

September 2016

Trust in water

# Information for applicants

**Director - Alternative Delivery  
Models, Operations  
Ref: OFW1627**

[www.ofwat.gov.uk](http://www.ofwat.gov.uk)

**ofwat**



## Introduction from Cathryn Ross, Chief Executive



### **Water is not a dry issue.**

The water sector in England and Wales has come a long way in the past 25 years. At privatisation, polluted beaches and rivers and neglected infrastructure meant we were seen as the ‘dirty man of Europe’.

The regulation of this sector was entrusted to the Water Services Regulation Authority (Ofwat) which has maintained a steady hand in driving and incentivising the sector to deliver and to improve. Over the period since privatisation, the water companies have invested more than £116 billion in maintaining and improving services for consumers and the environment. Today, for example, the amount of water lost through leaks is down by about a third since the mid-1990s. In addition, salmon have returned to the River Mersey, once considered one of the most polluted in Europe. All of this has been delivered efficiently too – a litre of tap water, supplied and taken away, costs less than half a penny.

But the world is changing. The water sector faces new problems and very different challenges. In the future, climate change may mean we get more droughts and more floods, making it harder to maintain resilient supplies. Our population is growing, putting more pressure on the water we use. Lifestyle changes have increased our appetite for water in our homes, our work places and our places of leisure. The changing social and economic landscape also means we need to reconsider how business operates and how customers are able to afford their water and sewerage bills.

Ofwat needs to be at forefront of determining and implementing a regulatory system that will protect customers’ interests, drive efficiencies and innovation, enable efficient companies to finance their functions and to ensure that the ‘promises of privatisation’ are delivered. We all need sustainable solutions to these problems.

To do this, Ofwat needs to be at the very top of its game. This is a key senior role to lead Ofwat’s contribution to a short-term project to implement an alternative delivery model for our corporate enabling services, through a jointly developed implementation. This project will inform further work to refine our structure and Ofwat’s retained core, and this could lead to an opportunity for a more permanent role within the organisation. Thank you for your interest in joining Ofwat at what is a very exciting time for us. We look forward to receiving your application.

**Cathryn Ross**  
**Ofwat Chief Executive**

## **About Ofwat and the role**

Ofwat (the Water Services Regulation Authority) is the economic regulator of the water and wastewater sector in England and Wales. Our role is to help it build trust and confidence with customers, the environment and wider society. Our strategic priorities include:

- delivering the reforms provided for in the Water Act 2014 and help to ensure that they deliver real benefits for water customers and society. This includes putting in place the arrangements for the opening of the non-household retail market to competition in April 2017. It also includes supporting the development of water trading and abstraction reform. Doing these things will require further changes to the way we set prices in our 2019 review;
- maintaining the confidence of investors in the water sector and our regulation of it, though this period of change; and
- developing the means by which we monitor the sector's performance against our vision of trust and confidence, and receive assurance from the sector.

## **Operations resource pool**

Ofwat's structure is based on our programme ways of working. Our people sit in resource pools, each of which is managed by a Strategic Resource Manager. Our people are allocated from pools to programmes, which have their own reporting and delivery management structures.

Our people are line managed by a resource manager, and their delivery is managed by the relevant programme or project Senior Responsible Officer, director or manager.

The responsibility for line management of the individual member of staff sits with the relevant Resource Manager or Strategic Resource Manager for more senior roles.

