

Change Management Switchboard

Summary: Playbook to support Revoluters to identify the change management process they need to follow in order to initiate and deliver a change initiative.

Outcome: Ensure change initiators at Revolut follow appropriate change management processes leading to efficient change management and reduced Risk Incidents

Who should read this: Anyone in Revolut looking to make a major change in the business

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Status: LIVE

Purpose

▼ Purpose

Changes must be managed in line with the **Change Management policies** to ensure the right balance between execution and risk, as well as ensuring that relevant stakeholders are engaged and informed. Which process to use is driven by: the **type** and **level of risk** associated with the change.

This Switchboard will assist change initiators in understanding which change management process to apply

Scope


▼ Scope

This playbook is applicable to change initiatives that will **materially*** alter a component of Revolut, such as its products, structure, culture, communications, policies, technology or operating model.

In-scope includes change initiatives relating to:

- Product changes: Customer-facing and internal products (new products or product changes)
- Services related changes: Scope or scale of intra-group services
- Third party changes: including vendor management
- Expansions: Geographical expansion & group structure
- Tech Changes: including Product, Technology, Platforms, applications & data (driven by Code changes)
- Transformation/large-scale projects
- Talent or Employee related changes
- External Communications: including Marketing & comms
- Changes to Risk Assets: including Policy & procedures, Risks, Controls etc.

- Real Estate related changes
- Finance related changes (Capital allocation, solvency, wind-down decisions, configuration changes associated with new products/entities etc.)
- FinCrime changes
- Changes to standardised risk library within scope of Risk & Compliance Service Desk

 *The **Materiality** of Vendors, Processes, Systems and Databases is predefined based on its importance to support important business services. If a change impacts a combination of process, vendor, systems or databases then highest materiality bucket **should be** considered.

The teams undertaking a change activity **must** derive the **Complexity** of a change based on a proportional risk based approach.

Please refer to the [detailed procedure](#) for further details on Materiality vs Complexity Matrix

How the Switchboard works

▼ Method

To identify the change management process you need to follow, select the relevant type of change from the ***What do you want to change?*** section below - you will then find information on when you use the selected process, examples, key steps and useful links.

If you prefer a schematic, you can also use the [Change Management decision tree](#).

If the change management requirements are still unclear after reading the guidance below, please raise a ticket at [NIAP Service Desk](#) they will help you ASAP.

What do you want to change?

 Select the type of change that you want to implement in order to identify what process to follow:

I want to...

Change our customer-facing or internal products

▼ Customer-facing products: create a product, change a product, or launch in a new location

Product NIAP - *should I use it?*

Follow this process when:

- Introduction of new products:

- new products at Group level (potentially launched in multiple territories at once)
- launch of products already approved at Group level in another entity
- launch, by an entity, of a product not previously approved at Group level (an entity-specific product)
- Significant changes to existing products – Significant product changes include:
 - Any change that is likely to have a material impact on (as per Consumer Duty):
 - a product's value; or
 - customers' understanding of the product; or
 - the treatment that customers receive in their dealings with Revolut;
 - Any change to the customer journey or product functionalities, if:
 - New customer data is required and/or processing of personal data changes; or
 - New funds flow is required; or
 - Materially changes the customer experience or risk exposure for Revolut
 - Any pricing change or change to the term the product is offered for
 - Any mandatory regulatory change
- Reviews of existing products – Periodic and ad-hoc post-launch reviews form part of the review of existing products, evaluating their performance based on commercial, risk and compliance quantitative and qualitative data
- Retirement of products, product components or features – Where a product/feature is no longer to be offered to existing or new customers

Note that:

- Certain product or service types may have different requisites vs standard NIAP tickets. In those instances, NICO may approve a special route (an adjusted version of the NIAP process). This includes [pricing](#), [crypto](#) and [investment product](#) special routes.
- Applies to both products with a direct touch point with the customer and those with an indirect impact on customers, such as Core Payments or FinCrime products
- Product NIAPs should also be triggered as part of the Expansion NIAP when launching a new customer-facing entity

- For initiatives that relate to marketing or customer communications, such as referral programs or customer waitlists, Product NIAP should be used when the initiative introduces a new benefit or feature for our customers
- Material changes to third party vendors impacting a customer-facing product are likely to require Product NIAP as well as [TPSL](#)

Examples

- New pricing structure for commodities product
- New crypto tokens
- Launch of non-custodial wallet

What steps do I need to take?

