

	Sub-section	Content
1	Preliminaries	<ul style="list-style-type: none"> - <i>Post title: Head of Group Risk</i> - <i>Reports to: CRO</i> - <i>Division: xxx</i> - <i>Department: xxx</i> - <i>Location: xxx</i>
2	Job Purpose	<ul style="list-style-type: none"> - <i>To assist in the maintenance and development of best practice risk management procedures throughout the organisation ensuring that enterprise wide management and modelling of risk is consistent and accurate.</i> - <i>To manage the reporting process of risk for all categories of risk and from all parts of the business.</i>
3	Dimensions	- <i>To cover risk management policy, practices and reporting from all areas of the organisation.</i>
4	Key Result Areas	<ul style="list-style-type: none"> - <i>In conjunction with relevant executive management drive the development of enterprise risk management within the organisation so that it meets the requirements of relevant regulation.</i> - <i>Drive and develop the usage of the Group risk management system throughout the organisation so that management use the system as a part of their operational control processes.</i> - <i>Develop the delivery of consistent reporting from the risk management system .</i> - <i>Produce consistent and accurate reports for the Group Executive Risk Committee,</i> - <i>Audit Committee and Boards which cover all key areas of the organisation's risks.</i> <p><i>Identification of key areas of emerging and or developing risk and report this to group executive as necessary.</i></p> <p><i>Specific risk responsibilities are as follows:</i></p> <ul style="list-style-type: none"> - Operational Risk <i>To ensure consistency of risk evaluation and reporting from the risk management system from all divisions within the Company.</i> <i>To establish reporting of control performance statistics from all areas of the group and ensure that the risk evaluation takes full account of operational risk.</i> <i>To ensure there is reporting of near misses and operational risk losses from all areas of the business.</i> - Market Risk <i>Review current risk management systems.</i> - Insurance Risk <i>Assist in the allocation of risk appetite to divisions and setting up of reporting processes.</i> <i>Oversee improvement programme in organisation and accuracy of catastrophe modelling to ensure that it meets the requirements of Group Risks.</i> <i>Drive improvements in reporting of insurance risk from the Company division against appetites.</i>

5	The Operating Environment and Context of the Job	<ul style="list-style-type: none"> - <i>In recent months an improved framework for risk evaluation, control and reporting has been developed and this needs to be embedded into the business so that it becomes fully operational.</i> - <i>To maximise the benefits of this framework strong reporting mechanisms need to be developed so that risk status is easily identified and acted upon. Furthermore the group economic model should continue to be enhanced so that it fully reflects the risks to the business.</i> - <i>The job is based in xxx but regular contact and occasional travel will be required to any major location. Relationships with key risk owners, some of whom are senior group executives, will be necessary</i>
6	Key Competencies	<ul style="list-style-type: none"> - Generic <i>People management skills Communication at all levels Presentation skills Report writing</i> - Job Specific <i>Risk management skills and background Project management knowledge Insurance knowledge Investment knowledge</i>
7	Key Interfaces	<ul style="list-style-type: none"> - <i>Reporting to Chief Risk Officer.</i> - <i>Direct control and management of Operational risk management team (2 people).</i> - <i>Liaison and reporting from all risk managers throughout the Company Group.</i>