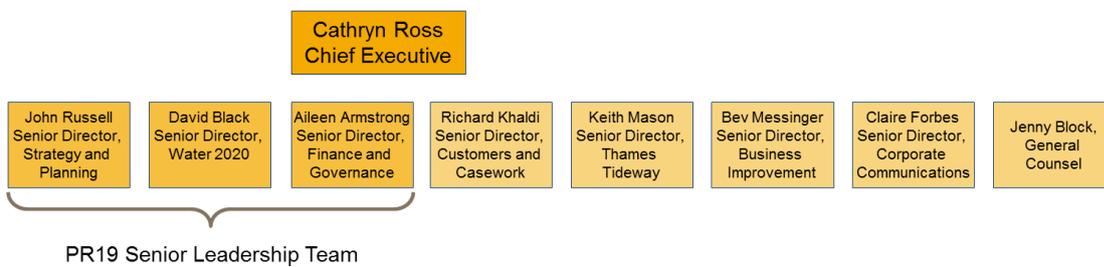
This role will sit in the Operations resource pool, which supplies our programmes with core operational skills in finance, procurement, HR, ICT, estates and business support. The successful applicant will be line managed by Richard Khaldi, one of

## Ofwat's Senior Directors and the Strategic Resource Manager of the Operations Resource Pool.

The role will help deliver the Alternative Delivery Models project which is a key element of our Business Transformation Programme. Because of the organisational importance, complexity and sensitivity of the Alternative Delivery Models project, this role will report directly to the Chief Executive, Cathryn Ross, in terms of delivery management.

More details about our structure and ways of working appear below:

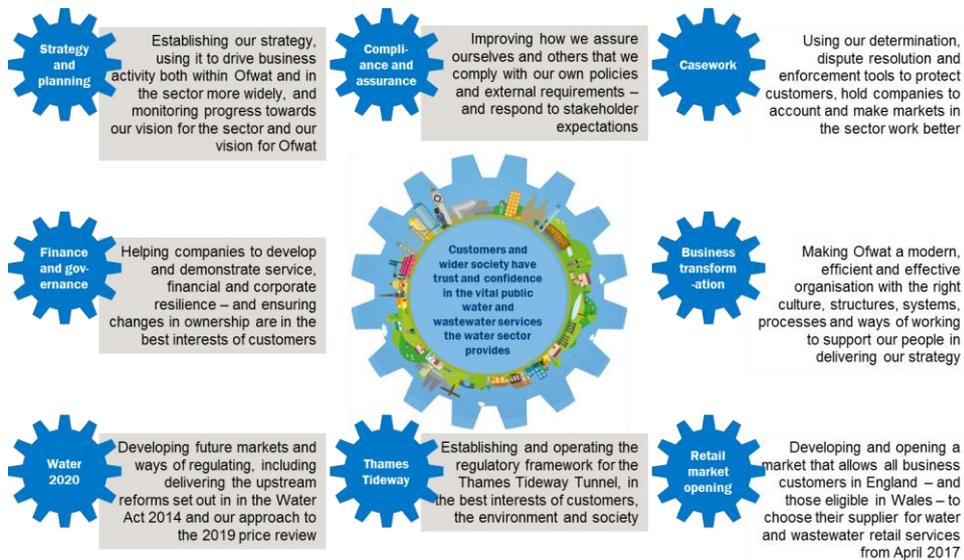
### Our Senior Leadership Team



### Our resource pools:



## Our programmes:



## Role expectations

The Business Transformation Programme project on alternative delivery models (ADM) is a fast moving piece of work as part of a wider change programme to enable Ofwat to develop efficient and resilient delivery models for its corporate enabling services (finance, HR, estates/business support, ICT and procurement) in collaboration with other partners. Following an independent, jointly commissioned external review of the scope to share ‘back office’ services, several economic regulators have explored the viability of sharing services after the independent review reported in late summer 2016. We are considering proposals for the possible development of a shared service over the next few months for presentation to respective Boards. If the regulators’ shared service development does not come to fruition, Ofwat would remain interested in finding an alternative delivery model for its corporate enabling services and so the successful candidate would need to seek alternative partners.

To lead the implementation phase of the alternative delivery model project, we require an interim director to shape and develop the shared service or other delivery model and lead a project team delivering Ofwat’s contribution and transition to the future service model. Once this work has concluded, we will have developed a clearer idea about what Ofwat’s future retained core should look like, this is likely to include commissioning and contract management capability and strategic capacity in some of our key corporate enablers. This will help to determine the shape of future leadership in this area.

