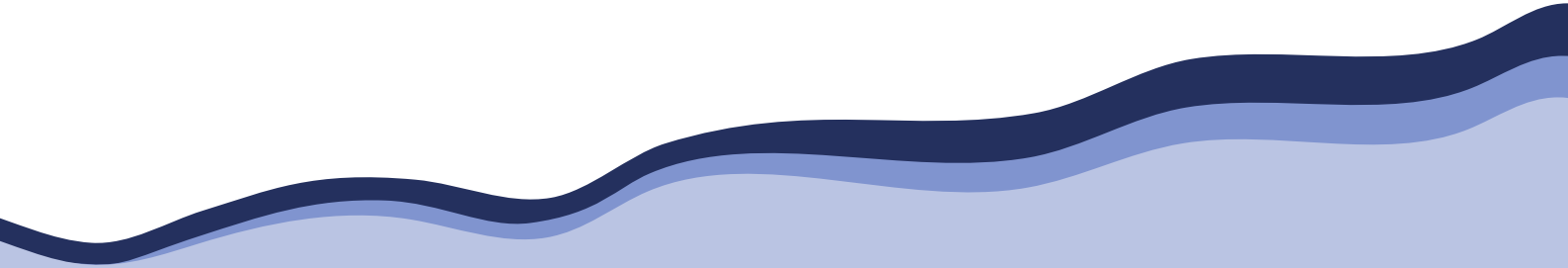




**waterwise**

# **Chair of Waterwise**

Recruitment Pack  
September 2024



Our vision is that water is used wisely  
every day, everywhere, by everyone.

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## Introduction

### **Quote from Tania Flasck, Waterwise Chair June 2021-June 2024:**

“The Chair role at Waterwise has been such a rewarding experience. Not only has it been fantastic to be part of such a progressive and purposeful organisation, but personally it has helped me gain invaluable experience in governance, strategy and of course leadership at a Board level. This is a fantastic opportunity for either an experienced or first time Chair - so I encourage you to apply to be a part of a dynamic board, actively supporting the water efficiency agenda which will be so critical in the years to come to help meet our national water scarcity challenges.”



# Introduction

## Introduction from Tanya Sephton, Chair of Waterwise's Nominations and Remuneration Committee:



I am delighted that you are interested in joining Waterwise as our new Chair. This is a critical time in our growth and development, as we tackle the challenges of this important environmental issue and embrace the opportunities to make a positive and sustainable impact. Now is a fantastic time to join us as we launch our Impact Plan to drive ambition and delivery!

We are looking for an exceptional leader, with Board level experience and a commitment to our cause of water efficiency, for the benefit of people and the planet, to lead our deeply committed Board and team. There is growing recognition that water scarcity is a huge issue right across the UK, right here, right now, and not just an issue for the future. The demand of freshwater is expected to outstrip supply as early as 2030. This poses challenges for both global society and the environment - and the need for action is increasingly widely endorsed by stakeholders from government, business, communities and individuals.

Waterwise is the leading water NGO in the UK and plays a pivotal role in ensuring communities, businesses and governments understand the value of water and use it wisely so that we have enough now and in the future. Ambition, partnership and innovation are at the heart of our work and this starts with the strategic direction from the Board. You will work with a committed and high performing board who strive to make a difference every day, helping to save the world, one drop at a time.

Tania Flasck has been an outstanding Chair of Waterwise for three years, providing the Board with clear leadership and vision through a period of strategic development. Tania has set out above her reflections on the role. Tania has stepped down to take up a senior industry position, creating a vacancy for a new Chair to join Waterwise at an exciting and changing time.

We are actively committed to diversity and inclusion, and welcome applications from all sectors and backgrounds. This is not just something we say - this ethos is well embedded into the way we work. For this role, we particularly encourage applications from candidates who are likely to be underrepresented on Waterwise's Board - this includes candidates from the global majority and disabled candidates.

