

# Position Description

## Compliance and Assurance Manager



The Cooperative Bank

### Our purpose

Our long-term aspirations are to develop more long-term value-based relationships with our customers, and for our people to grow and develop so that they are better off working at the Co-operative.

### Our values

Our values represent who we are, how we think, and how we behave to bring these to life every day. You'll demonstrate behaviours that define our core values and support an inclusive culture with a strong teamwork spirit.



### About the team

The Bank is committed to ensuring it excels in managing our risk, compliance, legal and regulatory obligations now and in future. The Risk and Compliance team is a seven strong team that provides key functions and guidance to Bank through assurance, compliance, advice, and risk management activities. This team is quintessential to ensure the Bank can meet its obligations, whilst also upholding the expectations of our internal and external stakeholders. This team sits within the wider Risk team.

### Purpose of this position

To provide second line assurance within our three lines model by inspecting and reporting on the effectiveness and compliance with our key legislative and regulatory obligations, operating policies and monitoring of key controls for business units within Customer Banking's areas of responsibility. This enables the Customer Banking (CB) and Senior Leadership Team (SLT) to verify compliance is effective and provides early detection in addressing compliance concerns. Whilst providing coaching and training to Customer Banking leaders and frontline staff within key compliance areas. You will also deliver feedback to Head Office business units on business and compliance initiatives undertaken or planned within the bank. In addition, you will support the Bank's compliance programme with the delivery of the legislative compliance attestation process and the development of obligations and controls registers.

Position reports to: Head of Risk and Compliance

### **Challenges and opportunities of this role**

- Achieving and sustaining a consistent understanding of risks, why controls are in place and the obligations on Customer Banking business units to effectively apply them.
- Achieving a sustainable improvement in compliance and avoiding a cycle of temporary improvement with reversion back to the status quo once focus is shifted to other areas of concern.
- Identifying and effectively addressing deficiencies before they are identified through Audit or Risk Asset Reviews.
- Ensuring line managers and their managers understand it's their responsibility to ensure their people and their business unit are compliant and that they are accountable for this not the CAM role.
- Avoiding an overzealous or lax risk culture that limits staff empowerment or creates undue risk to the bank outside of the Board approved risk appetite.

**How you will contribute:**

What you'll do	Success will mean
<b>Frontline Compliance Assurance Management (CAM) programme</b>	
Development and maintenance of the Frontline Compliance Assurance Management (CAM) programme covering key areas for review and reporting.	<ul style="list-style-type: none"> <li>• Focussed assurance reviews concentrating on key risks, areas of common weakness and assurance that new initiatives have been effectively implemented.</li> <li>• Flexibility to adapt assurance focus as common issues are identified and new initiatives are rolled out.</li> </ul>
<b>Worksite visits and reports</b>	
Site visits to all Customer Banking worksites across the country at least once every 12 months to inspect and report on compliance and application of our current policy, risk management frameworks and initiatives.	<ul style="list-style-type: none"> <li>• Early identification of issues at individual business unit level.</li> <li>• Early identification of areas of national weakness or ineffectiveness of new initiatives to enable prompt follow through.</li> <li>• Action plan with follow up review to ensure areas of inadequacy are promptly addressed.</li> <li>• Sustained improvement in Audit and RAR outcomes at a business unit and national level year on year.</li> </ul>
<b>Compliance training for new to role leaders</b>	
Induction of new to Customer Banking Leadership incumbents in 'Why' and 'How' they monitor and manage key risks within their business unit.	<ul style="list-style-type: none"> <li>• Ensure new to leadership incumbents fully understand the risks within their business unit, the tools for monitoring and managing those risks and what they're expected to do to manage it.</li> </ul>
<b>Develop &amp; deliver compliance workshops for existing leaders</b>	
Workshop development and deliver training workshops for all Customer Banking leaders on monitoring and management of key risks and common points of failure.	<ul style="list-style-type: none"> <li>• Consistent understanding across all CB business units of areas of risk within their business unit, the tools for monitoring and managing those risks and what they're expected to do to manage it.</li> </ul>
<b>Feedback to Head office business units</b>	
Provide feedback on the effectiveness of recent changes, the change process and any areas that require revision to aid effectiveness and compliance.	<ul style="list-style-type: none"> <li>• Potential compliance issues and changes to controls and assurance are identified and implemented at or soon after launch.</li> <li>• Feedback is provided to Head Office business units to enable continuous improvement to change management, operating guidance etc.</li> </ul>