- From the [NIAP Service Desk](#), launch Product NIAP
- If the product change involves changing technology, platforms, applications and/or data,
 - initiate a product epic
 - Fill the Risk assessment as part of the product change
 - If Risk assessment reveals change as Tier 0 or Tier 1, then [System Design Review](#) process is triggered
- If the product change involves changing a third party vendor, you will also need to raise a [Third Party Engagement Request](#) and follow the [Third Party Spend Lifecycle process](#) to onboard the third party

For further help, visit [Product NIAP Wiki](#)

▼ Internal product: create or change (**)

(WIP) Internal Product - *when should I use it?*

Follow this process when the change is to:

- Create or change an internal product or service
- Changes to non-customer facing products (e.g., Risk Platform, Core Platform, Data Platforms etc.)

Note that:

- Products that have an indirect impact on customers, such as Core Payments or FinCrime products, are considered customer-facing products and the Product NIAP should be followed
- Non-customer facing products that directly impact external parties, such as vendors, should follow Product NIAP

Examples

- Launching new Risk Management system

- Adding new functionalities to Revoluters

What steps do I need to take?

Option 1

Follow the Product NIAP and use triaging for triggering tickets basis materiality and complexity of the internal product change as per our [Change Management Policy](#), assess the materiality and complexity of the internal product change

Option 2

A New special approval & recommended route for internal product changes

Pros & cons analysis of the 2 options

	Pros	Cons
Option 1: Product NIAP	No need to create a separate new process (incorporated within existing framework)	Risk assessment questionnaire is not applicable and many tickets that open will also not be applicable, leading to slower and less efficient process Some new tickets would need to be manually added to the process to get all necessary reviews related to internal product changes
Option 2: Special approval route	Not considering certain reviews since they are not applicable (i.e., not creating tickets) Having a predefined Enhanced/Lite route for all cases Having new tickets to address specific considerations (eg. internal communication and roll out plan) Structurally skipping	Need to have another special process drafted for a topic, scaling like this could lead to too many individual processes as Revolut continues to scale

some testing stages or NICO presentations Not requiring Risk Template Review stage (since tickets are predetermined)

Change scope or scale of intra-group services

▼ Scope and scale of Intra Group services

Service Delivery Management Service Desk - *when should I use it?*

Follow this process when the change is to:

- Introduce a new service
- Outsource services between Revolut Entities (Intra Group Servicing Arrangements)
- Change scope or scale of existing services received or provided
- Update the Service Catalogue
- Create, change or delete service SLAs

Examples

- A Department or Entity wants to change the type of SLAs that measures the performance of a particular Service
- A Department wants to add or delete a Service from the Service Catalogue

What steps do I need to take?

- For introducing a new Service, use the link to the [Service Catalogue](#)
- Launch request with [SDM Service Desk](#) for Service Catalogue change request

For further help, visit the [SDM Playbook](#)

Use special NIAP approval routes

▼ Pricing/Fee changes

Pricing/Fee changes - *when should I use it?*

The proposed route includes all changes to pricing or pricing mechanisms including but limited to:

1. Introduction of a new pricing mechanism:

- a. Introduction of a new fees which was not charged previously (e.g., introduction of Product spread on FX spreads,

introduction of an annual maintenance charge for Crypto/Trading etc.)

- b. Introduction of a new pricing plan (e.g., introduction of Ultra or Trading Pro)
- c. Introduction of a new mechanism to charge fee (e.g., charging a flat fees instead of variable fees for Weekend Fees; determining Product Spreads via a different mechanism)
- d. Introduction of a new cashback mechanism (e.g., cashback on referral of new businesses on FX Forwards products)

2. Changes of an existing fee or plan:

- a. Change to the fees charged (e.g., increasing price of Ultra plan or change to % charge for weekend fees on FX during weekends)
- b. Changes to limits on which fees are charged (e.g., reducing fee-free ATM withdrawals from 200 GBP per day to 150 GBP per day)
- c. Changes to features offered on a plan (e.g., removing Tinder Plus from Ultra OR removing FT subscription with Economist subscription in Ultra subscription)
- d. Change in the pricing limits as agreed by NICO for specific exotic products (e.g., changes in limits on Absolute Product Spreads > 30 bps for USD-GBP or Velocity of Product Spread changes > 5 bps)

What steps do I need to take?

