

February 2020

Trust in water

Information for applicants

Director, People
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www.ofwat.gov.uk

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Introduction from Rachel Fletcher, Chief Executive

Improving life through water.

Water companies support all aspects of life. Safe and reliable water and wastewater services are essential for our day to day lives, our wellbeing, and our natural world.



And as the economic regulator of water and waste water 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.

To achieve this, we've set ourselves three goals. They are to:

- transform water companies' performance;
- drive water companies to meet long-term challenges through increased collaboration and partnerships; and
- for water companies to provide greater public value, delivering more for customers, society and the environment.

Delivering these goals will help to meet customers' needs: ensure reliable and safe water supplies today with a better environment, affordable bills and a resilient and sustainable future for water.

As we do this, we will be working to fulfil the UK and Welsh Governments' strategic priorities for Ofwat, and UK and Welsh Government policy.

We're ambitious about the future and looking for people who can help us to achieve our goals. Thanks for your interest in joining Ofwat. 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. Ofwat has an ambitious new [strategy](#) and as a regulator we are setting ourselves up to achieve and equal the ambition of this new strategy. It matters to us that things on the ground really change so that our impact on customers, the environment and the future of water is tangible and meaningful.

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 strategy sets out the role Ofwat will play. We will adapt, be confident, act with purpose and integrity and continuously improve so that we make the greatest contribution possible to improving life through water.

Corporate enablers

Our corporate cluster is at the heart of enabling Ofwat to deliver its exciting new strategy – to transform the water sector for customers, the environment and society.

Whether you work in People, Finance, IT/facilities or our change team – we work as one team to provide the innovation, service and thought leadership that is needed so that Ofwat runs well as an organisation now and transforms further to meet the demands and opportunities of the future.

We want to be at the cutting edge of what support services can achieve and how we can add value to the work of Ofwat. That means us being collaborative, understanding the work we do as a regulator and where we can add value, drawing insight from data and getting out and about to learn from others in the civil service, wider public sector and commercial sector. We want our work to be purposeful, empowering, creative, ambitious and valued. In doing so we want to have fun, encourage autonomy and feel our contribution is meaningful. The role we play is that of trusted advisor, building the relationships that enable us to create solutions, take action and continually improve.

About the Role

This is an exciting and demanding role in an organisation that has a clear, purposeful direction, an appetite for creativity in the People agenda from top to bottom and a desire to move at pace to achieve that. You will be strategic, but capable of being hands on in equal measure. We are a small organisation of c250 people with a big role and national impact which is requiring systems thinking and adaptive leadership. We have a People Hub of 12 FTE – this requires a senior leader who has the ability to work at breadth and depth in what is an environment as interesting and complex as bigger organisations.

You will have the passion and skills to motivate and inspire our team to fulfil its potential to provide a high quality service. We are the first civil service organisation to be rated mature for our smart working and our corporate enablers utilise daily huddles and visible leadership – you will thrive in this environment of agility and adaptability and encourage people practices that build flexibility and meet the needs of individuals and teams.

Our Director of People is a trusted advisor to our Senior Leadership Team, a people advocate for all Ofwat people, a credible, collaborative leader. Working alongside a wider Corporate Enablers leadership team, you will ensure HR/OD contributes strategically to the development of corporate services within Ofwat to ensure they are customer focussed, enabling, effective, efficient and bold.

You will be inquisitive and confident to explore and adopt innovative approaches through our people strategy themes and our people focussed HR model. We want to become a people centred organisation, use insight and data effectively, transform our HR processes and adopt an approach of freedoms within a framework which empowers our people to thrive and reduces bureaucracy.

Our Director of People is the Head of Profession and working to our Senior Director Business Improvement will provide thought leadership in this space, empowered to work in partnership alongside Ofwat to achieve the new People Strategy and plan we will have finalised by the end of March 2020 so delivery will be key. You will also work alongside our wider leadership team to make sure that the people agenda is informing and being informed by our organisational goals, change agenda, IT strategy and resourcing approach on an ongoing basis.

Our People strategy has been developed with our people to support and enable Ofwat to achieve its ambitious strategic goals for the water sector and to continue our journey to ensure that Ofwat is a **Great Place to Be**.

