

January 2024

Information for applicants

Director of People & Culture

Ref: QJUT

I'm at
the source
of everyday
life.

Ofwat



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Introduction

Water. Life simply couldn't happen without it. A healthy, functioning environment depends on the water sector delivering the services and outcomes people, society, and the environment need.

At Ofwat, we improve life through water and have a unique opportunity to create impact across England and Wales.

Our work helps to tackle some of the biggest challenges – like climate change – that threaten the water we all rely on. The work we do every day has a direct impact on people, communities, and the environment.

We're ambitious about the future and we're always looking for people who share that ambition. So, thanks for your interest in joining Ofwat. We look forward to receiving your application.

David Black, Chief Executive

Who we are

We're Ofwat, the Water Services Regulation Authority – a non-ministerial government department responsible for regulating the water sector in England and Wales.

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're working for customers.

We are at the source of everyday life. We 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'll be involved in every day will help us to deliver our strategy, to make us the regulator we want to be and help the sector to deliver for customers and society.

What we stand for

Our values underpin everything we do. They help us to deliver and maintain an inclusive culture where everyone can bring their authentic selves to work. And they've made a difference. In our latest people survey 92% of our people said they are treated with respect by the people they work with.



Why join us?

We're forward-thinking, creative, innovative, and ambitious. We constantly push the boundaries and embrace new ways of working.

With us, your work matters, your voice is heard, and your impact is felt. Ours is a culture of trust, flexibility, autonomy, collaboration, and innovation. We all want positive change for water customers, the environment, and the future of water.

But for us, change is more than what happens on the outside – we've always pushed boundaries internally, too. From becoming the first Civil Service organisation to achieve 'Smarter Working' status, to gaining our prestigious 'Smarter Working Maturity' award, we've consistently demonstrated our commitment to embracing innovative ways of working. We know our people do their best work when given freedom over where, when, and how they work. Which is why we trust them to do exactly that.

Our culture, our people

Our people are the heart and soul of Ofwat, and our People Strategy is ambitious and well-embedded. In our annual People Survey 2022, we outperformed the Civil Service (CS) People Survey benchmarks in nine out of 10 areas. Our PERMA Index score is 74%. (The PERMA Index – based around the five dimensions: positive emotion, engagement, relationships, meaning and accomplishment – measures how people are flourishing at work.)

Our score for inclusion and fair treatment is 85% which is above the CS average, and our overall engagement score is 66%. Being accountable and empowered is part of our way of working. 91% say they do interesting, engaging work, and 89% agree that they decide how they do their work.

Our latest external Investors in People re-accreditation saw us move from standard to silver, in recognition of the positive environment for personal development and growth at Ofwat.

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're proud of what we've achieved so far. Now we're looking to build on our progress to make Ofwat an even better place to work where everyone can succeed.

To achieve this, our People Strategy is based around five themes summarised here



Our framework for success

Our Framework for Success supplements our Values, setting out the attributes that lead to success at Ofwat. We use this framework in our interviews. For our people, it's a tool to help them assess their strengths, and areas for development, to support their career development. These attributes set out our expectations at different grades for how we develop ourselves, others, and Ofwat. Find out more [here](#).

Being Ourselves: Equality, Diversity and Inclusion

There's a conscious effort to promote diversity not just in Ofwat but also in the water companies we regulate as well. Everybody has different views and life experiences – and we value that diversity of thought, proactively seeking to create an environment where people feel comfortable to be who they are at work.

We're not as diverse as we want to be yet, but we're working hard – here are four things that we're doing to make Ofwat a more diverse organisation:

- Our leaders 'live the values' by listening, learning, collecting and analysing data and sharing stories about what the values mean to them.

- We act upon feedback from our people and our communities to ensure we know where our challenges lie and create action plans to address them.
- We strive to build leadership teams that are more diverse and representative of our workforce and our communities.
- We're consciously shaping our recruitment practices for greater diversity. We select for interview via blind sifting – where all identifying information is removed from applications and we participate in the Disability Confident Employer scheme. We strive to eliminate biased language from our adverts and have adapted our practice to include transparent interviews.