- Follow the process as listed [here](#) for modified NIAP

Engage, terminate or change terms with an external third party

▼ Onboard or change terms with a third party

Onboard or change a Third Party - when should I use it?

Follow this process when the change is to:

- Engage a new third party or establish new engagement with an existing third party (e.g. to outsource or augment a capability)
- Change terms of an ongoing contractual agreement; increase spend
- Change to the materiality of an existing third party engagement

Note that:

- If the third party vendor change relates to a material vendor impacting a customer-facing product, [Product NIAP](#) is also likely to be required to assess impacts on the product and approve changes

Examples

- Engage Wiz Security to provide cloud infrastructure security services

What steps do I need to take?

- Raise a [Third Party Engagement Request](#) and follow the [Third Party Spend Lifecycle process](#) to onboard the third party
- If the third party vendor change relates to a customer-facing product, check if a [Product NIAP](#) will be needed (Check the Product NIAP criteria and launch a request if applicable)

For further help, visit the [Third Party Engagements \(TPSL\)](#) Confluence site

▼ Terminate a third party

Terminate a Third Party - *when should I use it?*

Follow this process when off-boarding a third party:

- **Ad-hoc terminations** (manual) - If the Third Party Relationship Owner considers that the services provided by a third party are no longer required by Revolut
- **End of contract** (automatic) - If a contract is due to expire and the Third-Party Relationship Owner has not requested to renew the contract at least 30 days before the contract's expiration date

Examples

- Terminate Wiz Security to provide cloud infrastructure security services

What steps do I need to take?

Step 1a: *For ad-hoc terminations* (manual), raise an off-board request via the [Vendor Engagement Page](#) by clicking on the suspend button and confirming the decision to off-board that engagement

Step 1b: *For end of contract terminations*, the off-boarding process will be automatically triggered

Step 2: Once the off-boarding process is triggered, the Third Party Relationship Owner will be prompted to complete the [off-boarding workflow](#)

For further help, visit the [Third Party Off-boarding Confluence Site](#)

Expand to a new territory and/or change Revolut's legal structure

▼ Launch Revolut in a new country

Expansion NIAP - *when should I use it?*

Follow this process when:

- Launching Revolut MLP* (minimum lovable product) in a new territory for the first time

Note that:

- The Expansion NIAP governs the launch of the MLP: it facilitates market research, scoping, development, testing and launch of the minimum viable product (MVP), while plugging in to other NIAPs for entities, licenses, non-MVPs, and launch operationalisation
- The Expansion NIAP will trigger Entity/Branch NIAPs (one per entity/branch to be created), Licensing NIAPs (one per Licence to be obtained) and Product NIAPs (one per product to be added). Expansion NIAP ensures that the requisite NIAPs licensing and entity are raised when appropriate
- After the Expansion NIAP has been completed (approved for launch), the Entity NIAP will likely be required to take the entity through a series of roll-out stages

**MLP includes MVP and non-MVP. The MVP enables Revolut to onboard clients and move money in and out via card and bank rails in a new given market. The scoping and development of the MVP takes place within the Expansion NIAP itself, as a bundled product NIAP. The scoping and development of Non-MVPs (e.g. Crypto, Credit, etc.) are governed via stand-alone Product NIAPs that are launched in parallel to the Expansion NIAP after alignment with ExCo.*

Examples

- Expanding into Brazil

What steps do I need to take?

Step 1: Launch Expansion NIAP from the [NIAP Service Desk](#)

Step 2: Follow Expansion NIAP process flow. This will likely include initiating Entity, Licensing and Product NIAPs

Step 2a: For any products which are not covered via the Expansion NIAP, launch a separate Product NIAP

For further help, visit the [NIAP](#) and the [Expansion NIAP](#) playbooks

▼ Acquire or alter a licence

Licensing NIAP - when should I use it?