The team at Waterwise are delivering something quite special, and on the Board there is plenty of challenge and reward as we steer and support the organisation. This is an exciting time to join Waterwise, and, having read this information pack, if you believe you have the skills and qualities we are looking for, I hope that you are encouraged to apply for this great opportunity.

# Who we are

**Waterwise is a campaigning organisation and the leading independent voice in the UK for using water wisely, for the benefit of people and the planet. We are the UK's conscience on water efficiency, on behalf of people and the planet, and are experts in water efficiency policy, regulation, research, behaviour and campaigns. Waterwise is a people-led organisation which prioritises the wellbeing of its staff. We are proud to be a Four Day week organisation, and members of Race Equality Matters.**

Water scarcity is an urgent issue right here, right now, right across the UK - consistent record-breaking high temperatures and low rainfall, and recurring drought, show how climate change and population growth are already putting our water resources under severe pressure, and this challenge is growing. Water efficiency is a significant part of the solution, and we support and challenge governments, industry, customers and others to be innovative and ambitious on water efficiency. We were proud to have a 121 meeting with the new Water Minister in the UK Government on only her second day in post, to discuss what needs doing!

Our work includes campaigns, events, media, policy, and regulatory influencing, research projects, stakeholder engagement and services such as Waterwise Training and Waterwise Checkmark. We are funded by supporters across and beyond the UK water sector. Our [Waterwise Strategic Direction to 2030](#), published in August 2022, tells you a bit more about us. Our [UK Water Efficiency Strategy to 2030](#) tells you a bit more about our ambition.

Now is a fantastic time to join us as Chair - in October 2024 we are launching Our Impact Plan (and associated new website) which significantly increases our ambition!



# Our vision, values, and mission

## **Our Vision:**

Water is used wisely every day, everywhere, by everyone.

## **Our Values:**

Our values are Purpose, Pioneer, Passion, and People. Waterwise is a people-led organisation which prioritises the wellbeing of its staff.

## **Our Mission:**

To lead and inspire change so that water is never wasted.



# What we do

**Waterwise helps communities, businesses and governments to understand the value of water and use it wisely so that we have enough now and in the future. Ambition, partnership and innovation are at the heart of our work.**

We are already running out of water in the UK - and seeing the impacts of water scarcity on people, the environment and the economy.

Climate change and population growth are increasing pressure on water resources in the UK. There's less freshwater available, more of us using it, and each of us is using way more on average than 50 years ago (double)! There's an estimated gap of almost 5 billion litres a day by 2050 in England between the water available and demand for its use - Wales had its first ever hosepipe ban in 2022 and Scotland and Northern Ireland have had water shortages in the last few years.

As the independent experts, we support and challenge everyone to aim higher on water efficiency – whether that's government, regulators, the water industry, or people and businesses.

Waterwise's role as the experts is to innovate, to develop and test new ideas, to bring partners together for change and to help demonstrate practical water efficiency actions. We work at all levels - from changing the law to encouraging sector leaders to be more ambitious to supporting delivery teams through research and ideas. And we run campaigns on water efficiency across the UK right through the year.

We work in partnership to help other organisations and communities to fulfil our vision that water is used wisely every day, everywhere. We promote water-efficient products, services and innovation. And we help make connections.

We are known and influential across the UK water sector and beyond for our passionate and impactful drive for water efficiency, and for providing both support and challenge. We are also known for our proactive work on wellbeing and on equity, diversity and inclusion. For example, we were part of the official UK trial of the Four Day Week, and are proud to be a permanent Four Day Week organisation; we recruit anonymously to our Board and staff team and have ringfenced roles for disabled candidates; we collect diversity data of participants in our events and campaigns to inform future targeting; we do not have all-white or all-men panels at our events.

