

Ofwat  
Appointment Brief  
Appointment of  
Senior Director –  
Price Review

January 2023

Reference: QJUR



## Introduction from David Black, Chief Executive

Safe and reliable water and wastewater services are essential for our day to day lives, our wellbeing, and our natural world.

As the economic regulator of water and wastewater companies in England and Wales, our role is to enable, incentivise and hold companies to account for providing the very best for customers, communities and the environment now and in the future. We also oversee the markets in the water sector to ensure 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 the long-term challenges through increased collaboration and partnerships; and
- for water companies to provide greater environmental and social value as part of delivering for customers.

This role is a key leadership role in Ofwat, leading our high-profile 2024 price review as it enters the delivery phase in late 2023 and future price reviews. This price review is critical for the sector as companies face up to the challenge of transforming their environmental performance in times of unprecedented affordability challenges for customers.

We're ambitious about the future and looking for people who can help us deliver lasting change, for the benefit of customers and the environment.

Thanks for your interest in joining Ofwat. We look forward to receiving your application.

**David Black**  
**Chief Executive**

## About Ofwat

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

Our role is to help the sector build trust and confidence with customers, the environment and wider society: keeping water flowing, bills affordable and helping ensure the health of our rivers and waterways. We push hard to improve day-to-day water company performance for customers, including on leakage, sewer flooding and customer service. We drive the sector to take a longer-term view and to take steps now to protect and enhance the environment, using digital and data innovations and making sure our water supplies are secure for future generations. Through our five yearly price reviews we oversee billions of pounds of investment into the water sector across England and Wales.

Our Time to Act strategy sets out our ambition for the water sector and the role we play in achieving it. Our values reflect our ambition, our commitment to learning to acting with purpose and integrity, continuously improving so that we make the greatest contribution possible to improving life through water.

Our strategic goals, taken from our strategy, Time To Act Together:



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

## Why join Ofwat?

Ofwat is an organisation with a well-developed purpose. We are forward-thinking, creative, innovative and ambitious. We constantly push the boundaries and embrace new ways of working. We actively encourage autonomy, collaboration and innovation and there is a culture of trust, flexibility and respect. We want everyone to take responsibility for their actions and work whilst considering the impact on others. As a learning organisation, we actively embrace new ways of working and provide the freedom to our people to work smarter, achieving a work life balance.

We strive to ensure our people feel connected and valued, and for every voice to matter. You will be provided with the space and support to shape your future while taking greater control of your own growth and development.

Before the Covid-19 pandemic we were the first Civil Service organisation to achieve Smarter Working status. We have developed this further through our hybrid working during the pandemic and have won awards for our ways of working as we spend more time in person again.



## Our values

All our work is underpinned by our SAILOR values which are well established and embedded into everything we do. Actively championed by everyone, they set out how we behave and what we aspire to be as an organisation.

## We are Ofwat

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



## Our culture, our people

Driven by our SAILOR values, we are committed to developing an inclusive culture where our people can bring their whole selves to work, where everyone is treated equally and empowered to thrive. Together we can achieve our vision of improving life through water.



Our people are the heart and soul of Ofwat, and our People Strategy is ambitious and well-embedded. In our annual people survey 2021, we outperformed the Civil Service (CS) People Survey benchmarks in 9 out of 10 areas. Our PERMA Index score stands at 74% which measures how people are flourishing at work and is based around the five dimensions: positive emotion, engagement, relationships, meaning and accomplishment.

We have an engagement score of 72% and a score of 86% for inclusion and fair treatment, which is 4% above the CS average. Being accountable and empowered is part of our way of working with 92% of people interested in their work and 86% of them agreeing they have a choice in deciding how they do their work.

To achieve this, our people strategy is based around five themes summarised here:



Our recent external Investing in People re-accreditation saw us move from standard to silver. Our aim is to become more diverse and inclusive: reflective of the communities we serve. Our vision is to transform Ofwat from a great place to work to a Great Place to Be. We are proud of the journey we have undertaken so far and are looking to build on our progress to make Ofwat an even better place to work, where everyone can succeed.

## The role

The Senior Director for Price Review will be a key member of the Senior Leadership Team (SLT) and lead the Price Review (PR) Cluster. The Cluster is responsible for price review for monopoly water and wastewater companies including the delivery of the next Price Review (PR24) and holding companies to account for the delivery of the commitments made in the last Price Control (PR19). It will also develop the approach to and delivery of future price reviews.

