



Candidate pack

Group Director, Enforcement

Ofcom

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01 Foreword

Thank you for your interest in becoming Ofcom's first Group Director, Enforcement.

This is an exciting moment to take on the role. Ofcom's responsibilities have grown significantly in recent years and, as we move into the next phase of implementing the Online Safety Act, the scale, complexity and profile of our enforcement work are increasing too. We are now establishing Enforcement as a standalone Group, giving this important work dedicated leadership at the most senior level of Ofcom.

The opportunity is broader than Online Safety. Our Enforcement Group works across telecommunications, post, competition and consumer protection, and the successful candidate will lead a highly capable team of around 110 colleagues. They will also join my Senior Management Team and contribute to the leadership of Ofcom as a whole.

Effective enforcement is ultimately about achieving the right outcomes for consumers and citizens. Formal enforcement is one important tool, but not the only one. This role therefore requires someone with the judgement to know when to intervene – and when another approach may achieve a better or faster outcome – and the collaborative instincts to work across Ofcom to make those choices well.

We are ambitious about the calibre of person we hope to attract. You will need real credibility in the world of enforcement, and also strategic breadth, excellent judgement, strong people leadership and the ability to operate confidently in a complex and highly scrutinised environment.

It is a fascinating role at an important point in Ofcom's evolution, and I very much look forward to meeting you.

Dame Melanie Dawes
Chief Executive, Ofcom



02 About Ofcom

Ofcom is the UK's independent communications regulator, with a broad and increasingly important remit spanning telecommunications, broadcasting, postal services, spectrum and the online world.

We operate at the intersection of rapidly evolving technology, markets, public policy and consumer expectations. Our decisions affect millions of people and some of the world's largest and most innovative companies, and are subject to significant public, political, industry and legal scrutiny.

Our responsibilities continue to evolve and expand. Alongside our established responsibilities across communications markets, we are taking on the challenge of making the online world a safer place through our Online Safety responsibilities.

Our mission is to make communications work for everyone. Effective enforcement is fundamental to achieving that mission: ensuring that the regulation we put in place translates into meaningful outcomes for consumers and citizens and maintaining confidence in the markets and services we regulate.







03 The opportunity

Ofcom is creating a standalone Enforcement Group, led by a new Group Director, Enforcement, reporting directly to our Chief Executive and joining Ofcom's Senior Management Team. This is a rare opportunity to shape the enforcement strategy and capability of one of the UK's most prominent regulators at a point of significant expansion and change.

The creation of the role reflects the growing importance, scale and complexity of Ofcom's enforcement responsibilities, particularly in relation to the Online Safety Act. Establishing Enforcement as a standalone Group will provide dedicated executive leadership, focus and coherence as the scale, complexity and profile of Ofcom's enforcement activity continue to grow.

The Group Director will lead a highly capable team of approximately 110 FTE. The Enforcement Group identifies and responds to non-compliance affecting consumers and competition in the Online Safety, telecommunications and postal sectors, as well as competition matters in broadcasting.

The Enforcement Group's work covers enforcement of both our ex-ante regulatory rules and our ex-post competition powers, as well as powers under consumer protection legislation which we hold concurrently with the Competition and Markets Authority. The Group also leads Ofcom's dispute resolution processes in telecoms, postal services and



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broadcasting, and works closely with the separate content standards enforcement team in our Broadcasting and Media Group and the criminal licence enforcement function in our Spectrum Group.

The Group monitors complaints, analyses evidence and takes action where they see harm, including opening formal investigations, issuing penalties and seeking redress where appropriate.

This is considerably more than a functional enforcement leadership appointment. The Group Director will shape Ofcom's enforcement strategy and approach, ensuring that the priorities and interventions are aligned with our wider strategy and focused on where they can have greatest impact.

They will take personal accountability for significant and potentially contentious enforcement decisions, exercising sound judgement about when intervention is appropriate – and when it is not. They will need to articulate the rationale for those decisions and operate confidently in an environment of significant public, political, industry and media scrutiny.

They will also provide authoritative advice and constructive challenge to the Chief Executive and Board, ensuring that Ofcom's senior leadership is well sighted on significant enforcement issues, emerging risks and the wider implications of Ofcom's choices.

Ofcom operates through a highly collaborative and matrixed model. The Group Director will need to bring together different professional perspectives – including legal, economic, policy, technical and sector expertise – to reach robust decisions and deliver effective outcomes. They will build a particularly close and constructive partnership with the General Counsel and Legal Group, alongside Ofcom's policy groups, economists and corporate functions.