# Our Work

## **We are helping to save the world, one drop at a time!**

- We run UK-wide partnership water efficiency campaigns throughout the year and support water companies and others on best practice and innovation in behaviour change, customer engagement and community participation. Our annual Water Saving Week reaches 4 million people. In 2023 we brought Australia's 'Water Night' to the UK for the first time
- We carry out research into habits and behaviour and to support policy change and industry action on water efficiency in homes and buildings
- We drive the policy and regulatory agenda across the UK to enable ambitious and innovative water efficiency
- We produce research, chair and give evidence to political committees, and speak up for water efficiency in national and social media and at high-level events across the sector
- Our Waterwise Training produces experts in water efficiency at home and at work
- Our Waterwise Checkmark for Offices allows organisations to show their commitment to water efficiency
- Our membership packages drive water efficiency collectively and for specific members

Often there is no 'ownership' of water efficiency issues and we provide the interface between government, regulators, water companies, social enterprises and others.

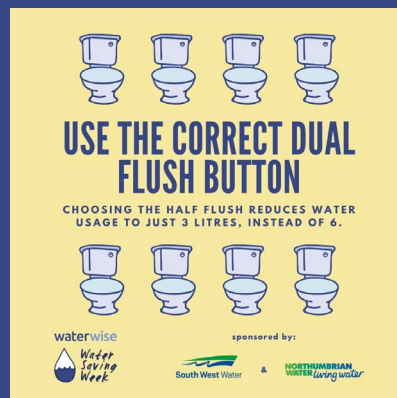


# An Example Of Our Work: Water Saving Week 2024



Water Saving Week 2024 was held from 13th to May 17th.

Throughout the week, the campaign focus was on empowering individuals to embrace small water-saving habits in their daily lives that can collectively make a BIG impact on water conservation.



## Campaign Metrics:

- 3.2k posts
- 4,760,000 impressions
- 64 news mentions



# Our Key Priorities

## Equality, Diversity, and Inclusion

Our [EDI Statement](#), initially co-created by the Board and staff team in EDI training in 2022, was refreshed in 2023. It sets out our commitments and level of ambition.

We have gone further than the statement sets out, at both strategic and tactical levels - but we are increasingly clear that EDI is never 'done'. We take advice from experts and those with lived experience as we seek to move our EDI work forward - impacting our own approach and also the water, environmental and not-for-profit sectors we are part of.

We also have Race Equality Matters' accreditation and are signatories to [ACEVO's](#) and [Energy and Utility Skills'](#) EDI Commitments. Our CEO Nicci is regularly asked to contribute to sector EDI events and is seeking to drive change in the sector by asking for diversity data on panels she is asked to speak on, and not speaking on all-white panels.

We are developing an EDI strategy to target and tailor our allyship. A significant next step for us will be using the learnings from these measures to inform our future approach, including targets. This may involve focusing on one characteristic for a certain length of time.

## Wellbeing

Waterwise is a people-led organisation which prioritises the wellbeing of its staff. Our Board and CEO are passionate about wellbeing and we work hard to ensure this runs through Waterwise. We are in the vanguard of social and economic change by being an official Four Day week organisation - first taking part in the official UK trial, and now working under a permanent Four Day Week (80% of contracted hours for 100% of contracted pay). Other wellbeing approaches at Waterwise include homeworking; a positive, values-based environment and an inclusive culture where it feels safe for employees to say 'no' on grounds of workload. 100% of our staff say they enjoy working at Waterwise.



