

October 2017

Trust in water

# Information for applicants

**Customer Champion - Compliance  
and Enforcement, Associate  
Ref: OFW BC-176**

[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 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.

To do this, Ofwat needs to be at the very top of its game. Our Market Outcomes and Enforcement (MOE) Programme monitors and regulates all of the markets in the water sector, in particular the new business retail market that opened in April 2017. It also plays a key role in holding water companies to account where they fail to deliver their obligations to customers and society. The Programme’s success in delivering these things are key tests of Ofwat’s effectiveness as a regulator and the role that markets can play in the water sector. These will inform the future development of other markets

in the sector, including Government's decision whether to expand retail choice to residential customers in England.

The MOE Programme also plays a critical role in directly serving Ofwat's own customers. The Programme handles many of the enquiries and complaints we receive from customers; processes licence applications from businesses wanting to be water companies; and investigates customer disputes where we have the powers to do so. By working in the MOE Programme you will be directly supporting our regulatory model – in particular our focus on customer-focused and pro-market regulation – and our vision for customers and society to have trust and confidence in the water sector and Ofwat as a regulator.

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 the sector build trust and confidence with customers, the environment and wider society. It is our vision for Ofwat to be working at the leading edge, trusted and respected, challenging ourselves and others to build trust and confidence in water.

Our strategic priorities for 2017-18 include:

- Working with and challenging 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; and
- Ensuring Ofwat has the skills, experience, systems, processes and culture to deliver its strategy.

Our focus is on regulating in a customer-focused and pro-market way, establishing a clear and effective framework and transparent information that informs, enables and incentivises water companies to engage with and deliver good quality services for their customers. In addition, where companies fail, we will take targeted, proportionate steps to protect customers.

## Market Outcomes and Enforcement (MOE) Programme

The successful applicant for this role will primarily work within our Market Outcomes and Enforcement (MOE) Programme. They could however also have opportunities to work on other programmes within Ofwat as their workplan develops.

Our statutory duties include a duty to protect the interests of consumers, wherever appropriate by promoting effective competition. The MOE Programme is particularly

focused on that duty and our ambition to regulate in a customer-focused and pro-market way.

The MOE Programme is one of the main ways in which Ofwat can intervene to protect customers – using the full breadth of our regulatory toolkit, from informal engagement and communications tools through to formal enforcement action. The Programme’s work directly demonstrates how we are working on behalf of customers and holding water companies to account.

The MOE Programme is the “front door” to many of the customers and stakeholders that contact Ofwat with enquiries or complaints about the sector or their water company. Where we have the legal powers to do so (typically under the Water Industry Act 1991, or using our concurrent competition powers under the Competition Act 1998), the Programme also protects customers by investigating and resolving disputes or company failures where they arise, and ensuring that water and sewerage companies meet their legal obligations to their customers.

The Programme plays an important role in assessing applications from companies seeking to be granted a licence to serve customers in the water sector. Our decisions on these applications seek to ensure customers can realise the benefits that competition can bring, whilst continuing to be sufficiently protected for the provision of such vital services.

The MOE Programme operates within a diverse stakeholder environment including regulated companies, new entrants to the sector, Government, other regulators, investors, environmental groups and of course customers and their representative bodies and groups. Effective stakeholder engagement is therefore central to the Programme’s success. Many of the MOE Programme’s activities arise as a result of contact from a customer, whether that be to notify us of a potential failure by a water company, or to seek information from us. How we respond to our customers is vitally important to delivering our vision of trust and confidence in the water sector and of us as a regulator. Therefore people working on the MOE Programme must be able to interact and communicate effectively with both water customers and our other external stakeholders.

The day-to-day work of the MOE Programme includes:

- Providing a high quality service for customers coming to Ofwat with **enquiries and complaints** about the water sector and/or a specific water company.
- Enabling effective markets in the water sector by **assessing and granting licence applications** that allow new entrants to compete with existing water companies.

