

July 2019

Trust in water

Information for applicants

**Senior Associate – change
communications and engagement
Ref: OFWBC-386**

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 our vision for the water sector, draft new strategy, our story of change

The future of water faces many challenges – climate change, population growth and changing customer expectations. To meet these challenges, change is needed. These changes are for all of us – water companies, government, regulator and customers.

Ofwat has a role in leading this change by setting the agenda for how the sector operates and by incentivising water companies to do better. We can also influence government.

We have started by setting out a vision we want others to share – of excellence, stewardship and social and environmental value.

Our [draft strategy](#) is the role Ofwat will play in achieving the vision. It sets out what we will do. That means three areas of focus in the way we will work: creating a better future, driving transformational change and encouraging private enterprises to deliver public value.

We will need to listen more to customers, collaborate and partner more, have more open discussions with water companies, carry out more frequent reviews and use data better for actionable insight.

This means that Ofwat needs to change too. Over the last few years we have become a digitally enabled, flexible organisation, working in a programme way across our c250 people. We have made changes to our ways of working and being, however more is needed to match the ambition of the new strategy. We are bringing together our thinking on the future of Ofwat with our work on the vision and strategy. We are refreshing our People and IT strategies and preparing for the Comprehensive Spending Review. We are considering our packages of work beyond this price review into the next couple of years and how we structure them into programmes and projects.

We are starting to define the sort of organisation and regulator that we need to be in future and think through how we engage our people in developing and embedding our ways of working and being. This will mean our people playing a key part in what can be done differently and defining what support is needed corporately to make that happen. This will need to fit with our big picture direction of travel whilst also amplifying and allowing emergent, bottom up change so we unlock potential and create the conditions for new ways of working to take hold. For example how can we be more outcome and people focussed, agile, collaborative and adopt a continuously improving mindset,

We are establishing a new small team to help manage our transition to this next part of our journey. This team will help us to co-create and begin to embed the new ways of working as we are going through this transition. The team will work with a community of change partners and “pollinators” to bring about change. This community is already forming. Initially the dedicated team will include a Director – Change, internal communications and engagement support, a change manager and some existing programme support. We have plans to recruit further change management input and some commissioned expertise that will need to be shaped by the Director.

About the Corporate Communications Pool

Corporate Communications is an essential tool for the delivery of our strategy, working across the business to encourage effective engagement and communication amongst our own people and with external audiences. To achieve this, the Corporate Communications resource pool fulfils three distinct roles.

First, Corporate Communications has a unique role in bringing our strategy to life both for our people and external audiences. It does this by understanding and explaining how Ofwat's work as a whole delivers benefits and outcomes for customers and, ultimately, helps achieve our shared vision of the future.

Second, the pool works to increase the impact and effectiveness of other regulatory tools (e.g. our casework, our financial monitoring or price setting). Corporate communications' expertise can help our programmes get the right messages to the right audiences in the most effective way.

Finally, corporate communications can be used as a strategic tool in its own right across all our programmes (e.g. by building stakeholder relationships, ensuring transparency and managing our brand).

About the role

As Senior Associate responsible for change communications and engagement, you will be at the heart of Ofwat's new change team, working closely with the Director of Change and advising and supporting our Senior Leadership Team. You will be responsible for advising about how to engage and excite our people about our new strategy and implementing internal communications and engagement plans to bring this to life. You will be joining at an exciting time - where some of this work has started but where it needs to increase in terms of focus, engagement with people and momentum.

There is lots to do, at pace, and you will bring strong credentials in employee engagement and communication, preferably during a time of change. An understanding of different models and methods of change will be important, alongside a willingness to build effective working relationships throughout the organisation. You'll do that as a great team player, passionate about innovating.

You will work to develop and implement internal communications and engagement for our new strategy, including:

- change to internal systems and processes in order to fully meet business needs going forward;
- change to our ways of working and being, in order to better address the challenges of a volatile, uncertain, complex and ambiguous world.

You will have responsibility developing internal communications and engagement plans for our new strategy. This includes:

- Understanding the change implications of our wider strategy programme so that we are communicating and engaging effectively to create the organisation and regulator we need to be.
- Creating and sharing our 'story of change' and ultimately, bringing it to life in what we do and how we do it.
- Developing internal communications and engagement plans for engaging our people at all levels in our new strategy and what it means for them and their ways of working. You will take the initiative to ensure co-ordination across different aspects of the strategy programme, avoiding clashes or overlap.
- Implementing internal engagement plans across all of Ofwat's internal channels and developing new ones as needed. Where necessary, you will be prepared to lead staff engagement on change issues – for example, by facilitating small group discussions. You will be as comfortable working with digital media as engaging with colleagues face to face, including in group settings.
- Using effective communication, persuasion and influencing and engagement of internal stakeholders so that people are part of the journey. You will understand how change happens and work with the wider team to create the right environment for change.
- Work with people across Ofwat; including people outside of the change team and corporate communications pool. Liaise closely with Ofwat's wider internal communications activity for maximum impact. Be ready and able to build effective working relationships with people at all levels, including our operations and strategy teams, our chief executive and senior management team.
- Acting as a strong ambassador and role model of Ofwat's SAILOR values – Support, Ambition, Integrity, Learning, Ownership and Respect

- You will be an effective planner, emotionally intelligent and people focussed, with an eye for creativity. You will operate in an agile and collaborative way, able to adapt to different working styles.

Professional requirements

	Critical	Desirable
Qualifications	<p>Graduate in any discipline or relevant experience e.g. internal communications and engagement</p> <p>Evidence of continuing professional development</p>	
Experience	<p>Track record of communicating organisational change and improvement, across a wide variety of communications channels</p> <p>Strong analytical, engagement, communications and people skills</p> <p>Experience of working with multi-disciplinary teams</p> <p>Experience of delivering internal engagement in complex programmes against demanding deadlines, including planning and evaluation</p> <p>Experience of using a range of persuasion/negotiation/influencing skills with senior stakeholders</p> <p>Ability to communicate in an effective manner, tailored to audiences of all levels</p> <p>Able to work under pressure and with a variety of conflicting demand and see work through to deliver results.</p>	<p>Experience of leading internal communications and engagement during a change or transformation programme</p> <p>Experience of facilitation and leadership of workshops and small group discussions</p>

	Critical	Desirable
Knowledge	<p>Understanding of public sector environment</p> <p>Understanding of current best practice within change communications and engagement</p>	

Terms and conditions of employment

Contract

This is a fixed term appointment for 18 months and we are also open to secondments/loans from other organisations.

Salary

The salary range for this role is Band 3 £33,187 - £49,623 External candidates can expect to achieve a starting salary from the bottom of the band up to a maximum of £43,000 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, regular 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.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 2019, member contributions are based on actual salaries.

From 1 April 2019, employee contributions are:

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 2019, employer contributions are:

Revised Salary Band (£)	ASLC rate from 1 April 2019
23,000 and under	26.6%
23,001 to 45,500	27.1%
45,501 to 77,000	27.9%
77,001 and over	30.3%

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 are:

Age at the last 6 April	Percentage of your pensionable earnings
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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 'Edenred' 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.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.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	20 August @ 5:00PM
Sifting	21 /22 / 23 August

Interview date	3 or 4 September in either London or Birmingham – please make clear your availability when submitting your application
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If you have any queries about any aspect of this role or selection process, please email recruitment@ofwat.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.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.gov.uk and/or the Data Protection Officer by emailing FOI@ofwat.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 you 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.gov.uk.