

October 2017

Trust in water

# Information for applicants

**Director, (Operations) People**  
**Ref: OFW BC-174**

[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 the 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 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**

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 (CA&I), 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 HR and other processes where we can, reflecting best practice and meeting internal customer needs. We wish to develop our HR business (people) partner capability further to add value to our programme working, strengthening compliance and people management skills within our wider Ofwat team. 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 team 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 our People function. 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 relevant elements of this co-source relationship as head of profession – which may include expertise on specific projects like embedding our new HR system, capacity to cover operational gaps and helping us to engage our workforce effectively through our new intranet.

## **About the Role**

As Director of People you will lead the People function within our Operations pool which includes all aspects of HR and Organisational Development (OD) - identifying and growing skills and encouraging a learning, performance focussed environment. You will also be responsible for delivering and shaping the strategic people inputs to Ofwat's wider strategy. You will be joining at an exciting time - where the people strategy is being refreshed and we are building on our approach to workforce planning, learning and development, transactional and strategic HR services. You will work alongside the Senior Director of Business Improvement to provide robust, strategic advice to our Senior Leadership team and Board on the People opportunities and constraints facing Ofwat. Working alongside a wider Operations Management team, you will ensure HR/OD contributes strategically to the development of corporate services within Ofwat to ensure they are customer focussed, enabling, effective, efficient and bold.

There is lots to do, at pace – and you will bring strong credentials in leading and delivering strategic people change within a similarly complex and customer focussed organisation. You'll also do this 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 HR and OD enables us to be the regulator we need to be now and in the future.

As a key enabler in contributing expertise to all levels of senior leadership you will ensure that Ofwat's business strategies and plans meet statutory requirements and best practice employment policies and practices and be responsible for:

- Ensuring the right strategic HR/OD inputs and delivery across Ofwat's programme of work including the preparations for our price review and the changing shape of Ofwat as we regulate new markets, our existing Fit for the Future and CA&I programmes (which includes HR system redesign) and in future the Business Improvement Programme.
- Taking a leading delivery role in our Business Improvement Programme including our approach to the People workstreams and strategic approach to business process/system 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 the delivery of Ofwat's People strategy so it reflects leading edge approaches and models of working and enables Ofwat's broader business strategy. You will ensure there are deliverable short and longer term plans in place to achieve its outcomes and champion the value HR/OD adds 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 a small HR/OD team to develop a customer focussed, high performing HR/OD support service to Ofwat based around customer / user need. The development of your whole HR/OD 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 people management upskilling. Develop and lead our people 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.

- Responsible for developing our approach to workforce planning alongside SLT so we have the people, skills, motivated, high performing workforce to deliver our strategy in the short, medium and longer term – including the extent to which we build, borrow and buy. Continue to develop and embed our approaches to recruitment, retention, SAILOR values, health and wellbeing, employee engagement, learning and development – to achieve a one team ethos within Ofwat and be seen as an employer of choice.
- Be responsible and have oversight of all aspects of pay and reward, organisational design, people development, leadership and management development, HR/OD policies and practice, employee and industrial relations to provide robust and compliant people solutions and processes that support Ofwat's future infrastructure.
- Continue to develop a positive and productive climate of employee and industrial relations that encourages openness and transparency, effective communication and collaborative working. Developing excellent relationships with strategic stakeholders, to anticipate future needs and deliver enabling people services including the Office Committee, other regulators etc.
- Business improvement of the People control environment, ultimately ensuring that the day to day HR/OD activities and processes operate effectively and efficiently in accordance with documented policies and procedures.
- 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 budgets for People 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 People impact to ensure short term and longer term implications, risks and opportunities are considered. To make a significant contribution to corporate and pool working and the overall achievement of Ofwat's strategy.
- Demonstrate strong influencing skills and constructive and effective challenge in advising our REMCO, SLT and Board on strategic and operational people issues, projects, risks and opportunities for Ofwat in the context of delivering its strategy and as an employer.

- 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 HR/OD services.
- The People Director needs to work closely with the Senior Director of Business Improvement, SLT and other members of the Operations management team to play a leading role in the development of Ofwat’s ways of working and its culture.

## Professional requirements

	Essential	Expected
<b>Qualifications</b>	<ul style="list-style-type: none"> <li>• Advanced Diploma CIPD qualification and membership or</li> <li>• Graduate in any discipline or relevant experience – e.g. senior manager with proven HR/OD experience in a similar complex organisation</li> <li>• Evidence of continuing professional development</li> </ul>	<ul style="list-style-type: none"> <li>• Leadership and Management qualification or equivalent experience</li> </ul>
<b>Knowledge and Experience</b>	<ul style="list-style-type: none"> <li>• Expertise and professional standing in all areas of strategic human resources management, practices, organisational development and transformational change applied in a similar complex organisation.</li> <li>• Proven track record of success in influencing and shaping culture as well as overcoming challenges along the way to ensure a successful and positive people culture underpins successful delivery.</li> <li>• Expert understanding of best practice thinking and developments in HR/OD within the current public policy context.</li> <li>• Expert knowledge of current and planned employment legislation and other statutory tools and their impacts and implications for the work of Ofwat.</li> <li>• Extensive understanding and experience of project, programme, and change management and how to direct change at a strategic level.</li> <li>• Excellent organisation and leadership skills including the management,</li> </ul>	<ul style="list-style-type: none"> <li>• Good business sense, with business and/ or functional knowledge – credible at a strategic level.</li> <li>• Highly effective influencing and negotiating skills with a range of stakeholders.</li> <li>• 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.</li> <li>• 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.</li> <li>• Ability to achieve objectives by effective leadership, delegation and control.</li> <li>• Ability to strategically lead and manage diverse service areas to achieve strategic and</li> </ul>

	<b>Essential</b>	<b>Expected</b>
	<p>leadership and development of people across multi-disciplinary and matrix managed resource pools.</p> <ul style="list-style-type: none"> <li>• Ability to translate strategic issues into deliverables, taking action with little instruction to make changes that make a positive difference to internal stakeholders.</li> <li>• Extensive and broad technical background coupled with experience of transforming HR/OD functions to embrace business partnering, business process redesign, system, process change and shaping effective and efficient organisations.</li> <li>• Experience of dealing with trade unions/employee representatives and strategic management of complex employee and industrial relations issues.</li> <li>• 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.</li> <li>• Excellent communication skills including report writing and presentation skills.</li> </ul>	<p>operational objectives in a manner which transfers skills and develops people within the immediate and wider teams.</p> <ul style="list-style-type: none"> <li>• Committed, tenacious, enthusiastic and confident to meet demanding objectives and deliver results.</li> </ul>

## 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.

### Salary

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