This is a flexible role which fundamentally requires both specific and detailed knowledge of shared services and other delivery models, and their implementation along with the inter-personal skills to manage change effectively, engage our people and external stakeholders and, crucially, to work in line with Ofwat's values and behaviours.

The nature of the role, and work activity, may change and the successful applicant will need to be capable of working with a level of ambiguity, and have a sufficient breadth of skills to deal competently with a wide range of requirements. This means that a 'can do' attitude and willingness to develop new skills is a key requirement.

As the project evolves the role is likely to cover leadership of the following aspects of the project:

- effective internal and external leadership for the development of new collaborative service models and the retained core;
- project and programme management to ensure the project delivers on time and budget;
- provide insight and expertise about best practice, risks and opportunities to inform the development of a new service model and the residual retained core within Ofwat;
- lead work to appraise options, develop and present the full business case for approval;
- engagement with affected staff, providing leadership and change management;
- leading and developing the staff contributing to the project;
- working collaboratively and in partnership with stakeholders to understand and develop requirements, service level agreements, governance and contract management arrangements; and
- risk analysis and appraisal.

This is a unique opportunity to work on a high profile and complex project which is central to Ofwat's strategy and development as an organisation and provides an outstanding, CV-enhancing opportunity to deliver a high-profile project and develop a longer-term career either at Ofwat or elsewhere.

## **Key deliverables**

Ultimately, delivery of a successful transition to the new service model, which delivers to a robust business case which focusses on improving resilience and service quality rather than cost savings, mitigates the risks and maximises opportunities for Ofwat. This will involve delivering:

- a full business case and financial projections developed with other participating organisations, and tailored to Ofwat, and securing timely Board approval;
- a robust project/transition plan tailored to Ofwat and aligned with the timescales developed for the wider service model, taking into account the impact on the 2019 price review;
- robust joint governance arrangements, specifications for the new service and performance management, accountability and risk management arrangements;
- developing and securing agreement for proposals to create Ofwat's retained core, including shaping processes to interact with the new service;
- an effective process of formal consultation with affected staff, managing any TUPE/civil service transfer issues and the process of selecting those transferring to roles in the new service and taking roles in the retained core;
- ensuring that both the retained core and shared service are set up in such a way as to align with and support Ofwat's culture, ways of working, values and behaviours;
- an updated and robust Ofwat assurance framework reflecting the move to the shared new service model;
- external assurance that the governance, SLA, commissioning arrangements and assurance framework are robust, fit for purpose and support appropriate allocation and transfer of risks;
- effective internal engagement and communications with directly affected staff and the wider organisation;
- an effective change management and engagement strategy which is well executed;
- effective and constructive engagement and relationships with the other regulators participating in the development of the new service and wider external stakeholders with an interest, such as HM Treasury, Defra, National Audit Office and internal audit; and
- all of the work involved in a highly sensitive project in line with Ofwat's values and behaviours, and strategically positioning the project to reinforce and develop the blueprint for Ofwat.

## **Ofwat's values**

Over the last three years, Ofwat has undergone a fundamental and highly successful transformation. This has introduced a matrix working structure, a new target operating model, significant changes to our infrastructure (offices and systems), people management and refreshed values. Our values and behaviours underpin everything we do, who we are and how we work.

It is essential that the successful applicant is able to live by and embody Ofwat's values and behaviours. The successful candidate will need to be excited and

energised by the prospect of making an organisation like Ofwat work more effectively. This is not a role for someone whose focus is simply on cutting costs or ticking boxes.

