

September 2019

Trust in water

Information for applicants

Managing Director

**The Regulators' Alliance for
Progressing Infrastructure
Development (RAPID)**

OFWBC-389

www.ofwat.gov.uk

o f w a t



Introduction from Rachel Fletcher, Chief Executive



Water is not a dry issue.

Water companies' work supports every aspect of modern life for everybody, every day. Safe and reliable water and wastewater services are essential for public health and wellbeing. As a society, we expect water companies to provide resilient, affordable services for everyone and to plan and invest effectively for the long term.

We need to look after our environment to ensure sustainable access to water and so we and future generations can enjoy the nature around us. We look to water companies to sustain and improve the health of our rivers, lakes, coastal waters and ecosystems as they abstract and treat water and discharge treated waste back into the environment.

Ofwat regulates the water and wastewater industry in England and Wales. Our role is to enable, incentivise and hold companies to account for providing the very best for customers, society and the environment now and in the future. We also oversee the markets that exist in the water sector to make sure they are working for customers.

We need to be at forefront of determining and implementing a regulatory system that will protect the interests of current and future customers, ensure water companies properly carry out their functions, and that efficient water companies can finance their business. We need to ensure there is long-term resilience, including through the sustainable management of natural resources. Both the UK and Welsh Governments ask us to encourage companies to seek solutions which deliver wider benefits to society and the environment as they carry out their business. We must ensure that water remains affordable and the needs of vulnerable customers are met.

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

Overview

The primary focus of this role will be to provide strong leadership to the Regulators' Alliance for Progressing Infrastructure Development (RAPID) and its people. RAPID works on behalf of Ofwat, the Environment Agency and the Drinking Water Inspectorate.

However, formally, RAPID is based in Ofwat and the appointment will report to the CEO of Ofwat as well as being accountable to the Board of RAPID. This information pack therefore provides a broader introduction to Ofwat as well as focussing on the specific role in RAPID.

Background to RAPID

The water sector is transitioning from one dominated by vertically integrated regional monopolists, largely looking within their own boundaries, to one with much greater use of markets at the retail and wholesale level and a more integrated approach to delivery. Against this background, some of the infrastructure projects that will deliver greater resilience in water supply will be managed as joint ventures between water companies and/or will have strategic impact on a regional scale. Many of these projects are technically complex and, in delivery, will have implications for the environment. They are also likely to explore gaps within and between the regulatory frameworks overseen by Ofwat, the Environment Agency (EA) and the Drinking Water Inspectorate (DWI).

The Regulators' Alliance for Progressing Infrastructure Development (RAPID) is the first time Ofwat, the EA and DWI have formed a joint team. The creation of RAPID is itself, a symbol of our commitment to work together on important matters of common interest. RAPID has been created to help address one of the most important strategic challenges in the water sector – to secure the country's future water needs at best value while protecting and enhancing the environment.

The mission of RAPID is to bring regulators together to promote the development of national water resources infrastructure that is in the best interests of water users and the environment.

The goals of RAPID are:

- To ensure the timely and co-ordinated development of strategic infrastructure schemes to the point where they are construction-ready for the next regulatory period starting in 2025.

- To provide leadership and momentum to recommend a future-proof regulatory framework that best supports the vision on an enduring basis.
- To provide a seamless regulatory interface for the strategic schemes

The National Infrastructure Commission's "Preparing for a Drier Future"

In April 2018, the National Infrastructure Commission (NIC) published its recommendations to Government with respect to the water sector in its report "[Preparing for a drier future](#)". It identified that the sector faced a major resilience challenge over the coming decades and assessed the economic case for improving drought resilience. It noted that companies need to work better with each other and wider stakeholders such as farmers, electricity generators and environmental groups to plan for the long term resilience of the sector. This recognised the competing demands on our water resources and risks to the natural environment. The NIC recommended improved infrastructure to enhance resilience, including strategic transfers between regions. Taking action to increase drought resilience reduces the chance of expensive and intrusive emergency responses; improves the environment; and lessens risk for agriculture, industry and power generation.

