Group General Manager – Risk

CROWN POSITION DESCRIPTION

Position Number	TBC	Department	Risk
Position Title	Group General Manager - Risk	Location	Crown Melbourne - Group
Reports To (role)	Chief Risk Officer	Last Modified	31/03/2021
Number of Direct Reports	4 +1	Number of Indirect Reports	0

POSITION SUMMARY

Reporting to the Chief Risk Officer, the Group General Manager – Risk is accountable for the implementation and maturity of the Risk Management frameworks for the Crown Group. This role is responsible for leading the implementation, maturity and continual improvement of the organisational Risk Management systems and processes, within the broader context of Crown's Strategic Planning Framework. The Group General Manager - Risk will facilitate outcomes and work collaboratively with a diverse range of stakeholders across all areas of the organisation to ensure there is a robust, effective and efficient approach to managing risk that enables Crown to achieve its strategic objectives. Operating with a sophisticated understanding of contemporary risk practices, the Group General Manager - Risk will develop and enable the enhancement of Crown's overall risk strategy and functions while embedding a positive risk culture across the organisation. The role requires strong stakeholder leadership with an ability to contribute, influence and successfully deliver outcomes.

Objectives of the role:
› Lead the development and implementation of a Risk Management Strategy to enhance Risk Management practices
› Integrate risk in strategic planning, optimise and leverage Risk functions, improve controls and processes, and implement a program to communicate and embed contemporary Risk Management practices across Crown
› Facilitate, communicate and promote a positive risk culture across the Crown, for example through capability building programs, Risk workshops, forums and other internal engagements

› Championing the group's corporate Risk policy and Risk Management framework, working effectively across the Crown Group to ensure risks are appropriately and consistently identified and assessed, and that risk mitigation and management practices are effectively incorporated within business practices
› Providing advice to the CRO on the design of the Risk Management framework and leading the development of Risk Management tools that ensure that Risk Management is effectively embedded across the business
› Support, coordinate and mentor the team of Risk Managers across the properties to ensure consistency and quality in the management of risks and delivery of advice and challenge across the business
› Ensuring the adequacy of internal control and risk mitigation practices throughout the businesses across the Australian Resorts portfolio, and other entities as required
› Provide expert Risk Management advice, analytics and insights to key stakeholder groups, including preparation and delivery of written and verbal reports to peak governing committees, members of the Senior Executive Group or Board
› Preparing the reports on risk activities to Executive Management and the relevant boards of directors;
› Develop and implement adequate training material
› Inform decision making by analysing and evaluating any risks pertaining to the projects/initiatives, providing updates to the CRO
› Be the second in charge to the CRO

KEY RESULTS AREA

Key Position Accountabilities	% of Role	Key Activities and Tasks	Outputs and Measures
Risk Management	40%	• Working with the CRO to lead in the design and implementation of a Risk Management policy and framework which ensures alignment and consistency across Crown's assets • The policy and framework must aim to be consistent with applicable International/Australian standards • Lead and manage the corporate and departmental business risk profiles ensuring they are consistently developed and maintained across all properties, through pro-active interaction and facilitation with departmental management, ensuring business risks are identified, assessed and mitigated by an appropriate control environment • Work with the Risk Managers and the business to develop operational tools that enhance Risk • Lead in the synergy of effort within the Risk Management team in embedding the Risk Management framework • Provide ad hoc advice to departments in developing and maintaining a strong control environment	• A Group-wide Risk Management policy and framework is implemented and maintained incorporating, where appropriate, features of the existing frameworks which are in place at each property • The risk framework is applied consistently across all properties. • A current and accurate corporate risk profiles are in place for each Australian property and the Crown Resorts group • Current and accurate departmental risk profiles are in place for each major department across all Australian properties. • Risk assessment workshops are held on an ongoing basis with department managers and Executive management • Timely follow up and implementation of risk mitigation strategies • Effective control measures and mechanisms are established and appropriately applied

