

June 2020

Trust in water

# Information for applicants

**Organisational Development  
Partner**

**Ref: OFW-BC-453**

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

**o f w a t**

**INVESTORS IN PEOPLE™**  
We invest in people Standard



## 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.

We are a small organisation of c250 people with a big role and national impact which is requiring systems thinking and adaptive leadership.

## 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, as Agents of Change, 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 have expertise in specific areas of Organisational Development such as Learning and Development or Talent Management but will work flexibly across all facets of OD depending on the needs of the organisation and the skills and expertise of the rest of the team.

## Our People Strategy

Our 'Time to Act, Together' strategy is bold, ambitious and progressive. We have challenged water companies to have strong leadership, to innovate and collaborate – to instil public values at the very core of their purpose.

All qualities that we aspire to ourselves. We want to be better connected to our communities and more collaborative with the sector – bringing the outside in.

We'll become increasingly agile. The COVID pandemic has truly tested Ofwat and it's highlighted our strengths as a community and the capability we have to adjust to the 'new normal'. There are challenges to remote working – and positives – and we'll learn from these experiences to drive forward our smarter working maturity.

It's about our agility to change within a culture that makes it possible for everyone to feel connected and valued, where your voice matters. It's about having the right environment where you have the space to shape our future while taking greater control of your own growth and development – with a dogged focus on better outcomes for customers, the environment and society.

Our people – are the heart and soul of Ofwat. We have a wealth of knowledge and experience. People care passionately about our values and our purpose. It's not perfect at Ofwat but the litmus test is how our people feel about the organisation as a place to work. Seven out of ten of us would recommend it as a great place to work. That's higher than most comparable public sector organisations.

There's clearly space to go further and the People Strategy is designed to take us to the next level to fulfil our ambitions for the water sector and our role as a regulator.

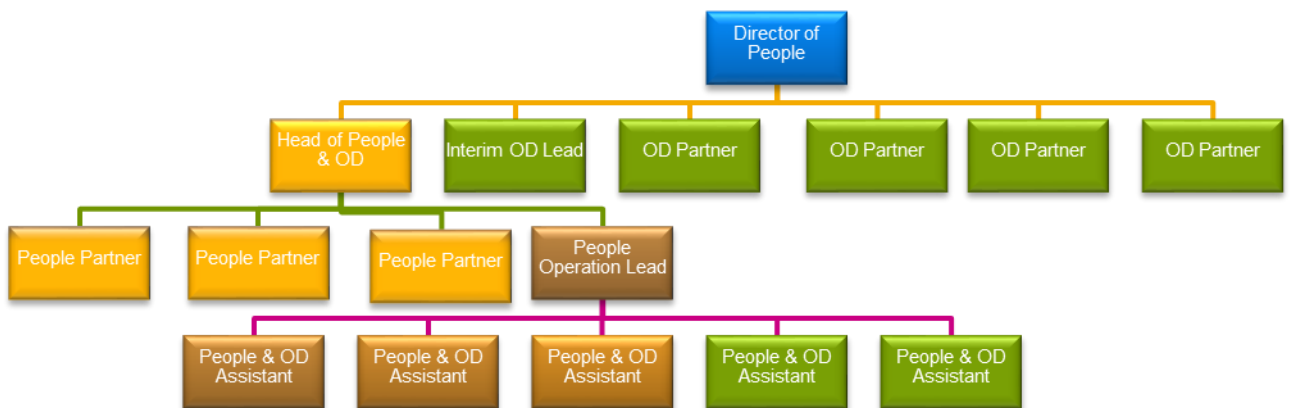
We have great opportunities to be leaders, to be the best, to be well, to be ourselves and to be effective and fulfilled. Ultimately, we have a vision to transform Ofwat as a great place to work to being a **Great Place to Be**.

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 be responsible as part of the OD Team within the People Hub for defining and putting in place, the capability and capacity to analyse business systems, processes, organisational structure requirements; and the learning and development, recruitment and talent management, change communications and engagement required that provide the framework, rules, processes and procedures and culture that will deliver successful organisational change.