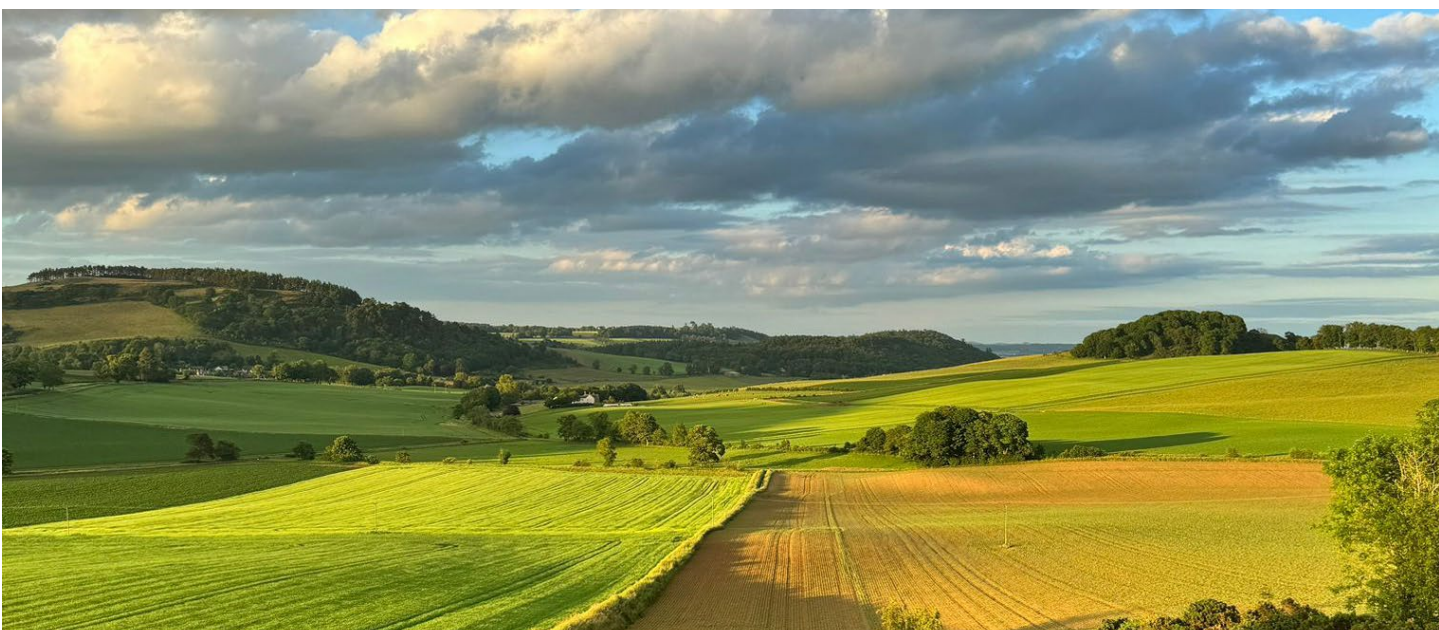
# Our Key Priorities

## Sustainability

Our Sustainability Plan sets out our net zero target by 2030 and the steps we are taking to achieve it. Starting from a base of embedding sustainability in what we do, we have identified five key initial areas of focus.

- Five** Review supply chain
- Four** Track and report on our water use at home
- Three** Track and report on our energy use at home
- Two** Track and report on our travel
- One** Embed a sustainability framework

As our work mainly involves working from home or business travel our priority has been in reducing our environmental footprint this way. We also aim to show our own leadership in ensuring water use is tracked and reduced by our organisation.





Waterwise team day out, April 2024



Waterwise Board & Senior Leadership Team



Waterwise Board & Senior Leadership Team



Waterwise team day out, July 2024

**100% of staff enjoy working  
at Waterwise**

- Waterwise Staff Survey 2024

# Our Strategy

**Our 'Why?' is To lead and inspire change so that water is never wasted.**

Our [Strategic Direction Statement](#) emphasises our independence and partnership approach to driving water efficiency.

## **The challenge and our role in addressing it**

We need to reduce water demand to secure water supplies for society and the economy- and for a healthy environment. However, progress has stalled.

### **To get back on track we need to see:**

- People and businesses more aware of water scarcity in the UK and the need to use water wisely - and resulting behaviour change
- Water efficiency mainstreamed across the UK, including through policy and regulation, economic growth, housebuilding, net zero, and adaptation to climate change
- Funding for effective water-saving programmes
- New water-saving products, innovations and services rolled out at scale
- More working together and sharing knowledge on solutions

### **As the independent voice, Waterwise can help by:**

- Running and supporting effective national water efficiency campaigns to raise awareness and change behaviour - such as #WaterSavingWeek
- Being a strong and bold voice to government, regulators and industry
- Leading networks and partnerships, supporting collaborative research and sharing good practice
- Challenging everyone to be more ambitious
- Being the UK's conscience on water efficiency, on behalf of people and the planet

