & quantitative), so as to convert it into meaningful intelligence and provide actionable insight.

Strategic analysis: ability to design and implement effective tools and approaches (eg. multi-criteria analysis, foresight scenarios) to support strategic thinking and aid decision making in uncertain, multi-stakeholders and/or high-stakes environment.

Stakeholders' engagement: ability to understand stakeholders' dynamics and implement participatory processes to elicit insight, foster cooperation and build a shared vision.

Oral and written communication: ability to produce high impact documents to maximise buy-in from diverse audiences.

Project management: ability to plan and manage complex projects under tight budget and time constraints.

Experience

Director – O'Future (Glasgow, UK)

2014 -present

Delivers consulting assignments focusing on strategic analysis and advice.

Clients include:

- **Business Stream** (leading supplier in the non-domestic retail water and wastewater market): regulatory and strategic support in preparation for market opening in England (worth £2.5bn) – June 2014 to September 2015
- **Water Industry Commission for Scotland** - Support to the Customer Forum for Water in charge of negotiating the 2015-2021 regulatory contract (£3.5bn of investments) with Scottish Water, the monopoly provider for water and wastewater services in Scotland - August 2014 to February 2015

Head of Water and Regulation - Consumer Futures (Glasgow, UK)

2013-2014

Led the Water Policy team towards better understanding, representing and promoting water consumers' interests in Scotland

- Influenced policies and practices in the water sector through participation in key governance processes and direct engagement with industry stakeholders (monopoly provider, regulators, Scottish Government)
- Lead the design and delivery of research about water debt & affordability, water charging policy and water retail competition to support formulation of cogent policy positions.
- Provided thought leadership about future institutional arrangements for water consumers' representation in Scotland and the role of consumers in price review process for regulated industries (water, post, energy).

Policy Consultant - Artelia Water & Environment (Grenoble, France)

2010-2012

Delivered complex policy development assignments in the field of environment and regional planning

Selected assignments

Regional Council of PACA (5 millions inhabitants) - Developed the regional water resources management strategy to 2040 :

- Implemented a future thinking approach coupled with a participatory process (100+ stakeholders)
- Formulated the strategy and produced associated documents
- Coordinated a team of experts and liaised with the client's steering committee.

French Agency for Coastline Protection – Assisted project team in developing strategic guidelines for adapting the policy for acquisition and management of coastal land to climate change.

Environmental specialist - Hatfield Consultant (Vancouver, Canada)

2007-2009

Provided environmental expertise on high-profile infrastructure projects and policy development assignments.

Selected assignments

Connect BC consortium - Environmental due diligence of the PMH1 Infrastructure project (CAN\$1.5 billion, DBFO process) :

- Performed a thorough review of environmental constraints, mitigation requirements and permitting obligations to inform the development of the design-build process
- Identified potential environmental risks and liabilities for investors from the proposed concession agreement

World Bank – Developed and applied a bespoke decision-making methodology to prioritise risk management approaches for Persistent Organic Pollutants ‘hotspots’ in Southeast Asia, based on a comparison the cost of remediation/prevention measures and an economic valuation of their benefits on health and the environment.

Canadian Space Agency – Framework Document for the development of remote sensing in the water sector.

Consultant - G2C environnement (Aix-en-Provence, France)

2002-2006

Developed a portfolio of Utilities Management services including:

- contractual, technical and economic audits of water and sewerage services;
- support to strategic decision-making (eg choice of management models, tariff policy development and investment planning);
- implementation of lease procurement process.

Successfully delivered complex assignments in the field of water resources management to support policy development by environmental agencies in the context of the European Water Framework Directive implementation.

Selected assignments

Aix en Provence Community (350000 inhabitants ; 34 municipalities) – Provided expertise to support decision-making on the possible transfer of municipal wastewater services under the jurisdiction of the community:

- Designed and implemented a survey of municipal services to assess their performances, finances and investment needs
- Identified institutional, regulatory and organisational constraints for the transfer implementation
- Developed options for future tariff policy based on a bespoke budget simulation model

French Environment and Energy Management Agency (ADEME) - Developed a bespoke multi-criteria analysis methodology based on an assessment of rivers’ hydraulic and environmental features to identify suitable sites for small hydro production and support the development of a renewable energy strategy meeting the requirements of the Water Framework Directive.

Trade section of the French Embassy (Rome, Italy)

2001

Carried out a study of the water sector in Italy to provide background information and business intelligence to potential French investors aiming to develop new business in the sector.

Trade section of the French Embassy (The Hague, The Netherlands)

1999

Carried out a study of the inland water transport sector in the Netherlands (structure and key players, performances and regulation) to inform the implementation of the EU-driven liberalisation of the sector by the French Waterways Agency.

Education, trainings and languages

Certificate of competencies in strategic foresight (CNAM, France)

2015

Master degree in International Political Economy (UPMF - Grenoble II, France)

2010

Master degree in Environmental Engineering (Politecnico di Torino, Italy)

2002

Master degree in Engineering (Ecole Centrale de Lyon, France)

2002

Other trainings : Moderating Focus Groups (2014, NatCen) - Strategic thinking (2014, GovKnow) - Policy Making (2013, Public Policy College) - Environmental economics (2007, CNED)

Language skills: Native French speaker, fluent in English and Italian, conversational in German

Interests

Politics and current affairs

Theatre (+10 years of practice) and reading (literature & essays)

Walking and biking trips

References available on request