## Responsibilities

- Develop and engage, in partnership with Director of People, the organisation in a compelling Organisational Design and Development (OD&D) vision in support of the People Strategy that enables the organisation to achieve its ambitions.
- Lead the design and delivery of organisation wide Learning needs analysis across corporate, professional and cluster needs to inform a comprehensive learning and development programme.
- Provide strong internal and external stakeholder engagement – including efficient and compliant procurement of goods and services
- Work as part of the team to develop innovative succession planning and talent management frameworks.
- Design and put in place the interventions required to ensure that the organisation has leaders (including aspiring managers) who are equipped with all the tools to effectively perform their leadership and management responsibilities.
- Introduce and maintain effective OD initiatives, procedures and processes that enable effective organisational performance, changing behaviour and realising potential
- Be responsible for any specific organisation priorities and those relating to the successful development and implementation of transformation and improvement strategies.
- Lead the design and implementation of organisation programmes directing the evaluation of service offer and policies so that the “traditional thinking” is challenged and innovation pursued.
- Develop and enable the organisations resourcing strategy, including apprenticeships and graduate recruitment. Supporting recruitment campaigns and talent and attraction initiatives.
- Collate and provide robust people analytics to support organisation and individual performance and identify effectiveness of initiatives and solutions.
- Maximise the use of technology to deliver innovative and flexible solutions
- Maintain momentum by being able to identify and solve the right problems.

## Professional requirements

The role involves a mix of designing and delivering interventions and being accountable for the delivery of inputs from others. The role of OD Partner is broad and the role holders will operate as part of a multi-disciplinary team. Within the team individual OD Partners may focus specifically in key areas e.g. Learning and Development or Resourcing. This role is initially expected to focus on the Learning and Development, Leadership and performance improvement elements of the People Strategy.

The key skills, knowledge and experience required for this role include:

	<b>Criteria</b>	<b>Essential/Desirable</b>	<b>Assessment</b>
<b>Knowledge and Experience</b>	Experience of working at senior level in a complex stakeholder environment	E	Application
	Understanding of organisation development/design approaches, methods and tools and how to apply them, to scope and deliver OD input into the wider organisation transformation programmes	E	Application/Interview/Presentation
	Experience of evaluating learning needs and developing effective L&D and performance improvement solutions	E	Application/Interview
	Experience of leading recruitment campaigns and talent management interventions	D	Interview
	Knowledge of Apprenticeships and Levy funding arrangements	D	Interview
<b>Skills and Abilities</b>	Ability to effectively communicate, engage and influence stakeholders to deliver results	E	Application/Interview
	Can see the big picture and how interventions can combine to deliver	E	Interview/Presentation

	improved organisational effectiveness		
	Strong team player who works well with others to maximise results	E	Interview
	Ability to collect and analyse data to evaluate effectiveness of interventions	E	Application

**The selection process will include a presentation and panel interview.**

**Assessment will be against these Success Profile behaviours:**

- Communicating and Influencing
- Changing and Improving
- Seeing the Big Picture
- Working Together

## Terms and conditions of employment

### Contract

This is a permanent appointment.

### Salary

The salary range for this role is Band 3 - £33,851 – £50,615. External candidates can expect to achieve a starting salary from the bottom of the band up to £46,000 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 be based in Birmingham. However, it is likely that remote working, 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](mailto: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 2020, member contributions are based on actual salaries.

From 1 April 2020, employee contributions are:

Actual pensionable salary (annual)	All members
Up to and including £22,600	4.60%
£22,601 to £54,900	5.45%
£54,901 to £150,000	7.35%
£150,001 and above	8.05%

From 1 April 2020, employer contributions are:

Revised Salary Band (£)	ASLC rate from 1 April 2020
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](mailto: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](mailto: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	15th June 2020 @ 12:00PM (Midday)
Sifting	15th / 16th June 2020
Interview date	24th or 26th June 2020

If you have any queries about any aspect of this role or selection process, please email [recruitment@ofwat.gov.uk](mailto: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](mailto: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](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).

## 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](mailto:info@csc.gov.uk).