

October 2017

Trust in water

# Information for applicants

**Director, (Operations) Finance**  
**Ref: OFW BC-173**

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



## 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. Our work is high profile and fast moving, within a dynamic and agile environment. You will work flexibly across a range of longer-term programmes and projects, as well as delivering responsively at short-notice to changing priorities. You’ll also make a significant contribution to our ongoing transformation programmes, including culture and operational change - Fit for the Future and continuous improvements through Compliance, Assurance and Improvement (CA&I) to make the whole of Ofwat the best that we can be.

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 for 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.

## **About the Operations Resource Pool**

Ofwat has been pursuing an ambitious business transformation programme to enable us to deliver our new vision for the water and sewerage sectors. Supporting this change agenda is a compliance and assurance programme, which is responsible for embedding robust corporate management processes, appropriate governance and proportionate assurance. There is also a Fit for the Future

programme which is responsible for embedding the right systems, skills, processes and culture.

Having transformed Ofwat into a programme-based organisation, we have supported our matrix management with more effective corporate planning and performance management, and we have been embedding a culture of excellent programme and project management. To improve our corporate functions further, we aim to simplify our financial and other processes where we can, reflecting best practice and meeting internal customer needs. We wish to develop our business partner capability further to add value to our programme working, strengthening compliance and financial management skills within our wider Ofwat community. We need to build resilience in our corporate services and make the most of digital innovations.

Under the leadership of our new Senior Director of Business Improvement we will be combining our Fit for the Future and Compliance and Assurance programmes into a single Business Improvement programme by April 2018 which you will help to shape with the Operations management team, your pool and Ofwat, thinking through how we can get the most from business process redesign.

We are also procuring a strategic partner to bring in expertise and capacity alongside our small internal team, to support continued transformation of Ofwat's operational services including finance. You will play a key role working with our partner as an intelligent client to scope what needs to be looked at and manage the financial and commercial elements of this co-source relationship as head of profession – which may include expertise on specific projects like a new payroll system, capacity to cover operational gaps and helping us to achieve efficiencies in our ICT supply chain.

## **About the Role**

As Director of Finance you will lead the Finance function within our Operations pool, identifying and growing skills and encouraging a learning, performance, customer focussed environment. You will also be responsible for delivering and shaping the strategic financial inputs to Ofwat's wider strategy. You will be joining at an exciting time - where the financial strategy will need to be refreshed as part of our business and operational planning with robust, strategic advice to our Senior Leadership team and Board on the financial opportunities and constraints facing Ofwat.

There is lots to do, at pace – and you will bring strong credentials in leading and delivering strategic financial change within a similarly complex and customer focussed organisation. You'll also do that as a great team player, passionate about innovating and getting the basics right – translating technical complexity into language and

actions that our people can understand – ensuring that finance enables us to be the regulator we need to be now and in the future.

As a key enabler contributing expertise to all levels of senior leadership you will have responsibility for the strategy and delivery of ongoing transformation and compliance in relation to Ofwat's financial strategy, governance and processes and will be responsible for -

- Ensuring the right strategic finance inputs and delivery across Ofwat's programme of work including the existing Fit for the Future and CA&I programme and in future the Business Improvement Programme.
- Taking a leading delivery role in our Business Improvement Programme including our approach to financial and commercial issues and directing the strategic approach to business process redesign and improvement. Acting as an intelligent client working alongside the delivery partner that we are currently procuring.
- Performing the role of Head of Profession and subject matter expert across Ofwat with primary responsibility for designing and directing Ofwat's financial strategy and approach to financial management, decision making, governance, risk and process improvement so they reflect leading edge approaches and models of working. You will ensure there are deliverable short and longer term plans in place to achieve outcomes and champion the value finance and corporate services add more broadly to Ofwat.
- Acting as a strong ambassador and role model of Ofwat's SAILOR values; providing strategic leadership, management and continuing professional development of the finance team to develop a customer focussed, high performing support service to Ofwat based around customer / user need. The development of your whole finance team is a key part of this role to grow our capabilities at a strategic level so you will need to be a strong mentor and coach. Play a leadership role in financial management upskilling. Develop and lead our business partner capability to ensure the provision of reliable, timely, innovative and trusted advice. Over time your resource manager role may adapt and you will need to have experience and/or capability to lead broader corporate teams.
- To provide constructive and effective professional challenge across Ofwat including a leadership role working alongside SLT, the Board, audit and risk assurance committee. Lead on key stakeholder relationships including internal and external auditors, HM Treasury and peers across the regulators network.

