

## Annex A

### Delivery Body Details

#### What is the WEC Delivery Body?

***The Delivery Body (DB) will be Ofwat's end to end delivery partner for the WEC. Think of it as a campaign dream team – combining sharp marketing know-how, consumer expertise with current knowledge of the water and / or utility sectors.***

This isn't just about great creative (though we want that too). It's about building a group that can develop, deliver and evaluate a campaign that cuts through, is grounded in insight, is impactful, and backed by sector expertise.

#### What should the Delivery Body do?

We expect the delivery body to cover the full range of marketing skillsets including (but not limited to): **creative, content development, branding, channel planning, digital, social, media buying, partnership marketing, multicultural expertise, PR, evaluation**. These skillsets must be firmly underpinned by extensive, demonstrable evidence of behaviour change marketing with proven results that have delivered impact.

We also require project management, governance and stakeholder engagement.

Example duties (not exhaustive) are listed below. Upon appointment, we will work with the successful bidder to develop and refine the role, including any relevant SLAs and KPIs.

##### Work with the Ofwat Marketing team

- Ofwat's Head of Marketing will be the contract manager.
- Develop productive working relationships with Marketing and Policy teams to understand their priorities, structures, policies and desired outcomes.
- Joint agreement of performance management, escalation and SLAs relating to the Delivery Body.
- Ensure appropriate collaboration and insight sharing with other communications functions (e.g. campaigns, press and creative teams).
- Devise a consistent feedback loop. You will identify 'lessons learned' from each phase and share learnings with the rest of the team. Ability to work with and advise on marketing issues, make decisions about appropriate activities and offer constructive challenge where necessary.

### Set up and comply with existing governance structures

- There must be transparent governance that withstands scrutiny.
- Inclusion of a function to deal with Parliamentary Questions (PQs), Freedom of Information (FOI) requests, Public Accounts Committee (PAC) preparation, customer queries, financial reporting as well as requests from Ofwat's board, etc. which will be managed in line with Ofwat's protocols.
- Proposed mechanisms for the governance function needs careful consideration. How will they work? What will be the interaction with Ofwat?
- Support the Ofwat team with regular dashboards and reporting etc.
- Participation in relevant internal or external meetings as required or assisting Ofwat team with preparation.

### Act as a confident, strategic marketing campaign partner for Ofwat

- Champion the WEC both internally and externally, confidently engaging with audiences to promote the understanding of behaviour change campaigns.
- Work in partnership with the Ofwat marketing team to promote the marketing function. Marketing is a new Ofwat function in a traditional regulatory environment. We are beginning to establish our internal reputation and the value we can add to the regulatory environment.
- Be bold and innovative in your approach and ideas to support the 'sell-in' of the function and the WEC.

### Brand creation

- Development of a campaign brand, distinct to Ofwat, in line with research and evidence findings.
- Supporting data will be provided to assist with this task.
- With Ofwat oversight, continued management and development of the brand including creation of guidelines, toolkits, etc.

### Campaign strategy, development, implementation and evaluation

- A campaign must be developed and delivered that shifts public behaviour in terms of reduction in water usage; a strong strategy rooted in robust evidence and insight that targets household and business customers.
- Marketing experience: extensive experience of multi-channel marketing and brand strategy, at scale, in a high-profile organisation. Proven creativity and business-minded planning for marketing campaigns.
- Cross-channel implementation, to extend across (not exhaustive): advertising, creative, branding, channel planning, digital, social, media buying, partnership marketing, multicultural expertise, PR, evaluation.

- Relevant experience of behaviour change marketing – illustrate understanding and effective use of behaviour change theory and any other appropriate thinking to enhance proposals.
- Significant experience of managing staff and resources to optimal effect.

### Stakeholder engagement

- Our remit covers England and Wales. It will require collaboration with a very broad range of stakeholders.
- We want stakeholders in the water sector to be excited and to want to use their channels/resources to reach consumers.
- Experience in stakeholder mapping and other methods of gathering stakeholder intelligence.
- Build on our current stakeholder mapping to strengthen relationships and identify new ones. Nurture professional relationships with stakeholder contacts based on honesty, authority and credibility.
- Develop strong relationships with colleagues across government and peer organisations – there is a desire for the campaign to be the central ‘pull’ and provide co-ordination for government and water conservation activities.
- Horizon scanning to identify relevant external factors – to identify and tackle emerging risks and opportunities.

### Leverage wider water and utility sector expertise

- We would expect to see inclusion of relevant organisation or individual with substantial, current water and / or utility sector knowledge.
- The water industry is rich and complex – the Delivery Body will need to effectively illustrate knowledge of the industry and apply this to their work.

## What should the delivery body not do?

- Act as spokesperson or representative for Ofwat, unless specifically requested.
- The campaign is firmly about leveraging behaviour change techniques to reduce water usage. It is not about championing any single organisation, the sector or a platform for wider environmental issues.
- Engage in any behaviour, partnerships or other activity that is deemed detrimental to the campaign or Ofwat.
- Use the funds for any other purpose than the WEC.