The Senior Director for Price Review may be appointed to join the Ofwat board.

We have just published our Final Methodology for PR24. Companies are now producing their business plans for 2025-30. We will scrutinise these plans to make sure all companies are stretching themselves to deliver the best outcomes, at a cost people can afford. We will make our final determinations on how those plans must deliver for customers and the environment in December 2024. Given the challenges facing the sector, expectations for PR24 are high and our ambitions are that the price review will deliver four key ambitions:

- increased focus on the long term;
- greater environmental and social value;
- reflect a clearer understanding of customers and communities; and
- drive improvements through efficiency and innovation

The Price Review Cluster will comprise of around 80 team members with additional regulatory experts from a Delivery Partner which we are currently in the process of appointing. This is challenging work, and you will be key to ensuring that the team continues to innovate, collaborate and work flexibly to support everyone's wellbeing and deliver the best outcomes.

As a member of the SLT, you will help set the strategic direction of the organisation with an additional role to drive strategy if you were also appointed to the Board



## Key deliverables

Reporting to the Chief Executive the successful candidate will:

- Provide effective, strong, and inspirational leadership to deliver great outcomes for customers and the environment through the price review. You will lead the Price Review Cluster to deliver PR24 and future price reviews to ensure that the sector is challenged to meet stretching service and delivery targets and has appropriate cost allowances and the right balance of risk and return to deliver efficiently for customers and the environment. The Cluster will also hold companies to account for the commitments they made in the previous price review (PR19). The Cluster will be responsible for development of the approach and delivery of future price reviews.
- Inspire and enable a substantial team of internal Ofwat staff and additional regulatory experts from our Delivery Partner to deliver in line with our SAILOR values.
- Champion our SAILOR values and work alongside the SLT members supporting the Chief Executive in leading Ofwat. If you were appointed to the Board, you would also help set the strategic direction of Ofwat as an executive member of the Board.
- Collaborate effectively with other policy areas within Ofwat to ensure alignment of our approach in delivering our strategy across both the price review and related work, e.g., on the environment, water resource planning and major projects, or enforcement.
- Maintaining strong and effective external engagement with our stakeholders and the sector we regulate as we deliver the Price Review.
- Maintain and evolve an inclusive culture within the organisation where our people are representative of the communities we serve, and everyone is valued, treated fairly, and empowered to thrive. You will also support our people to sustain a work life balance and get the best from hybrid working.

## Professional requirements

	<b>Essential</b>
<b>Experience, Skills and Knowledge</b>	<ul style="list-style-type: none"> <li>• Knowledge and experience of setting or applying economic and incentive regulation, from a background in economics, engineering, finance or regulatory strategy and policy;</li> <li>• Experience of setting the strategic direction and successfully delivering substantial projects within a regulatory context, or evidence of the ability to do so using excellent judgement to drive positive outcomes;</li> <li>• Strong stakeholder management experience, influencing and communication skills with the ability to address conflicting interests;</li> <li>• Experience of working with a board and using governance arrangements effectively to challenge and evolve policies and processes;</li> <li>• Strong analytical and intellectual capability, with the ability to analyse and rapidly assimilate complex information/policy proposals;</li> <li>• Confident public speaker with excellent written skills;</li> <li>• An inclusive leadership style which inspires, motivates, and promotes collaboration to develop high performing teams; and</li> <li>• Proactive champion of creativity, innovation, EDI and ways of working.</li> </ul>
<b>Attributes and behaviours</b>	<p>In addition to the essential skills, knowledge and experience detailed in the table above, we will assess you against the following attributes during the selection process:</p> <ul style="list-style-type: none"> <li>• Champions and leads change;</li> <li>• Builds the team;</li> <li>• Promotes collaboration;</li> <li>• An adaptable thinker;</li> <li>• Creates clarity; and</li> <li>• Delivers outcomes</li> </ul>

## Application process

- We will assess your CV and covering letter against the essential experience, skills and knowledge criteria listed in the table above.

## Interview & presentation

As well as the essential experience, skills and knowledge listed in the table above, we will also assess the following attributes and behaviours from our 'Framework for Success' at interview:

- An adaptable thinker
- Champions and leads change
- Builds the team
- Creates clarity
- Delivers outcomes
- Promotes Collaboration

Please read more about our definitions for these attributes: [Framework for success](#)

## How to apply

Saxton Bampfylde Ltd is acting as an employment agency advisor to Ofwat on this appointment. Candidates should apply for this role through our website at [www.saxbam.com/appointments](http://www.saxbam.com/appointments) using code **QJUR**

Click on the 'apply' button and follow the instructions to upload a CV and cover letter and complete the online equal opportunities monitoring\* form. Your cover letter should outline how your skills, knowledge and experience meet the criteria set out in the professional requirements section of the candidate information pack.