This was consistent with a study produced earlier in 2016 by the water sector, "[Water Resources Long Term Planning Framework](#)", which concluded that further development of both storage and water transfer schemes was both foreseeable and essential to provide customers with secure water supplies which are resilient to the demands of climate change, economic development and population growth to 2065.

The National Framework

Building on the NIC report, the Environment Agency (EA) is leading on the establishment of a new 'National Framework' to provide strategic direction to water resources planning, including water users outside the water industry and promoting collaboration. It will set out the challenges of water availability in the country as a whole, including demands from sectors outside the water industry, environmental pressures and drought resilience. This will help to identify where there is potential for joint infrastructure projects which involve or benefit more than one water company, in order to meet the country's needs in an efficient way (eg. better for the environment and/or lower cost). A key element of the National Framework is the formation of five regional groups to develop more joined up plans for water resources, and a process for ensuring these regional plans are coherent with each other.

A senior steering group¹ has been established to shape and contribute to the National Framework outcomes. This group will extend beyond the publication of the National Framework in December 2019 to oversee the development of regional plans.

Role and functions of RAPID

RAPID will complement the National Framework by facilitating the development of joint or strategic infrastructure projects to address identified needs. In particular, RAPID will track a range of projects which are currently being explored and ensure that the application and development of the regulatory frameworks for Ofwat, EA and DWI is progressed in a timely and co-ordinated way. This is so that the industry can have projects that are “construction ready” for the start of the 2025-2030 period. RAPID will enable progress on schemes being considered by companies by identifying and addressing issues relating to regulatory processes, institutions and commercial frameworks. Ultimately, it is expected to create a regulatory framework suitable for future schemes.

Regulatory barriers could relate to the environmental, water quality, planning or economic regulatory framework. RAPID will take a practical approach, using projects being developed as live case studies while developing an approach that can be applied in an even-handed way to a wide range of potential projects.

We therefore envisage that RAPID will have three core functions:

- Developing regulatory and commercial frameworks for joint infrastructure projects or supporting industry development of the latter: RAPID will build these frameworks in part by tracking the issues and gaps which are identified by the various joint infrastructure projects currently being explored;
- Providing oversight of project progress to ensure development of options in a timely and co-ordinated way; and
- Acting as the principal regulatory interface with the industry on such projects, including through the gated development and funding process being established through the current price review (PR19).

¹ The steering group comprises the chairs of each regional water resources group, other senior figures from the water industry, regulators and government, and other water users / eNGOs.

As part of this, RAPID will interact with the regional groups developing regional water resources plans, to facilitate regulatory review of the plans which will seek to ensure that the best value schemes are brought forward and that the regional plans are consistent and coherent with each other.

To deliver the activity envisaged, RAPID will need senior leadership to build relationships with the key stakeholders and oversee the creation of new frameworks covering assets that, over time, could be worth billions of pounds. To be effective, it will need the confidence of the boards of the regulators and companies.

RAPID is not a new regulator in its own right, but an enhancement to the way of working of the sponsor regulators. Formal decision making powers remain with the sponsor regulators, with RAPID making recommendations to them. This approach will be formalised in a Memorandum of Understanding among the sponsor regulators.

