



Government
Finance
Function

Risk Management Skills and Capability Framework

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1. Introduction

- 1.1. In successful organisations risk management enhances strategic planning and prioritisation, improves service delivery, assists in achieving objectives and strengthens the ability to be agile to respond to the challenges faced. This can only be achieved through the effective understanding and application of risk management frameworks, standards, tools and techniques, supported through relevant training and qualifications for key stakeholders. This must be accompanied by engaged senior leaders, effective communication and a clear understanding of the organisation, its culture and its operating environment to inspire confidence across all levels.
- 1.1. [The Orange Book – Management of Risk, Principles and Concepts \(2020\)](#) requires that the accounting officer should:
 - designate an individual to be responsible for leading the organisation’s overall approach to risk management, who should be of sufficient seniority and should report to a level within the organisation that allows them to influence effective decision-making; and
 - ensure the allocation of appropriate resources for risk management, which can include, but is not limited to, people, skills, experience and competence.
- 1.2. In addition to considering the professional background and experience of individuals operating in risk management roles, it is also necessary to consider the balance of the skills, knowledge and qualifications of the team as a whole to ensure that these collectively support the organisation’s overall approach to risk management. Some risk management roles may be suitable and beneficial for the development of those seeking progression over time in wider functional and organisational leadership positions. For example, fast stream programmes support opportunities to engage on a wide range of strategic issues and allow those in these positions to understand how these challenges are managed and where and how decisions are supported and made across organisations.
- 1.3. This framework supports the journey towards increased professionalism of risk management across government, a key part of which is the expectation to have achieved or be working towards a level of qualification consistent with the responsibilities of each role alongside wider knowledge and experience to deliver effectively in roles. This risk management professionalism journey will continue as we implement the accepted recommendations from the [Boardman Review of Government Procurement in the COVID-19 pandemic](#).
- 1.4. This framework has been issued to support public sector colleagues in implementing risk management arrangements, in accordance with Orange Book principles. This document should be considered by colleagues recruiting into risk roles, and those supporting the professional development of colleagues engaged in the design and operation of risk management frameworks.

- 1.5. This document should be considered alongside the [Orange Book](#), [Civil Service Success Profiles](#) and other associated good practice guides. These documents can be accessed via [Gov.uk](#) or [OneFinance](#).
- 1.6. The Government Finance Function is grateful to all involved in the production of this document. A full list of contributors is provided at [Annex B](#). Particular thanks is given to Craig Barratt from the [Department for Education](#), who chaired the working group that developed this framework.

2. Assumptions

2.1. This document has been developed to support colleagues to recruit and nurture the skills and capability required in their respective organisations to implement the concepts and principles outlined in the [Orange Book](#). The information provided in this framework is based upon the assumption an organisation's risk framework aligns with the Orange Book.

2.2. To maximise the benefit of this framework, organisations should recognise the following:

- This framework is focused on the skills and capabilities required for the design, development and operation of risk management frameworks;
- A risk management team supported by skilled and competent risk professionals will deliver effective and efficient risk management processes and improve risk maturity. Time must be allocated to support continuous professional development, as this is as an enabler to organisational health and delivery of organisational objectives, and good decision making;
- Roles and responsibilities within risk functions vary across organisations, and risk management activity may be delivered by a supported team or through a multi-disciplinary team depending on the scale and complexity of the organisation ([see Section 7](#)). The role profiles included in this framework are indicative, and should be reviewed and adapted as required to meet organisational needs; This framework should be considered in conjunction with [Civil Service Success Profiles](#); and
- This framework does not provide indicative role profiles for AA to EO grades, as these are considered generalist grades within a risk management context.

3. Risk Management Skills and Capability Framework

- 3.1. The function of a risk management professional is to support and facilitate the effective management of risk within an organisation, in accordance with [Orange Book](#) principles:
1. Risk management shall be an **essential part of governance and leadership**, and fundamental to how the organisation is directed, managed and controlled at all levels;
 2. Risk management shall be an **integral part of all organisational activities** to support decision-making in achieving objectives;
 3. Risk management shall be **collaborative and informed** by the best available information;

4. Risk management processes shall be **structured** to include:
 - a. **risk identification and assessment** to determine and prioritise how the risks should be managed;
 - b. the selection, design and implementation of **risk treatment** options that support achievement of intended outcomes and manage risks to an acceptable level;
 - c. the design and operation of integrated, insightful and informative **risk monitoring**; and
 - d. timely, accurate and useful **risk reporting** to enhance the quality of decision-making and to support management and oversight bodies in meeting their responsibilities; and
5. Risk management shall be **continually improved** through learning and experience.