The relationship between the Enforcement Group and Ofcom's policy teams will be particularly important. The Group works extremely closely with colleagues responsible for areas including online safety, infrastructure and connectivity, and the Group Director will need to ensure Ofcom makes coherent choices about where enforcement is the right tool and where supervision or other mechanisms may achieve a better or faster outcome for consumers. Enforcement insight should, in turn, help inform the development of policy and regulation.

This is an opportunity to shape the next phase of enforcement at one of the UK's most prominent regulators. The successful candidate will inherit a strong and highly capable team while having the opportunity to develop Ofcom's enforcement strategy and capability as our responsibilities expand and the markets we regulate continue to evolve. They will play a central role in some of the most important and high-profile regulatory questions facing the UK, with the opportunity to deliver tangible outcomes for consumers and citizens.



04 Key responsibilities

As Group Director, Enforcement, you will:

- **Lead Ofcom's overall strategy and approach to enforcement**, in close collaboration with other Group Directors and as part of Ofcom's wider corporate strategy. Translate Ofcom's strategic objectives into a clear, coherent and risk-based portfolio of interventions, making informed choices about where enforcement action can have the greatest impact for consumers and citizens.
- **Lead and develop the Enforcement Group**, providing clarity, direction and inspirational leadership to a highly capable and diverse team. You will ensure the Group has the agility, pace, capabilities and skills required for the future, attracting, retaining and developing outstanding talent and creating an inclusive, high-performing and resilient culture.
- **Own Ofcom's portfolio of enforcement activity**, ensuring appropriate prioritisation, delegation and accountability across significant cases and projects. You will manage risk across the overall workplan and ensure activity is delivered effectively to time, quality and cost, with a clear focus on outcomes and impact.
- **Provide senior leadership and oversight of significant and potentially contentious enforcement matters**, exercising sound judgement and taking personal accountability for decisions within the role's delegated responsibilities.
- **Ensure enforcement is integrated effectively across Ofcom**, working closely with Legal, policy, economics and other professional and sector teams. You will position the Enforcement Group as a source of expertise and thought leadership and ensure that enforcement insight informs the development of policy and regulation.
- **Provide authoritative advice and constructive challenge to the Chief Executive, Senior Management Team and Board** on enforcement strategy, priorities, significant cases and emerging risks. You will understand and anticipate the wider implications of Ofcom's enforcement choices, including likely scrutiny from government, Parliament, industry, the media and the wider public, while protecting the independence and integrity of Ofcom's decision-making.
- **Maintain the strong relationship between the Enforcement Group and Ofcom's Legal Group**, ensuring close and constructive partnership on significant enforcement matters while preserving clear respective accountabilities.
- **Build trusted relationships with senior external stakeholders**, including the industries we regulate, government and relevant organisations in the UK and internationally. You will act as an authoritative and credible external voice for Ofcom and communicate complex and potentially contentious decisions clearly.

Play a full role in the collective leadership of Ofcom as a member of the Senior Management Team, working alongside the Chief Executive and fellow SMT members to lead the organisation as a whole, including contributing actively to Ofcom's transformation programme. Contribute beyond your own functional responsibilities to Ofcom's strategy, culture, organisational performance, reputation and impact, providing support, challenge and perspective to colleagues and championing Ofcom's values of Excellence, Respect, Collaboration, Empowerment and Agility.



05 The person we are seeking

We are looking for an unusual combination: someone with genuine depth and credibility in enforcement who has also developed the breadth, leadership experience and judgement to operate as an enterprise leader.

Professional background is less important than the experience and capabilities you bring. Legal qualification is not a prerequisite. Relevant experience may have been gained within a regulator or government, or through a career combining regulatory or enforcement experience with senior leadership in regulated industry, private practice or other relevant environments.

Essential criteria		
	Enforcement experience	• Deep and substantive experience of competition, consumer and/or regulatory enforcement, or significant senior experience working closely with enforcement activity. This could have been gained through an enforcement-specific role or through substantial involvement with an enforcement function within a regulator, government, regulated industry, private advisory environment or other relevant setting. • You will have significant experience of complex and consequential enforcement matters and understand how to balance the need for intervention with proportionality, risk, evidence and wider regulatory objectives.
	Judgement and accountability	• A track record of exercising sound judgement and taking personal accountability for significant and potentially contentious decisions. • You will be comfortable deciding both when intervention is required and when it is not, articulating the rationale for your decisions and standing behind them under significant internal and external scrutiny.
	Executive leadership at scale	• Significant senior leadership experience at executive level, including leadership of substantial teams and/or expert functions through complexity, change and periods of sustained scrutiny. • You will be an accomplished and inclusive people leader, able to set direction, motivate high-performing specialists, develop organisational capability and create the conditions in which talented people can perform at their best.

