



People strategy themes 2020-23

Of **w**at

Being leaders: Leadership

Why is this important?

Ofwat's new strategy sets out the direction of travel and the role of the organisation as a leader of the sector and more broadly in delivering public value within the companies we regulate and the communities they serve.

What do we need?

Strong leadership and role modelling of the behaviours we expect from water companies and their Boards: thought leadership, systems leadership, collaboration and the compassionate leadership of people.

A culture where all of our people can lead innovative approaches and new ways of working to deliver better outcomes.

What we are already doing?

People believe the Senior Leadership Team have a very clear vision for the future and the overall people survey results for leadership and managing change are significantly higher than high-performing Civil Service organisations.

What we will do

Improve the management of poor performance, feedback and coaching – developing and valuing people management capabilities as opposed to it being an 'add-on' to delivery roles.

Build adaptive leadership capabilities so leaders at every level can influence our stakeholders and communities by forge new partnerships.

New clusters will inform the future role of leaders within Ofwat with clear definitions of what a good Ofwat leader looks like with an increased emphasis on leadership development, mentorship.

Sixth Gear will continue to champion positive change management approaches to build on our culture of engagement and co-creation.

Leadership

We will value effective leadership as part of overall delivery and develop our leadership and management capabilities. Through distributed leadership, leaders at all levels will role model our SAILOR values both internally and in the way we lead in the sector. We will foster an environment of trust, co-creation, feedback and collaboration so that we are continuously improving.

What is it?

Ensuring that Ofwat provides strong leadership to the sector, the system and within the organisation.

Providing clarity on what a good leader looks like in Ofwat:

- thought leadership;
- system leadership;
- leading people; and
- compassionate leadership.

Developing leadership capability across the organisation.

Developing leadership succession and aspiring leaders opportunities.

Leaders visibly living the values.

Developing our change management approaches – delivering co creation and adaptive leadership approaches.

Programme 2020-23

Defining the Ofwat leader(s) – role definition including role of RM

Ofwat leadership development programme

Aspiring leaders programme

Adaptive leadership – skills development

People management – skills workshops/ resources

‘Freedoms within a framework’ people policy and process

SAILOR values project – building and embedding

Liberating structures – workshops and resources

Coaching and mentoring

Performance management framework

Being our best: Talent management and development

Why is this important?

Ofwat needs the right people with the right skills at the right time to deliver the corporate strategy. Historically Ofwat has faced challenges with recruiting and retaining high-quality people in key professions. There is employee dissatisfaction with career development and visibility of internal opportunities.

What do we need?

Greater analysis of the market and skills shortages to adequately target recruitment and retention activities and to inform future workforce and accommodation planning.

Better career development to grow and retain our people and make succession planning easier to achieve.

What we are already doing?

Revised recruitment approaches have improved the number and calibre of candidates coming through the pipeline.

What we will do

Adopt the Civil Service 'success profiles' alongside a core skills review with training provided to recruiters and managers as part of our new leadership framework.

Develop thought leaders and people leaders, as well as new skills across all our areas of expertise through new competency and career development frameworks.

Provide innovative talent pipelines to incorporate apprenticeships, graduate schemes and development opportunities.

Talent management and development

We will attract and develop the best talent, enabling people to thrive and achieve their potential in an environment that supports them as individuals, while ensuring we have the skills to meet the current and future needs of the communities we serve.

What is it?

Ensuring Ofwat has the right people with the right skills in the right place at the right time.

Clearly identifying the skills we need and how we organise them to create exciting roles and development opportunities.

Having a workforce plan that provides clarity on skills gaps and critical roles to inform recruitment and succession planning.

Providing innovative opportunities to bring in new people and retain those we have.

Programme 2020-23

Establishment management and workforce/succession planning

Competency/core skills framework

Career development framework (professions)

Apprenticeships

Aspiring leaders programme

Graduate recruitment programme

Development roles/programmes

Rotational roles/secondments/
job shadowing

Attraction, recruitment and selection
(market analysis, EVP, R&S code)

Mentoring and coaching

Total reward approach

Being well: Health and wellbeing

Why is this important?

Ofwat is committed to supporting our people to be healthy and to thrive at work and home – and see Ofwat as a great place to be now and in the future.

What do we need?

We want to proactively support wellbeing in a holistic way for all of our people across physical, psychological and social wellbeing dimensions.

What we are already doing?

We support flexibility both in the patterns of work and where people work from and these are highly valued by our people.

We are monitoring health and wellbeing and have put in place a range of support and advice for our people.

What we will do

We will do more to manage stress and to create consistent conditions for our people to flourish in the workplace.

We will make better use of data to create insight for us to properly understand the underlying factors related to sickness absence to direct interventions appropriately.

We will be more explicit and strategic in our wellbeing aims and our wellbeing group will be pivotal in supporting us to deliver this work and to achieve 'Thrive' accreditation.

Health and wellbeing

We will build on our supportive culture to ensure our people are well physically, psychologically and emotionally, recognising the need to balance work and life and the value that internal and external communities can bring.

What is it?

Ensuring that all Ofwat people are supported to be healthy at work and home.

Providing a holistic wellbeing offer to support the three key wellbeing dimensions:

- physical wellbeing;
- psychological wellbeing; and
- social wellbeing (environment/social value).

Promoting wellbeing through collaboration with the sector and the wider system.

