Channel Management

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1. Channel Management Overview

🎯 Purpose

Channel Management governs the health of Bryte's distribution channels: broker panels, agency agreements, bancassurance partnerships and direct corridors. This space holds the procedures for reviewing, amending and terminating channel relationships.

📊 Operational overview

Key operational metrics

- Quarterly governance review completion target: 100%
- Agreement renewal completion before expiry target: 98%
- Dormant intermediary review backlog threshold: <5 outstanding cases
- Channel conflict resolution SLA: 10 business days
- Distribution governance reporting accuracy target: 99%

Continuous improvement priorities

- Increase automation in intermediary governance reporting
- Improve visibility of channel-level conduct indicators
- Standardise remediation tracking across distribution teams
- Reduce manual reconciliations during renewal activity
- Enhance escalation governance for channel conflicts

🧭 Core processes

1. Conduct broker panel performance reviews on a quarterly basis.
2. Administer annual agreement renewal activities and amendment governance.
3. Monitor dormant intermediaries and coordinate deactivation reviews where required.
4. Manage channel conflict resolution activities across overlapping distribution relationships.

🛡️ Governance and ownership

Function	Primary responsibility	Key governance controls
Operations	Coordinate agreement administration and channel reporting	Document retention, SLA monitoring, escalation tracking
Compliance	Monitor conduct indicators and regulatory alignment	Conduct review, audit oversight, policy adherence
Underwriting	Approve mandate and scope amendments	Risk appetite review, delegated authority validation
Finance Operations	Manage commission reconciliation impacts	Statement reconciliation controls, payment verification
Channel Management	Own channel relationship governance and committee reporting	Performance oversight, remediation management

🔎 Operating rhythm

Activity	Frequency	Owner
Panel performance review	Quarterly	Head of Distribution
Agreement renewals batch	Annually (Q4)	Channel Manager
Dormant intermediary review	Semi-annually	Channel Manager

🔎 Evidence quality requirements

- Maintain complete decision records for all panel governance and agreement activities.
- Ensure intermediary classifications are supported by validated operational data.
- Retain review committee outputs and remediation evidence for audit readiness.
- Verify all channel agreement versions align with approved governance templates.
- Escalate unresolved ownership gaps to the Head of Distribution.

🌐 Related operational scope

Related: activation and onboarding of individual intermediaries is owned by **Sales Operations**; this space governs the channel relationships those intermediaries operate under.

2. SOPs

2.1. Broker panel review

🎯 Purpose

Quarterly review of the broker panel to keep the channel mix aligned with distribution strategy and to act on underperformance and dormancy.

Owner: Head of Distribution · **Performed by:** Channel Manager · **Frequency:** quarterly, within 15 working days of quarter end

📊 Operational overview

Key operational metrics

- Quarterly review completion SLA: within 15 working days of quarter end
- Watch remediation follow-up rate target: 100%
- Dormant intermediary deactivation cycle target: 30 days
- Distribution committee action closure rate target: 95%
- Panel data validation accuracy target: 99%

Continuous improvement priorities

- Improve conduct-risk visibility within intermediary scoring
- Reduce manual spreadsheet dependency in panel reviews
- Enhance remediation tracking for Watch classifications
- Refine attrition indicators for dormant intermediaries
- Standardise committee decision logging and ownership tracking

🧭 Process map

1. Produce the panel matrix: every active intermediary plotted on production (GWP against target) and quality (loss ratio, persistency, conduct flags).
2. Classify each intermediary: **Grow**, **Maintain**, **Watch**, or **Exit**.
3. For Watch: agree a remediation plan with the intermediary, review in the next cycle.
4. For Exit: initiate the termination procedure in the terms of business agreement — notice periods apply; coordinate client-transfer requirements with **Policy Administration**.
5. Dormant intermediaries with no pipeline: recommend deactivation; Sales Operations executes the CRM status change.
6. Present the panel review pack at the quarterly distribution committee; record decisions and owners.

⚠️ Exception and escalation handling

⛔ **Control restriction**

Intermediaries classified as Exit may not be deactivated until all contractual obligations, client-transfer activities, and compliance reviews have been completed.

🔎 Operational quality controls

- Validate all source scorecards before classification activities begin.
- Escalate unresolved conduct concerns to Compliance before recommending growth actions.
- Confirm intermediary remediation plans contain clear owners, timelines, and measurable actions.
- Ensure termination activities align with contractual notice provisions and client-transfer requirements.
- Retain committee records and panel review evidence for audit and governance reporting purposes.

🧾 Outputs and records

- Updated panel matrix
- Distribution committee decision log
- Remediation plans and status trackers
- Dormancy deactivation recommendations
- Governance review evidence and reporting outputs

3. Work instructions

3.1. Updating channel agreements

🎯 Purpose

Instruction for amending a terms of business agreement (TOBA) with an intermediary or channel partner — commission changes, mandate extensions, or contact and banking amendments.

📊 Operational overview

Key operational metrics

- TOBA amendment turnaround target: 5 business days
- First-time-right execution target: 98%
- Banking amendment verification SLA: same business day
- Queue aging escalation threshold: >10 business days outstanding
- Signature completion target: within 7 calendar days

Continuous improvement priorities

- Reduce amendment rework caused by outdated clause references
- Increase e-signature adoption across intermediary base
- Improve CRM amendment tracking completeness
- Monitor fraud-control adherence for banking detail amendments
- Identify recurring approval bottlenecks across Distribution and Underwriting

🛡️ Governance and ownership

Function	Governance responsibility
Channel Manager	Amendment coordination, approval routing, execution oversight
Distribution Manager	Approval of commission-related amendments
Underwriting	Approval of mandate and scope amendments
Finance Operations	Reconciliation management for commission-impacting changes
Compliance	Fraud-control oversight and audit support

🔒 Rules that always apply

- Only the current approved TOBA template from **Policies and Standards** may be used. Never edit a previously signed document.
- Commission changes require Distribution Manager approval **before** the amendment is drafted.
- Banking detail changes require a call-back verification to the number already on file — not the number on the change request. This is fraud control CTRL-D-11.

✅ Procedure

1. Log the amendment request in CRM under the intermediary account (**Related → Agreement Amendments → New**).

2. Verify the requester is an authorised signatory per the account record.
3. Draft the amendment on the current template; reference the master TOBA date and clause numbers.
4. Route for internal approval: commission terms to Distribution Manager; mandate scope to Underwriting; everything else to Channel Manager.
5. Send for signature via the e-signature platform. Wet-ink only where the partner cannot use it, with Channel Manager sign-off.
6. On return, attach the executed amendment to the account, update the commission agreement or mandate records to match, and set the next review date.

⚠️ Exception and escalation handling

> ⚠️ **Escalation requirement**
>
> Commission amendments impacting active policy periods must be communicated to Finance Operations before the effective date to avoid reconciliation exceptions and broker statement inaccuracies.

🔎 Operational guidance and common failure points

- Confirm the authorised signatory against the latest intermediary records before any draft is issued.
- Validate clause references against the current approved TOBA template to avoid unenforceable amendments.
- Retain callback verification evidence for all banking amendments in accordance with fraud control CTRL-D-11.
- Escalate delayed approvals exceeding SLA thresholds to the responsible Channel Manager.
- Verify review dates are updated correctly after execution to support governance reporting and renewal planning.

🧾 Records and evidence

- CRM amendment request record
- Approved TOBA amendment document
- E-signature or wet-ink execution evidence
- Callback verification evidence for banking amendments
- Approval and review audit trail