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	Enterprise and strategic leadership	• The breadth, curiosity and strategic judgement to contribute beyond your own functional responsibilities and play a full role in the collective leadership of Ofcom. • You will be able to translate organisational priorities into strategy and action, make choices between competing priorities and resources, and maintain a clear focus on outcomes and impact. • You will work in an open, collegiate and collaborative way with fellow Senior Management Team members, contributing fully to the joint leadership of Ofcom and taking collective responsibility for the organisation's performance and impact.
	Board and stakeholder influence	• The credibility and confidence to operate effectively with a Board, Chief Executive and senior executive colleagues, providing clear, candid and timely advice and constructive challenge. Externally, you will be able to engage credibly at the most senior levels of industry and government and with a wide range of stakeholders. You will be a credible and confident external spokesperson, able to explain complex regulatory issues and contentious decisions clearly to senior stakeholders, government, Parliament, the media and the wider public.
Leadership attributes		
	Collaboration and multidisciplinary leadership	• The ability to build strong, constructive relationships across organisational and professional boundaries. • You will be comfortable operating in a highly matrixed organisation and bringing together legal, economic, policy, technical, sector and enforcement perspectives to reach sound decisions. You will listen, challenge, persuade and resolve differences while maintaining strong and productive relationships. You will instinctively look beyond the interests of your own Group, working constructively with executive colleagues to reach the best outcome for Ofcom as a whole.
	Intellectual agility and resilience	• The ability to think creatively about complex and novel problems, identify the issues that matter most and develop pragmatic and effective solutions. • You will bring resilience, composure and confidence in ambiguity and under sustained scrutiny, while remaining open-minded and willing to adapt as Ofcom's responsibilities and the markets we regulate continue to evolve. • You will combine intellectual rigour with sound interpersonal judgement, able to adapt your approach to different audiences and navigate complex or contested issues with tact, confidence and clarity.

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Inclusivity

Inclusivity is at the heart of what we do.

Ofcom has a clear mission: to make communications work for everyone. To deliver on this, we want our organisation and its leadership to reflect the diversity of background, experience, upbringing and thought that exists across the UK.

We aim to recruit from the widest possible pool of candidates, irrespective of gender, ethnicity, disability, sexual orientation or social background, and we are committed to an accessible and inclusive appointment process.

Where positions are listed as full-time, we remain open to reduced hours, part-time arrangements, job shares and other flexible working options. From day one, we champion flexible working arrangements to accommodate individual needs.

We also warmly welcome applicants returning to the workforce after a break.

Our recruitment processes prioritise accessibility and inclusivity. If you need information in an alternative format or have specific preferences, please contact our search partners, Russell Reynolds Associates.

As a Disability Confident employer, we offer an interview to disabled applicants who meet the essential criteria for our advertised roles. Applicants can indicate during the application process if they would like to be considered under this scheme.



06 Further details

Location and working arrangements

The role can be based at Ofcom's London, Manchester or Edinburgh offices. Ofcom supports flexible working and is committed to working arrangements that enable colleagues to perform at their best while meeting the needs of the organisation and the role. Given the seniority and highly collaborative nature of this appointment, the Group Director will be expected to maintain a significant presence in Ofcom's offices, working closely with the Chief Executive, General Counsel and wider Senior Management Team.

Remuneration

Ofcom offers a competitive remuneration and benefits package, appropriate to the seniority and responsibilities of the role. Russell Reynolds Associates will be happy to discuss the package with prospective candidates as part of the search process.

Appointment process

The closing date for applications is **Sunday 25 October 2026**.

Following an initial assessment of the candidate field by Russell Reynolds Associates, selected candidates will be invited to participate in a series of assessment and stakeholder conversations during November and December.

The process is expected to include:

- interviews and assessment by Russell Reynolds Associates;
- stakeholder conversations with senior Ofcom leaders;
- a colleague panel; and
- final panel interviews.

Final panel interviews are scheduled to take place in London on Thursday 17 December 2026. Candidates progressing to the final stage will need to be available on this date.

Ofcom intends to identify its preferred candidate before Christmas, with appointment and onboarding arrangements to follow.

07 How to apply

Application instructions

To apply, please submit:

- a current CV; and
- a brief supporting statement outlining your interest in the appointment and the experience and capabilities you would bring to the role.

[Please click here to apply](#) - Please enter job reference number **2609-027L**.

You will be asked to register your details, answer any application questions and upload your CV and Supporting Statement by no later than **Sunday 25th October 2026**. **All applications will be acknowledged on receipt.**

Candidates are also invited to complete a confidential diversity monitoring form available [here](#). Information provided through the diversity monitoring process will be held separately from your application and will not form part of the assessment process.

If you have any specific queries regarding the appointment or application process, please contact responses@russellreynolds.com.



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