

May 2017

Trust in water

Information for applicants

**Senior Associate, Programmes and
Project Management**
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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 27 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 £120 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. For Ofwat to be a ‘trusted and respected regulator working at the leading edge, challenging ourselves and others to build trust and confidence in water’ it will require us to ensure that we not only focus on the external delivery environment, but also on how we deliver, ensuring we have transparent processes, utilising all elements of programme and project management governance in our pursuit to deliver our outcomes. By working in this way we consistently challenge ourselves, by learning from what we do,

manage our risks appropriately and capitalise on opportunities that are inherent within our programmes, enabling us to become an innovative and 'fleet of foot' organisation.

Our aim is to become excellent at programme and project delivery, which is required to meet the challenge ahead of us. It also puts us in good stead to ensure that we are efficient and robust as we near the next price setting period, particularly ensuring that we are able to maintain all other activity to a high standard as work increases. The outcome is that those we engage with will build trust and confidence in our ability to deliver successful outcomes for all.

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:

- Working with the sector to improve the customer experience in particular by improving resilience, delivering a step change in customer service, maintaining affordability and driving efficiency.
- Improving information and transparency in the sector to hold companies to account.
- Supporting the development and investability of markets, to enable the sector to deliver more for less.
- Securing stakeholder engagement and support for change.
- Ensuring Ofwat has the skills, experience, systems, processes and culture to deliver the strategy.

Our focus as a regulator is on regulating in a pro-market way which means establishing an effective framework that improves information (e.g. quality and visibility); improves buyers' and sellers' ability to transact (e.g. reducing 'transaction costs'); and/or by improving incentives on buyers and sellers to transact efficiently. In addition, we will look to make targeted interventions only, rather than taking a prescriptive, one-size-fits-all approach.

PPM Resource Pool

The portfolio and programme resource pool leads on the implementation and development of our portfolio, programme and project management tools, guidance, processes and culture to ensure that Ofwat uses its resources as effectively as possible across its portfolio of work.

Resources supplied to the Portfolio Management Office are mainly from the PPM resource pool and is responsible for:

- Ensuring that the portfolio structure of programmes and projects (PPM) reflects the needs of the organisation and will enable the delivery of Ofwat's strategy
- Ensuring the alignment of this structure is maintained as strategic objectives and priorities change.
- Ensure scrutiny and challenge in the way that we manage our programmes and projects

- Assisting with the identification of risk and opportunities and evaluate the implications of the aggregate level of these
- Assist in resolving conflicts for resources
- Helping prioritise and balance the investment of resources and budgets across the portfolio

Job purpose:

The role has a dual purpose, to:

- provide specialist, expert PMO support embedded within one or more of Ofwat's programmes to improve the maturity in our project and programme management, corporate planning and provide a centre of excellence in programme and project management; and
- play a key role in shaping the development and continuous improvement in Ofwat's systems and culture, particularly around programme management and corporate planning.

Key responsibilities:

- To act as an effective **programme partner** providing embedded support to individual programmes. This will require:
 - a. flexible, responsive and customer-focused support for programmes;
 - b. the ability to balance this with ensuring Ofwat remains compliant with its own governance processes, principles of good governance and central rules and requirements;
 - c. ensuring programmes are managed in accordance with Ofwat's central systems, guidance and processes, and using the insight from the work on individual programmes to help shape Ofwat's wider programme and project management system, culture and skills.
- Strongly contribute to **shaping Ofwat's wider programme governance systems**, designing, developing and embedding new systems, processes and tools that enable Ofwat to successfully achieve its objectives. This work would cover programme and project management, business planning and governance.
- To act as a **champion** and **role model** for programme and project management across Ofwat, combining specialist expertise with high quality, visible programme

management. To influence behaviour and embed a **positive culture** combining effective programme management, planning and assurance.

- To provide high quality **advice and coaching to teams and colleagues** on programme management, actively contributing to Ofwat strategy development, policies and projects.

Professional requirements

| | Critical | Expected |
|----------------|--|---|
| Qualifications | Sound knowledge of programme management theory | Qualified in or working towards a programme management qualification |
| Experience | <p>At least 3 years programme/project management experience, demonstrating an understanding the principles and frameworks of successful programme management in a policy environment</p> <p>Experience of managing varied programmes/projects</p> <p>Ability to analyse complex information and ideas and use multiple sources of information to create meaningful solutions</p> <p>Demonstrated capabilities for problem solving, decision making, sound judgment</p> <p>Excellent oral and written communication skills as well as excellent presentation skills with ability to conduct presentations comfortably</p> <p>Experience in providing service to internal stakeholders with strong relationship building and interpersonal skills to achieve</p> | <p>Seek new learning opportunities to stay technical and relevant</p> <p>Seek opportunities to add value to the organisation's programmes and projects</p> <p>Experience of working within a programme environment from a support perspective</p> |

| | Critical | Expected |
|-----------|--|----------|
| | successful programme outcomes | |
| Knowledge | <p>Must possess knowledge and expertise in programme/project management.</p> <p>Detailed knowledge and understanding of programme delivery and acceptance processes within a fast-paced business environment</p> | |

Terms and conditions of employment

Contract

This is a permanent appointment.

Salary

The salary range for this role is Band 3 - £32,363 to £48,406. External candidates can expect to achieve a maximum salary of £40,000, 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 normally 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 typically 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, 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](#).

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 2017, employee contributions will be:

| Actual pensionable salary (annual) | All members |
|------------------------------------|-------------|
| Up to and including £21,422 | 4.60% |
| £21,423 to £51,005 | 5.45% |
| £51,006 to £150,000 | 7.35% |
| £150,001 and above | 8.05% |

From 1 April 2017, employer contributions will be:

| Revised Salary Band (£) | ASLC rate from 1 April 2017 |
|-------------------------|-----------------------------|
| 23,000 and under | 20.0% |
| 23,001 to 45,500 | 20.9% |
| 45,501 to 76,000 | 22.1% |
| 76,001 and over | 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; 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, Thursday 1st June 2017 |
| Sifting | w/c 5th June 2017 |
| Interview date | w/c 12th June 2017 |

If you have any queries about any aspect of this role or selection process e-mail please e-mail recruitment@ofwat.gsi.gov.uk.

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