

July 2018

Trust in water

# Information for applicants

**Principal – Business Improvement  
Programme Director Ref:  
OFWBC-198**

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

**ofwat**



## Introduction from Rachel Fletcher, 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 £140 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 to have trust and confidence in the water and wastewater services we receive.

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.

**Rachel Fletcher**  
**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.

## About the Operations Pool and Business Improvement Programme

Ofwat is on a journey of transformation. We have implemented a new operating model based on pool and matrix working, moved to agile working supported by changes in our technology and office accommodation. Through our Business Improvement Programme (BIP) we are continuing to build an Ofwat that has the right people, skills, systems, support and governance to ensure we are a trusted well run regulator, operating at the leading edge.

The Operations Pool comprises Ofwat's support services – Finance, ICT, People and Business Support. The pool delivers the day to day support services that Ofwat needs. We play a central role in developing the strategy and delivering the vision for an agile, dynamic Ofwat enabled to support delivery of its ambitious strategy. We want best in class support services – great organisations and the outcomes they are

delivering are underpinned by great enabling support services. This means providing the tools that make everyday life at Ofwat easier for our people including our resource managers – freeing them up to spend time on regulatory work. The way we work and the organisation we are building will work best if the tools, processes and support we provide add real value. This will mean a shift in focus over time – as the nature of our support changes from reactive and transactional to a greater focus on strategic and business partnering – to enable Ofwat to develop its organisation and to form a strong foundation for a successful organisation in future.

We have an upcoming price review and new markets to regulate. We have been challenging the sector to deliver more of what matters for water customers. This has meant new people joining our pools and programmes, constant pace rather than peaks in work and a need to think strategically about the skills and Ofwat operating model we need for the future beyond the Price Review - PR19. We have also made commitments in the comprehensive spending review (CSR) to improve our efficiency and reduce our overheads and will need to start to prepare for the next CSR.

## **Role expectations**

As Programme Director you will take strategic responsibility day to day for the leadership of our Business Improvement Programme, working closely alongside the Senior Director Business Improvement and the Programme team.

We are a small team – so you will need to be a hands on leader and manager. You will be as comfortable working alongside the Senior Leadership Team to deliver strategy thinking as you will be rolling your sleeves up and helping to deliver and track our work programme.

You will be an excellent leader and experienced at running complex programmes and projects, also skilled at delivery and able to “get stuck in”. You will motivate, orchestrate, and engage effectively within the programme and across the whole of Ofwat to deliver the existing BIP that is well developed and to support the shaping and delivery of the next phase of work. You will be working alongside our existing strategic partner – PwC and our Ofwat team to build relationships quickly, deliver and embed the benefits of the programme and ensure full visibility of the scope, progress and benefits of the work.

You will be joining at an exciting time – where we have completed the first phase of our work through BIP with PwC our co-source partner. This has included embedding the Perform process within Operations – aimed at improving our team working and problem solving. We have also redesigned our operational planning process and

started to implement strategic workforce planning – you will need to make sure these changes are embedded, including leading the planning for the next stages of the BIP. You will be the contract manager for our co-source relationship with PwC, scoping work, developing the partnership relationship and managing the benefits.

There is lots to do, at pace – and you will bring strong credentials in leading and delivering strategic change programmes within a similarly complex and customer focussed organisation. You will work in an agile way so that we focus our time on the work that matters ensuring proportionate governance across the programme and in terms of the framework we are setting overall within Ofwat. You'll work 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 the BIP enables us to be the regulator we need to be now and in the future. You will be commercially astute, a strong manager, performance focussed, financially and technically literate. Responsibilities include:

- To work with the Chief Executive, SLT and Programme Directors, external stakeholders and consultants on the Business Improvement key strategic programme and projects to agreed quality standards targets and deadlines.
- To direct, prioritise, deliver, delegate and monitor all aspects of this work.

## **Key deliverables**

- To take ownership of and develop the strategic direction of the programme, taking into account wider policy issues and strategic drivers and translate into deliverables and strategic benefits.
- To implement and as necessary develop the viable business case project plan, effectively communicating, persuading and influencing key stakeholders to ensure buy-in.
- To identify, deploy, and critically direct key resources, taking the strategic lead in multi-disciplinary teams across a range of separate work-streams.
- To present to the Ofwat Executive team and Board and its committees as required, utilising expert resources to ensure effective and persuasive communications.