	Sub-section	Content
1	Preliminaries	<ul style="list-style-type: none"> - Post title: Senior Risk Manager - Reports to: Not given
2	Job Purpose and Scope	<ul style="list-style-type: none"> - The company is building a competitive position within the sector and will continue to develop relevant customer propositions where the smart-phone is at 'the heart of the offering'. Consequently, managing risk, achieving operational compliance and protecting the company in the event of a business continuity event is a critical aspect in delivering sustainable success. <p><i>This role is accountable for:</i></p> <ul style="list-style-type: none"> - Delivery of appropriate Business Continuity Management including the programme of BC exercises, briefing of senior management, and engagement with the wider BC community within the Company and the retail financial services industry; - Providing oversight to ensure that the 'risk rules' operating for each business are appropriately defined, monitored and challenged to achieve commercial objectives without placing the company at risk of breaching regulatory or industry standards; - Engagement with stakeholders to determine areas of collaboration and enable the utilisation of knowledge, relationships with external service providers, and regulatory insight; - Delivering to the Board and Senior Management timely reporting and communications detailing compliance incidents, risk management and adequacy of business continuity planning; - Identifying training requirements and support members of the Business Operations Compliance (Risk & Controls) Team to achieve appropriate professional qualifications as part of their career development; - Defining and delivery of the strategic direction of the Operational Compliance Programme including the annual assurance plan; - Managing the allocation of resources, and as appropriate contractor engagement, to define, develop, and implement a "financial-services strength" control environment for all products and services; - Owning the relationship with key assurance providers including Internal Audit, Quality Assurance, Revenue Assurance and external auditors to determine how the various providers of assurance are engaged to maximise quality of assurance provided in cost-effective manner; - Maintaining a strong relationship with stakeholders to ensure that a common approach is taken and a co-ordinated message delivered to regulatory bodies; - Oversight of the Supply Chain Risk Monitoring and Remediation programme; - Definition and implementation of appropriate governance, processes, controls and registers to comply with good business practice and financial services regulations, directives, codes, rules, etc.
3	Specific Responsibilities	<p><i>Specific responsibilities to include:</i></p> <ul style="list-style-type: none"> - Managing the development and maintenance of the risk, business continuity and operational compliance strategies within the company; - Responsibility for appropriate governance and oversight, including relevant risk management framework and compliance of processes and controls and the completion of registers, reports, applications and returns; - Ensuring the leadership team is kept regularly informed of material changes in the regulatory environment by maintaining an understanding all relevant regulation and compliance issues.

		<ul style="list-style-type: none"> - <i>Reviewing the output of relevant third party controls reviews, including internal audit reports, external audit control recommendations and legal compliance reviews, tracking remedial action;</i> - <i>Reviewing reported incidents and the adequacy of management responses, tracking remedial action;</i> - <i>Considering the organisation's exposure in relation to industry initiatives and maintain awareness of competitor capability;</i> - <i>Developing and maintaining the relationship between the organisation and relevant regulatory authorities;</i> - <i>Update and support the communication of the regulatory road map and manage assessments of the likely impact of relevant regulatory and legislative developments;</i> - <i>Ensure compliance by employees of the company involved in the delivery of the UK financial services programme, and influence the compliance programmes of business partners.</i>
4	Key Criteria	<ul style="list-style-type: none"> - <i>Extensive experience of operational risk and regulatory compliance management, preferably in the relevant sector;</i> - <i>Broad understanding of business continuity, data protection and sanctions screening;</i> - <i>Ability to build, influence and manage relationships both internally and with external partners at all levels;</i> - <i>Strong leadership skills, comfortable working under own direction and taking the initiative when needed with little supervision;</i> - <i>Attention to detail with the ability to communicate and negotiate complex issues in a clear and concise manner at all levels within an organisation; and</i> - <i>Ability to work in a pressured changing environment to tight deadlines.</i>

	Sub-section	Content
1	Preliminaries	<ul style="list-style-type: none"> - Post title: Director of Group Risk Services - Reports to: Managing Director of Estates - Direct reports: 8 - Business/Department: xxx
2	Job Purpose	<ul style="list-style-type: none"> - To develop, drive and lead the Group's Risk Services function and Strategies, ensuring that both relevant internal and external legislative risks are identified and mitigated and to ensure the services provided meet the needs of the businesses and are delivered in a cost effective, efficient manner meeting all legal, regulatory and governance responsibilities.
3	Key Accountabilities	<ul style="list-style-type: none"> - Lead the Group's Operational Risk and compliance strategies to reduce and mitigate financial and reputational risk across every business in the Group which will protect the organisation from potential substantial financial penalties - Create and deliver a consistent approach for the measurement of business performance across all Risk disciplines which indicates potential risk areas and drives compliance through accurate reporting to the business, Executive and Board levels - Promote 3 lines of defence regulatory risk framework and appetite to ensure clarity of roles and accountabilities across the organisation appropriate to managing the regulatory and legislative risks to which it is exposed moving over time to a risk based approach to assurance activities - Oversee the development of policy and implementation of Group wide policies and procedures to reduce the risk of legislative penalties in respect of Health & Safety, Diligence, Data Protection and Environmental Compliance Identify emerging legislative and reputation risks which could impact across the businesses and develop and drive effective plans and contingencies to reduce or mitigate future threats. - Develop and oversee the implementation of policies covering Data Security and Data Protection to ensure the organisation is compliant with regulation and legislation and losses and risks minimised. - Direct the effective management of the Groups insurance claims budget to ensure cost effective settlement of cases and reduction of high risk claims areas that impact on the insurance fund through clear reduction strategies - Oversee the management of the Insurance/Self Insurance operation. - Direct the delivery of cost effective innovative solutions in respect of staff security and safety. - Direct the investigation and reporting of complex and sensitive issues as required by the Executive and Board to ensure appropriate resolution and reporting to the appropriate regulator where necessary. - Provide oversight and challenge to Group's and Business Units Disaster Recovery arrangements to ensure appropriate frameworks are in place. - Oversee the co-ordination and provision of business continuity processes across the Group to ensure appropriate incident and crisis management plans and procedures are in place and to act as Leader as required - As a member of the Group Executive Team, contribute to the development and implementation of the strategic plan to ensure that the organisation achieves its objectives. - Lead, motivate and develop the team within the Group Risk Services function to ensure and effective working environment, employee commitment and consistency of high performance.