		• Identify emerging risk trends • Periodically report on changes to the corporate risk profile, outcomes of departmental risk register reviews and other matters of significance. • Lead in ensuring an appropriate fraud Risk Management framework is in place for each Crown asset, and that the frameworks are, where possible, consistent between assets and compliant with relevant International/Australian standards. • Ensure Corporate fraud risk registers are consistently developed and maintained across all assets. • Assist the CRO in the convening and administering of the Fraud Risk Management Committee. • Continue to monitor, review and enhance the risk framework. • Assist the CRO in preparing relevant board and executive papers for board, committee and other meetings. • Identify areas to improve business processes within the wider organisation when it pertains to Risk Assurance • Anticipate issues and apply timely solutions • Development of policy and procedure standards as necessary	• Evidence of strategic business partnerships that ensure an effective control environment. • Effective working relationships with managers responsible for complementary frameworks such as the Health & Safety, Security, IT Governance. • Pro-active future risk identification • Timely and accurate reporting to the Executive management of each property. • Current and accurate fraud risk profiles are in place for each applicable department across all Australian properties. • The Fraud Risk Management Committee functions effectively and meets in accordance with established timeframes. • Evidence of ongoing and continual risk framework enhancements. • Effective support to CRO in preparing board and executive papers. • Present efficiency and enhancement ideas to CRO • Cost savings either through negotiation or resource efficiencies • Proven understanding of the environment we work in and operating challenges • Documented standards which are sighted and approved by key stakeholders
Special Projects	20%	• Involvement in corporate projects as directed by the CRO • Involvement in on-going reviews of major new products / system implementations • Provide advice and input into the Company Policies relating to each property, to ensure appropriate and adequate • Work effectively with other areas of the business which are responsible for complementary integrity and risk related activities and frameworks (such as IT Governance, Health and Safety, Compliance, AML, Security and Surveillance)	• Active participation in projects, ensuring project risks and any impact on integrity or control frameworks are effectively managed • Product and system reviews (as required) • Input to broader Company policy development and implementation • Business partnership and contribution to complimentary integrity and risk related frameworks • Carry out and deliver outcomes into special assignments and investigations
Leadership and people management	20%	• Be seen as the leader the business can come to for advice	• Deliver presentations / training and information to direct and indirect

		• Maintain technical knowledge personally and to the team • Maintain Industry knowledge personally and to the team • Coach and mentor direct and indirect reports as well as business stakeholders in respect of Risk Management • Develop relevant training material and delivery mechanisms • Lead in the creation of a culture of high performance by establishing performance expectations and development planning • Lead and build team culture, morale and motivation, managing effective team member performance through leadership capability • Establish a framework and guidance for team member's professional development plans • Lead employees towards delivering high standards of performance, continuous improvement and understanding of the key business drivers that reduce cost through efficiency and development of the team • Direct and mentor the team ensuring that they are not only completing the work at hand but are also gaining and applying new skills and approaches in their personal development • Promote a team culture where success is defined in terms of the whole team • Set, monitor and assess KPO's and goals for direct reports • Oversee the development and implementation of performance plans for direct reports that support business objectives	reports and internal stakeholders to support development • Timeliness and accuracy of guidance to direct and indirect reports • Drive cultural change and improve overall engagement that can be measured by lead indicators • Demonstration of strong leadership, building capability, maintaining a positive culture and ensuring high performance standards • Evidence of a climate which empowers others (empowered team members) • Interim reviews/year end reviews/year end performance ratings • Maintain a high performing team
Compliance	15%	• Ensure compliance with and adherence to all relevant legislation and policies and procedures in relation to Responsible Service of Gaming (including training), and the Responsible Gambling Code of Conduct • Compliance at all times to legislative requirements, company policies and company Code of Conduct	• Compliance training completed and up to date • Compliance matters are identified, separated with actions followed up as required
Health & Safety	5%	• Provide and maintain a work environment for all employees, contractors and visitors that is safe and without risk to health	• Business planning reflecting OH&S considerations. • Maintenance of a safe work environment.

	• Lead by example and support a positive health and safety culture at Crown • Ensure adequate budget and resources are available for health & safety purposes • Ensure all audit outcomes are reviewed and any non-conformances and improvement opportunities are actioned • Include safety performance as part of employee performance appraisals. • Monitor Departmental Business Unit Health & Safety Plan • Make arrangements to ensure appropriate monitoring is conducted that unsafe actions and unsafe conditions are identified • Monitor and analyse business unit Health and Safety	• Safety committee minutes as appropriate • Safety Audit results

QUALIFICATIONS AND EXPERIENCE

Qualifications	• Tertiary qualification in business related discipline preferred or other equivalent commercial qualifications or experience • Requires the incumbent to hold and maintain relevant Casino Employee Licence for Victoria, WA and NSW
Experience	Essential; • Relevant Risk Management experience in a large and complex environment • Management experience at a senior manager level • Exceptional in creating business plans and the delivery of projects • Demonstrated ability to communicating outcomes at a Senior Executive level • Demonstrated ability to lead and influence all levels of management and employees • Demonstrated breadth of knowledge across a variety of areas such as business operations functions, strategic planning, and project management Desirable; • Demonstrated leadership in a diverse and challenging environment • Experience in formulating policy and developing and implementing new strategies and procedures including driving change initiatives • Demonstrated ability to identify and satisfy internal and external stakeholder needs • Demonstrated ability to advise and influence all levels of management and employees • Demonstrated business/ commercial acumen in delivering business results