3.2. This framework has been compiled to support the development of skills and capabilities to support the requirements outlined above. Risk management is a core element of good governance, with the “three lines of defence” model providing a simple and effective way to help delegate and coordinate risk management roles and responsibilities within and across the organisation. Risk management professionals work closely with others across the “lines of defence” to monitor and facilitate the implementation of effective risk management practices and enable the effective reporting of risk related information across an organisation. Risk management professionals support management by bringing expertise and process excellence, and by supporting stakeholders and customers to ensure that the risk management framework continuously improves and risks are effectively managed. This is typically achieved through the following four key responsibilities summarised in Figure 1 below:



Figure. 1

3.3. These four key responsibilities of a risk professional are interdependent elements of an enterprise risk management role. A summary of each element is provided below:

3.3.1. **Stakeholder Management and Understanding the Operating Environment:** The effective delivery of risk management is grounded in two interdependent tasks;

stakeholder management and understanding the operating environment, which includes the core organisation's objectives and its culture. This enables a risk management professional to provide informed advice, provide leadership in risk management, and engage effectively with senior leaders and decision-makers to drive changes in behaviours. Broadly, this task would include, but is not limited to the following activities:

- Identifying and establishing effective relationships with key customers and partners, applying RACI¹ or other methodologies to effectively manage these;
- Developing a good understanding of internal and external factors relevant to your organisation, through applying PESTLE² and other appropriate methodologies;
- Engaging with other risk professionals to share best practice, and support continuous improvement within your organisation; and
- Working collaboratively with partners to support the joint management of shared or system-wide risks.

3.3.2. Framework Management: Risk management professionals are responsible for developing a structured approach, in accordance with the principles outlined in the [Orange Book](#), and to ensure this is being applied effectively and consistently. As an integral part of the second line of defence, the risk professional would conduct periodic and ad-hoc assessments or reviews to determine whether risk management activities are being delivered in line with the framework, and should use the outcome of these reviews to drive improvements. Broadly, this task would include, but is not limited to:

- Ensuring the Orange Book compliant framework is integrated with other governance mechanisms, and provides a robust part of the second line of defence;
- Capturing information which enables the development of corporate insight, which enhances strategic planning and prioritisation, assists in achieving objectives and strengthens the organisation's confidence in the innovative and agile delivery of intended outcomes; and
- Continuous improvement of the framework, to optimise the support provided to leadership.

3.3.3. Analysis and Insight: Risk management should provide insights that support leaders to make informed decisions, enabling the pursuit and achievement of objectives and outcomes. A risk management professional will work closely with a cross-section of colleagues to ensure risk management is informed by the best available information and expertise, and supports:

- Applying risk management theories, processes and tools to develop corporate insight for a range of stakeholders, to enable informed and consequence-based decision-making;

¹RACI is a responsibility matrix assessment approach, which identifies and sorts stakeholders by who should be Responsible, Accountable, Consulted and Informed.

²PESTLE is an analysis tool which facilitates the analysis of Political, Economic, Social, Technological, Legal and Environmental factors influencing an organisation

- The analysis and aggregation of risks, to enable the delivery of management insight via risk reporting, which supports informed decision-making across governance mechanisms;
- Integrating risk management into governance to enhance the understanding of uncertainties within strategic planning and in prioritisation, to assist in achieving objectives and strengthen organisational agility;
- Facilitating discussions with senior leadership team to support the development and application of risk appetite and tolerance considerations;
- Facilitating discussions with senior leaders to provide assurance that risk management responses are proportionate and effective; and
- Highlighting opportunities arising through the management of risks, for consideration by senior leaders

3.3.4. Building Capability and Culture: Risk management must be an essential part of governance and leadership, and an integral part of all organisational activities. A risk management professional will develop and nurture skills within the organisation that enable informed decision making and support the delivery of organisational objectives and outcomes. A risk professional will work closely with other functional and professional expertise, planning and performance management colleagues, Arm's Length Body governance teams, compliance functions, auditors, inspectors, regulators and other relevant teams to build a coordinated picture of opportunities and risks across the organisation. Broadly, this task would include, but is not limited to:

- Driving and championing cultural change, by improving organisational understanding and application of risk management activity;
- Proactively engaging appropriate stakeholders to ensure risk is integrated with other governance mechanisms;
- Supporting the open and free flow of information to ensure new and emerging risks and pertinent risk information is highlighted in a timely way at the appropriate level;
- Developing and delivering upskilling sessions to improve knowledge and understanding of risk management, and support a continuous learning and improvement cycle; and
- Facilitating discussions with senior leadership team to support the development and application of risk appetite and tolerance statements.