Ofwat’s values appear below:

## We are Ofwat

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



### Professional requirements

	Critical	Expected
Qualifications	Degree or equivalent	
Experience	<p>Direct experience and track record of successful implementation of a shared service, commissioning or review of shared services</p> <p>Outstanding written skills and experience of producing strategic materials for the most senior decision makers and governance bodies</p>	<p>Production of business cases</p> <p>Development of financial projections and budget figures</p> <p>Staff consultation processes under TUPE or civil service transfer rules</p>

	<b>Critical</b>	<b>Expected</b>
	<p>Experience providing high profile leadership and direction to staff in sensitive situations</p> <p>Track record of delivering organisational change and improvement, and evidence that this is a strong motivating factor</p> <p>Strong analytical, financial and conceptual skills</p> <p>Leadership of complex, multi-stakeholder projects and ability to lead effective project planning, project management and project assurance</p> <p>Outstanding experience of leading successful business transformation and change projects</p> <p>Track record of effective collaborative and partnership working</p> <p>Track record of engaging effectively and sensitively with external stakeholders</p> <p>Track record of effective contract management</p>	<p>Experience of design and implementation of major ICT and system change projects</p>
Knowledge	<p>Understanding of public sector environment and Government policy</p> <p>Knowledge of Ofwat's external stakeholder environment and regulatory context</p> <p>Ability to demonstrate knowledge and understanding of Ofwat's values and behaviours</p> <p>Knowledge of advanced project management tools and techniques, including risk management</p> <p>Detailed knowledge of shared service models</p> <p>Detailed knowledge of commercial and contract management issues</p>	<p>Knowledge of Ofwat's strategy and business plan</p> <p>Knowledge of audit and assurance issues</p>

## Terms and conditions of employment

### Contract

This is a fixed term appointment for 12 months.

### Salary

The salary range for this role is £73,419 to 110,127 depending on relevant skills and experience required for the post. Salary is paid monthly by credit transfer.

### Location

The role will be based in either Birmingham or London. However, travel between offices and throughout the UK will be needed to be effective.

### Contracted place of work and taxable expenses

Any person who regularly works more than two days a month in both the Birmingham and London offices, irrespective of their contracted place of work, is considered by HMRC to have [two permanent workplaces](#).

The payment of your rail fare, accommodation or subsistence in this situation attracts tax and National Insurance because you are receiving a benefit.

Ofwat meets the cost of the tax and National Insurance by grossing up your expenses and recovering the net amount through your monthly pay package. But the expenses are classed as taxable earnings, which could impact on any attachment of earnings – for example, student loan repayments, high income child benefit and state benefits.

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

## Hours of work

The successful post holder will be required to work a minimum of 37 hours, excluding lunch breaks. You will be required to work such additional hours as is reasonable and necessary for the efficient performance of your duties.

## Probation

There is a probationary period of six months for all new entrants.

## Annual leave

On appointment the post holder will be entitled to 25 days annual leave plus 10½ days' public and privilege holidays a year. Annual leave entitlement will be increased by one day for each year of continuous employment with Ofwat, up to a maximum leave allowance of 30 days.

## Pension

On appointment, you are eligible to join the Civil Service Pension. The Civil Service offers a choice of defined benefit and stakeholder pensions, giving you the flexibility to choose the pension that suits you best. We offer you a choice of two types of pension.

**Alpha:** alpha is an occupational pension scheme and provides a defined benefit worked out on a Career Average basis.

From 1 April 2016, employee contributions will be:

Payband (full-time equivalent basis)		Employee contribution rate (%)
From	To	
£0.00	£21,210	4.60
£21,211	£48,471	5.45
£48,472	£150,000	7.35
£150,001	and above	8.05

From 1 April 2016, employer contributions will be:

Payband (full-time equivalent basis)		Employer contribution rate (%)
From	To	
£0.00	£22,500	20
£22,501	£45,000	20.9
£45,001	£75,000	22.1
£75,001	and above	24.5

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

To learn more about the Civil Service Pension schemes, please follow the link <http://www.civilservicepensionscheme.org.uk/>

## Ofwat benefits

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

- access to our package of benefits via our ‘**Rewards on Tap**’ scheme. This is a voluntary benefits scheme where staff have access to exclusive discounts on a range of goods and services such as retail outlets, theatre tickets, holidays, insurance and gym membership;
- childcare voucher scheme;
- cycle-to-work scheme;
- season ticket loan for travel between home and office;
- flexible working arrangements;
- fees paid for membership of relevant professional bodies;
- regular professional development;
- health and wellbeing initiatives such as employee assistance programme and occupational health; and
- free eye tests and contribution towards lenses/spectacles for VDU users, if appropriate.