Follow this process when the initiative is to:

- Acquire or alter (e.g. variation of permissions) a licence or other regulatory authorisations

Note that:

- Licensing NIAPs will be automatically triggered as part of the Expansion NIAP

Examples

- Acquiring licence required to launch stock trading in Singapore

What steps do I need to take?

Step 1: Launch Licensing NIAP from the [NIAP Service Desk](#) & follow process flow

Note: Product NIAPs and Entity NIAPs may follow a Licensing NIAP

For further help, visit the [NIAP](#) and the [Licensing NIAP](#) playbooks

✓ Create (or decommission) a new entity that is either non-customer facing, or is a branch

Entity/branch NIAP - when should I use it?

Follow this process when the change will:

- Establish a stand-alone, non customer-facing entity (e.g. for hiring purposes), OR
- Establish a new customer-facing entity within a territory where Revolut already has a presence (e.g. establishing Revolut Securities Singapore to offer Wealth & Trading products, if this entity creation is not part of the expansion process)
- Decommission an existing entity

Note that:

- Entity/branch NIAPs will be automatically triggered as part of the Expansion NIAP

Examples

- Launching new hiring-only entity in UAE
- Launching Revolut Securities Singapore to offer Wealth & Trading products and services
- Operationalising Revolut Payments NZ following expansion

What steps do I need to take?

Step 1: Launch Entity NIAP from the [NIAP Service Desk](#) & follow process flow

Step 2: If establishing a new customer-facing entity/branch, a new license may be required. In that case, launch License NIAP also

Step 3: To end the lifecycle of an entity, initiate [Entity or Branch Termination](#) within the existing Entity NIAP workflow

For further help, visit the [NIAP](#) and the [Entity NIAP](#) playbooks

i Details on the [Entity Lifecycle NIAP](#) for customer facing entities can be found here. If you need to progress an existing customer-facing entity through stages to ensure that entity is appropriately resourced and has sufficient risk controls and governance within each stage.

For non-customer facing entities, please refer [here](#)

▼ Migrate customers across entities

i **Customer migration to a different entity - when should I use it?**

Follow this process when the initiative is to:

- Migrate customers from their current entity to a different one (likely due to changes in Revolut's legal structure)

Examples

- Migrating customers from Revolut Limited to BUAB

What steps do I need to take?

1. Detail all the proposal, including problem statement and main changes in a confluence ([example](#)) ✓ - [this page](#)
2. Prepare the summary of changes to update our [special approval routes](#) (this does not apply to your case, but it would be the final confluence page we would have in confluence for [entities](#)) ✓ - [below expandable box](#)
3. Submit a [ticket](#) (as if it was a new initiative for offline review and approval from all departments) ✓
4. Gather all approvals and incorporate all feedback ✓
5. Bring to Group NICO for approval ✓

For further details please refer to [Product NIAP: Special Approval Route: Migration](#) page

**Tech Changes: including Product, Technology, Platforms, applications & data
(driven by Code changes)**

▼ Drive Tech Changes: including Product, technology, platforms, applications or data changes

i **Development Change Playbook - when should I use it?**

- This process defines how to execute code changes at Revolut
- This process is **mandatory** for executing all tech changes
 - You can find more information here: [Development Change Management Playbook](#)

- As part of executing tech changes, each change needs to go through a [Risk Assessment](#) process.
- If the change is deemed a Tier 0 or Tier 1 change, then [System Design Review](#) process is triggered

For the SDR process, please note that:

- This process is not blocking for development. Development can start before the approval from the feedback group is granted
- Production release for Tier 0 and Tier 1 changes require SDR to be Approved
- Amending what was requested in the feedback group resolution is mandatory

Examples

- Any technology change to make a Product change

Step 1: Initiate Product Epic which will trigger a change risk assessment in **RM board** [here](#)

Step 2: Complete change risk assessment

Step 3: The appropriate Change Category of your Epic will be determined based on your answers:

- Tier-0 (Very High Risk, including NIAP and large projects)
- Tier-1 (High)
- Tier-2 (Medium)
- Tier-3 (Low)

Step 3a: All Epic classified as **Tier-0** and **Tier-1** (major changes) must be approved by Head of Department and [System Design Review forum](#). For changes that do not automatically trigger, the request can be launched from the [SDR Service Desk](#).

