

Dec 2018

Trust in water

# Information for applicants

**Director, Analytics**  
**Ref: OFWBC-263**

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



## 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.

## **Analytics pool**

The role sits within Ofwat Analytics pool which means that the successful candidate will need to be able to undertake a Director-level role potentially across a number of the programmes that Ofwat has or will have.

## Role expectations

### Leadership

- To provide strong intellectual leadership and strategic input to the team delivering the work within your area of responsibility and within the analytics pool.
- To be responsible for working as an effective member of the Ofwat wider leadership team and for the development of Ofwat's vision and strategic direction; demonstrating effective leadership and actively participating in cross working and multi-functional teams.
- To lead and manage projects and people within the programme and the Analytics pool, ensuring that all areas deliver services which are joined up and work together efficiently.
- To act as an ambassador for Ofwat's key values – the "SAILOR" values – of support, ambition, integrity, learning, ownership and respect.

### Corporate

- To promote a positive image of Ofwat externally when in discussions with partner organisations, stakeholders and outside bodies.
- To play an active role in the Analytics Pool. This will involve providing wider leadership in the area of regulatory economics, including coaching and professional development. This will also involve ensuring that we apply the most up to date thinking. It will involve contributing to our learning culture through helping non-expert colleagues develop their awareness of regulatory economics and expert colleagues deepen and update their knowledge. Continuous learning and development in the role is expected.
- To be a resource manager within the Analytics resource pool, to take responsibility for delivery and development of specified individuals in the analytics pool and to work with other resource managers to ensure the analytics resource pool maintains a cohesive identity and that analytics staff contribute to their full potential.
- To support the matrix management operating structure through a flexible approach to work.

## Stakeholder

- To ensure robust and effective engagement with Ofwat stakeholders.
- To develop, manage and maintain effective relationships with stakeholders, specifically peers in other Government departments and organisations at local, regional and national level.
- To challenge and influence decisions and outcomes in accordance with Ofwat strategic priorities.

## Key deliverables

The role sits within Ofwat Analytics Pool which means that the successful candidate will need to be able to undertake a Director-level role in any of the programmes the Ofwat has or will have. The focus of this role in the short and medium term is to direct key functions in the Market Outcomes and Enforcement Programme. The Market Outcomes and Enforcement (MOE) Programme monitors and regulates the markets in the water sector, and undertakes key functions needed to keep the markets working smoothly, such as the awarding of licenses and modifications to industry rules or codes. It also plays a key role in holding water companies to account where they fail to deliver their obligations to customers and society. 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.

The successful candidate will lead the team within MOE responsible for assessing and evaluating how well the markets are working, across the full value chain, incorporating third party infrastructure services (Notice of Appointments and Variations, or NAVs, and Self Lay Providers, or SLPs) and the business retail market. This monitoring role has the potential to extend into other competitive markets as they develop (for example bilateral markets for bulk water and bio-resource trading).

As such, the post holder will play a leading role in shaping our approach to market monitoring, in delivering key monitoring outputs such as our annual State of the Market review for the business retail sector, and in ensuring we make the most of the insight we gain from market monitoring – for example to help inform policy development and/or enforcement and compliance work as appropriate. As part of

this, the post holder will also lead in the design and delivery of our customer insight work in relation to competitive markets.

The post holder will also lead in the practical delivery of key functions related to the workings of competitive markets. This will include delivering and implementing Ofwat policies associated with making markets work better. It will also include the role we play in making changes to market rules via industry processes, such as code modifications related to the business retail market, and the code for adoption agreements in relation to NAVs and SLPs. This will involve close and effective working with external stakeholders including for example Defra, the business retail the Market Operator, MOSL, wholesalers and retailers participating in the business retail market, and customer groups such as developers and large users.

The successful candidate will also lead the MOE team responsible for our work on Charging, again across the full value chain, incorporating for example the charging regime applicable to both household/non household customers, and that applicable to wholesalers providing for example bulk water to a NAV. This will involve close working with colleagues working on the price review (PR19) as well as other parts of MOE.