- Robustly and efficiently **investigating disputes or potential failures** by water companies to deliver clear, timely and effective decisions.
- Taking action, **using the full breadth of our regulatory toolkit**, to support and correct water companies and/or markets that are not delivering as they should for customers.
- Coordinating across Ofwat's Programmes to **ensure policy and case decisions are strategically aligned** with Ofwat's wider duties and policies, and developments in both the internal and external environment.
- Monitoring the sector and its markets to **ensure water companies are meeting their obligations** under their licences, relevant legislation and the market codes.
- Fulfilling **Ofwat's responsibilities under the sector's market codes**.
- Using **targeted communications and engagement** to ensure water companies and customers understand our expectations of water companies, and to build and maintain trust and confidence in the water sector, its markets and Ofwat.

## About the Role

### Casework Pool

This post will sit within our Casework Pool of staff. People in this Pool typically have skills and experience from working directly with customers and in a regulatory or enforcement environment. Key strengths of the people in our Casework Pool include their ability to provide a high quality service to our customers; to assess a wide range of information to deliver evidence-based decisions; and to successfully prioritise and manage a varied workload of cases and other work.

The Casework Pool plays an important role in ensuring that water companies understand and are meeting their obligations and delivering benefits for customers and society. Where companies fail to do so, the Casework Pool plays a lead role in the interventions we make to protect customers and ensure water companies redress the problem.

People from the Casework Pool are often the first point of contact for customers contacting Ofwat with enquiries or complaints about the sector or if they are unhappy about the service they have experienced from their water company. Staff from the Pool

provide a professional, efficient service to our customers, seeking to provide customers with the information and service they need within our level of service timescales and ensuring they can have trust and confidence in the water sector and Ofwat.

Where Ofwat has legal powers to consider particular complaints, people in our Casework Pool are responsible for leading the delivery of robust and timely investigations. This entails gathering and analysing a range of information and working with colleagues from other resource pools (such as our lawyers, economists or engineers) to draw on their expertise and to make and present fair and clear decisions for the parties concerned. These investigations range from small scale disputes effecting individual customers, through to large scale investigations and enforcement action, where a water company may have failed the generality of its customers and society by not delivering its obligations under its licence or under competition law.

Staff from the Casework Pool play a lead role in assessing applications from companies wishing to be granted a licence to serve customers in the water sector. This involves working closely with our stakeholders and other regulators to ensure that applications and are our assessments of them are robust. People in the Casework Pool also play a part in managing Ofwat's own obligations under various code documents that specify how water companies deliver their services, including the codes underpinning the business retail market.

All people within the Casework Pool are expected to be able to communicate clearly and effectively both verbally and in writing. They must also be able to develop good relationships with a wide range of internal and external stakeholders. People in the Casework Pool collaborate well in multi-disciplinary teams, flexibly identifying and drawing on the right expertise to contribute to the effective delivery of their work. Our people also have strong project and time management skills that enable them to effectively and independently prioritise and manage a diverse caseload in order to meet varied deadlines.

## **Role expectations**

This Associate post will play a key role in supporting a number of projects within the MOE Programme. Your work will be focused on providing a high quality service to the customers that contact Ofwat with complex enquiries, complaints and licence applications. You will play a key role in representing Ofwat: you will respond to customer enquiries and complaints; assess licence applications; and lead the delivery of small-scale investigations. You may also have opportunities to work on larger

investigations and policy-related projects both in the MOE Programme and other programmes in Ofwat.

The contributions you make to the MOE Programme and its projects will ensure that we deliver the Programme's objectives. You will plan and prioritise your work effectively to ensure you meet our level of service commitments to customers and the Programme's commitments in Ofwat's Forward Programme. At times this will require you to be able to respond flexibly to changing requirements and find solutions to difficulties that may arise. You will also contribute to the effective identification and management of risks, issues and opportunities within the Programme.