Our strategy is based around five themes:



There is lots to do, at pace – and you will bring strong credentials in leading and delivering strategic people change within a similarly complex and customer focussed organisation with a particular focus on developing our management and leadership capability. You'll also do this 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 HR and OD enables us to be the regulator we need to be now and in the future.

As a key enabler in contributing expertise to all levels of senior leadership you will ensure that Ofwat's business strategies and plans meet statutory requirements and best practice employment policies and practices and be responsible for:

- Ensuring the right strategic HR/OD inputs and delivery across Ofwat's programme of work.
- Taking a leading delivery role in our corporate enablers cluster and our organisational agenda.
- Performing the role of Head of Profession and subject matter expert across Ofwat with primary responsibility for implementing delivery of Ofwat's People strategy so it reflects leading edge approaches and models of working and enables Ofwat's broader business strategy. You will ensure there are deliverable short and longer term plans in place to achieve its outcomes and champion the value HR/OD adds more broadly to Ofwat.

- Acting as a strong ambassador and role model of Ofwat's SAILOR values; providing strategic leadership, management and continuing professional development of a small HR/OD team to develop a customer focussed, high performing HR/OD support service to Ofwat based around customer / user need. The development of your whole HR/OD team is a key part of this role to grow our capabilities at a strategic level so you will need to be a strong mentor and coach. Play a leadership role in people management upskilling. Develop and lead our people partner capability to ensure the provision of reliable, timely, innovative and trusted advice.
- Responsible for developing our approach to workforce planning alongside the leadership team so we have the people, skills, motivated, high performing workforce to deliver our strategy in the short, medium and longer term. Continue to develop and embed our approaches to recruitment, retention, SAILOR values, health and wellbeing, employee engagement, learning and development – to achieve a one team ethos within Ofwat and be seen as an employer of choice.
- Be responsible and have oversight of all aspects of pay and reward, organisational design, people development, leadership and management development, HR/OD policies and practice, employee and industrial relations to provide robust and compliant people solutions and processes that support Ofwat's future infrastructure.
- Continue to develop a positive and productive climate of employee and industrial relations that encourages openness and transparency, effective communication and collaborative working. Developing excellent relationships with strategic stakeholders, to anticipate future needs and deliver enabling people services including the Office Committee, other regulators etc.
- Continuous improvement of the People control environment, ultimately ensuring that the day to day HR/OD activities and processes operate effectively and efficiently, are compliant and yet proportionate.
- Effectively manage budgets for People in line with our processes, reporting regularly on progress against forecasts. Take a leadership role in championing value for money principles and ensure all spend is in line with these principles to make best use of public money.
- To be actively involved in all material business decisions with a People impact to ensure short term and longer term implications, risks and opportunities are considered. To make a significant contribution to corporate and matrix working and the overall achievement of Ofwat's strategy.

- Demonstrate strong influencing skills and constructive and effective challenge in advising our People Committee, SLT and Board on strategic and operational people issues, projects, risks and opportunities for Ofwat in the context of delivering its strategy and as an employer.
- Regularly collect customer feedback, oversee Ofwat engagement in the Civil Service People Survey and build improvement plans based on customer insight. Proactively working with services to make changes to enhance productivity and customer satisfaction with HR/OD services and Ofwat as a place to be. Champion the development of Ofwat’s wellbeing and equality, diversity and inclusion agenda.
- The People Director needs to work closely with the Senior Director of Business Improvement, SLT and other members of the Corporate leadership team to play a leading role in the development of Ofwat’s ways of working and its culture.

Professional requirements

	Essential	Desirable
Qualifications	<ul style="list-style-type: none"> • Graduate in any discipline or relevant experience – e.g. senior manager with proven HR/OD experience in a similar complex organisation • Chartered member of CIPD • Evidence of continuing professional development 	<ul style="list-style-type: none"> • Leadership and Management qualification or equivalent experience
Experience & Knowledge	<ul style="list-style-type: none"> • Expertise and professional standing in all areas of strategic human resources management, practices, organisational development and transformational change applied in a similar complex organisation. • Proven track record of success in influencing and shaping culture as well as overcoming challenges along the way to ensure a successful and positive people culture underpins successful delivery. • Expert understanding of best practice thinking and developments in HR/OD within the current public policy context including effective use of data. • Expert knowledge of current and planned employment legislation and other statutory tools and their impacts and implications for the work of Ofwat. 	<ul style="list-style-type: none"> • Good business sense, with business and/ or functional knowledge – credible at a strategic level. • Highly effective influencing and negotiating skills with a range of stakeholders. • Being able to think holistically and analytically and know when to take which approach. Able to work at a strategic level, but also translate that effectively on the ground.