RAPID's Operating Model

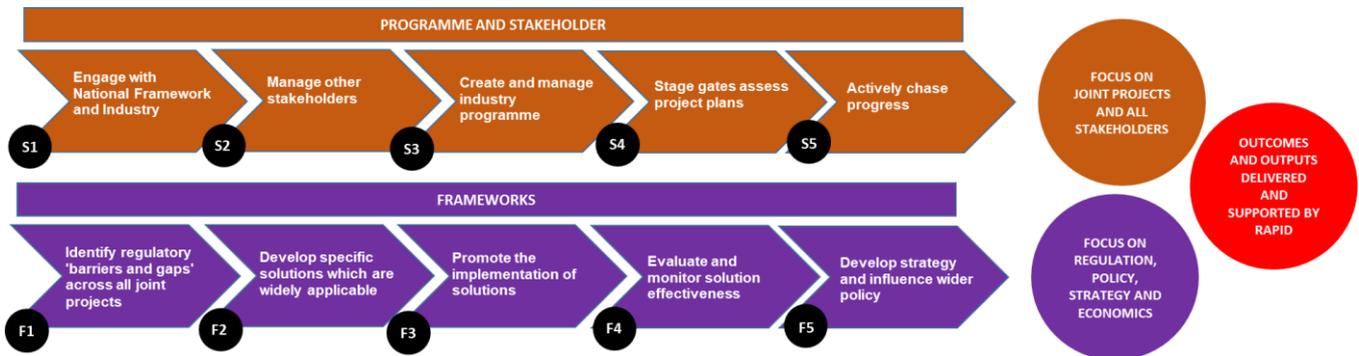
Introduction

RAPID comprises three workstreams which are headed-up by three corresponding Directors;

- Programme and Stakeholder Workstream
- Frameworks Workstream
- Legal Workstream

Each of the first two workstreams is respectively accountable for the key activities labelled S1 to S5 and F1 to F5 (see figure 1). Each key activity delivers a corresponding objective that, in turn, aligns to RAPID's broader outputs and outcomes. The accountability for the outputs and outcomes lies with the RAPID's Managing Director to whom all RAPID Directors report.

Figure 1 – High level business processes for two RAPID workstreams



The Programme and Stakeholder workstream delivers deep insight into the regulatory challenges faced by the portfolio of joint infrastructure projects.

The Regulatory Frameworks workstream concentrates on evolving the frameworks to address specific barriers and gaps in the regulatory approaches. In addition, the Regulatory Frameworks workstream monitors the success of the interventions and ensures that solutions are not bespoke to individual projects or technologies but are widely applicable across the portfolio of current and future schemes.

To deliver and implement widely accepted solutions requires close cooperation and interdependent working across the workstreams. The Regulatory Frameworks and Programme and Stakeholder workstreams therefore form a matrix structure that pivot around the portfolio of joint infrastructure projects. Business processes to deliver and implement solutions and to manage the portfolio of joint infrastructure projects cut across both workstreams and are therefore managed jointly by the Directors.

The RAPID Legal Director works across the workstreams, providing support as required. The Legal Director also supports the Managing Director in establishing and maintaining the governance that binds all three sponsor regulators into RAPID’s aims and objectives.

Programme and Stakeholder Workstream

There are three teams within the Programme and Stakeholder workstream;

- **Industry Insight Team** – The Programme and Stakeholder Director is responsible and accountable for the National Framework relationship. This team supports the Programme and Stakeholder Director to manage this and wider industry relationships. It also oversees the Water Resource Management Plan (WRMP) process, introducing RAPID messages and

interpreting the results of water resource modelling. The EA secondment in the team draws on relationships with the EA, integrating the EA's local and national views and feeding these in to RAPID and the industry, whilst enhancing the team's credibility and knowledge.

- **Portfolio insight and management team-** The Portfolio Insight and Management Team is responsible for 'assembling' the portfolio of joint infrastructure projects and managing them, from a regulatory perspective, as a portfolio. The team also develops the engineering-led insight into the individual projects and coordinates the stage gate assessment process.
- **Programme Assurance and Support Team** – This team is responsible for ensuring the programmes within RAPID are aligned with Ofwat ways of working.

Frameworks Workstream

- **Economic Insight Team** – This provides RAPID with deep economic and financial insight which is shared with, and informed by the process of managing the portfolio of joint infrastructure projects. It supports the Frameworks Development Team in understanding the economic implications of changes to the regulatory regime and informs development of the assessment frameworks and metrics for measuring success. It also provides the co-ordinating role for the evaluation of schemes for Direct Procurement for Customers (DPC).
- **Frameworks Development Team** - Within this team the three sponsor regulators work together to co-develop solutions. It is here that the trade-offs between the three regulatory regimes will be most visible. The Frameworks Development Team takes a broader, longer-term and outward facing view. It suggests evolution of the respective regulatory frameworks in order to create a 'joined-up' experience with industry and to ensure continued alignment with PR24 and WRMP24. RAPID may also inform government policy where appropriate and this team would initially develop views. The team also leads on how the industry transitions from 'separate projects' to a more integrated network.

