

Position Description

Head of Conduct



The Cooperative Bank

Our purpose

Our long-term aspirations are to develop 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

Our Customer Banking team is responsible for providing award-winning customer service and banking experiences for our customers across New Zealand. This covers everything from the delivery of our customer experience strategy and fair conduct programme, to our behind-the-scenes customer operations, to our frontline branch network.

Our Customer Banking teams are ultimately responsible for delivering excellent customer service across multiple channels, service, products, and banking needs; ensuring our customers are enabled to make financial decisions that are best for them.

Purpose of this position

As the Head of Conduct at The Co-operative, you will play a lead role in championing customer advocacy and maintaining our culture of integrity and fairness. As the business owner for the Co-operative's Fair Conduct Programme, you will lead, maintain, and continuously review a The Co-operative wide programme of activities to ensure their effectiveness in meeting our desired customer outcomes, and conduct related regulatory obligations.

This includes ownership over our customers needing extra care programme, customer complaints management programme and customer conversation model, working cross-functionally with the business to deliver these.

Partnering with key stakeholders across the business, you'll lead efforts to scope and right size the delivery of projects or initiatives to comply with new, or changing, regulatory standards, and continually monitor and review the outcomes for our customers across our products, our distribution channels, and our services.

Providing oversight and monitoring of key conduct performance metrics, you will ensure The Co-operative's Board, Senior Leadership Team, and Regulators, have confidence in our ability to proactively identify potential conduct related issues and put in place actions to improve or remediate these efficiently and effectively.

By promoting and coaching a customer-first mindset and compliance by design approach across the business, you will play a pivotal role in embedding and maintaining our commitment to #BankBetter for New Zealanders and the delivery great outcomes for our customers.

Position reports to: Chief Customer Officer

Challenges and opportunities of this role

- Balancing our desire to 'deliver great people and customer experiences' with The Co-operative's risk appetite and compliance obligations, in a changing regulatory environment and whilst The Co-operative undergoes a large-scale strategic transformation.
- Ensuring that quality assurance is applied consistently across decision making related to our products, distribution channels, and services to ensure they are aligned with the fair conduct principle.
- Due to the size and structure of The Co-operative, this role will include both a leadership and governance component, as well as a hands-on component to ensure that programme and initiative actions are managed and delivered effectively.
- Proactively adapting to regulatory changes to enable The Co-operative to deliver compliance by design and make more effective use of our resources.
- Our Co-operative structure and commitment to putting our customers at the heart of what we do, positions this role strongly to embed our Fair Conduct Programme within business-as-usual practice and fair conduct as a consideration in all decisions that may impact our customers.

How you will contribute:

What you'll do	Success will mean
Fair Conduct Programme Ownership	
<p>Own, develop and deliver The Co-operative's Fair Conduct Programme (FCP). The FCP is The Co-operative's overarching framework for good financial conduct and ensures we deliver fair outcomes for our customers across our range of products, our distribution channels and across our various services customer interactions.</p> <p>Monitor and maintain the programme to ensure ongoing improvements and efficiencies in line with legislation are made and championed throughout The Co-operative.</p> <p>Partnering with Risk and Legal to understand industry best practice and changes in the legislative environment related to the delivery of fair outcomes and ensuring these are considered in making future improvements to the FCP.</p>	<p>The Co-operative has a conduct programme in place that enables us to continue to meet our obligations under the relevant market services licensing requirements and conduct related legislation.</p> <p>The relevant policies, processes, systems, and controls are implemented to ensure our FCP is reflected in The Co-operative's day to day operations.</p> <p>The relevant processes are established and maintained to provide assurance to Management and the Board that the FCP is being followed by The Co-operative.</p>
Customer conduct culture and engagement	
<p>Developing and overseeing a Co-operative wide programme of initiatives/actions, in partnership with the business, to improve the delivery of fair outcomes for our customers. This includes managing our Conduct Actions Register, Complaints Management and our Customers Needing Extra Care Programme.</p> <p>Championing fair conduct across The Co-operative and supporting the business to embed the fair conduct principle in key decision making and change processes.</p> <p>Chairing a quarterly Treating Customers Fairly Forum and related reporting with participation from key business leads to get an update on fair conduct activities in live time.</p> <p>Build collaborative and influential relationships with Senior Leaders and across key stakeholders across The Co-operative to ensure fair conduct is understood, championed, and prioritised.</p>	<p>Fair conduct is championed and prioritised with Senior Leaders within key decision-making processes maintaining our commitment to #BankBetter for New Zealanders and the delivery great outcomes for our customers.</p> <p>Conduct related issues are pro-actively identified by the business and actions put in place to improve or remediate these efficiently and effectively.</p> <p>Our people understood why fair conduct is important and their roles and responsibilities in relation to ensuring fair outcomes for our customers are a priority.</p>