We will expect you to be a self-starter and to positively demonstrate Ofwat's values and behaviours. You will receive support from other members of staff in the MOE Programme and Casework Pool to enable your development. You will be given opportunities to hone your judgement and be expected to exercise it responsibly in line with our strategy and ways of working.

In addition you will have opportunities to further develop your knowledge and experience. Associates are supported by coaching and mentoring and provided with opportunities to work across Ofwat on other programmes and projects where their skills and experience would benefit those workstreams.

## Key deliverables, skills and experience

1. To provide a **high quality service to customers and stakeholders** contacting Ofwat with enquiries or complaints.
2. To be the first point of contact for incoming telephone calls, using **strong telephone skills** that will enable you to speak directly with customers to understand and respond to their questions and concerns.
3. To support the systems for **recording, monitoring and reporting** our customer and stakeholder enquiries, including helping to identify trends and relevant risks and opportunities from the contacts we receive.
4. To work effectively with colleagues across Ofwat to gather the information needed to deliver **timely and accurate responses to customers**.
5. To help **prepare, maintain and keep up-to-date lines to take** on key issues customers regularly contact us about, where appropriate ensuring that the Consumer Council for Water (CC Water) is kept up-to-date on our policy positions.



6. To support the **successful delivery of licence applications and small-scale investigations**. This will require:
  - a. **Analytical and problem-solving skills** that enable you to gather and assess a range of data and information and to identify and draw on the skills and expertise of colleagues in other resource pools as required;
  - b. **Strong written and verbal communication skills** that will allow you to clearly and concisely present evidence-based conclusions to complex problems;
  - c. **Case management experience** that will enable you to process investigations in line with our processes and governance framework and to maintain complete case files;
  - d. **Strong project management skills** to deliver against deadlines and our level of service commitments and to manage inputs from both internal and external stakeholders; and
  - e. The ability to **independently prioritise and manage your own workload** (which may include a number of cases and other tasks) and to make day-to-day decisions on your work in line with our governance framework.
7. To **engage effectively with and gather information from our key external stakeholders** such as water companies, other regulators, consumer bodies, MOSL (the market operator for the business retail market), consultants and customers.
8. To **support continuous improvement** in our ways of working and knowledge management.

## About You - Professional requirements

The professional requirements for this Associate role are set out in the table below.

|                       | <b>Essential:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <b>Desirable:</b>                                                                                       |
|-----------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------|
| <b>Qualifications</b> | 5 GCSE's at grades 9 to 4 (A* to C)<br>or demonstrable relevant experience in a customer facing role                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Degree level or equivalent in legal or economic discipline                                              |
| <b>Experience</b>     | <p>Working directly with customers and external stakeholders.</p> <p>Effectively prioritising and managing a varied workload to meet deadlines.</p> <p>Proven track record of planning and delivering successful outcomes on projects</p> <p>Communicating complex information clearly and professionally in writing and verbally.</p> <p>Strong telephone-handling skills that involve active listening to draw out and respond to relevant information for customers.</p> <p>Working collaboratively in multi-disciplinary teams to deliver successful outcomes.</p> <p>Researching and analysing information to present evidence-based conclusions to problems.</p> | <p>Working within a casework environment</p> <p>Working within a project delivery environment</p>       |
| <b>Knowledge</b>      | Ability and willingness to develop new skills and get up to speed in new knowledge areas quickly.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <p>Knowledge of utility regulation and current economic issues</p> <p>Knowledge of the water sector</p> |

## 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, skills and experience.
- 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   | Friday, 17 November @ 5:00PM |
| Sifting        | w/c 20 November 2017         |
| Interview date | w/c 27 November 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) by the closing date.

## Terms and conditions of employment

### Contract

This is a permanent appointment.

### Salary

The salary range for this role is Band 2 - £23,043 to £32,362 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, it is likely that travel between 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:

| 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 such as mini-medicals, flu vaccinations, employee assistance programme and occupational health; and
- free eye tests and contribution towards lenses/spectacles for VDU users, if appropriate.

## **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