3.4. The technical skills required to enable successful delivery of these four key tasks are outlined in [6 – Technical Competencies](#).

4. Risk Management Competencies

- 4.1.** In 2018, [Success Profiles](#) were launched as a core element of the new Civil Service recruitment framework. This approach moved recruitment to a flexible framework which assesses candidates against the following elements:
- **Behaviours** - actions and activities which result in effective performance in a job.
 - **Strengths** - the things we do regularly, do well and that motivate us.

- **Ability** - the aptitude or potential to perform to the required standard.
- **Experience** - the knowledge or mastery of an activity or subject gained through involvement in or exposure to it.
- **Technical** - the demonstration of specific professional skills, knowledge or qualifications.

4.2. This document provides an outline of the technical skills and behavioural competence profiles for each risk management grade at [Annex A](#). These skills and competencies are for Civil Service staff working in a risk management context, or anyone who wants to find out more about what is required to work in this area.

4.3. Competencies are the skills, knowledge, behaviours and experience that are needed to do something successfully. In total this framework outlines 16 competencies for consideration by the risk community, which are grouped into 2 areas:

- Nine Behavioural Competencies aligned to the [Civil Service Success Profiles \(See section 5 – Behavioural Competencies\)](#); and
- Seven Technical Competencies, which assist in the development of role profiles to support the recruitment and development of effective risk professionals, and the development of meaningful personal objectives and development plans ([See section 6 – Technical Competencies](#)).

5. Behavioural Competencies

5.1. The nine behavioural competencies which form the basis of the [Civil Service Success Profiles](#) are as follows:

- **Seeing the Big Picture:** Understanding how your role fits with and supports organisational objectives. Recognising the wider Civil Service priorities and ensure your work is in the national interest.
- **Changing and Improving:** Seeking out opportunities to create effective change and suggesting innovative ideas for improvement. Reviewing ways of working, including seeking and providing feedback.
- **Making Effective Decisions:** Using evidence and knowledge to support accurate, expert decisions and advice. Carefully considering alternative options, implications and risks of decisions.
- **Leadership:** Showing pride and passion for public service. Creating and engaging others in delivering a shared vision. Valuing difference, diversity and inclusion, ensuring fairness and opportunity for all.
- **Communicating and Influencing:** Communicating purpose and direction with clarity, integrity and enthusiasm. Respecting the needs, responses and opinions of others.
- **Working Together:** Forming effective partnerships and relationships with people both internally and externally, from a range of diverse backgrounds, sharing information, resources and support.
- **Developing Self and Others:** Focusing on continuous learning and development for self, others and the organisation as a whole.

- **Managing a Quality Service:** Delivering service objectives with professional excellence, expertise and efficiency, taking account of diverse customer needs.
- **Delivering at Pace:** Taking responsibility for delivering timely and quality results with focus and drive.

5.2. These nine behavioural competencies underpin delivery of the four key elements of an enterprise risk management role, as described in [Figure 1](#), and are reflected in the example role profiles provided at [Annex A](#).

6. **Technical Competencies**

6.1. To ensure the effective development, implementation and continuous improvement of a risk management framework, organisational risk functions should be managed and supported by individuals with the appropriate skills, knowledge, capability and confidence. The following seven technical competencies have been developed to aid the recruitment and development of risk professionals. These components are interrelated and are framed to support the delivery of an enterprise risk management approach in accordance with the principles and concepts outlined in the [Orange Book](#).

