Process Performance Reviews

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1. Monthly ops review pack structure

🎯 Purpose

Defines the fixed structure of the monthly operations review pack so every area reports the same way and the meeting compares months, not formats.

🧭 Pack governance guidance

The review pack structure is fixed to enable consistent month-on-month comparison, standard challenge, and governance traceability across operational areas.

📚 Pack sections (fixed order)

1. 📊 **Headline performance view**
   Single-page executive summary containing consolidated RAG status, top Watch risks, and overdue actions requiring leadership attention.

2. 📈 **Distribution performance review**
   Distribution scorecard extract with commentary aligned to the approved KPI framework and operational performance definitions.

3. 🧾 **Middle-office operations review**
   Underwriting referral service, policy administration SLA adherence, and queue management performance.

4. ⚙️ **Back-office operational review**
   Claims servicing measures, premium reconciliation position, and ageing of unallocated items.

5. 🛡️ **Control environment assessment**
   Control self-assessment outcomes, identified control failures, and remediation tracking.

6. ⚠️ **Risk register update**
   Material movements across the operational risk register and active Watch items requiring governance attention.

7. 🚀 **Improvement portfolio review**
   Improvement initiative delivery status, charter adherence, and continuous-improvement throughput.

8. ✅ **Decisions and action log**
   Section reserved for governance actions, decisions, and named accountabilities captured during the review meeting.

🧾 Reporting rules

> ⚠️ **Reporting standard**
>
> Operational commentary must follow the agreed exception structure: cause, action, owner, and target date. Green measures should not include narrative unless escalation is required.

- Numbers come from the KPI dictionary definitions; a number whose definition is disputed is removed from the pack until the dictionary resolves it.
- The pack is distributed 24 hours before the review; the meeting is for decisions, not for reading.

2. SOPs

2.1. Running the monthly ops review

🎯 Purpose

Procedure for the monthly operations review — the governance point where performance, controls, risks and improvement meet.

Owner: Head of Performance and Improvement · **Cadence:** monthly, working day 9 · **Duration:** 90 minutes

🧭 Governance guidance

This review is intended to provide operational governance, challenge emerging risks, and maintain accountability for service, control, and improvement outcomes across the operation. Meeting discussions should remain evidence-based and decision-oriented.

👥 Attendees

Accountable owners per the RACI in **Roles and Responsibilities**: Head of Distribution, Distribution Ops Manager, Customer Ops Manager, UW Ops Manager, Policy Admin Team Lead, Claims Ops Manager, Finance Ops Manager, plus Risk as second line.

> ℹ️ **Governance expectation**
>
> Delegates attending on behalf of accountable leaders must hold delegated decision-making authority for their operational area.

✅ Procedure

1. 📤 **Pre-review preparation (working day 8)**
   Review pack distributed per the approved structure. Attendees review materials in advance and capture written questions directly on the pack.

2. 📊 **Headline performance review (10 min)**
   Chair reviews the consolidated RAG summary. Green items with no challenge or clarification requests are closed without further discussion.

3. ⚠️ **Exception review and challenge (50 min)**
   Each amber or red item is reviewed in pack order. Owners confirm cause, corrective action, accountable owner, and target date. Discussion focuses on process and control effectiveness rather than individuals.

4. 🛡️ **Control and risk governance (15 min)**
   Failed controls and Watch risks are reviewed. Escalation, acceptance, or remediation decisions are formally recorded with named accountability.

5 🚀 **Improvement pipeline review (10 min)**

Review initiatives at risk, charter variances, and lessons identified including this month’s openly raised operational failure acknowledgement.

6 ✅ **Decisions and action confirmation (5 min)**

The action log is read aloud before close. Every action must have one accountable owner and a committed completion date.

🧾 Records and evidence

Actions land in the tracked log within 24 hours; overdue ops-review actions appear automatically on next month's headline view. Minutes follow the document control standard in **Policies and Standards**.