- To engage, collaborate and build effective relationships and partnerships with key stakeholders, building support and a positive reputation for Ofwat. This includes leading items at our All Ofwat Briefings, Learning events and with external stakeholders such as UKRN and Cabinet Office.
- To contract manage and develop the partnership relationship with our co-souce partner PwC.
- To provide strong, visible leadership, through effective communication tools, stakeholder engagement and effective leadership.
- To consult with key stakeholders in a timely manner ensuring that all interested parties are kept informed at all stages.
- To monitor and manage progress on outputs/outcomes, evaluating against deliverables, including financial, performance, quality, risk and people management and taking remedial action if necessary.
- To make clear recommendations to key stakeholders, Ofwat Executive team and Ofwat Board, consistent with the broader requirements.
- To provide clear communications, tailored to suit the needs of the audience, in a strategic, influential, succinct and persuasive manner.
- To develop, maintain and foster high standards of professional competence so that continuous improvement is integrated into programme delivery.
- To operate in an agile way maximising the productivity and performance of the BIP programme and associated team. To be self motivated.

## Professional requirements

	Critical	Desirable
Qualifications	Educated to degree or post-graduate level	Prince 2 Practitioner or MSP qualification or equivalent

	<b>Critical</b>	<b>Desirable</b>
Experience	<p>Track record of delivering organisational change and improvement</p> <p>Strong analytical, financial and conceptual skills</p> <p>Experience of working at a senior level in a comparable/ complex organisation</p> <p>Experience of providing direction and leadership to multi-disciplinary teams</p> <p>Experience of successfully leading complex programmes against demanding deadlines, including planning, resource management and the identification and management of risks</p> <p>Experience of using a range of persuasion/negotiation/influencing skills with senior stakeholders</p> <p>Commercially and strategically aware, and able to advise and challenge senior leaders appropriately</p> <p>Ability to understand strategic issues and translate into deliverables.</p> <p>Ability to communicate in an effective manner, tailored to audiences of all levels – a credible leader.</p> <p>Strong influencing and negotiating ability.</p> <p>Ability to understand and analyse highly complex issues and information</p> <p>Ability to represent Ofwat at a strategic level internally and externally with partner organisations.</p> <p>Able to work under pressure and with a variety of conflicting demand and see work through to deliver results.</p>	

	<b>Critical</b>	<b>Desirable</b>
Knowledge	<p>Understanding of public sector environment and Government policy</p> <p>Detailed understanding of current best practice within programme management, business planning, change management, risk management, performance management, management information and corporate governance processes</p> <p>Understanding of the factors important in shaping and delivering change programmes associated with the enabling work of support services e.g. People, Finance, ICT, governance, procurement</p>	<p>Knowledge of Ofwat's external stakeholder environment and regulatory context</p>

## **Terms and conditions of employment**

### **Contract**

This is a fixed term appointment until start November 2019 and we are also open to secondments/loans from other organisations.

### **Salary**

The salary range for this role is Band 4, £48,891 - £74,782. External candidates can expect to achieve a starting salary from the bottom of the band up to £65,000 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 ideally be based in Birmingham. However, travel between our offices in London and Birmingham will be required 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.

This means that you will not be required to meet the costs of travel to the office location where you are not based.

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.

## 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 2018, member contributions will be based on actual salaries.

From 1 April 2018, employee contributions will be:

Actual pensionable salary (annual)	All members
Up to and including £21,636	4.60%
£21,637 to £51,515	5.45%
£51,516 to £150,000	7.35%
£150,001 and above	8.05%

From 1 April 2018, employer contributions will be:

Revised Salary Band (£)	ASLC rate from 1 April 2018
23,000 and under	20.0%
23,001 to 45,500	20.9%
45,501 to 77,000	22.1%
77,001 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.

Employer age-related contributions will be:

Age at the last 6 April	ASLC rate from 1 April 2018
Under 31	8%
31 to 35	9%
36 to 40	11%
41 to 45	13.5%
46 or over	14.75%

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.

## 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	8 August 2018 @ 5:00PM
Sifting	10 August
Interview date	15 and 16 August

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 at [info@csc.gsi.gov.uk](mailto:info@csc.gsi.gov.uk).