- **Analysis and Insight:** Risk management professionals will apply numeracy and critical thinking skills to assess, quality assure and prioritise data when using modelling, forecasting and other relevant techniques to develop management insight and statistical information. This information will be presented clearly to relevant governance mechanisms and stakeholders, to enable informed decision making and prioritisation of activity.
- **Building Capability and Culture:** The development of organisational capability is inextricably linked with the development of a risk culture, namely the knowledge, attitudes and behaviours which determine how effectively an organisation engages with and applies risk management. Risk management professionals will build capability and a risk culture through engagement and upskilling activities.
- **Management of a Risk Team:** Risk management is an essential element of good governance, and risk management professionals must deliver risk management that meets organisational needs and obligations. A key element of the function is to provide constructive challenge to the organisation, and to ensure the risk profile is up-to-date and accurately reflected in reporting. In maintaining a risk function, risk management professionals will ensure organisations fulfil the requirements set out in the [Orange Book](#) and Section 5 of the [Corporate governance code for central government departments](#).
- **Managing Performance Improvement:** Risk management should drive excellence in the achievement of organisational objectives and outcomes by promoting a strong culture of planning, risk and performance with integrated financial and business planning, aligned with robust risk and assurance. Risk management professionals will work collaboratively with planning and performance teams to progress this aim, and support the development of an integrated reporting approach. Risk management professionals will engage with the development of Spending Review bids, and promote the alignment of

planning and prioritisation with control and risk reduction requirements aligned with risk tolerances.

- **Delivery and Oversight of the Risk Management Framework:** Risk management professionals will be engaged in the development, implementation and refinement of a risk management framework designed to support a comprehensive view of the risk profile, aggregated where appropriate, in support of governance and decision-making requirements. This will facilitate the consistent and robust identification and management of opportunities and risks, supporting openness, challenge, innovation and excellence in the achievement of objectives. Risk management professionals will ensure the essential components which enable the effective implementation and delivery of the risk management framework, including policies, processes, and data are in place and subject to regular review and refresh.
- **Stakeholder Management:** Risk management professionals will actively engage with stakeholders as mentors and business partners to help organisations embed risk management across departmental/team structures. Risk management professionals will employ strong communication skills to consult and facilitate engagement with stakeholders to progress framework requirements, such as risk identification and risk appetite development. The data and insight gathered through these processes will ensure risk management information is accurate, timely, and up-to-date, and will support improvements in organisational risk maturity.
- **Understanding the Operating Environment:** Risk management professionals must understand an organisation's structure, role(s) and external context in order to provide appropriate advice and direction. This enables a risk management professional to provide informed advice, provide leadership in risk management, and engage effectively with senior leaders and decision makers to drive changes to behaviours.

6.2. These seven technical competencies enable the delivery of the four key elements of an enterprise risk management role as described in [Figure 1](#).

7. Scale and Complexity

7.1. The Risk Management Competencies are used to indicate the typical knowledge and experience required for enterprise risk management roles within central government departments. The role profiles included in [Annex A](#) are for guidance only, and should be considered in conjunction with the [Government Finance Function's Skills and Capability Framework](#). They are not prescriptive and should not be used as an absolute measure, as the broad range of organisations across the Civil Service vary significantly in terms of their nature and the challenges they present.

7.2. The grade of risk professionals should be aligned to the size and / or complexity of an organisation. Organisations with a lower level of complexity are generally characterised by having a high degree of certainty, are smaller, have clear

stakeholders and can be managed using standard procedures and methodologies. Organisations with a higher level of complexity are generally characterised as having a high degree of uncertainty, are larger, politically sensitive, technically complex, have many stakeholders and often need procedures and methodologies to be adapted to suit dynamic and sometimes unique situations.

- 7.3. These role profiles should be re-scoped and adapted as required to support enterprise risk management within organisations of different sizes and complexity. These profiles can also be adapted by organisations to develop role profiles where risk management forms a proportion rather than the totality of a role.

8. **Further Information**

- 8.1. For more information, or to provide feedback on this framework, please email GovFinance@hmtreasury.gov.uk.
- 8.2. Information on the development of Orange Book Good Practice Guides can be found on OneFinance. Please refer to the [Heads of Risk Network pages](#) for the latest news.

The model role profiles provided in Annex A are arranged according to levels described in the Civil Service [Success Profiles](#). The information presented below will be useful for recruiting managers and managers of risk practitioners.

When recruiting, the information presented below should be reviewed, and the behaviours best suited to the specific role should be selected and amended to reflected organisational requirements. For example, where a role includes other governance responsibilities, the risk elements described below should be appropriately balanced in role profiles and job descriptions.

When applied by managers to support professional development and performance reviews, it should be noted the examples presented below provide an overview of what is expected of individuals at each level. These profiles must be reviewed to ensure they are appropriate for the complexity of the organisation and the scope of the role and amended as required. It should also be noted that individuals do not need to demonstrate all aspects of the profiles below to be deemed effective.