## Professional requirements

	Critical	Expected
Qualifications	Educated to degree or post-graduate level in an analytical discipline	
Experience	<p>Experience of successfully leading multiple and sometimes complex projects against demanding deadlines in a fast moving environment, including planning, resource management, identification and management of risks.</p> <p>Experience of leading multi-disciplinary teams (including external organisations) in delivering high quality policy, strategic thinking and analytical frameworks.</p> <p>Extensive experience of stakeholder management including government and industry.</p> <p>Experience of designing, implementing and running monitoring functions, and extracting insight from them at a strategic level.</p> <p>Experience in developing and performance managing junior colleagues.</p> <p>Good familiarity with the application of micro-economic theory in a regulatory environment.</p>	<p>Experience managing consultancy input and advice</p> <p>Experience in a regulated industry</p>

	<b>Critical</b>	<b>Expected</b>
	Experience of providing strong intellectual leadership on market-related issues based on sound knowledge of relevant theory and techniques	
Knowledge and skills	<p>Understanding the relevance and the impact of best practice in policy development and being able to apply this.</p> <p>Understanding of the political dimensions of operating within a regulatory sector</p> <p>Ability to understand and analyse highly complex issues and information using and applying effective analytical and innovative thinking Ability to think strategically and understand strategic issues; to ensure deliverables meet strategic objectives and recommendations, taking action with little instruction to make changes that make a positive difference.</p> <p>Ability to communicate complex concepts to a wide variety of stakeholders.</p> <p>Highly numerate with strong analytical skills.</p>	<p>Continued updating of regulatory knowledge, particularly markets based (competition) knowledge.</p> <p>Understanding of the water sector and the economic regulation of that sector would be an advantage although not essential.</p> <p>Understanding of utility markets and their regulation.</p>

## Terms and conditions of employment

### Contract

This is a permanent appointment.

### Salary

The salary range for this role is Band 5 - £75,905 - £113,857. Salary paid will reflect relevant skills and experience required for the post. Salary is paid monthly by credit transfer.

Internal and Civil Service candidates already at this job level would normally maintain their existing salary arrangements as this would be classed as a level transfer. If applying for the role as a promotion, these candidates can typically expect

to be appointed on a salary at the bottom of the band or a 10% increase to existing salary, whichever is greater.

## **Location**

The role will be based in either Birmingham or London. However, it is likely that travel between offices and throughout the UK will be needed to be effective.

## **Contracted place of work and taxable expenses**

Any person who regularly works more than two days a month in both the Birmingham and London offices, irrespective of their contracted place of work, is considered by HMRC to have [two permanent workplaces](#).

The payment of your rail fare, accommodation or subsistence in this situation attracts tax and National Insurance because you are receiving a benefit.

Ofwat meets the cost of the tax and National Insurance by grossing up your expenses and recovering the net amount through your monthly pay package. But the expenses are classed as taxable earnings, which could impact on any attachment of earnings – for example, student loan repayments, high income child benefit and state benefits.

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. 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 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;
- 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	Wed, 2 January 2019 @ 5:00PM
Sifting	3 and 4 January 2019
Interview date	15 / 17 / 21 January 2019

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. If you are successful it will form the basis of your personal employee record with us and we will store it electronically within our SharePoint Electronic Document Management System (EDRMS) and our HR system iTrent. Unsuccessful applications are not retained and will be destroyed using Ofwat's secure disposal methods. If you have consented to Ofwat retaining your information for future similar employment opportunities we will retain this information and review the information annually. If at any point you decide you do not wish Ofwat to retain your information please contact us and we will ensure your information is removed from our systems, unless we are legally obliged to hold it for a further period.

We will hold any data about you in completely secure conditions and with restricted access. Information in statistical form on present and former employees in some

instances is provided to appropriate outside bodies. Wherever possible Ofwat ensures that statistical information is anonymised.

We will include data that you provide on the diversity monitoring form in a general database for statistical monitoring purposes only. This enables us to monitor the effectiveness of our policy on equal opportunities in employment. If personal identifiable information (PII) has been provided by you, it will be removed before any disclosure is made.

Ofwat considers that the information you have provided during your application has been given with your explicit consent and that you agree to the processing of your personal data as explained in this document. If you have any concerns regarding the processing of some or all of your data please inform the People Hub in writing to [people@ofwat.gsi.gov.uk](mailto:people@ofwat.gsi.gov.uk) and/or the Data Protection Officer by emailing [FOI@ofwat.gsi.gov.uk](mailto:FOI@ofwat.gsi.gov.uk). We will process your personal data in accordance with Ofwat's retention and disposal schedule which can be viewed at this link <https://www.ofwat.gov.uk/publication/retention-disposals-policy/>.

## **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).