The closing date for applications is **Wednesday 15th February 2023**.

## Selection process

Paul Gray, a Civil Service Commissioner, will chair the process. The Civil Service Commission has two primary functions:

1. Providing assurance that selection for appointment to the Civil Service is on merit on the basis of fair and open competition. For the most senior posts in the Civil Service, the Commission discharges its responsibilities directly by overseeing the recruitment process and by a Commissioner chairing the selection panel.
2. Hearing and determining appeals made by civil servants under the Civil Service Code which sets out the Civil Service values – Impartiality, Objectivity, Integrity and Honesty - and forms part of the relationship between civil servants and their employer.

More detailed information can be found at on the Civil Service Commission website: <http://civilservicecommission.independent.gov.uk>.

The appointment panel for this process is comprised of:

- Iain Coucher – Chair
- David Black – Chief Executive
- Paul Gray – Civil Service Commissioner
- Alison Munro – Non-Executive Board member

And in attendance: Jasbir Bilen – Director of People

We will try and offer as much flexibility as we can, but it may not be possible to offer alternative dates for assessments or interviews. You are therefore asked to note the below timetable, exercising flexibility through the recruitment and selection process, in order to meet the dates given.

The panel currently intends to ask a longlist of candidates to meet with Saxton Bampfylde following the longlist meeting but may choose to proceed directly to a shortlist at that stage. Candidates will be informed of next steps in either case. Please note that the following dates may be subject to change.

- Longlist meeting: W/C 20<sup>th</sup> February
- Interviews with Saxton Bampfylde: W/C 27<sup>th</sup> February
- Shortlist meeting: W/C 6<sup>th</sup> March
- Informal one-to-one conversations with Ofwat: W/C 13<sup>th</sup> March
- Psychological assessments including verbal and numerical reasoning: W/C 13<sup>th</sup> March

- Staff engagement exercise: W/C 13<sup>th</sup> March
- Panel interviews: W/C 20<sup>th</sup> March
- At the interview stage, Saxton Bampfylde will take up telephone references on the preferred candidate(s).

Please note that interview will be conducted in our London Office.

During the interview process, we will assess the 'Experience, Skills and Knowledge' as well as 'Attributes and Behaviours' set out in the professional requirements section. You can read more about Attributes in the [Framework for success](#) document. The interview will also include a short presentation. 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 [belinda.beck@saxbam.com](mailto:belinda.beck@saxbam.com)

## Terms and conditions of employment

### Contract

This is a permanent appointment.

### Salary

The salary range for Senior Civil Servant Band 2 (SCS2) is £95,000 - £162,500. For this role external candidates may achieve a starting salary from the bottom of the range to £130,000 with possible flexibility 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

This role is based at our (London or Birmingham) office and this will be your designated place of work with regular travel between our offices. Relocation expenses will not be paid for this role. Ofwat employees have the opportunity for hybrid working so you will have the chance to work both at home and in the office. Ofwat is an inclusive employer and agile working is an important part of our culture. We know that agile working empowers our employees to manage their own time, fostering a healthy work-life balance and boosting health and wellbeing while maintaining productivity. Here at Ofwat we believe spending regular time together in person is important to support

collaboration, build and sustain relationships with others, and supports the delivery of Ofwat's business outcomes. Working from the office will provide opportunities for face-to-face interaction and connection, in-person meetings, and networking. As a member of the SLT you will be expected to spend regular time in the office.

### **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**

This post is open to full-time (37 hours per week), part-time or job-share. 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

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.

Any move to Ofwat from another employer will mean you can no longer access childcare vouchers. This includes moves between government departments. You may however be eligible for other government schemes, including Tax-Free Childcare. Determine your eligibility at <https://www.childcarechoices.gov.uk/>.

### **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.

## Further information

### 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).

### 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.

### 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. This information plays no part in our selection process.

### Investors in People (IIP) – Silver

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.

### Disability Confident Scheme

As part of the disability confident scheme, we guarantee to interview all disabled applicants who meet the minimum criteria.



### Complaint's 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 Ruth Noake, Head of Talent & OD, Corporate Enablers (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).

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