### **Waterwise's 2030 Strategic Objectives**

- We are an even more independent organisation with a more diverse funding and support base
- We have an even stronger, bolder voice and are unafraid to call for the actions needed
- We are harnessing the power of partnerships to achieve more
- We are listening to a more diverse range of voices, reflecting the UK communities we seek to engage
- We are helping deliver the water savings we need to ensure resilient water supplies and protect the environment (see 2030 UK Water Efficiency Strategy)
- We remain focused on water efficiency but have a broader impact on using water wisely
- We are reducing our own environmental footprint
- We have even greater influence across the UK on legislation, policy and regulation for ambitious water efficiency

# Our Impact Plan

This October we are excited to be formally launching Our Impact Plan (and new website) to build on this. Now is a great time to become our Chair, as we travel onwards and upwards towards our vision that water is used wisely every day, everywhere, by everyone.

Our Impact plan is anchored in behavioural change that actively delivers on strategic objectives, designed to raise public consciousness. At the core of the Impact Plan is Waterwise's vision that water is used wisely every day, everywhere, by everyone.

Building the **capability**, providing the **opportunity**, and instilling the **motivation**...

## CONVENE a community of changemakers

Build brand awareness, broaden our reach & engagement and convene a wider purpose-driven community around a strong purpose/call to action.

## RAISE public consciousness

Continue to find new, innovative ways to reach, inform and educate the wider populous on the need to save water, building a strong national narrative and rationale for changing behaviour.

## BUILD capability

Equip people & organisations with the knowledge, tools and actions to reduce their water usage and use water wisely by scaling water literacy across households, businesses and community groups across the country.

## FOSTER environments that enable change

Continue to be Thought Leaders, leading on policy and advocacy work, engaging in new research and reaching new audiences to create new value signals around saving water.

## DRIVE champion led change within organisations

Actively supporting businesses and organisations to become water literate and driving behavioural change from within through internal water champions, co-creating water strategies and water efficiency management plans both within their organisation and through their supply chains.

# Our Impact Plan



**Water is used wisely, every day, everywhere, by everyone.**

**To lead and inspire change so that water is never wasted.**

**A people-led organisation which prioritises staff wellbeing.  
Purpose | Pioneer | Passion | People**

Water demand is in line with what is needed to ensure resilient water supplies and protect the environment. Save at least 1,500 million litres per day by 2030 to secure more resilient water supplies, enable future growth and support a healthier environment.

**Water Efficiency Strategy 2023.**

**Waterwise 2030 Atrategic Objectives.**

**CONVENE | RAISE | BUILD | FOSTER | DRIVE**

Maintain a people advantage, Access to finance, Strategic alliances & partnerships, Agile service model, Build commercial acumen.

## Our Finances

Our turnover in the last financial year was £680,000, and we project it to be £870,000 in the financial year 2024/25, doubling that within the following four years. We are financially resilient and have strong governance in place. We have been steadily building our reserves to support our resilience as an organisation whilst balancing this with staff growth to drive even greater impact.

Our income mix at Waterwise is increasingly diverse. In 2019/20 more than 75% of our total income was from water company Supporter memberships. By 2021/22 this had reduced to 69% and by 2023/24 to 60%. As part of the Impact Plan we will continue to diversify our income, with Supporter renewals making up 40% of our income mix in 2025/26 and 30% in 2028/29.

***"I welcome Waterwise's strategic objectives to 2030 and I recognise the government has a role to play in achieving these ambitious targets. I look forward to continuing our work through the government and my work as the Minister for Water, with Waterwise, to help accelerate our efforts to closing an identified supply demand gap."***

- Robbie Moore MP, former Minister for Water and Rural Growth (England), Defra

***"A lot of things come across my desk at the UN, but the Waterwise-BSI report Thirst for Change is the best I've seen in 10 years for explaining to a non-technical audience about water scarcity and what we need to do about it - whilst also containing an impactful level of detail. I run UN-Habitat's work on wastewater and during my 30 years with the UN have worked on water demand management and pollution abatement around the world. I couldn't agree with you more on the fact that the water crisis is not central enough to the climate crisis. Many congratulations on such a fantastic report!"***