As an equal opportunities employer, we make sure that there's equality of opportunity and fair treatment for all irrespective of:

- age;
- disability;
- gender reassignment;
- marriage and civil partnership;
- pregnancy and maternity;
- race;
- religion or belief;
- sex;
- sexual orientation.

The Directorate

We are looking for a Director of People and Culture to join our People Hub Team. Reporting to the Chief Operating Officer, this role will sit within the Corporate Enablers Directorate as part of the management team working in collaboration with Director of Finance & Procurement and Director of IT & Workplace Services.

The directorate provides professional support services (Finance, Procurement, People, IT and Workplace Services) that enable Ofwat to be a highly performing organisation that is effective, efficient, and continually improving. Corporate Enablers' impact is felt every day, as they ensure Ofwat's people have the right capabilities, tools, and culture to deliver for customers, society, and the environment.

The role

This is an exciting and challenging role in an organisation that has a clear, purposeful direction, an appetite for creativity in the People agenda and a desire to move at pace to achieve its goals.

You will be strategic, and capable of being hands on in equal measure. We are a small organisation of c300 people with a big role and national impact and this requires systems thinking and adaptive leadership. You will be inquisitive and confident to explore and adopt innovative approaches through our people strategy themes and our people focussed HR model.

We are and we want to continue to be a highly people centred organisation. We have a small core People Hub team (comprising of permanent, fixed term and interim members) that requires an aspirational senior leader who has the ability to work at breadth and depth in what is an environment as interesting and complex as bigger organisations.

In this role, you will be Head of Profession and will work with our Chief Operating Officer to provide thought leadership in this space. 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.

Key deliverables:

In this role you will be expected to:

- Perform the role of Head of Profession and subject matter expert across Ofwat with primary responsibility for delivery of Ofwat's People strategy.
- Work closely with the Chief Operating Officer, Senior Leadership Team (SLT) and the Extended Leadership Team (ELT) to play a leading role in the development of Ofwat's ways of working, increasing levels of employee engagement, and creating a high performing culture.
- Develop, nurture and maintain excellent stakeholder relationships, including developing external networks with other regulators and the wider civil service.
- Think and plan strategically, adopt regular horizon scanning and drive continuous improvement and innovation ensuring Ofwat remains a high performing and a great place to be.
- Maintain and evolve an inclusive culture within the organisation, acting as a strong ambassador and role model of Ofwat's SAILOR values. You will play a key role in our organisational EDI agenda.

- Continue to develop Ofwat's people agenda to ensure that Ofwat has the right skills, capabilities and culture, and a future operating model which can meet its current and future priorities and challenges.
- Continuously improve the People services, ultimately ensuring that the day-to-day HR/OD activities and processes operate effectively and efficiently, using technology to enable an agile and digital HR offering.
- 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.
- Continue to develop a positive and productive climate of employee and industrial relations that encourages openness and transparency, effective communication and collaborative working.

Professional requirements – Essential criteria

To be successful in this role you will need the below essential attributes, experience, skills and knowledge.

Experience, skills and knowledge

- Significant experience of leading a people function in an organisation which is going through periods of change, and developing and implementing people strategies, policies and procedures that meet the organisation's objectives and increase employee engagement and satisfaction.
- Strong stakeholder management skills, influencing and communication skills and confidence to represent Ofwat internally and externally.
- Extensive experience of working with and advising senior leadership teams to develop and enhance an organisation's culture.
- Excellent organisation and leadership skills including the management, leadership and development of people.
- Ability to translate strategic issues into deliverables whilst working at pace, taking initiative and action to make changes that have a positive difference on the organisation.
- Experience of strategic management of complex employee and industrial relations issues as well as building effective relationships with trade unions/employee representatives
- An inclusive leadership style which inspires, motivates, and promotes collaboration to develop high performing teams, and proactive champion of SAILOR values, creativity, continuous improvement, EDI and new ways of working and a strong people centric organisation culture.

