

October 2016

Trust in water

Information for applicants

Director (Economics), Analytics
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www.ofwat.gov.uk

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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. The Director will play a central role in helping shape our future work programme. This includes, our Water 2020 programme: the design of the regulatory arrangements for PR19 and the development of upstream markets to support the delivery of the Water Act. The director will take responsibility for driving forward a rigorous analytical approach to develop and implement approach to upstream markets and regulation and articulate and communicate policy to stakeholders. They will help apply Ofwat’s new strategy

and regulatory model to the way we regulate and challenge the sector. 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.

Analytics resource pool

Our Analytics resource pool plays an important role in delivering our strategy and our analytics people are economists, economic and financial modellers, investor relations experts, regulatory accountants and engineers.

They apply specialist professional expertise, and tools and techniques to economic regulation, as well as providing timely, high quality analysis, advice and solutions to ensure successful delivery of our programmes.

Role expectations

- To work with the Chief Executive and Senior Directors, internal project teams, external stakeholders and consultants on key strategic projects to agreed targets and deadlines.
- To direct, prioritise, deliver, delegate and monitor all aspects of key strategic projects.

Key deliverables

- To take ownership of and develop the strategic direction of key projects, taking into account wider policy issues and strategic drivers and translate into deliverables.
- To develop a viable business case project plan, effectively communicating, persuading and influencing key stakeholders to ensure buy-in.
- To scope, develop and negotiate a resource plan suitable to the needs of the project to ensure the effective and efficient delivery of key outcomes.
- To deploy, and critically direct key resources, taking the strategic lead in multi-disciplinary teams across a range of separate work-streams.
- To present to the Ofwat Executive team and Board, utilising expert resources to ensure effective and persuasive communications.
- To engage, collaborate and build effective relationships and partnerships with key stakeholders, building support and a positive reputation for Ofwat.
- To provide strong, visible leadership, through effective communication tools, stakeholder engagement and effective leadership.
- To consult with key stakeholders in a timely manner ensuring that all interested parties are kept informed at all stages.
- To monitor and manage progress on outputs, evaluating against deliverables, including financial, performance, quality, risk and people management and taking remedial action if necessary.
- To make clear policy and decision-orientated recommendations to key stakeholders, Ofwat Executive team and Ofwat Board, consistent with the broader requirements.
- To provide clear communications, tailored to suit the needs of the audience, in a strategic, influential, succinct and persuasive manner.

To develop, maintain and foster high standards of professional competence so that continuous improvement is integrated into project delivery.

Leadership

- To be responsible for working as an effective member of the Ofwat wider management team and for the development of Ofwat's vision and strategic direction; demonstrating effective leadership and actively participating in cross working and multi-functional teams.
- To lead and manage teams within your service, ensuring that all areas deliver services which are joined up and work together efficiently.
- To provide visible leadership and management to the team and act as a positive role model at all times.
- To be responsible for regularly appraising all direct reports in accordance with the Ofwat performance management framework, and for ensuring that performance management is effective across all services for which the post-holder is responsible.
- To take responsibility for own and team continuing professional development and to keep abreast of key developments within the sector, profession, and domestic/European legislation in so far as it affects the role.
- To communicate persuasively as the leader of a team or programme both within & beyond Ofwat.
- To lead and innovate in relation to the efficient and effective use of all financial and non-financial resources across the whole service; specifically by:
 - Delivering excellence through the development of high performing teams, effective delegation, communication, workforce planning and inter-department working.
 - Being accountable for planning, monitoring and managing the budget for the whole service to achieve financial and performance targets; ensuring that budgets are aligned to the strategic objectives of Ofwat and demonstrate value for money at all times.
- To contribute as an effective leader within own division, demonstrating effective leadership and actively participating in cross working and multi-functional teams.

Corporate

- Accountable for planning, monitoring & delivering projects and programmes through the organisation of their team resources.
- To develop and nurture a strong network of internal and external contacts through attendance at steering, advisory and stakeholder groups as required.
- To promote a positive image of Ofwat externally when in discussions with partner organisations, stakeholders and outside bodies.

- To adopt a visibly positive approach to stakeholders (both internally and externally) in both behaviour and outputs.
- To support the matrix management operating structure through a flexible approach to work.

Stakeholder

- To ensure robust and effective engagement with Ofwat stakeholders.
- To develop, manage and maintain effective relationships with stakeholders, specifically peers in other Government departments and organisations at local, regional and national level.

To challenge and influence decisions and outcomes in accordance with Ofwat strategic priorities.

Professional requirements

	Critical	Expected
Qualifications	Educated to degree or post-graduate level	Degree or post graduate degree in economics
Experience	<p>Experience of leading multi-disciplinary teams in analytical rigorous environment.</p> <p>Experience of successfully leading large/complex projects against demanding deadlines, including planning, resource management and the identification and management of risks</p> <p>Experience of developing and providing policy, regulatory and analytical advice at a strategic level within the corporate or government environment.</p> <p>Experience of using a range of persuasion/negotiation/influencing skills with senior external stakeholders, including other government departments, regulators, firms and other interested parties to affect decisions.</p>	<p>Substantial experience of leading application of regulatory and/or competition economics in Government, economic regulators, regulated companies or consultancies.</p> <p>Experience of leading analysis of markets and regulation to identify and address complex issues with significant benefits to customers and society</p> <p>Experience of successfully leading and inspiring economists and analysts within larger organization.</p> <p>Experience of conducting impact assessment, in the context of policy developments.</p> <p>Ability to apply original, rigorous, incisive thinking to regulatory and public policy issues</p>

	Critical	Expected
	<p>Experience of competing for and critically managing resources.</p> <p>Ability to understand strategic issues and translate into deliverables.</p> <p>Ability to communicate in an effective manner, tailored to audiences of all levels.</p> <p>Ability to think strategically, taking into account wider policy issues.</p> <p>Strong influencing and negotiating ability.</p> <p>Ability to understand and analyse highly complex issues and information utilising and applying effective analytical and innovative thinking.</p> <p>Ability to represent Ofwat at a strategic level internally and externally with partner organisations.</p> <p>Able to work under pressure and see work through to deliver results.</p> <p>Excellent project delivery skills.</p>	
Knowledge	<p>A high level of understanding of the political dimensions of operating within a regulatory sector</p> <p>Demonstrates a clear understanding of 'risk' and how to cope with uncertainty in delivering major projects and programmes.</p> <p>Understand the strategic context of the sector.</p>	

Terms and conditions of employment

Contract

This is a permanent appointment.

Salary

The salary range for this role is £73,419 to £110,000, 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, it is likely that 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**. However it is unlikely that the PA will be required to be in Birmingham more than two days a month

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.

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. Subject to satisfactory performance, the post holder will be transferred to permanent establishment at the end of their probation.

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 mini-medicals, flu vaccinations, 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.

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 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 24 th September
Sifting	Tuesday 21 st October
Interview date	w/c 31 st 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 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 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