- If the technology/data change relates to a customer-facing product, check the criteria for [Product NIAP](#) and launch a request of applicable

Step 3b: If the change is classified as **Tier-2 or Tier-3 (minor changes)**, the Department's Business Risk Managers (BRMs) must review the appropriateness of the change assessment.

Step 4: Changes go through the peer-review process as defined in the [Development Change Management Playbook](#)

Step 5: Communicate the changes with the relevant stakeholders using the [Communication Matrix for Change Announcement](#)

For further help, visit the [System Design Review Process Guide](#) and the [Development Change Management Playbook](#)

Transformation NIAP

Transformation NIAP (Currently not Live) - when should I use it?

Transformation projects fundamentally change the way in which Revolut or one of its entities functions. Further, each Transformation project might typically involve multiple smaller projects.

Criteria:

Any project which meets the two criteria below should be logged into the Transformation workflow for initial review/filtering:

1. **Not** covered in the scope of the current NIAP processes (Product/Entity/Expansion) or any existing well-defined change management processes (eg:- capital injections via ALCo)

AND

1. Expected to have a

major impact on 1+ of the following:

- Revolut's strategic goals (*e.g., any organisation restructuring might lead to impact on **Best People & Culture** goal*)
- Operations or Ways of Working (*e.g. geographical movement of teams/intellectual property/resources etc.*)
- Risk Profile of Revolut group or any of its entities (*e.g., insourcing of Support and FinCrime agents leads to change in Fraud & InfoSec risks rather than outsourced operations*)

Additionally, any projects recommended by the Board / Regulator might also be included.

Examples:

Examples of past projects which would qualify as Transformation projects include:

1. Project Condor 2.0
2. Entity restructuring for tax efficiency purposes

Ensuring projects flow through pipeline:

Project Sponsors are responsible for evaluating if any new project within their department or function falls in the realm of a Transformation project and should re-direct the project through this pipeline by raising a ticket on the Transformation NIAP board

In case of any doubts, the project should be logged for initial review

What steps do I need to take?

Step 1: Preliminary Review -

1. Raise the request for PR on the Transformation NIAP service desk. A ticket is created with the status [FILL PRELIM INFO](#)
2. Provide information directly in the Jira ticket. Guidance provided as per the format below :

https://revolut.atlassian.net/wiki/spaces/CORE/pages/edit-v2/2751104412?draftShareId=aa30691f-81cf-4c2e-a166-34cb9c5472cb&inEditorTemplatesPanel=auto_closed Request access

Step 2 - Business plan review: review by relevant departments e.g. Risk

Step 3 - (IF RELEVANT) Committee reviews: review by appropriate committees based on risk profile (outcome of Step 1 and Step 2 reviews)

For further details review the [Transformation NIAP Playbook](#)

Make changes related to Talent Management

✓ Changes impacting Employees

PICAP - *when should I use it?*

Follow this process when the change will have:

- **Impact on Employee Wellbeing:**
 - This includes policies related to work-life balance, health benefits, and support systems.
- **Career Management Implications:**
 - This includes training programs, mentorship schemes, and career pathing frameworks.
- **Potential Changes to Ways of Working:**
 - This could involve shifts in organisational structure, introduction of new tools or technologies affecting the Talent department scope.
- **Business Alignment:**
 - This ensures that the proposed people initiatives contribute to the company's long-term goals and vision.
- **Risk of Legal or Compliance Issues:**
 - Changes to employment contracts, or diversity and inclusion initiatives
- **Uncertainty of Impact:**
 - This includes initiatives that may have varying effects across different departments or employee groups.

Examples

- Temporary Work From Abroad

- Overtime Policies
- Performance Review Framework
- Promotion Philosophy

What steps do I need to take?