What you'll do	Success will mean
<b>Support the Bank's compliance programme</b>	
<p>Support the bank-wide legislative compliance attestation process.</p> <p>Build and develop obligations and controls registers of related controls/processes/procedures for relevant legal obligations.</p>	<ul style="list-style-type: none"> <li>• The Compliance programme accurately reflects the activities of the Bank and demonstrates how legal obligations are being met and mitigated, and by whom.</li> <li>• Compliance obligations, controls and procedures implemented that are compliant, fit for purpose and well understood by our organisation.</li> </ul>
<b>Other Accountabilities</b>	
<p>Works collaboratively with other members of the Risk Team.</p> <p>The Co-operative Bank values are represented in the way that we work with each other to deliver outcomes.</p>	<ul style="list-style-type: none"> <li>• Teamwork is well-integrated and team goals are achieved.</li> <li>• Demonstration of behaviours that define our core values.</li> </ul>
<b>Healthy and safe work environments</b>	
<p>Follow all health and safety policies, standards, emergency procedures and plans.</p> <p>Participate in health and safety activities, training and meetings as required.</p> <p>Reports hazards, near misses, injuries, incidents, and ideas for continuous improvement.</p> <p>Cease work if an unsafe situation arises and seek assistance.</p>	<ul style="list-style-type: none"> <li>• Having healthy and safe ways of working.</li> <li>• All workers feel empowered to and aware of opportunities to participate in health and safety activities.</li> <li>• Our people can easily report hazards, near misses, injuries, incidents, and ideas for continuous improvement.</li> <li>• Workers stop work if they feel unsafe and connect with their people leader or other workers for assistance.</li> </ul>

## Decision making and responsibilities

### a) Decisions and/or financial accountabilities:

- Travel arrangements within overall budget allocated.
- Planning and organisation of new to role compliance training and workshops for incumbents (timing to be agreed in consultation with affected managers).
- What constitutes best practice for applying existing policy, criteria or processes and how this shared with business units.

### b) Actions and decisions that are recommended to a higher level of management for approval:

- The business unit visit timetable.
- The content, review process, report format and marking methodology for the 'Assurance Report' template.
- Final version of Assurance reports.
- Content of compliance training for new to role and compliance workshops.
- Changes to business practices, policy and criteria.
- Changes to the review processes or business unit visit frequency.

## Qualifications and experience

- 5 or more years' experience in managing an assurance programme for a business unit that has a large compliance obligation with high levels of change occurring within the business; ideally in a banking environment.
- Experience in developing and running workshops with demonstrably successful outcomes.

## Skills and attributes

### Technical Skills

- Proficient in a variety of audit and assurance techniques
- Eye for detail
- Familiarity with Word and Excel functionality to intermediate level
- Understanding of the drivers for compliance and barriers to achieving compliance.

### Personality Attributes

- Highly developed time management and self-motivation skills.
- Personally organised, able to prioritise always with a view to the ultimate goal.
- Ability to work both independently and within teams.
- Advocate of constant improvement culture.
- Pragmatism and resilience.
- Personal flexibility to accommodate frequent out of town and overnight travel.

### Conceptual Skills

- Ability to confidently relate in person or in writing to all levels of bank staff.
- Ability to work with diverse stakeholders and build successful working relationships.
- Strong training and group presentation skills.
- Clearly and succinctly articulate verbally and in writing the vision, expectations and gaps.
- Although affiliative behaviour is essential the incumbent must also have the ability to take an independent view and stance when necessary.

### Leadership Skills

You will be expected to demonstrate behaviours from our Leadership skills framework through your actions, the way you work and how you work with others.

- Self-Aware: You understand your own strengths, values and derailers and seek to be authentic in your leadership style. You have a growth mindset and want to be the best leader you can.
- Team builder: You understand that people have different motivators and styles, and you adapt your approach accordingly. You quickly mobilise and motivate teams of people to work co-operatively to get things done.
- Influencer: You want to make an impact beyond the borders of your role. You have presence and demonstrate 'horizontal leadership' across the organisation. You know the formal and informal channels to getting things done.
- Change agent: You are focused on the everyday improvement and innovation needed to create our digital future. You have the skills to not only conceive change, but to implement it effectively in an agile and flexible way. You are resilient in the face of setbacks.
- Business savvy: You understand how the Bank makes money and the drivers of long term value. You are attuned to market conditions, longer term trends and the changing needs of consumers.
- Custodian: In everything you do, you are focused on upholding our beliefs and working for the long term benefit of the Bank and its customers.