Budget and Resourcing

RAPID's budget for 2019/20 is £2.9m with a budgeted headcount of 16 people. The budget for 2020/21 and beyond will be determined through the process of setting Ofwat's overall budget and is currently expected to be at a similar level to 2019/20.

To date, RAPID has been resourced through a mixture of Ofwat staff, a secondment from the EA and interims. As at the end of August, we have 7 positions in post. This includes an interim Managing Director, a Programmes and Stakeholder Director seconded from the EA and a Legal Director from Ofwat. The Frameworks Director role is currently being recruited within Ofwat. Further secondees are expected from the EA and DWI.

A further 4 staff are expected to commence in September, including two interims. Full complement is not expected to be reached until the New Year, allowing redeployment of staff working on major projects such as PR19.

About Ofwat

Ofwat (the Water Services Regulation Authority) is the economic regulator of the water and wastewater sector in England and Wales. Our role is to help it build trust and confidence with customers, the environment and wider society. Ofwat has an ambitious strategy that puts us at the leading edge in economic regulation, at the forefront of developing and implementing an economic regulatory regime that uses market mechanisms and regulatory tools to protect customers' interests, drive efficiencies and innovation, enable efficient companies to finance their functions and ensure that the 'promises of privatisation' are delivered. This requires, strong, committed strategic leadership from the very top of the organisation.

Our work is high-profile and fast-moving, within a dynamic and agile environment. The work that you'll be involved in every day will be about helping us to deliver our strategy, helping to us to be the regulator we want to be and helping the sector to deliver outcomes that matter to customers and society. Our [draft strategy sets out](#) 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.

Ofwat's values

All our work is underpinned by our values. They set out how we behave and what we aspire to be.

We are **O f w a t**

We aspire to act in line with our values in everything we do



Role expectations

In the sections below we set out our expectations for the role. RAPID is a new team. To some extent, the scope and phasing of the work are uncertain. Resilience, flexibility and adaptability in a changing environment/area of work are therefore also highly desirable personal attributes for the post holder.

Overview of the Managing Director (RAPID) role

As RAPID's Managing Director you will be at the forefront of our strategy to drive greater collaboration across the sector's regulators and with industry. RAPID is a new and highly innovative initiative at the cutting edge of regulatory practice. In presenting a common interface to the joint projects it is essential that the frameworks overseen by the sponsor regulators are fully joined-up.

This all adds up to a challenging environment for a new and untested team. You will need to build a coherent team drawn from the three separate regulators and align them behind a common purpose, while developing and maintaining effective relationships with each of the three regulators.

There will be trade-offs to consider and competing views for the right solution. As the public face of RAPID, in the most senior industry forums, you will be sure-footed with the industry, engaging joint projects in focussing on the real and substantive issues which block progress. You will further develop your network, participating in conferences, roundtables and discussions. You will be an ambassador for all three of the sponsor regulators, explaining the joint approach but also willing to listen, engage and take on board challenge and learning. In the context of RAPID and beyond, you will be respected and sought out by others for the quality of your contribution to debates on regulation, competition and relevant aspects of public policy.

Your credibility will be enhanced by your understanding of regulation in the water sector and preferably your knowledge of water resource planning and / or delivery. You will have a good appreciation of the regulatory tool kit and of best practice in regulation. Armed with RAPID's understanding of the portfolio of project plans, you will guide the organisation to finding solutions which work in a timely way for all future projects and not just the most mature solutions put forward by water companies.

As Managing Director for RAPID, you will have a high degree of accountability to the Chief Executive for the delivery of RAPID's benefits. This will be in line with RAPID's agreed milestones and budget.

You will be an exemplary ambassador for RAPID, remaining on-message and strategically aligned with the sponsor regulators at all times. You will have significant stakeholder engagement responsibilities, which will include engagement across a wide variety of topics with our key stakeholders such as government officials, regulated companies, consumer bodies, and NGOs. It may also include speaking at major events.

You will be expected to attend Ofwat board meetings as appropriate. You will be constructive and supportive, but challenging where necessary and always succinct and on-point.