Step 1: PICAP requests can only be raised by Heads of Department or designated PoCs, in this second case, temporary permission to the PICAP Service Desk will have to be requested to the Head of Talent

Step 2: Evaluation of request by Head of Talent

Step 3: Follow the process flow as per [the PICAP process](#)

Send new Marketing or communications messages

- ✓ Launch a new marketing campaign or communication to external stakeholders

Launchpad - *when should I use it?*

Launchpad process is build to ensure that any customer facing communications are appropriately reviewed by Copy, Regulatory Compliance and Localisation teams to ensure that Revolut comms are compliant and appropriate.

The [Launchpad request](#) is the master request form for all request types. The fields allow users to select different request types, including the option to select multiple comms type as part of one request. Requests can be raised for new content creation and modification to existing assets.

Requests are split into 2 main categories: **Copywriting (Text-based) requests** and **Brand & Design requests**.

Text-based requests - Comms types

- Email, In-app Article, In-app Banner, In-app Inbox, In-app Tile, In-app Story, Push Notification, A-texts, App store, Blog, FAQs, Growth ad campaign (OOH), In-app native copy, Job description, Learn and Earn, Paid social ads, Pre-chat banner, Presentation, Press Release/Media Ask, Script, Search ads, Social Media

Brand & Design requests - Comms types

- Email, In-app Article, In-app Story, In-app Tile, Animated social post, App store, Blog, Growth/Performance ads (Compliance review only), Hype Video, Presentation, Press Release/Media Ask, Static social post, Survey, Website home/product/landing page
- Physical products:
 - Cards, Packaging, Printed Comms, In-app card order flow visualisations, Merchandise, Hardware

In cases where **Emergency Customer communication** needs to be done please review and follow the steps as per [Customer Emergency Communication playbook](#)

What steps do I need to take?

Step 1: Ensure that you have a confirmed **comms release date** for one-off retail campaigns requiring Retail (Email/Push/Tile/Inbox only) comms release by CRM. Follow the guidelines and raise a request through this [portal](#).

Proceed to Step 2 if you don't require retail comms release or have a confirmed comms release date

Step 2: Navigate to [Launchpad 2.0 Service Desk](#) and select 'Launchpad Request'

Make Policy related changes

▼ Changes to existing policy or drafting a new policy

Policy Portal - *when should I use it?*

Policy changes are classified into two categories - material and non-material:

- Material policy changes are changes which significantly alter the scope or requirements contained within a policy.
- Immaterial policy changes are changes which are administrative in nature (i.e. grammatical corrections / clarifications) which do not materially alter the scope or requirements of the policy.

All material policy changes must follow the governance process described below. The annual review of a policy is always considered a material change, regardless of whether changes have been made to the policy, in order to trigger the necessary governance process.

Once the necessary JIRA tickets have been approved and closed the option will be available to publish the policy in the Policy Portal

What steps do I need to take?

Step 1: Draft a new policy document on the Policy Portal and update data fields as requested

Step 2: A Jira ticket along with workflow will open based on the approval flow needed

Demo videos available [here](#) on Navigating the Policy Portal

Review the [Policies and Procedures Playbook](#) along with the [Policy Portal](#) and [Policy Framework](#) document on Backoffice for further details

Change our Real Estate / Office locations

▼ Introducing a new office / real estate location

GRE Service Desk Playbook - *when should I use it?*

Currently the GRE Service Desk provides three categories for customers raising requests:

Change in offices - for new office acquisition and site opening requests and deprecation or changes to existing offices

- There is also additional category **Lease Agreements** provided (for internal use only) for managing new and existing lease agreements.

What steps do I need to take?

Step 1: The New Office Launch Request has a customised workflow that needs to be followed by the team members. Once the request is submitted to the GRE Service Desk, the ticket status presents as **TO DO**.

Step 2: The ticket should be moved forward by the Real Estate to the **UNDER REVIEW** stage. Here the team is deciding if all the information required to proceed is present and if the request is viable. The request can then be Approved or Declined by a Real Estate team member. If more information should be provided by the customer, the team can comment asking for more details, which will automatically move the request to **MORE INFORMATION NEEDED**.

Step 3: When the Real Estate team approves the request the ticket should be moved to the **PRE APPROVAL** stage. There is an automation provided that will post a comment on the ticket, which will notify all the key stakeholders that need to be aware of a potential new office site and may raise their potential objections if any. Here is also where the Global Business Team is obliged to provide confirmed HC plans for a year one in the requested location

For further details please go through the [GRE Service Desk Playbook](#)

Make changes in capital allocation decisions

✓ Making capital allocation discussions

Capital Allocation Framework - when should I use it?