- Business improvement of the finance and related functions control environment, ultimately ensuring that the day to day activities and processes operate effectively and efficiently in accordance with documented policies and procedures and provide effective challenge to deliver improvements whilst maintaining adequate controls.
- Responsible for developing our approach to finance and related processes and approaches so we have the commercial and project skills, management information and framework to meet our wider strategy. Continue to improve the effectiveness of Ofwat's outsourced payroll function and development of the finance and related systems and processes to ensure they are fit for purpose and meet customer needs.
- Continue to develop and be accountable for Ofwat's approach to statutory processes and timescales including statutory accounts, returns and audit. Leadership and management of Ofwat's budgetary control environment in a way that enables effective decision making - ensuring budget targets are met, efficiency challenges are delivered and that financial regularity and accountability is achieved at all times.
- Responsible for the efficient and effective use of financial resources, demonstrating sound financial management and financial strategic long term planning to ensure cost effectiveness and value for money in the delivery of services.
- Work in tandem within programmes and resource pools to ensure joint delivery of projects and service improvements to achieve business benefits within our programme management framework. Take a leadership role in programme direction and delivery where required.
- Act as a champion for governance - establish, maintain and enforce best practice processes, policies and standards - appropriately developing these to get the right balance between good governance, best practice and pace.
- Effectively manage the budgets for Finance, both capital and revenue, in line with our processes, reporting regularly on progress against forecasts. Take a leadership role in championing value for money principles and ensure all spend is in line with these principles to make best use of public money.
- To be actively involved in all material business decisions with a financial or governance impact to ensure short term and longer term implications, risks and opportunities are considered including our business and operational planning

cycles. To make a significant contribution to corporate and pool working and the overall achievement of Ofwat’s strategy.

- Regularly collect customer feedback and build improvement plans based on customer insight. Proactively working with services to make changes to enhance productivity and customer satisfaction with finance and services within your remit.
- The Finance Director needs to work closely with the Senior Director of Business Improvement, SLT and other members of the Operations Pool management team to play a leading role in the development of Ofwat’s ways of working and its culture.

## Professional requirements

	Critical	Expected
Qualifications	<p>CCAB qualified.</p> <p>Evidence of continuing professional development.</p> <p>Graduate in any discipline or relevant experience e.g. senior manager with proven finance leadership experience in a similar complex organisation.</p>	<p>CIPFA/ACCA</p>
Knowledge and Experience	<p>Expert knowledge, experience and understanding of how strategic financial planning, budgetary cycle, audit and statutory requirements are applied in a similar complex organisation.</p> <p>Extensive understanding and experience of project, programme, and change management and how to direct change at a strategic level.</p> <p>Expert understanding of key developments in finance and the current public policy landscape.</p> <p>Expert and applied understanding of the role finance can play at a strategic level in the public sector to enable transformation and improve decision making.</p> <p>Excellent organisation and leadership skills including the management, leadership and development of people</p>	<p>Good business sense, with business and/or functional knowledge – credible at a strategic level.</p> <p>Highly effective influencing and negotiating skills with a range of stakeholders.</p> <p>Being able to think holistically and analytically and know when to take which approach. Able to work at a strategic level, but also translate that effectively on the ground.</p> <p>A collaborative team player who demonstrates our SAILOR values and who will coach, develop and mentor the team and work effectively alongside a broader corporate team.</p> <p>Ability to achieve objectives by effective leadership, delegation and control.</p> <p>Ability to strategically lead and manage a diverse service area to achieve strategic and operational objectives in a manner</p>

	<b>Critical</b>	<b>Expected</b>
	<p>across multi-disciplinary and matrix managed resource pools.</p> <p>Ability to think strategically and understand strategic issues and translate these into deliverables, taking action with little instruction to make changes that make a positive difference to internal stakeholders.</p> <p>Extensive and broad technical background coupled with experience of transforming financial functions to embrace business partnering, business process redesign, digital, system and process change.</p> <p>Demonstrable commercial skills and proven track record of working with and successful management of stakeholders including Boards and committees, leadership teams, internal and external audit, government departments and suppliers.</p> <p>Excellent communication skills including report writing and presentation skills.</p>	<p>which transfers skills and develops people within the immediate and wider teams.</p> <p>Committed, tenacious, enthusiastic and confident to meet demanding objectives and deliver results.</p>

## How to apply

Applications should include a:

- curriculum vitae (**CV**) no more than three pages long, only including relevant experience required for this post;
- **covering letter** or supporting statement that succinctly explains why you want to work with Ofwat and outline how your skills and experience meet the criteria set out in the requirements section of the job profile;
- completed **CV supplement form**; and
- completed **diversity monitoring form**. This form is not mandatory.
- Those selected for interview will be required to complete **psychometric testing** as part of the selection process.

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	3 November at 5PM
Sifting	w/c 6 November
Panel interview dates – candidates need to make themselves available for these dates	16 and 22 November (PM) in Birmingham
CEO Conversation – selected candidates	28 November (PM) in London Please note candidates are expected to be available on the above dates.

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)

## Terms and conditions of employment

### Contract

This is a permanent appointment.

The salary range for this role is Band 5 - £74,043 to £111,063. External candidates can expect to achieve a starting salary from the bottom of the band **up to £80,000** 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 Birmingham. However, travel between Ofwat's Birmingham and London offices 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**

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.

## 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