## Further information

### Security clearance

Any offer of appointment will be subject to satisfactory completion of security and pre-employment checks. Further information about the security checking procedure is available on request.

### Nationality and immigration control

This post is open to nationals of states within the British Commonwealth and the European Economic Area (EEA) and certain members of their families. There must be no employment restriction or time limit on your permitted stay in the UK.

If you would like further information on Nationality and Immigration Control, please email us at [people@ofwat.gsi.gov.uk](mailto:people@ofwat.gsi.gov.uk).

### Stocks or shares

Because of the nature of the information you will come into contact with and the need to be wholly independent of the water sector in England and Wales, you and your family (including your spouse or civil partner and any children or step-children under the age of 18 who still live at home, or any other member of your household) will be precluded from owning, purchasing or dealing in the shares of the water companies and their holding companies.

### How to apply

Applications should include a:

- curriculum vitae (**CV**);
- **covering letter** or supporting statement that outlines the contribution you can make to Ofwat, including how you feel you meet our professional requirements and demonstrate behaviours outlined in our competency framework;
- completed **CV supplement form**; and
- completed **diversity monitoring form**. This form is not mandatory.

Please email your CV and supporting documents to [recruitment@ofwat.gsi.gov.uk](mailto:recruitment@ofwat.gsi.gov.uk) by the closing date.

If you are unable to make an electronic application, you may submit your application on paper. Please contact us to find out how.

### **Selection timetable**

Closing date	5.00pm Monday 26 <sup>th</sup> September
Sifting	30 <sup>th</sup> September
Interview date	7 <sup>th</sup> October

If you have any queries about any aspect of this role or selection process, please call Michelle Randall, on 0121 644 7501.

### **Expenses**

We will refund travelling costs at the rate of standard rail fare for the journey or motor mileage rates (cars: 25p per mile).

Please note that proof of purchase will be required for all public transport expenses.

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

### **Data protection**

We will use your application only to inform the selection process, after which we will destroy it. If you are successful, it will form the basis of your personal record with us and we will store it in manual and electronic files.

We will hold any data about you in completely secure conditions, with restricted access. Information in statistical form on present and former employees is given to appropriate outside bodies.

We will include data that you provide on the diversity monitoring form in a general database for statistical monitoring purposes only, enabling us to monitor the effectiveness of our policy on equal opportunities in employment. Individuals will not be identified by name.

We shall consider that, by applying for this role, you are giving your consent to the processing of your data in the ways described above.

## **Diversity**

Ofwat aims to be an equal opportunities employer. We intend to make sure that there is equality of opportunity and fair treatment for all irrespective of:

- age;
- disability;
- gender reassignment;
- marriage and civil partnership status;
- pregnancy and maternity;
- race, religion or belief; or
- sex or sexual orientation.

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

## **Investors in People (IIP)**

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

## **Complaints procedure**

The process of recruitment and assessment embraces the principles of fair and open competition and best practice. The first is to maintain the principle of selection for appointment to the Civil Service on merit on the basis of fair and open competition as outlined in the [Civil Service Recruitment Principles](#). The second is to promote an understanding of the [Civil Service Code](#) which sets out the constitutional framework in which all civil servants work and the values they are expected to uphold, and to hear and determine appeals made under it.

If you feel your application has not been treated in accordance with the recruitment principles and you wish to make a complaint, you should contact Natasha Harris, Principal, Operations (People), Ofwat, Centre City Tower, 7 Hill Street, Birmingham, B5 4UA in the first instance.

If you are not satisfied with the response you receive from us you can contact the Civil Service Commission.