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| **Role title:** | Head of Underwriting | **Responsible to:** | Executive Director – Commercial Services |
| **Division:** | Commercial Services | **Department:** | Underwriting |
| **Direct Reports and Level:** | c. 7 Direct reports at Implement level and Guide 2 | **Scope:** | Operational leadership –for Underwriting - UK and International, discretionary and insurance.  |
| **Scale:** | Circa 10 peopleBudget c£1mIncome c£300m |
| **Regulated Function(s) Held:** | Yes via MPS UW |
| **Evaluation Level** | Guide 1 | **Role Family** | Member Risk & Exposure  |

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| **Overall Role Purpose** |
| The Commercial Services Division is at the forefront of managing the financial risk of MPS worldwide. The purpose of the role is to lead a team providing excellent Underwriting service for members which is trusted and valued and provides fair treatment and outcomes. This will be achieved by building relationships and working with teams across MPS and by optimising the capabilities of the Underwriting team ensuring an efficient and effective expert service and operation. |

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| **Accountabilities (RACI)** | **Measures of Success/KPI’s** |
| **Operational Leadership** * Provide leadership across Commercial Services and in particular Underwriting to deliver on the overall corporate strategy, strategic priorities, business performance, and leadership of teams that reinforces the desired culture and delivery of the strategic priorities.
* Contribute to the development and delivery of Commercial Services strategy and plan to time, cost and quality
* Lead Underwriting to drive service standards and deliver on the required KPI’s and financial targets.
* Work with Policy Leads to develop underwriting philosophy, strategy, risk appetite, technical wordings, and drive improvement opportunities in the likes of wordings, processes, pricing or strategy.
* For activities supporting Underwriting for Insurance, lead the team to comply with the required processes, SLA’s and where applicable, regulatory standards.
* Provide underwriting leadership across MPS to shape and deliver a capable and compliant insurance platform across all territories, from the perspective of the regulator, working with Business Development & Engagement, Risk & Compliance, Insurance Operations, Digital & Change, as well as within Commercial Services.
 | * Financial sustainability Vs plan
* Financial performance Vs plan
* Corporate Plan Vs plan
* Strategic priorities Vs plan
* Division Plan delivery Vs plan
* MP&S engagement index Vs plan
* MP&S leadership index Vs plan
* Council Feedback
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| **Financial*** Set and deliver the Underwriting budget, ensuring an efficient and effective operating model which minimises cost and maximises financial sustainability without compromising the member experience. .
* Work with the centralised BI/MI team to define and produce operational metrics and insight which supports the delivery of an effective and efficient underwriting operation.
* Provide appropriate underwriting input to pricing for enhancements or discounts via system or off-system initiatives
 | * Operational budget Vs Plan
* Productivity measures Vs Plan
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| **Member*** Lead the management of Underwriting to ensure fair treatment and outcomes for members and compliance with associated policies and standards set out by Council, its committees and delegated authorities.

Establish a culture and capability in Lean / continuous improvement to drive operational efficiency and great member experiences and outcomesLead the Underwriting teams to ensure they are integrated across MPS and can apply their expertise to enhance member outcomesMaintain excellent relationships across all divisions to ensure all are aligned in our Member First ambitionMaintain excellent relationship with Business Development & Engagement, with a view to optimising their insurance capability as we transition from discretionary to regulatory products. | * Net promoter score
* Complaints / root cause analysis
* Member feedback
* Operational Metrics Vs SLAs
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| **People*** Provide strong leadership to ensure the resourcing, training, competence, performance and engagement of all employees within the department ensuring they have clarity on their accountabilities and comply with all governance, policy standards and processes.
* Build a strong pipeline of talent and succession across Underwriting for the benefit of MPS which will mitigate workforce planning risks and maximises the performance and potential of employees.
* Set levels of delegated underwriting authority within MPS and work with the Underwriting Oversight Manager to monitor compliance to the delegated authority matrix
* Provide strong leadership and build relationships across MPS to ensure that Underwriting is fully understood by all divisions as a key area of focus in the regulated entity.
 | * Colleague survey results – leadership, engagement, wellbeing and diversity and inclusion
* Strong Talent and Succession Plans
* Compliance with Training and Competence Schemes
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| **Risk*** Create an environment where colleagues recognise the importance of risk identification and management across MPS
* Ensure appropriate business processes and controls are in place to manage the Underwriting department within risk appetite; comply with policies and regulatory requirements (as applicable)
* Oversee systems for monitoring and reporting accurate and timely services statistics, complaints data providing insight for governance bodies such as reserving, underwriting and reinsurance.
 | * Risk & Control Self- Assessments
* Audit Actions
* QA Outcomes
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| **Responsibilities (RACI)** |
| * Offer meaningful decision points to MPS governance forums to ensure that MPS operates within risk appetite, and decision makers are fully informed and equipped as to where financial opportunities exist.
* As the healthcare and risk management landscape continually changes, keep abreast of evolving legislation and best practice; identify and recommend opportunities for MPS to become more efficient and effective
* Undertake other duties and tasks that from time to time may be required and that are appropriate to the role.
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| **Key Governance Responsibilities** |
| Act as a voting member of the following committees – Product, Pricing and Underwriting Committee (PPUC), Insurance Management & Product Oversight Committee (IMPOC) and Underwriting Member and Applicant Risk Committee (UMAR) |

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| **Leadership Framework Competencies** | **Level** |
| Fresh Thinking | Leading Others |
| Building Capability in Self and Others | Leading Others |
| Influencing Others | Leading the Organisation |
| Collaborating for Results | Leading the Organisation |
| Leading Self and Others | Leading Others |
| Commercial and Risk Thinking  | Leading the Organisation |

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|  | **Knowledge and Qualifications** | **Skills** | **Experience** |
| **Essential** | * Expert Knowledge of commercial insurance markets and underwriting practices, preferably in the liability sector
 | * Technical Underwriting assessment of new and renewal business aligned to specified risk appetite
* Assessment and sign-off of wordings
* Great stakeholder management skills – adept at building and maintaining internal and external relationships and negotiating optimal outcomes for MPS.
* Leadership skills – ability to motivate and engage with colleagues at all levels within the team.
* Strong analytical skills and numerical aptitude
* Ability to understand and analyse MI to support the underwriting teams in assessment of risk, exposure and performance
 | * Experience of leading an underwriting team including resource and performance management and owning people budgets
* Exposure to training and competence schemes – building capability in a regulated environment.
* Experience of working within financial services / insurance in a regulated environment, with Lloyd’s experience ideal
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| **Desirable** | * Basic knowledge of actuarial pricing
* ACII/FCII Qualified (this may become an essential requirement of the role over time)
 | * Change management / Projects management /Lean (six sigma) / Continuous Improvement
 | * International Underwriting – working across different cultures and regulatory regimes.
* Market and Product Development Experience
* Experience of working in the healthcare sector - medical malpractice and /or accident and Health
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