

November 2020

Information for applicants

**Principal, Governance
Regulatory Enablers
Ref: OFW– BC502**

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Introduction from Rachel Fletcher, Chief Executive

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. Ofwat needs to be 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.

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 high performing 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. Our governance work sits alongside our other enabling strategies (our People, IT and Data strategies).

Governance within Ofwat

Ofwat has an established governance model and is well regarded as an effective and well-run organisation. However if we are to meet the ambitions of our strategy we recognise that we need to adapt and develop our framework to the next level of maturity, consistent with the culture and ways of working we aspire to. Our governance framework and the services that we offer in the Governance team need to be better aligned with Ofwat's strategy in terms of outcomes and culture. Overall we aim to provide an effective nexus between different parts of the organisation, ensuring we operate with integrity, efficiency and accountability.

Our vision for our future governance model is that:

- Ofwat has a strong external reputation for integrity, meeting compliance requirements in a proportionate, flexible and agile way.
- Our governance framework facilitates the achievement of Ofwat's strategy, supporting the skills, culture and behaviours we need to deliver.
- Our people's time is liberated to deliver our ambitions and the outcomes we aim to achieve for customers, the environment and wider society.
- Our governance framework and all the teams that support it provide an effective, efficient means to ensure transparency and accountability, provide assurance, with

any structures and processes aligned with Ofwat’s vision and strategy, and the outcomes we are seeking to achieve.

- The framework for governance and decision-making supports Ofwat in sustaining its reputation for robust analysis and good judgement.
- Ofwat has a reputation for constantly learning from the data and insights we capture in relation to governance, experimenting to grow our skills as an organisation and to adapt.

Through the framework(s) we create, our intention is to support and have enabled or facilitated the effective delivery of our strategy and objectives:

- A clear line of sight between activity and outcomes to be achieved, which we can refer to when considering planning and prioritisation and any necessary changes in direction;
- Anticipation and effective management of the risks to achievement of our strategic outcomes to enable us to make effective, informed decisions;
- Mechanisms and behaviours by which interdependencies between policy areas can be captured and managed effectively;
- A culture of delegated decision-making with empowerment of colleagues and effective support, with ownership and accountability;
- A system of reporting and assurance that supports and motivates the right behaviours, ensuring focus is retained on thinking and doing the right things, and is never reporting for reporting’s sake.
- A commitment to openness as champions of transparency and open access to information and data (linking with the data strategy);
- A culture that is facilitative and collaborative, motivating the right behaviours consistent with our SAILOR values.

Our framework needs to provide clarity about boundaries that need to be observed, and yet to be adaptive and proportionate to the task at hand and evolve as we learn. It needs to be streamlined, encouraging agility without compromising effectiveness and accountability. The tools that we provide to support the framework and experimentation within it must enable good decision-making through delegation and empowerment, the effective and mature management of risk, and effective planning and prioritisation.

About the role

The Principal, Governance, will play a central role in the realisation of our ambitious strategy to support, develop and embed our new ways of working in line with Ofwat’s strategy “Time to Act, Together”. You will play a leading role across a number of areas in the Governance teams, delivering at pace to support Clusters and teams to enable Ofwat to be an agent of change, to be adaptive, with a relentless focus on outcomes. While observing the key requirements that a public sector organisation must meet, you will be open to a range of approaches to delivery in an agile and flexible way. You will contribute to the leadership and support of a number different and relatively small teams, playing a different role with respect to each of them.

Within the Regulatory Enablers Cluster, our purpose is to enable Ofwat to be a highly performing organisation and a great place to be, with the right capabilities, resources, tools and culture to deliver for customers, society and the environment. The post holder will therefore also play a leading role in supporting effective operational delivery particularly through the PPM profession.

You will also support the Executive Office and the Board Secretariat, ensuring alignment of the Board’s and the senior leadership’s time and focus with our strategy.

Key deliverables

Governance, planning and reporting

You will play a key role in taking the governance framework within Ofwat to the next level of maturity. You will be responsible for a broad portfolio of issues, providing support in the discharge of General Counsel / Board Secretariat and legal and corporate governance responsibilities. You will take ownership of a range of work areas and procedures, taking responsibility and accountability for their success. You will be expected to have good judgement and to exercise it across complex issues responsibly in line with our strategy and ways of working.

You will be expected to provide support to colleagues across the office, proactively sharing skills and knowledge, and equally will be supported by a coaching and mentoring environment. Effective stakeholder engagement will be important for your success.

The key areas of focus for the next 12 months relate to the following, some of which you would lead and others that you would support:

- refreshing and further developing our governance framework, including those areas where there is less flexibility and where there is more;
- working with colleagues to further develop and embed a culture shift in the way we work through delegated decision-making, enabling colleagues to be empowered and supported, and focused on outcomes;
- the effective management of our strategic risks and opportunities and assurance framework;
- overseeing effective strategic and operational business planning processes, particularly Ofwat’s annual forward programme, fully integrated with operational teams (Finance, People and IT) and aligned with Ofwat’s strategy and roadmap to 2025, to ensure Ofwat delivers its objectives and achieves maximum value for money;
- embedding a refreshed and integrated approach to our planning and corporate reporting cycle, ensuring effective alignment with our transparency obligations and publication requirements, including in preparing the governance section of the Annual Report and the relevant notes to the accounts;
- supporting operational delivery and leadership through the embedding of proportionate, flexible and effective programme and project management systems, processes and tools to enable Ofwat to successfully achieve its ambitions aligned with our strategy and new ways of working;
- ensuring relevant policies are up-to-date.