I. Level Three (HEO / SEO) Role Profile	12
II. Level Four (G7 / G6) Role Profile	14
III. Level Five (SCS1) Role Profile	16

i. Level Three Role Profile

Core Tasks and Technical Competencies

Risk Professional

HEO or equivalent role summary: The postholder supports business partnering at the business group level, through day to day contact with risk managers and co-ordinators across the organisation. Through the core tasks outlined below, this role supports the business to identify, assess and monitor risk and to implement improvements in risk maturity.

SEO or equivalent role summary: The postholder is a business partner providing a service at business group level, with day to day contact with risk managers and co-ordinators across the organisation. Through the core tasks outlined below, this role supports the business to identify, assess and monitor risk and to implement improvements in risk maturity.

Framework Management

- Commission and produce the departmental risk register reports for governance meetings.
- Contribute to the development of the risk management framework by producing and presenting framework and tools aligned with the Orange Book and associated guides.
- Monitor, challenge and report on the quality and content of risk reports produced across the Department, using information and data from multiple sources and stakeholders to seek continuous improvement.
- Ensure the risk framework is compliant with Orange Book requirements, and framework structures promote the achievement of improved risk maturity.

Analysis and Insight

- Produce principal and secondary risk reports, which include commentary and insight regarding the effectiveness of risk control and mitigation measures.
- Providing succinct, reliable, timely and persuasive analysis and information on the Department's risks and compliance challenges.
- Where appropriate, reporting provides constructive challenge to the organisation.
- Engaging with other governance processes to ensure risk management advice is aligned with organisational objectives and priorities.

Building Capability and Culture

- Develop and implement framework and tools to support a consistent risk management approach, in line with CRO's vision.
- Develop upskilling material and deliver workshops which promote and facilitate engagement with risk management processes.
- Provide expert advice to enable the business to conduct the risk management process including risk identification, assessment, management and monitoring of risk.
- Support the business to deliver improvements in risk management maturity.
- Identifying areas for improvement to support business alignment with the risk framework.

Stakeholder Management and Understanding the Operating Environment

- Sound awareness and understanding of the wider organisation and external context, and how this impacts risks.
- Build strong stakeholder relationships that promote coming together across the risk community within an organisation, including Executive Agencies and other Arm's Length Bodies.
- Identify and engage with key stakeholders; managing relationships with a wide range of stakeholders across the business, such as planning and performance teams and internal and external assurance functions, to support the delivery of integrated reporting.
- Develop an understanding of organisational principal and emerging risks through risk identification and analysis and establishes supporting processes with risk owners.

Core Behaviours

- Adaptable, maintaining effectiveness when experiencing major changes in tasks and operating environment, adjusting effectively to work within new structures, processes, requirements or cultures.
- Articulate communicator with excellent written and oral skills.
- Ability to engage at all levels in the department, cultivating an environment and culture where effective risk management can occur.
- Build and maintain effective relationships based on trust, exercising discretion when exposed to sensitive information.
- Constructively challenge teams and senior leaders within the department to support improved outcomes.
- Motivate team and stakeholders during challenging periods, adopting an optimistic and pragmatic approach to solving problems.
- Using proven leadership skills, build organisational capability through influencing stakeholders, as well as driving development within own team.
- Use sound judgement to support colleagues in delivering effective risk management activity
- Work independently and flexibly with a focus on delivering outcomes, and where appropriate, work through others to deliver objectives.
- Support the delivery of outcomes, in line with CROs vision, adopting an optimistic and pragmatic approach to solving problems.

Experience

HEO Entry Route Within Finance: This role does not require previous risk management experience, however individuals may have had some exposure to risk management in project or programme roles.

HEO Entry Route from Outside the Government Finance Function: This role is suitable for an individual without risk management experience who is keen to pursue a career in the risk profession. An understanding of The [Orange Book](#) is beneficial

SEO Entry Route Within Finance: Suitable for an individual who has held an HEO or equivalent risk management role, such as Risk Manager, Deputy Risk Manager or Assistant Risk Manager or similar
such as Senior Risk Manager, Senior Risk Lead, Head of Risk, Deputy Head of Risk or similar.

SEO Entry Route from Outside the Government Finance Function: This role is suitable for an individual with risk management experience as part of a broader role e.g. project management, or someone already working in a strategic setting who has gained experience from interacting with the risk profession. An understanding of the [Orange Book](#) is required.