People who are new to having this degree of accountability and responsibility will find the learning curve steep. You will need to view things from a wider perspective, seeing more of the linkages and interdependences between your areas of work and other regulatory priorities, with wider stakeholders, and through time. You will also need to be comfortable with accountability for big ticket issues and substantial budgets. You will need to get used to the 'always-on' demands of leadership. Your time management and prioritisation skills will be at a premium, as your work is dominated by issues that are both urgent and important. Your skills in delegating, team building, managing and coaching others will become more important for the same reason.

You will also have a good understanding of the external environment in which we operate. You will be able to see how our strategy and our work fits with the work and interests of our key stakeholders. You will have excellent abilities to engage with key stakeholders, including an ability to explain the more technical aspects of what we do

in a way that resonates with your audience. You will be proactive in getting the best value out of everything we deliver through skilled use of stakeholder engagement and communications tools, working with our experts as appropriate.

You will also have first class leadership and management skills. This will include tools and techniques that enable you to drive delivery in our programme and project environment. But it will also include the ability to inspire, engage and empower people, so that every individual makes the best contribution they can, learning as they go, so we create a whole that is greater than the sum of its parts.

You will have an inclusive and open approach, that sees you proactively consulting others, seeking challenge, and keeping people updated on developments. You will also have sound judgement, and be unafraid to take decisions when necessary. You will be confident, but self-aware and able to ask for help when you need it. You will be energetic, self-motivated, hard-working and resilient.

Managing Director and SRO RAPID

Reports to:	Chief Executive
Member of:	RAPID Board Will attend Ofwat Board for relevant items
Programme delivery role:	SRO and Managing Director (RAPID).
Stakeholder engagement role:	Will include senior level stakeholders related to RAPID and across government departments, the Welsh Government and agencies, environmental and other groups. Also expected to play a role as an ambassador for RAPID with wider stakeholders, as appropriate (e.g. Parliamentarians, regulated companies, customer representatives).
Specific professional skills, knowledge and experience essential for this role:	An undergraduate degree or equivalent professional training/experience is expected; a relevant postgraduate degree would be advantage. Extensive leadership experience in water regulation (or a closely related area) and preferably understanding of water resource planning. An understanding of our stakeholder environment as relevant to the role.

	<p>Understanding of commercial drivers in the water sector and for planning, delivery and operation of major infrastructure projects.</p> <p>Excellent written and oral communication skills – and in particular the ability to explain complex concepts and analysis effectively to a lay audience.</p> <p>Excellent leadership and management skills. The ability to inspire and motivate people with a diverse set of professional backgrounds to make their best contribution in line with RAPID’s terms of reference.</p> <p>Also:</p> <p>Experience of successful delivery through programme and project management</p> <p>An appreciation, appropriate to the role, of the legal framework that underpins economic regulation (statutory duties and powers, public law, appeals and judicial review).</p> <p>An appreciation, appropriate to the role, of the policy development process.</p>
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Terms and conditions of employment

Contract

This is a fixed term appointment for two years with an opportunity to extend. We are also open to secondments/loans from other organisations.

Salary

The salary range for this role is SCS 2, £92,000 - £162,500. External candidates can expect to achieve a starting salary from the bottom of the band **up to circa £120,000**, 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.

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.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.

This role is open to flexible working arrangements.

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
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	1 October 2019 @ 5:00PM
Sifting	w/c 7 October 2019
Psychometric testing:	w/c 14 October 2019
Interview date	w/c 28 October 2019

If you have any queries about any aspect of this role or selection process, please email recruitment@ofwat.gov.uk

Civil Service Commission

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.

This appointment is being overseen by the Civil Service Commission, which regulates recruitment to the Civil Service, providing assurance that appointments are on merit after fair and open competition.

The Commissioner for this appointment, Natalie Campbell, will chair the selection panel. This panel will also include Rachel Fletcher, the Chief Executive and an independent member.

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.

In writing to:

Civil Service Commission, G/8
1 Horse Guards Road, London
SW1A 2HQ

Via Email to: info@csc.gov.uk

Or call on: 020 7271 0831