

August 2017

Trust in water

# Information for applicants

**Director, Strategy & Policy**  
**Ref: OFW BC-148**

[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 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. 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.

## Strategy & Policy Resource Pool

This role sits in our Strategy & Policy resource pool which focuses on strategic policy development and implementation.

The pool operates across all projects on key strategic issues. It identifies need, assesses options and delivers and implements new regulatory policy. It identifies what we should be doing more of and what we should be doing less of. It also leads on strategic thinking about the long-term development of the water sector.

A key role is ensuring that policy across all projects and programmes are aligned with corporate strategy and priorities. 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.

## Role expectations

The role requires expertise in developing and implementing Ofwat policy internally and externally, ensuring that Ofwat policy is capable of standing up to the highest levels of external scrutiny. Specifically for this role, individuals will need to be able to provide leadership and strong expertise in corporate finance and investment management with a particular focus on regulated utilities.

People in the strategy & policy pool work cross-functionally with other resource pools, flexibly drawing on the right expertise to contribute to the effective delivery of cases. Our strategy & policy people have the versatility to support the work on a range of projects, to both utilise the skills and experience already within the pool, and to develop the pool members' broader knowledge base and skills.

Individuals need strong policy development skills and need to be able to think creatively to meet the challenges of the sector. Much of the pool's work requires collaboration both across Ofwat but also external stakeholders. Specifically for this role, there would be a strong emphasis on engaging with stakeholders with expertise in finance and investment.

## Key deliverables

Taking the lead in delivering high quality policy development and analysis that:

- Reflects Ofwat's strategic focus and priorities, UK and Welsh government policy and wider stakeholder views.
- Takes a coherent, 'big picture' approach to ensuring policy developed across programmes takes place in a consistent way and identifies and manages the policy links.
- Identifies the potential risks and opportunities this might pose for other aspects of the sector that we regulate.
- Understands and takes account of key issues and concepts in corporate finance and investment management including contractual, operational and financial arrangements for very large investment projects.
- Draws on strong and compelling existing or novel evidence from a broad range of internal and external sources, including utilisation of market intelligence from external bodies around the world.
- Looks beyond the water and sewerage sector, and where necessary other utility sectors, for creative and novel ways to meet the challenges the sector faces.

- Takes into account the long term needs of the sector, such as resilience, and the wider trends in approaches to regulation.

Delivering effective and clear communication of policy by:

- Understanding the strategic implication of specific policies under development on different stakeholders and working in partnership with colleagues to identify the most effective way to communicate, engage and influence in light of this.
- developing, managing and maintaining effective relationships with a broad range of stakeholders with a particular focus on effective partnership working/relationships with other regulators and external finance experts at a senior level.
- Working closely with senior internal colleagues, including Ofwat Board, to explain policy proposals in a wider strategic context and assess their effectiveness.

Supporting timely and effective policy implementation by:

- Ensuring policy is made in accordance with the Ofwat policy processes and governance, including the completion of impact assessments, options appraisal.
- Developing ways to assess and analyse company compliance with stated policies and to monitor companies' ongoing performance against them.

## Professional requirements

	Critical	Expected
<b>Qualifications</b>	<p>Masters Degree level or equivalent qualification in finance, or equivalent knowledge / experience</p> <p>Professional financial analyst qualification – eg CFA.</p>	
<b>Experience</b>	<p>Proven successful leadership of significant reform programme(s) in regulated environment, aligning incentives with customer interests</p> <p>Proven successful leadership of reforms across multiple areas – e.g structural reform across a sector, governance reform to ensure clear accountability, financial restructuring, organisational reform etc.</p>	<p>Managing consultancy input and advice</p> <p>Leading multi-disciplinary teams (including external organisations) in delivering high quality policy, strategic thinking and analytical frameworks to assess</p>

	<p>Proven successful leadership of sector wide strategic policy development, design and implementation, with an emphasis on creative and critical thinking.</p> <p>Proven ability to lead engagement with stakeholders, including senior sector executives, investors and credit agencies to foster support and influence thinking in order to successfully deliver new policy.</p> <p>First-hand experience of managing investments in utilities</p> <p>Experience of organisational performance management techniques and approaches</p> <p>Experience in regulated industry or regulatory body</p>	<p>company performance against.</p>
<p><b>Knowledge</b></p>	<p>Understanding the relevance and the impact of best practice in policy development and being able to apply this.</p> <p>Understanding the relevance and the impact of economic regulation from a regulatory industry and regulatory body perspective, and being able to apply this.</p> <p>Understanding the finance requirements of regulated companies and external investors and how this might affect the delivery of investment programmes.</p> <p>Understanding the relationship between the regulated sector and its supply chain in delivering large investment programmes and projects.</p>	<p>Knowledge of the Big P political environment – political context, economic theory, policy drivers, environmental policy and industrial policy</p>

## Terms and conditions of employment

### Contract

This is a 9 month fixed term 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 £90,000, 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](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. 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:

From 1 April 2017, member contributions will be based on actual salaries.

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**

Please advise of any restrictions on eligibility to work 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	Thursday, 14th September 2017
Sifting	Friday, 15th September 2017
Interview date	w/c 18th September 2017

If you have any queries about any aspect of this role or selection process, please email [recruitment@ofwat.gsi.gov.uk](mailto: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](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 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, Director, 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