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| **Role title:** | Head of Non-Financial Risk | **Responsible to:** | Chief Risk Officer |
| **Division:** | Group Risk and Compliance | **Department:** | Non Financial Risk  |
| **Direct Reports and Level:** | 2 x Direct reports  | **Scope:** | Governance, risk and control frameworks across the MPS Group (MPS) |
| **Scale:** | 2 FTE |
| **Regulated Function(s) Held:** | No |
| **Evaluation Level** | Guide 1 | **Role Family** | Group Corporate Services  |

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| **Overall Role Purpose** |
| The purpose of the role is to lead the development and maintenance of a robust operational risk management framework, provide oversight and challenge of operational risk management across the business and to be the Risk function business partner to the Business Development & Engagement DivisionAlongside this providing leadership across the Group Risk and Compliance Division and in particular the Non Financial Risk Department that reinforces the desired culture. |

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| **Accountabilities (RACI)** | **Measures of Success/KPI’s** |
| **Operational Leadership** * Lead the Non-Financial Risk Team and work closely with the other parts of Group Risk and Compliance to provide an effective risk management framework
* Promote a positive risk management culture across the organisation
* Business partnering to the Business Development and Engagement Division, acting as a “chief risk officer” at the divisional level. This includes ensuring that the right areas of the Risk, Compliance, OQA and Data Protection team are involved in the Divisions’ proposals at the right time and ensuring that all material business decisions are subject to 2nd line review and challenge with written risk opinions for proposals going to Council or Council sub-committees.
 | * Risk Management Framework in place and being actively managed
* Council and Executive feedback
* Risk Management Culture measures

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| **Financial*** Support the departmental setting and delivery of operational budgets ensuring an efficient and effective operating model which minimises cost and maximises contribution to financial sustainability without compromising the member experience.
* Ensure that all spend is managed within organisation policy reporting on variance to budget to the Group Risk and Compliance leadership team and Executive Director
 | * Expenses and other costs managed within departmental budget and Group Policy
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| **Member*** Provide 2nd Line oversight of MPS operational risk and project risk management to ensure MPS maintains a prudent and sustainable position which provides a long-term foundation for Members and the Membership Fund
* Lead for a culture and capability in Lean / continuous improvement to drive operational efficiency and greater member experiences and outcomes
 | * Established and embedded operational risk framework and system
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| **People*** Provide strong leadership to the Group Risk and Compliance teams to ensure the training, competence, performance and engagement of all employees who are focussed on delivering for members, have clarity on their accountabilities and comply with all governance, policy standards and processes
* Build a strong pipeline of diverse talent and succession across the GRC Division for the benefit of MPS which will mitigate workforce planning risks, embraces diversity and maximises the performance and potential of employees.
* Provide inspirational leadership to engage with and motivate colleague
* Take the lead on promoting a more inclusive environment, which aligns with our commitment to celebrate and promote diversity.
* Develop key stakeholder relationships to raise awareness and understanding of risk management and risk quantification whilst continuing to provide 2nd Line challenge
* Influence and deliver clear messages regarding non-financial risk across the organisation including the Executive and Council
* Deliver training to and coordination with risk/control champions/leads and risk owners within the 1st line
 | * Improved understanding of risk management across MPS
* Executive and Council Feedback
* Delivery of PDP vs Plan
* Feedback from direct reports
* Feedback from 1st line training
* Engagement Index
* Leadership Index
* Inclusion Index
* Strong Talent and Succession Plans
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| **Risk** * Developing and maintaining a robust operational risk management framework including for project/programme risks
* Developing and maintaining incident management process
* Developing appropriate KRIs for operational risks in collaboration with the relevant 1st line accountable individuals
* Leading risk deep dives into projects/programmes and operational processes
* Providing oversight of the operational risks and controls
* Oversighting and maintaining effective risk governance arrangements (policies and committees)
* Producing operational risk sections of the regular risk reports
* Overseeing the effective operation of the Symbiant risk management system
 | * Established governance process for maintenance and management of operational risk tolerances (RCSA)
* Established operational risk KRIs
* All reporting delivered to time and quality
* Challenged recording of controls related to operational risks
* Up to date risk policies and incident management process
* Risk opinions provided to the ORCC and ARC
* Council and Executive feedback (in particular the Executive Director for BD&E)
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| **Responsibilities (RACI)** |
| * Ensure the smooth running of the Operational Risk and Conduct Committee through preparation of draft agendas including rolling 12 month forward agenda and running annual committee effectiveness assessment
* As the compliance and risk landscape continually changes, keep abreast of evolving legislation and best practice; identify and recommend opportunities for MPS to become more efficient and effective in risk management.
* Continuously champion the compliance and risk management agenda across the Organisation.
* Undertaking other duties and tasks that from time to time may be allocated to the role holder that are appropriate to the level or role.
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| **Key Governance Responsibilities** |
| * ORCC attendee
* Delivery of reporting to Executive (level 2) and/or Council (level 1) committees as and when required
* Attendance at committees as and when required
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| **Leadership Framework Competencies** | **Level** |
| Fresh Thinking | Leading Organisation |
| Building Capability in Self and Others | Leading Organisation |
| Influencing Others | Leading Others |
| Collaborating for Results | Leading Others |
| Leading Self and Others | Leading Others |
| Commercial and Risk Thinking  | Leading Organisation |

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|  | **Knowledge and Qualifications** | **Skills** | **Experience** |
| **Essential** | * Strong knowledge of risk management principles and methodologies
 | * Ability to work with stakeholders at all levels to constructively input and challenge where appropriate, demonstrating real impact and influence.
* Ability to find solutions that will work with business stakeholders.
* Demonstrate thought leadership in risk.
* Ability to take a forward-looking perspective.
* Able to understand and translate complex information from across the organisation
* Experience in policy writing and framework development
 | * Experience as a leader, driving change and improvement
* Senior Risk and Compliance experience within the regulated insurance industry
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| **Desirable** | * Qualification in compliance or risk management or associated qualification would be beneficial.
 | * Deep knowledge of IT and cyber security
 | * IT Risk management
* Project/Programme Risk management
* Appreciation of Healthcare both in the UK and internationally to understand the changing nature of these markets.
* Good understanding of the Lloyd’s Principles for Business
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