Qualifications

Recommended, achieved or working towards:

- OGC Management of Risk foundation or practitioner course
- IRM Fundamentals of Risk Management course
- IRM Certificate in Enterprise Risk Management (or equivalent)
- Relevant professional qualification (such as qualified with CCAB, CIMA or equivalent)

ii. Level Four Role Profile

Core Tasks and Technical Competencies

Risk Professional

G7 equivalent role summary: The postholder champions delivery of the risk management framework through the core tasks outlined below. This role develops organisational insight by maintaining strategic oversight of the organisational risk profile and providing strategic direction to the risk team. Regular contact and consultancy services are provided to senior leaders across the organisation to support organisational improvement.

G6 or equivalent role summary: The postholder champions delivery of the risk management framework through the core tasks outlined below. This role maintains oversight of risk team delivery, develops organisational insight by maintaining strategic oversight of the organisational risk profile, and developing and providing strategic direction to the risk team. Regular contact and consultancy services are provided to senior leaders across the organisation to support organisational improvement.

Framework Management

- Ensuring clear policies, procedures and framework are available, and develop new ideas and best practice to drive continuous improvement within your portfolio.
- Leading on the development, implementation and regular review of risk management frameworks and the development of relevant improvement plans which drive improvements in risk maturity.
- Ensuring risk management activity is engaged with other governance mechanisms, including planning and performance activity.

Analysis and Insight

- Promoting a joined-up approach with strategy and policy development, planning, change delivery, performance and other relevant functions to build robust governance systems.
- Ownership of risk reporting, which provides strong insight to drive strategic decisions and discussions
- Providing expert advice, framework and support to Executive teams and business groups on all aspects of risk management

Building Capability and Culture

- Working closely with performance management colleagues, compliance functions, auditors, inspectors, regulators and other relevant teams to build a coordinated picture of opportunities, risks and issues.
- Delivering a positive impact on improving risk management, delivery of plans, value for money, securing good external relationships and enhancing organisational capability.
- Developing communication and upskilling tools to train staff in the Risk Management Framework

Stakeholder Management and Understanding the Operating Environment

- Building positive risk management relationships with key stakeholders including the wider Civil Service community to ensure the local approach reflects wider best practice
- Support the Chief Risk Officer or equivalent postholder in advising the Board when it is setting the overall risk appetite, strategy and architecture of the risk management framework
- Persuading and influencing senior leaders about the importance of good risk management, governance and assurance. Building positive risk management relationships with key stakeholders including the wider Government community to ensure the Departments approach reflects wider best practice

Core Behaviours

- Adaptable, maintaining effectiveness when experiencing major changes in tasks and operating environment, adjusting effectively to work within new structures, processes, requirements or cultures.
- Constructively challenge and motivate teams and senior leaders to support improved outcomes within the department.
- Lead and inspire the risk management team, ensuring it is equipped with the right skills and experience to deliver objectives and act as a centre of excellence for the department.
- Think strategically and demonstrate a clear and compelling vision for the organisation that will develop join-up and promote efficiency, and motivate and enthuse others.
- Work independently and flexibly with a focus on delivering outcomes, in line with the Chief Risk Officer or equivalent postholder's vision, exercising sound judgement and adopting an optimistic and pragmatic approach to solving problems.
- Builds stakeholder relationships at the most senior levels based on trust and respect, exercising discretion when exposed to sensitive information.
- Drive continuous improvement in the organisation through developing stakeholders and own team, delivering a strong risk culture, risk maturity and improved outcomes.
- Passion for developing the risk management profession and the people in your team and ability to provide professional leadership across government
- Work with the business to determine plans and ensure that appropriate corporate policies, controls and assurance are in place.
- Works seamlessly across boundaries, collaborating with and drawing on resources from across department, and government.

Experience

An understanding of the [Orange Book](#) is essential.

Entry Route Within Finance: Suitable for an individual who has held a risk management role such as Senior Risk Manager, Senior Risk Lead, Head of Risk, Deputy Head of Risk or similar.

Entry Route from Outside the Government Finance Function: Suitable for an individual with proven experience in a strategic setting, who has gained experience and insight from regular engagement with the risk profession and is experienced at presenting and engaging at Executive Committee level.