	<ul style="list-style-type: none"> - Lead the assessment of the operational risk appetite to establish and embed a risk framework across Group, including determining risk based limits and delegated discretions on operational risk issues. - Identify, measure, monitor, control, and report on significant operational risk issues across Group, reporting to the Group Risk Committee. - Lead the development of operational risk policies, processes, systems and evaluation methods to ensure an operational risk mitigation programme is developed across Group, - Identify and escalate risk exposures to Risk Owners, Directors and business management on a timely basis and ensure that action plans are in place to address the risk exposures. - Through engagement with the wider Risk function, support the investigation and reporting of complex and sensitive issues as requested by the Executive and Board to ensure appropriate resolution and reporting to the Regulator where necessary.
<p>4 PERFORMANCE MEASURES Key measures by which delivery of the above accountabilities are measured</p>	<ul style="list-style-type: none"> - Clear strategies in place supported by operational plans - Levels of penalties across the Group in respect of non-compliance are reduced and mitigated through effective controls - Reduction in cost of claims YOY - Reduction in claims on identified high risk areas - Partnership strategies in place with regulatory bodies - Engagement with external stakeholders to bench mark solutions - Prepare and meet Group Risk Services three year strategic plan - Risk across The Group minimised - Positive feedback from Directors and Board - Positive, informed and well managed interactions with the legislators and regulators - Customer surveys - Staff Surveys - Delivery against Group Risk Balanced Scorecard - Effectiveness and delivery against SLA's - Development plans in place to ensure each Department has relevant expertise - Strong team working with the Estates Executive of to deliver the overall Risk plan and vision. - Engagement with external bodies - Engaged with industry bodies to ensure sharing of best practice and bench marking
<p>5 Future Planning Timeframe</p>	<ul style="list-style-type: none"> - Development of Group Risk Services 3 year strategic plan - Formulating and agreeing of Business specific risk mitigation strategies and plans - Setting annual business plans and targets for each team with performance reviewed quarterly - Development of the Groups 3 year Operational Risk strategic plan
<p>6 Complexity/ Level of Ambiguity</p>	<p>Leading a wide range of compliance activities to :-</p> <ul style="list-style-type: none"> - a diverse range of legislations - across xxx different trading formats - covering around xxx premises - to ensure minimal disruption to trading and operations ensuring consistency in planning and approach, to include specific business requirements - Organisation-wide programmes – need to integrate numerous initiatives across the businesses to reduce overall risk - In addition is responsible for the leading and direction of Claims and