Attributes

Attributes as per Ofwat's Framework for Success for Director Grade. You can read more about attributes [here](#).

- You are a champion and leader of change.
- You create clarity.
- You are an adaptable thinker.
- You deliver outcomes.
- You build the team.

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 using code **QJUT**.

Click on the '**apply**' button and follow the instructions to upload a CV and cover letter and complete the online diversity monitoring* form.

Your personal statement should be approximately 2 pages long and should clearly outline how you meet the essential experience, skills, knowledge listed in the [Professional Requirements section above](#).

The closing date for applications is 12.00 noon on Friday 26th January 2024. Please ensure you have submitted your application in full ahead of the deadline, as we will not be able to consider late applications.

** The diversity monitoring online form will not be shared with anyone involved in assessing your application. Please complete as part of the application process.*

If you have any queries about any aspect of this role, or you require any reasonable adjustments please contact Rhianna Gerry - rhianna.gerry@saxbam.com

Disability confident scheme (DCS)

As part of the disability confident scheme, we guarantee to interview all candidates applying under the scheme who meet the minimum essential criteria.

Selection process

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. Please note that the following dates may be subject to change.

- | | |
|---|--------------------------|
| • Application deadline (12.00 noon): | Friday 26 January 2024 |
| • Longlist stage: | w/c 29 January 2024 |
| • Interviews with Saxton Bampfylde: | w/c 5 & 12 February 2024 |
| • Shortlist stage: | w/c 19 February 2024 |
| • Psychological assessments: | w/c 26 February 2024 |
| • Informal conversations with Ofwat team: | Wednesday 6 March 2024 |
| • Ofwat Panel interviews: | w/c 11 March 2024 |
| • Fire side chat with CEO: | w/c 18 March 2024 |

Assessment process

Longlisting Stage

At longlisting stage, your application will be assessed against the essential **skills, experience, and knowledge** required for the role. The essential criteria are listed under [Professional requirements section above](#).

Interviews with Saxton Bampfylde and Shortlisting Stage

Candidates that pass longlisting stage will be invited to attend an interview with Saxton Bampfylde to explore your **skills, experience, and knowledge** in more detail. Following the interviews, shortlisted candidates will be invited to formal face-to-face interviews with Ofwat panel.

Informal chat with Ofwat – in person

As part of the process, we will offer shortlisted candidates the opportunity to meet members of the People Hub team for an informal chat, where you can find out more about Ofwat and the team.

Meetings will take place in person in our office in Birmingham and you will have the opportunity to go on an office tour. This step of the process will not be assessed.

Panel Interview Stage – Transparent Interviews and Presentation

At interview stage we will test against **attributes, as well as skills, experience, and knowledge** ([set out in the professional requirements section](#)) You can read more about attributes and our Framework for success [here](#).

As part of the interview process, we will require a short presentation. Further details will be provided to candidates upon invitation to interview.

We operate a transparent interview model where we will share with you a list of attribute-based questions in advance. This has been proven to help neurodiverse candidates and others to perform better at interview and is part of our inclusive culture.

Please note that the interviews will be conducted in person in our Birmingham Office (Ofwat, Centre City Tower, 7 Hill Street, Birmingham. B5 4UA).

If you have any queries about any aspect of this role, selection process, or you require any reasonable adjustments please contact Rhianna Gerry – rhianna.gerry@saxbam.com

What you can expect in return

- Excellent employer pension contributions of 30.3%, for this role ranging from £25,505 to £ 27,876. You can find further details about pension schemes in the terms and conditions below.
- 25 days' annual leave (increasing to 30 with each year of service) plus bank holidays and an extra 2.5 days of privilege leave
- Access to exclusive discounts on a variety of goods and services, including retail outlets, theatre tickets, holidays, insurance, and a gym membership
- Flexible working arrangements that suit your lifestyle
- Fees paid for membership of relevant professional bodies
- Up to 3 volunteering days per year
- Recognition vouchers scheme
- Generous shared parental leave and pay
- Enhanced sick pay
- Regular development opportunities
- Health and wellbeing initiatives
- Cycle-to-work scheme
- Season ticket loan for home-to-office travel

Moving 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. Find out more at <https://www.childcarechoices.gov.uk/>

Terms and conditions of employment

Contract

This is a permanent appointment.