What you'll do	Success will mean
<p>Ensure the relevant conduct related training is in place and operating effectively.</p> <p>Providing leadership of our complaints management programme, ensuring complaints processes are regularly reviewed and aligned with the fair conduct principle and that complaints data is used to identify potential systemic issues or opportunities for improving outcomes for our customers.</p>	
<p>Conduct Reporting & Insights</p>	
<p>Provide oversight and monitoring by way of specialist analysis, insights and reporting to the Senior Leadership Team (SLT), Board and Regulators on the effectiveness of conduct related initiatives, the Fair Conduct Programme, and our ability to pro-actively identify potential conduct related issues and put in place actions to improve or remediate these efficiently and effectively.</p> <p>Analysing and assessing key business lead and lag indicators/metrics and providing insights and reporting to Management and the Board on the delivery of fair outcomes for our customers and the effectiveness of the FCP through regular "Treating Customers Fairly" reporting.</p> <p>Management and review of the Conduct Actions Register to ensure conduct related actions are monitored and supported through to resolution/completion.</p>	<p>The Co-operative's Board, Senior Leadership Team, and Regulators, have confidence in our ability to pro-actively identify potential conduct related issues and put in place actions to improve or remediate these efficiently and effectively.</p> <p>Conduct risk is well understood and actively managed from frontline through to Board and Management oversight and assurance.</p>
<p>Customers needing extra care programme</p>	
<p>Own and manage The Co-operative's customers needing extra care programme, as well as overseeing and reviewing the processes and practices in place to ensure our customers needs are considered when we design or make changes to our products, channels, or communication and engagement methods.</p> <p>Developing and overseeing a Co-operative wide programme of initiatives/actions, in partnership with the business, to ensure the needs of our</p>	<p>Operations across The Co-operative consider and respond to the needs of customers needing extra care continuously reviewing and improving our approach.</p>

What you'll do	Success will mean
<p>customers in vulnerable circumstances are well understood and considered within key business decisions.</p> <p>Ensuring the necessary training and guidelines are in place to support our people with customers who need extra care.</p>	
<p>Customer Conversations Framework</p>	
<p>Business owner for the customer conversations framework, responsible for ensuring the model is working as intended and is delivered effectively across the organisation.</p> <p>Ensure that frontline, training, coaching and assurance functions are delivering consistent customer outcomes.</p> <p>Drive advocacy for customer capability and areas of improvement and work with all stakeholders to share learnings.</p>	<p>Customer Conversation model is fit for purpose for our customer capability, conduct and business outcomes.</p> <p>Influence the business and frontline leaders to manage customer capability reporting and assurance practises to deliver great customer outcomes that also mitigate risks.</p> <p>Product, service, and customer conversation insights are integrated and reviewed in a timely way to monitor strengths and opportunities.</p>
<p>Healthy and safe work environments</p>	
<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>	<p>Having healthy and safe ways of working.</p> <p>All workers feel empowered to and aware of opportunities to participate in health and safety activities.</p> <p>Our people can easily report hazards, near misses, injuries, incidents, and ideas for continuous improvement.</p> <p>Workers stop work if they feel unsafe and connect with their people leader or other workers for assistance.</p>

Decision making and responsibilities

a) Decisions and/or financial accountabilities:

- Management of programme and change budgets (opex and capex).
- Significant contribution to business Objectives and Key Results (OKRs) in relation to risk, customer outcomes and people outcomes.
- Number of direct reports: 1

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

- Recommend appointment of hiring employees
- Expenditures in excess of delegated authority.

Qualifications and experience

- 8-10 years' experience leading conduct and risk related programmes or initiatives in the The Co-operativeing or financial services industry
- Deep understanding of our regulatory environment including the current strategic and regulatory challenges facing the New Zealand The Co-operativeing and Financial Services industry today
- Specific knowledge and understanding of the various conduct related legislations in New Zealand such as the FMCA and CoFI, CCCFA, and our specific market services licensing requirements.
- Demonstrated experience successfully leading cultural, behavioural, or capability change in the context of the risk and regulatory environment.

Skills and attributes

Technical Skills

- **Change management:** Capability to lead, manage and deliver foundational change The Co-operative-wide.
- **Acumen:** Expertise in planning at both the strategic and operational detailed levels
- **Communication:** Excellent written and oral communication, stakeholder influencing and engagement skills, as well as coaching and advisory to others.
- **Analytical:** Excellent analytical, organisational, time management and co-ordination skills with a focus on detail. Ability to identify and manage risks and issues with demonstrated experience in the selection and reporting of relevant risk metrics.
- **Strategic thinking:** Ability to think strategically and understand the commercial objectives of a business, aligning initiatives and activities to broader strategic priorities and outcomes.

Personality Attributes

- **Humility and open-mindedness:** can put ego aside and acknowledges the need of others to solve business challenges or design possible solutions. This includes a willingness to entertain new ideas, perspectives and learn from others.

- **Results focused:** Takes personal responsibility for achieving results.
- **Values based:** Demonstrates personal commitment to the established beliefs of The Co-operative The Co-operative
- **Judgement:** Knows when and how to resolve issues, how to manage conflict and risks and when to escalate issues.
- **Empathy:** Emotional intelligence and communication skills necessary to effectively and empathetically organise and manage people related change alongside technology, process and business change.
- **Resilience:** Ability to deliver in an environment that can be high pressure, challenging and rapidly changing.

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.