Programme 2020-23

Wellbeing strategy

Thrive at work accreditation

Managing attendance policy review

Stress at work project (understanding and benchmarking against Civil Service measures including proxy stress index)

Understanding and benchmarking Ofwat's performance in the Civil Service PERMA Index which is a measure of how people are 'flourishing at work')

Work life balance/workloads review

Autonomy – what we do and how we work

Technology to support flexible working

Occupational health/EAP review

Employee engagement and connections – communities of interest

Volunteering – social value

Being ourselves: Equality, diversity and inclusion

Why is this important?

We need to play our part in delivering public value and encouraging corporate social responsibility across the sector. To do this we must ensure that our organisation reflects the communities they serve and builds diverse teams to strengthen innovation and decision-making.

What do we need?

A broader commitment to inclusivity, spanning neuro-diversity and social mobility with the aim to provide opportunities to enable socio-economic equality across the sector and within professions – not just our legal obligations under the Equality Act.

We must ensure that we create the environment in which all Ofwat people can be their true self at work and valued for the contribution they bring to the team, being brave in tackling difficult issues and having honest conversations. Having a clearly articulated zero tolerance stance to bullying, harassment or discrimination and pro-actively addressing areas of inequality and underrepresentation.

What we are already doing?

Our SAILOR values are embedded and widely understood and we know we are a good organisation, with people survey results confirming that we have a culture of mutual respect.

What we will do

Ensure our leaders 'live the values' and bringing our 'respect' value to life by listening, learning, collecting and analysing data and acting upon feedback from our people and our communities to ensure we know where our challenges lie and what we will do to address them.

Build leadership teams that are more diverse and representative of our workforce and our communities.

Ensure we have an environment where people are confident to speak up to address serious risks or inappropriate behaviour, such as bullying and harassment, in the workplace.

Equality, diversity and inclusion

We will create an environment where everyone can feel comfortable being themselves and part of a team. Working to ensure that our people are representative of the communities we serve, in order to hear diverse views and better understand and respond to their needs as we carry out our regulatory work, particularly those who are vulnerable.

What is it?

Ensuring our organisation and the sector reflects the communities they serve.

Encouraging diverse views, listening to others as we make decisions on how we work.

Creating the environment in which all Ofwat people can be their true self at work.

Being brave in tackling difficult issues and having honest conversations.

Zero tolerance to bullying, harassment or discrimination.

Proactively addressing areas of inequality and underrepresentation.

Positively living our SAILOR values.

Bringing our 'respect' value to life by listening, learning and acting.

Programme 2020-23

EDI – diagnostic – demographic data collection and insights

EDI strategy/plan – inclusion pledges

EDI development offer

BAME leadership development programme

Diversity and inclusion sprints

SAILOR values project – building and embedding

Attraction and recruitment programme

Mentoring and coaching offer

Communities of interest/engagement



Great work: being effective and fulfilled

Why is this important?

Everyone within our organisation makes a valuable contribution to delivering our strategy. We need to create the conditions where people can succeed, enabling and empowering them to perform at their best, to take on new challenges and be fulfilled.

What do we need?

To be brave and create conditions where our people can innovate and be creative, to have autonomy to take calculated risks and sometimes to fail.

To reward our people with attractive pay and benefits, enhanced by more opportunities to develop their experiences and learn new skills.

What we are already doing?

We have led the way with new ways of working, developing matrix approaches, working to break down hierarchies and silos and providing broad role profiles with significant opportunity to flex and take on interesting work. Our people tell us they feel trusted to carry out their roles effectively and have the skills to do their jobs effectively. They are interested in their work and work with their teams to find ways to improve the service we provide.

What we will do

Encourage new ways of working and develop our clusters.

Ensure work is sufficiently challenging and make the most of our talents and ambitions, providing the right learning and development opportunities to improve performance and outcomes for customers.

Improve our approach to performance management, recognising and rewarding good performance while ensuring managers have the skills to address the development needs of their teams.

Being effective and fulfilled

We will work with our people to design work that is varied, interesting and provides a wide range of opportunities to learn, grow and develop. All our work will focus on delivering the outcomes in our strategy and creating a high performing Ofwat. Our leaders will encourage high performance ensuring that each contribution is aligned to our overall goals, is valued and recognised so people can thrive.

What is it?

Creating exciting, meaningful work for our people that makes a difference, having a positive impact on our communities.

Developing our flexible and people centric approach to the allocation of work and development opportunities.

Empowering teams to set the work to deliver the strategy and to reassess and reorganise as needed – ensuring that personal and cluster goals map back to strategic goals ‘golden thread’.

Maximising on the value of the skills of our people to provide job satisfaction and great outcomes for customers.

Ensuring growth is a key aspect of our work with stretch opportunities and an approach where it is OK to fail.

Ensuring our people feel valued for their contribution and bring ideas and solutions to make Ofwat better.

Encouraging sharing and learning across and outside of the organisation.

Improving accountability and performance management in a compassionate approach.

Programme 2020-23

Cluster and team development

Opportunities fair/allocations processes

Competency/core skills framework

Governance framework/programme and project management

Workforce planning/succession approaches

Talent management approaches

Learning needs analysis

Ofwat Learning offer – sharing stories and insights

Coaching and mentoring

Performance management framework

DDC review

Employee value proposition

People policy (freedoms within a framework)

Ofwat (The Water Services Regulation Authority)
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We regulate the water sector in England and Wales.

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