

January 2017

Trust in water

Information for applicants

Director, Strategy & Policy
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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.

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.

Strategy and Policy resource pool

Ofwat is pursuing an ambitious business transformation programme to enable us to deliver our ambitious new vision for the water and sewerage sectors. Supporting this change agenda is a Compliance and Assurance Programme which will embed robust corporate management processes, appropriate governance and proportionate assurance.

Our Strategy & Policy resource pool provides a centre of excellence in strategic policy development and implementation. It acts as the “guardian of the corporate strategy” ensuring that all projects and programmes are aligned with corporate strategy. It ensures that we're driving in the right direction, focusing on the right issues, with the right partners and doing the right things, playing a key role in all our programmes. The pool operates across all projects on key strategic issues. As part of this it identifies what we should be doing more of and what we should be doing less of. It identifies need, assesses options and delivers new policy consistent with our strategy and priorities.

Role expectations

This Director role is at the heart of Ofwat's work on its strategy and work with government. The main expectations of the role will be:

- To build, maintain, influence, coordinate and monitor Ofwat's strategic relationships with the UK and Welsh Governments, Civil Servants, Parliamentarians, Assembly Members, public bodies and NGOs.
- To work with these stakeholders on policy and legislation, including on deregulation, sector development and independence. To respond and engage with issues raised by these stakeholders and drive Ofwat's response to these.
- To work with others to drive strategic thinking in Ofwat to ensure that Ofwat's strategy of trust and confidence is delivered and the views of external stakeholders are taken into account in our decision making.
- To maintain Ofwat's position of independence, including considering the structures that underpin this.
- To work with the Senior Leadership Team, internal project teams, external stakeholders and consultants on key strategic projects to agreed targets and deadlines. This may include acting as Project Director as appropriate.

Key deliverables

- To engage, collaborate and build effective relationships and partnerships with key stakeholders, building support and a positive reputation for Ofwat.
- In particular, to build, maintain and manage relationships between Ofwat and its stakeholders in the area of public and UK Government and Welsh Assembly affairs, in line with Ofwat's statutory duties and in pursuit of its strategic goals.
- To scan the horizon, especially in respect of public and UK Government and Welsh Assembly affairs, highlighting issues of strategic importance for Ofwat as appropriate.
- To work with others, especially in the corporate communications resource pool in Ofwat, to help coordinate Ofwat's public and Parliamentary and Assembly stakeholder engagement.
- To work closely with the Senior Director Strategy and Planning, Chief Executive and Chair, to maximise the value of their input into Ofwat's

engagement with public and UK and Welsh Government stakeholders.

- To raise awareness and embed across Ofwat the relevance of public and Parliamentary and Assembly stakeholder issues, including the Strategic Policy Statements from the UK and Welsh Governments.
- In programme and project work, to take responsibility for strategic direction, delivery and value for money, and to work in line with Ofwat's best practice and programme and project management.
- To act as a manager and leader within Ofwat, role modelling, and encouraging others to display, Ofwat's preferred ways of working, behaviours and values.
- To effectively and persuasively present to the Senior Leadership Team and Board.
- To provide strong, visible leadership, through effective communication tools, stakeholder engagement and effective leadership.
- To make clear policy and decision-orientated recommendations to key stakeholders, project and programme boards, Senior Leadership Team and Board, consistent with the broader requirements of the role.
- 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. This includes provision of timely and effective feedback on performance (including behaviours) to colleagues and contractors.

Professional requirements

	Critical	Expected
Qualifications		
	Educated to degree level or equivalent.	Degree in a relevant discipline (eg economics, law, social science)
Experience		
	Highly experienced at senior stakeholder management.	Working within a regulatory environment.
	Proven track record of developing strategic thinking within an organisation operating in a fast moving environment (this is not a 'business as usual role').	Experience of leading internal change and team development.
	Evidence of creative thought leadership and influencing the direction of travel in the organisations in which you have worked.	
	Highly experienced at influencing and managing relationships within Government, Civil Service and Parliament at senior levels.	Experience working with senior UK Ministers, Welsh Assembly Members, other Welsh stakeholders and MPs.
	Strong people, programme and project management experience.	
Knowledge		
	Exceptional critical reasoning skills with the ability to rapidly learn and understand complex information and policies and translate them into understandable messages/content.	Comfortable working at a pace and within a regularly ambiguous environment.
	Outstanding drafting skills.	
	Ability to articulate effective strategies to achieve buy in to policy positions in a complex multi layered stakeholder environment.	Comfortable managing uncertainty.

	Critical	Expected
	Ability to influence and negotiate with high level contacts and colleagues to achieve the best outcomes for Ofwat.	
	Ability to see the 'wider picture', understand the inter-connections between policies and events and manage and minimise risks	
	Authoritative and personable, an excellent public speaker. An ability to handle media engagements.	
	Self-starter – ability to drive pace and change.	
	Ability to work collaboratively and lead multi-disciplinary projects.	

Terms and conditions of employment

Contract

This is a permanent appointment.

Salary

The salary range for this role is Band 5 - £74,043 - £111,063. External candidates can expect to achieve a starting salary from the bottom of the band up to £96,000, depending on relevant skills and experience required for the post. Salary is paid monthly by credit transfer.

Internal and Civil Service candidates already at this job level would maintain their existing salary arrangements as this would be classed as a level transfer. If applying for the role as a promotion, these candidates can expect to be appointed on a salary at the bottom of the band or a 10% increase to existing salary, whichever is greater.

Location

The role will be based in either Birmingham or London. However, regular travel between offices and stakeholder sites throughout the UK (including to Cardiff to engage with the Welsh Government) 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, 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, Friday 20 th January 2017
Sifting	Monday 23 rd January
Interview date	Friday 3 rd February, 2017 - London

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