Salary

The salary range for Band 5- Director is from £84,176 to £120,141. For this role external candidates may achieve a starting salary from the bottom to £92,000 depending on relevant skills and experience required for the post. Salary is paid monthly by credit transfer.

Internal or 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 is a hybrid role and will be based at our Birmingham office which will be your designated place of work with travel when needed to the other office. Relocation expenses will not be paid for this role.

We know that hybrid working empowers our people to manage their own time, fostering a healthy work-life balance and boosting health and wellbeing while maintaining productivity. Ofwat's people work flexibly, and you will have the chance to work both at home and in the office. Each of our teams have developed a Team Charter which agrees how they will work in a hybrid environment. You will be expected to spend two days per week in the office.

Hours of work

This post is open to full-time (37 hours per week), flexible working, part-time or job-share. We'll need you to work additional hours on occasion which are reasonable and necessary to fulfil your role.

Probation

There is a probationary period of six months for all new entrants.

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.

Member contributions are based on actual salaries.

From 1 April 2023, employer contributions are:

Salary Band (£)	ASLC rate
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%

From 1 April 2023, employee contributions are:

Actual pensionable salary (annual)	All members
Up to and including £32,000	4.60%
£32,001 to £56,000	5.45%
£56,001 to £150,000	7.35%
£150,001 and above	8.05%

Partnership Pension Scheme: 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/>

Conflict of Interest Declaration

Our people have a duty as civil servants to ensure that their public position is not, and raises no reasonable suspicion of being abused in their own personal interest. All candidates will be required to declare any potential conflict of interest at application stage. Conflicts of interest can involve your own financial or non-financial interests, or the business interests of a partner, family member, friend or person that you have a close personal relationship with.

BPSS and SC Checks

As a civil service employer, Ofwat are required to ensure all new starters comply with 'Baseline Personnel Security Standards' (BPSS).

Ofwat is recognised as an Official Sensitive department and a Security Clearance (SC) check is a requirement for this role. The SC needs to be approved with results which are to the satisfaction of Ofwat within the first 6 months of your employment.

Civil Service Nationality Rules:

This job is broadly open to the following groups:

- UK nationals
- nationals of the Republic of Ireland
- nationals of Commonwealth countries who have the right to work in the UK
- nationals of the EU, Switzerland, Norway, Iceland or Liechtenstein and family members of those nationalities with settled or pre-settled status under the European Union Settlement Scheme (EUSS) ([opens in a new window](#))
- nationals of the EU, Switzerland, Norway, Iceland or Liechtenstein and family members of those nationalities who have made a valid application for settled or pre-settled status under the European Union Settlement Scheme (EUSS)
- individuals with limited leave to remain or indefinite leave to remain who were eligible to apply for EUSS on or before 31 December 2020

- Turkish nationals, and certain family members of Turkish nationals, who have accrued the right to work in the Civil Service

Further information on nationality requirements can be found here [Civil Service recruitment: nationality rules – GOV.UK \(www.gov.uk\)](https://www.gov.uk/civil-service-recruitment/nationality-rules)

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'll 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.

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 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 We'll 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.

Ofwat processes all the personal data you have provided during your application as set out in Ofwat's privacy policy which is available at [Privacy statement – Ofwat](#). 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.gov.uk and/or the Data Protection Officer by emailing FOI@ofwat.gov.uk.

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 <https://www.gov.uk/government/publications/civil-service-code/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



**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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