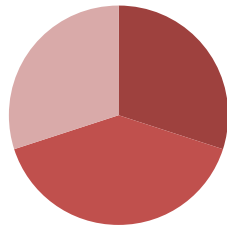
		Insurance teams.																		
7	Key Relationships	<ul style="list-style-type: none"> - Executive, Board and Heads of Business areas across the organisation - Other Assurance Functions - HR /IS –close working relationship on policies and plans which impact on employees/ systems 																		
8	Decision Making Authority/ Autonomy	<ul style="list-style-type: none"> - Determine the Group’s strategy to Operational Risk mitigation across all Group businesses - Determines resourcing and budgetary requirements to ensure delivery. - Controls and defines all policies and procedures relating to Group Risk Services disciplines - Determines initiatives across the Group based on risk profile and mitigation 																		
9	Company Behaviours	<p style="text-align: center;">Levels required</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 25%;"></th> <th style="width: 12.5%;">1</th> <th style="width: 12.5%;">2</th> <th style="width: 12.5%;">3</th> </tr> </thead> <tbody> <tr> <td>Customer Focus</td> <td></td> <td>Y</td> <td></td> </tr> <tr> <td>Continually improving performance</td> <td></td> <td></td> <td>Y</td> </tr> <tr> <td>Team working</td> <td></td> <td></td> <td>Y</td> </tr> </tbody> </table> <p style="text-align: center;">Rationales Explain below requirement for any behaviours to be at level 2 or 3</p>				1	2	3	Customer Focus		Y		Continually improving performance			Y	Team working			Y
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	Customer Focus			<ul style="list-style-type: none"> - Collaborating with businesses to identify specific risks and reporting requirements - Ensure reports are produced which highlight exposures and recommendations - Establish ownership in business to ensure resolutions are implemented within agreed timescales - Understanding operational requirements to ensure minimal disruption of service provided 																
	Continually improving performance			<ul style="list-style-type: none"> - Always seeking to set new standards for the team, raising the bar and seeking new and improved ways of working. - Understanding industry trends and benchmarking the team’s activities against “best in breed” ensuring all initiatives are sustainable and meet business and regulatory needs. - Ensuring all team members are empowered and trained to deliver results 																
	Team working			<ul style="list-style-type: none"> - Works closely with other Assurance functions to ensure that the three lines of defence model and risk framework is understood and embedded. - Risk resource is shared and focussed on the delivery of the business area plans and that team performance is continually challenged and praised. - Working closely with Operations teams to highlight and reduce risk through partnership approach - Driving identified best practice and 																

				<ul style="list-style-type: none"> cost savings to establish a consistent approach across the Group - Establish strong working partnerships with external agencies and stakeholders
Leadership		Y		<ul style="list-style-type: none"> - Able to influence and engage at all levels across the organisation up to Executive and board level when required. - Inspires and translates the Group visions into appropriate business plans and objectives. Provides opportunities for and recognises high performance and ensure robust succession planning is in place across their area of influence.
Strategic Thinking			Y	<ul style="list-style-type: none"> - Identifies long term risks and emerging issues, internally, through the regulators and informal external networks. - Mitigates through effective strategic planning and appropriate interventions. - Has the ability to spot critical and complex issues, is able to identify the key areas quickly and can translate what it this means for the Group and the Executive

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Key Experience, Knowledge & Skills

- Extensive senior management experience within a risk based department providing services to multiple national retailing businesses
- Strategic thinker, able to develop stretching 3-year business aligned strategies and demonstrate commercial acumen
- Performance driven with strong analytical and problem solving skills together with creativity, numeracy and broad intellectual knowledge.
- Inspirational people leader with the ability to engage and develop others to deliver strategic objectives.
- Experience of managing multiple support teams
- Ability to build and nurture strong relationships with stakeholder and market leaders
- Strong influencing skills up to Board level
- Significant experience of directing and managing major incidents reporting to the Executive, Board and external Legislators.
- Subject matter expert for Operational Risk, Business Continuity and Corporate Insurance
- Substantial operational risk experience.
- Good understanding of the FSA regulatory environment desirable but not essential

<p>1 1</p>	<p>Focus of Role</p>	 <ul style="list-style-type: none"> ■ Application of thinking & technical expertise ■ Influencing & coordinating others ■ Leading the team
<p>1 2</p>	<p>Role would ideally suit someone who...</p>	<ul style="list-style-type: none"> - <i>Is driven by challenge</i> - <i>Is comfortable with ambiguity and conflicting priorities</i> - <i>Enjoys influencing others, especially more senior colleagues</i> - <i>Is prepared to constructively challenge the thinking of others, especially peers and more senior colleagues.</i> - <i>Is comfortable with responding to changing priorities at short notice.</i>
<p>1 3</p>	<p>Someone in this role is unlikely to succeed if...</p>	<ul style="list-style-type: none"> - <i>Fails to engage and influence Business Heads</i> - <i>Not able to fit legislative compliance around trading operations</i> - <i>Not able to establish self and team as centre of excellence and to delegate effectively</i> - <i>Unable to project gravitas, influence or credibility to internal or external stakeholders.</i> - <i>Not able to effectively challenge Senior Management thinking</i> - <i>Not a team player</i>