- Dr Graham Alabaster, Head of Geneva Office, Office of The Executive Director, United Nations Human Settlements Programme

***"Waterwise has brought together wholesale companies, water retailers and regulators and government to tackle barriers and produce more joint working and incentives to deliver the water savings we need to see in the business sector."***

- Jo Dow, Chief Executive, Business Stream and Woman of the Year in the inaugural Women in Utilities Awards, 2024

***"How do we avoid the jaws of death – the point at which, unless we take action to change things, we will not have enough water to supply our needs?(...)We are particularly interested in specific ideas on how we could get this country to Waterwise's ambitious target of 100 litres per person per day."***

- Sir James Bevan, Former CEO, Environment Agency

# The Chair Role

## **Our Board**

We have a fantastically skilled and committed Board, with a diverse range of experience and characteristics. You can find out more about our Board [here](#).

## **The Chair Role**

Due to the incumbent coming to the end of her term, we are seeking a new Chair with the ability to lead the organisation in partnership with the CEO. This is an exceptional opportunity for the right person to play a part in making a positive contribution towards increased water conservation and positive action on climate change. Now is a fantastic time to join us as we launch our Impact Plan to drive ambition and delivery!

The successful individual will be an exceptional leader with a proven track record of leadership or operating at senior level within an organisation, governance experience, and a commitment to our cause of water efficiency, for the benefit of people and the planet. Understanding the nature of a non-executive role, they will ensure that the values of the organisation are embraced by both the Board and the executive team, whom they will hold to account through a process of inclusive leadership.

The Chair will develop and maintain a relationship with the CEO and with the non-executive directors, and will work to ensure that the Board achieves consensus as a high-performing unit. They will support and, where appropriate, challenge the CEO as well as ensuring the functioning and good governance of the board.

They will establish and maintain close relationships with political figures and influencers as appropriate. The Chair will also act as an ambassador for the organisation and as the public face, spokesperson and representative of Waterwise, in partnership with the CEO.



# Activities & Responsibilities

## **Strategy**

- Instigating and facilitating discussions on the strategic development of Waterwise, ensuring the Board has agreed strategic priorities and is clear in its ability to fulfil its objects and strategic priorities
- Reflecting the collective responsibilities of the Board, including the CEO, in Waterwise's strategy and operations

## **Relationship with the Executive team**

- Providing support and leadership to the Chief Executive, and holding them to account for the effective management and delivery of Waterwise's strategic aims and objectives, and appraising their performance where appropriate

## **Representation**

- Building and maintaining close relations between Waterwise's various areas of commercial operation and stakeholder groups to promote effectively Waterwise's activities.
- Representing Waterwise at functions, meetings and in the wider media, in line with Waterwise's agreed media strategy.
- Upholding the values of Waterwise by example, and ensuring that Waterwise promotes equity, diversity and inclusion in all its internal and external activities.

## **Governance and leadership**

- Chairing and facilitating effective main Board meetings, liaising with the Chief Executive, where appropriate, for the drafting of agendas and supporting papers and ensuring that the business is covered efficiently and effectively in those meetings.
- Creating a Board environment with strong working relationships and where challenge and scrutiny are welcomed and Board members are encouraged to contribute their skills, experience and opinions.
- Attending and chairing Committees and other ad hoc meetings of the main Board, liaising with the Company Secretary on the planning, where appropriate.
- Ensuring, in liaison with the Company Secretary that appropriate procedures, processes and controls are in place and followed.
- Participating in any Board induction, training and evaluation identified as an individual Board member and as part of the Board or Committee.
- Maintaining Waterwise's commitment to Board diversity, renewal and succession planning, in line with Waterwise's governing document and/or current good practice.
- Undergoing an individual and Board performance appraisal, and attending any additional training highlighted as a result of the evaluation process; undertaking evaluations of the performance of Board members.