	Essential	Desirable
	<ul style="list-style-type: none"> • Extensive understanding and experience of project, programme, and change management and how to direct change at a strategic level. • Excellent organisation and leadership skills including the management, leadership and development of people • Ability to translate strategic issues into deliverables, taking action with little instruction to make changes that make a positive difference to internal stakeholders. • Extensive and broad technical background coupled with experience of transforming HR/OD functions to embrace business partnering, business process redesign, system, process change and shaping effective and efficient organisations. • Experience of building effective relationships with trade unions/employee representatives and strategic management of complex employee and industrial relations issues. • Demonstrable commercial skills and proven track record of working with and successful management of stakeholders including Boards and committees, leadership teams, internal and external audit, government departments and suppliers. • Excellent communication skills including report writing and presentation skills. 	<ul style="list-style-type: none"> • Ability to achieve objectives by effective motivation, leadership and delegation. • Ability to strategically lead and manage diverse service areas to achieve strategic and operational objectives in a manner which transfers skills and develops people within the immediate and wider teams. • Committed, tenacious, enthusiastic and confident to meet demanding objectives and deliver results. • Someone who is motivated by a significant agenda of change and prepared to work at pace and in partnership to deliver that.
Behaviours	<ul style="list-style-type: none"> • A collaborative team player who demonstrates Ofwat SAILOR values • Ability to coach, develop and mentor the team and work effectively alongside a broader corporate team and range of stakeholders. • Demonstrating behaviours at Level 5 of the Civil Service Success Profiles – seeing the big picture, challenging and improving, making effective decisions, leadership, communicating/influencing, working together, developing self and others, managing a quality service and delivering at pace. 	

To find out more about the role, or to apply, please contact Anthony Lewis at Tile Hill Executive Recruitment on Anthony.lewis@tile-hill.co.uk / 07747318128. For more information about the process and application process, see below pages.

Terms and conditions of employment

Contract

This is a permanent appointment.

Salary

The salary range for this role is £75k to £80k depending on relevant skills and experience required for the post. Salary is paid monthly by credit transfer.

Internal and Civil Service candidates already at this job level would normally maintain their existing salary arrangements as this would be classed as a level transfer. If applying for the role as a promotion, these candidates can typically expect to be appointed on a salary at the bottom of the band or a 10% increase to existing salary, whichever is greater.

Location

The role will be based in Birmingham. However, travel between Ofwat's Birmingham and London offices will be needed to be effective.

Contracted place of work and taxable expenses

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

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

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

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
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 in the above job profile;
- completed **CV supplement form**; and
- completed **diversity monitoring form**. This form is not mandatory.

Please email your CV and supporting documents to Anthony.lewis@tile-hill.co.uk by the 9th March 2020.

If you are unable to make an electronic application, you may submit your application on paper. Please contact Anthony.lewis@tile-hill.co.uk to find out how.

Selection timetable

Closing Date	Monday 9th March at 5pm
First stage Technical Interview	Week commencing 16th March
Final Interviews	25th March

If you have any questions, queries about any aspect of this role or selection process, please contact Anthony Lewis at Tile Hill on 07747318128/ Anthony.lewis@tile-hill.co.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 indicated that you would like Ofwat to retain your information for future similar employment opportunities we will retain this information. If at any point you decide you do not wish Ofwat to retain your information for these purposes 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.

Ofwat processes all the personal data you have provided during your application as set out in Ofwat's privacy policy which is available here:

<https://www.ofwat.gov.uk/publication/privacy-policy/>. 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 and/or the Data Protection Officer by emailing FOI@ofwat.gsi.gov.uk.

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 Sarah Lal, Head of HR, 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.