SKILLS AND KNOWLEDGE

Skill or Knowledge Area	Proficiency Required	Why is this required
Managing vision & purpose	Advanced	Remains optimistic and future focused in delivering a compelling and inspired vision. Develops and implements initiatives across the

		business for improved service delivery, people alignment and operational efficiencies. Providing input into the future direction of the operations in relation to business objectives relating to key projects or initiatives.
Technical Knowledge	Advanced	This role is a key technical resource and subject matter expert that provides advice and guidance to CRO and Executive Management on Risk Management and Fraud Risk Management .
Negotiation and Influence	Advanced	In providing advice to CRO, Executive and department management, the incumbent will at times be required to negotiate and convince the above to recognise a particular situation or access knowledge.
Analysis	Advanced	Analysis of key functions and processes is regularly required for the utilisation of technical knowledge, and determination of appropriate action.
Deliver results	Advanced	A demonstrated commitment to develop and influence the future direction of Crown Resorts by ensuring self and others remain focused on the bottom line in order to deliver results.
Dealing with ambiguity	Advanced	Ability to manage the complexity and ambiguity of business unit and key stakeholder differences. Can effectively create focus and establish priorities in order to make sound decisions.
Project Management	Advanced	This role will manage projects or may contribute to larger projects that will require an understanding of how projects are organised and function. Experience in the implementation and use of technology in Risk Management is preferred.
Develops Others	Advanced	Acts with integrity and fairness in developing others by providing stretch objectives to build business capability. Provides information people need to know to be able to add value and achieve results.
Interpersonal savvy	Advanced	Relates well to all people, builds constructive and effective relationships and uses diplomacy and tact to develop a highly skilled and motivated workforce. Uses interpersonal savvy to challenge the status quo thinking and influence outcomes.
Leading self	Advanced	Energised by tough challenges with the ability to face adversity and take unpopular stands if necessary. Seldom gives up before finishing especially in the face of resistance or blockages. Leads in a visible and approachable manner. Assumes accountability and understands own leadership style.
People management	Advanced	Sets clear, measurable and realistic objectives. Provides honest, constructive and timely feedback. Encourages the development of skills, teamwork and a positive attitude to change. Acts with integrity and fairness in developing others by providing stretch objectives to build business capability. Provides information people need to know to be able to add value and achieve results.

KEY RELATIONSHIPS / INTERACTIONS

Role	Internal/External	Frequency	Purpose/Nature of Contact
Board	Internal	As required	To support the CRO in reporting Risk Management activities, and at times accompany or step into the CRO responsibilities as required.
CRO	Internal	Daily	To receive tasks, feedback, direction and / or authorisation in respect of Risk

			Management and Fraud Risk Management activities undertaken or proposed. To provide insight and information relevant to the CRO for reporting and escalation.
Executive and Department Management	Internal	Daily as required	To provide advice, recommendations and direction in respect of Risk Management and fraud Risk Management program including identification, assessment and mitigation of company-wide critical risk exposures.
External Regulator/ External Advisors	External	As Required	May be asked to accompany the CRO in certain forums and meetings
Direct Reports	Internal	Daily	To drive the direction of the business and ensure focus is on delivery of the BU strategy. Coach, develop and motivate others to build effective teams.
Industry Groups	External	As required	To maintain a good understanding of key issues facing industry and therefore organisation and team.

DECISION MAKING AND ADVICE

Decisions this role makes alone	• Manage the execution of the organisational vision where it pertains to Risk Management • Risk procedures and role accountabilities • Daily advice on short to medium term issues to business users • Ensure the strategy and focus within the BU is directly linked to achieving the broader strategic goals of the organisation
Decisions this role makes under guidance	• Resolution of challenging and complex issues • Specific advice to the business on long term issues or those that will have significant strategic or budgetary impact • Involvement in large strategic projects and departmental policy creation
Advice/Recommendations this role provides	• Input into business unit strategy • Advice to business on Risk Management • Internal control and/or efficiency improvements • Identification of emerging issues with business impact • Plans and reporting to meet business, regulatory, legislative and corporate requirements • Identification of related future risks and issues with business impact
Decisions this role escalates	• Changes to the Risk Management strategy and policy • Content of advice to business on issues of a longer term or serious nature or that will have a significant strategic, process or budgetary impact

FINANCIAL IMPACT AND ACCOUNTABILITY

Direct Financial Accountability	• Maintain costs within budget allocation.
Indirect Financial Influence (optional)	• Identify and report company direct / indirect cost savings, financial loss and / or inefficiencies, revenue opportunities.

ORGANISATIONAL CHART

Next level of supervision		CEO Crown Resorts	
Immediate level of supervision		Chief Risk Officer	
This role	Group Manager – Risk Analytics	Group General Manager - Risk	Group Manager - Ethics and Environment
Direct reports (role x no.)	Risk Analyst	Risk Managers (x4)	Grad.
Indirect reports (role x no.)		Risk Advisor (x1)	