# Person Specification

We are looking for a Chair with governance experience, understanding of the charity sector and/or the corporate world and a commitment to the world-saving work we undertake - to support us in influencing policy and having an even greater impact as a leading voice in our sector. We are looking for a strategic, courageous, empathetic and inclusive leader. Above all else, you will share our values and our commitment to ensuring that water is used wisely every day, everywhere, by everyone.

The following experience, skills and aptitudes (or commitment to gain them) would be advantageous to the role of Chair:

## **Experience and technical competencies**

- Experience of chairing a Board or Committee, with a strong understanding of, and commitment to, good governance and acceptance of the responsibilities, liabilities and legal duties of a non-executive Director
- Strong business and financial acumen and organisational skills, including people leadership
- Strategic leadership skills
- Ability to understand complex strategic issues, analyse and resolve difficult problems
- Understanding of the charity sector or of the commercial world, or both

## **Characteristics and aptitudes**

- Ability to demonstrate a strong and visible passion for, and commitment to, the organisation, its strategic objectives and mission
- Commitment to the values and principles of Waterwise
- Proven commitment to equity, diversity and inclusion
- Highly developed interpersonal and communication skills, with an ability to represent Waterwise as an ambassador
- Sound, independent judgement, common sense and diplomacy
- High standards of personal integrity and probity
- Politically astute, with the ability to grasp relevant issues and understand relationships between interested parties and manage stakeholders effectively
- Resilience
- Sufficient time and commitment to fulfil the role

At Waterwise, we know diversity fosters creativity and innovation. We are committed to equality of opportunity, to being fair and inclusive, and to being a place where all belong. For this role we therefore particularly encourage applications from candidates who are likely to be underrepresented on Waterwise's Board.

This includes candidates from the [global majority](#) and disabled candidates.

# Terms of appointment

**Time commitment:** This role requires a time commitment of approximately 1 to 2 days per month - including formal meetings and work outside of them. The meeting schedule is:

- Four Board meetings per year, three of which will be virtual and one of which will be an in-person Away Day - plus membership of one Board Committee (Committee meetings are held virtually)
- Board meetings are held during the day
- If possible we would like our new Chair to attend the Waterwise Board meeting on 18th December, on Zoom, from 10am - 1pm, and take over as Chair at the end of that meeting.

**Remuneration:** This is an unremunerated role, with travel expenses paid.

**Term in office:** Three-year term (renewable once for a maximum of six years in office).

**Board dates:** Future Board meeting dates will be provided on request.

**Process:**

- First interviews - 6th November 2024, on Zoom
- Second interviews - 19th November 2024, in person in London

## How to Apply

To apply for this role, you will need to answer role-related questions. We are using an [anonymised platform](#) to help to debias the recruitment process as far as possible. As well as a CV to support your application (which our platform will anonymise and redact of identifying information), you will provide evidence and examples from your work history or other aspects of your life to answer the questions and demonstrate how you meet the role criteria.

Your answers will be anonymised, randomised and reviewed by the selection panel. We will use these scores to shortlist for interviews. We also think giving feedback is incredibly valuable for candidates, so at the end of the process, you'll see how well you performed during the application process.

The Chair of Waterwise's Nominations and Remuneration Committee, Tanya Sephton, and Waterwise's CEO, Nicci Russell, will be holding a 30-minute drop-in session for you to ask any questions about Waterwise and being a Waterwise Board Member, on 16th October at 9:00am, on Zoom. You can [register here](#). This session does not form part of the selection process - it is an opportunity for potential candidates to find out more about us.

We want you to have every opportunity to demonstrate your skills, ability and potential; please contact us at [stella.lindsey@waterwise.org.uk](mailto:stella.lindsey@waterwise.org.uk) if you require any assistance or adjustment so that we can help with making the application process work for you.

**The closing date for applications is 23:59, 27th October 2024.**

[Application Platform](#)



# waterwise

[www.waterwise.org.uk](http://www.waterwise.org.uk)

[info@waterwise.org.uk](mailto:info@waterwise.org.uk)