Executive Office and Board secretariat

The Executive Office provides critical support to the Chair, the Chief Executive and the Board in ensuring their time is focused on the key issues relevant to delivery of Ofwat’s strategy. The senior members of the Executive Office team lead the PA cohort as well. You will support this system, providing leadership and helping to drive continuous improvement, and ensure that the day-to-day issues are not neglected.

The Board Secretariat provides support to the main Ofwat Board, its Committees and to the Senior Leadership team. The role is both functional and strategic, ensuring alignment of Board and Committee agendas to our strategy, ensuring we are operating as a Board in light with our ambitions, including to bring the “Outside In” to Ofwat and extending our Board’s engagement with external stakeholders. We have an excellent existing team and the role here will be to support and help the team to build the offering where needed.

The key areas of focus for the next 12 months relate to the following:

- board effectiveness, including helping to deliver a successful induction programme for new Non-Executive Directors and ensuring ongoing training and personal development;
- ensuring the register of interests is kept up-to-date and effectively managed; and

- contributing to the development of a knowledge base for the governance and Board secretariat team.

Professional requirements

	Essential	Desirable
Qualifications	<ul style="list-style-type: none"> • Graduate in any discipline with relevant experience or relevant senior experience in corporate governance and project/programme management in a similar complex organisation • Evidence of continuing professional development 	<ul style="list-style-type: none"> • Corporate governance qualification • Risk management qualification • Programme management qualification (e.g. MSP, Agile etc.) or equivalent
Experience and Knowledge	<ul style="list-style-type: none"> • Substantial experience in effective corporate governance and compliance; breadth of knowledge and experience in application of change programmes in corporate governance and of the ongoing research and developments in this area • A self-starter with demonstrable track record of designing, delivering and embedding high-impact change in governance systems through coaching and support, and a culture of continuous improvement • A strong understanding of the principles and frameworks of successful programme and project management and delivery in a complex policy environment • Significant experience working within portfolio, programme and project management environment and demonstrable track record in successfully supporting large or complex programmes or projects, including through effective risk management • Substantial experience of writing and implementing policies, procedures and material for use by an organisation • Strong track record of engaging, advising and influencing at all levels of an organisation including senior managers to make a positive difference for internal stakeholders • Experience in fostering mutually beneficial relationships with stakeholders both internal and external to an organisation, and balancing the competing interests of a number of stakeholders • Experience managing people and successfully supporting, developing and inspiring them 	<ul style="list-style-type: none"> • Positive attitude towards learning and development • Experience within a rapidly changing organisation and/or rapidly changing policy environment • Experience of working in regulated network or utilities sector or the public sector more generally.
Skills and behaviours	<ul style="list-style-type: none"> • Flexible, tenacious and adaptable, with the ability and resilience to work within a rapidly changing environment and ability to thrive when handling ambiguity • Self-motivated and able to plan and manage workload effectively, with proven record of ability to meet deadlines and to manage competing demands • A collaborative team player who demonstrates Ofwat's SAILOR values 	<ul style="list-style-type: none"> • Knowledge of key priorities for Ofwat and its remit as the regulator for the water industry • Understanding of the strategic context of the sector and what this means for delivery of Ofwat strategy

	<ul style="list-style-type: none"> • Can do and enthusiastic attitude, demonstrable record of delivery through and within teams, valuing diversity of thought and seeking to generate an inclusive environment • Strong oral and written communication skills, including the ability to communicate complex ideas and issues to non-technical audiences • Strong strategic thinking, analytical and decision making skills, including in creative and critical thinking, taking into account wider policy issues and translating these into deliverables, with ability to provide appropriate advice and guidance, paying attention to detail while also seeing the bigger picture • Ability to effectively influence (directly and indirectly) key individuals to achieve desired outcomes, including the ability to challenge where appropriate, and to co-operate well across disciplines and teams 	
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Terms and conditions of employment

Contract

This is a permanent appointment.

Salary

The salary range for this role is Band 4 - £51,628 - £78,970. External candidates can expect to achieve a starting salary from the bottom of the band up to a maximum of £70,000, 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 either Birmingham or London. However, it is likely that travel between offices and throughout the UK will be needed to be effective and during the current Covid-19 pandemic home working is to be expected.

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 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.

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 November 2020 @ 12.00pm - This vacancy has been extended and will now close on 27 November 2020 @ 12pm
Siting	20 November 2020 - The new sift date is 27 November 2020
Interview date	30 November – 04 December 2020 - The new interview dates are 3, 11 & 14 December 2020

Please note that during the Covid-19 pandemic interviews will be conducted via video conferencing software such as BlueJeans, skype or Microsoft Teams.

It is expected that the interview process for this vacancy will include a short presentation and/or assessment. Further details will be provided to shortlisted candidates upon invitation to interview.

If you have any queries about any aspect of this role, selection process, or you require any reasonable adjustments 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 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 (People), Corporate Enablers, 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.

**Ofwat (The Water Services Regulation Authority)
is a non-ministerial government department.
We regulate the water sector in England and Wales.**

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Any enquiries regarding this publication should be sent to mailbox@ofwat.gov.uk.

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