Qualifications

G7: Recommended, achieved or working towards:

- OGC Management of Risk foundation or practitioner course
- IRM Fundamentals of Risk Management course
- IRM Certificate in Enterprise Risk Management (or equivalent)
- Relevant professional qualification (such as qualified with CCAB, CIMA or equivalent)

G6: Essential, achieved or working towards:

- IRM Certificate/ Diploma in Enterprise Risk Management (or equivalent)
- Relevant professional qualification (such as qualified with CCAB, CIMA or equivalent)

ii. Level Five Role Profile (SCS1)

Core Tasks and Technical Competencies

Risk Professional

Deputy Director or Equivalent: Through the core tasks outlined below, the post holder is responsible for ensuring governance is based on effective and efficient risk management and appropriate assurance processes. This post is commonly designated as the Chief Risk Officer.

Framework Management

- Commission and oversee the delivery of departmental risk register reports for senior leadership committees.
- Monitor, challenge and report on the quality and content of risk reports produced, using professional judgment and insight.
- Driving the organisation to establish a risk appetite, and the structures necessary to live within appetite.
- Plan, implement, own and maintain the risk management framework that identifies, assesses, reports and monitors all categories of risk across the whole Department, resulting in enhanced organisational capability.
- Champion the integrated consideration of risk within governance mechanisms

Analysis and Insight

- Advise the Board when it is setting the overall risk strategy, risk appetite and architecture of the risk management framework.
- Provide expert advice to Senior Boards and key stakeholders including Ministers, the Executive Committee, and the Audit & Risk Assurance Committee on risk maturity.
- Ensure risk management insight supports the development and subsequent assessment of planning and performance mechanisms.
- Ensure risk management insight informs prioritisation and spending decisions within the organisation.
- Providing efficient and effective management and assurance and advice to leaders

Building Capability and Culture

- Collaborate with Internal Audit and other internal and external assurance providers to facilitate a combined assurance and risk management approach;
- Champion a strong risk culture with senior leaders, to promote active engagement with all elements of the risk management process.
- Support executive committees and senior leaders in reviewing and implementing risk management insight to support organisational improvements.

Stakeholder Management and Understanding the Operating Environment

- Develop and clearly communicate a vision to direct organisational risk framework the development of a consistent risk management approach.
- Provide strategic oversight of risk across an organisation, including executive agencies and other arm's length bodies
- Build strong stakeholder and actively engage with a wide range of internal and external stakeholders.
- Engage with Heads of Risk Network / Risk Improvement Group to facilitate information exchanges and ensure alignment and join up with the Civil Service risk community.
- Engagement with Non-Executive Directors, to develop capability and promote robust engagement with the risk management framework.

Core Behaviours

- Ability to lead at a senior level and influence across the organisation, developing a culture where effective risk management can occur.
- Adaptable, maintaining effectiveness when experiencing major changes in tasks and operating environment, adjusting effectively to work within new structures, processes, requirements or cultures.
- Articulate communicator with excellent written and oral skills at all levels.
- Builds stakeholder relationships at the most senior levels based on trust and respect, exercising discretion when exposed to sensitive information.
- Demonstrates sound judgment in providing strategic advice, and provides constructive challenge which supports and drives continuous improvement in the organisation.
- Leads, inspires and shapes the risk management function ensuring it is equipped with the right skills and experience to deliver objectives and act as a centre of excellence for the department.
- Passionate about developing the risk profession and your team, and able to provide professional leadership across government
- Thinks strategically about the delivery of outcomes, challenging the status quo and adopting an optimistic and pragmatic approach to solving problems.
- Works with the business to determine plans and ensure that appropriate corporate policies, controls and assurance are in place.
- Works seamlessly across boundaries, collaborating with and drawing on resources from across department, Government and externally.
- Demonstrates a clear and compelling strategic vision for the organisation that will develop join-up and promote efficiency, whilst motivating and enthusing others.

Experience

- An understanding of the Orange Book is essential
- This role is only suitable for an individual who has held a G6 or equivalent risk management role as a Senior Risk Lead, Deputy Chief Risk Officer, Risk Manager, Head of Risk, Head of Risk and Governance, Head of Risk and Information or similar.

Qualifications

Essential, achieved or working towards:

- IRM Certificate/ Diploma in Enterprise Risk Management (or equivalent)
- Relevant professional qualification (such as qualified with CCAB, CIMA or equivalent)

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Government
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Agency



Government
Legal Department



Government
Security
Group



HM Revenue
& Customs



Ministry
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of Justice



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