The Capital Allocation Framework considers the following types of initiatives within its' scope:

New Product - Initial investment required in developing and operationalising the product as well as capital required to meet the associated regulatory requirements.

Examples: Revenue Based Financing; Salary Advance; Crypto On-Ramp, Secured Credit Cards in the US

Note: new product “features” (e.g. introducing new credit card rewards in the US) are not in scope of CAF and investment decision governance is delegated to product teams

New Entity / License Application - Capitalisation of Geographic expansion entities or injections relating to new banking licenses (including initial set up and follow-up injections)

Examples: Mexico, Brazil, AU bank, US Bank

Growth (Marketing & Sales) - Marketing Spend for customer acquisition and re-engagement campaigns across Above The Line, Below the Line and Direct Sales channels.

Examples: Performance Marketing, Paid Referrals, Above-the-line Campaigns (e.g. TV), Sales

Mergers and Acquisitions - Asset and share acquisitions and disposals disposals. Including payment of initial consideration as well as further injections required to sustain operations

Treasury Investments - Capital utilised by CIO for asset purchases/investment opportunities

Examples: Buying a Credit Asset Portfolio, Constructing a portfolio

- Treasury investments are considered within the framework only from a capital budget perspective, their analysis and performance management is done directly by ALCO through the investment committee

For evaluating Materiality thresholds for Capital allocation decisions please review the [link](#)

What steps do I need to take?

The process for seeking a capital allocation recommendation starts with the submission of a ticket to the Capital Allocation Service Desk. Initiatives subject to NIAP, ALCo, New Territory or New License service desks which fall in the scope of the framework will automatically be channeled into the Capital Allocation Service Desk. Tickets that aren't covered under the aforementioned governance can be created directly on the [CAF service desk](#)

Step 1: Complete the Service desk ticket [here](#) with all the relevant fields and submit the ticket for initial screening by the Finance & Strategy team

Step 2: Once an initiative has been raised for CAF review, the Finance & Strategy team is responsible for coordinating with the initiative owner to gain a better understanding of the initiative and to explain the CAF process. In order for the review to move forward, the initiative owner must provide a financial model and accompanying confluence page detailing the business case and support for key inputs

Step 3: In consultation with the initiative owner, the Finance & Strategy team will then conduct a Capital Allocation Analysis on the proposed initiative, comprising an independent build-up or audit of a financial model, validation of the financial inputs considered in the model, and calculation of return metrics per CAF methodology definitions

For further details please review the [Capital Allocation Framework playbook](#)

▼ Making FinCrime change requests

FinCrime change requests - *when should I use it?*

These requests are raised for changes specific to FinCrime Product or Services as part of a Product or Expansion or Maintenance initiative from a Product/Expansion/Entity team

The process flow for FinCrime change request is [here](#). Requests can be raised at the FCREQ process service desk [here](#)

Changes to the standardised risk library within the scope of the [Risk & Compliance Service Desk](#)

▼ Changes to risk library

Risk & Compliance Service Desk

The request types in the Service Desk have been organised into 7 different sections, aiming to facilitate the users selection of the the right request for their needs.

The sections are the following:

Section	Available Request Types
Risk Assets	<ul style="list-style-type: none">• Risk & Control Register• Risk Indicators• Standardised Risk Request• Policies and Procedures
Risk Governance	<ul style="list-style-type: none">• R&C Accreditation• Risk and Control Forum• R&C Committee request
Risk & Compliance Operations	<ul style="list-style-type: none">• R&C KPIs• Mandatory Control Fix KPIs• CEPs• Watchlist
Risk Management & Advisory	<ul style="list-style-type: none">• Risk Incidents & Issues• GCRO Request• Products and Initiatives• Third Party review• Credit Risk Limit• ERMF• RAS request
Risk Culture	<ul style="list-style-type: none">• Risk Academy• Karma

	<ul style="list-style-type: none"> • Risk Training
Risk Platform	<ul style="list-style-type: none"> • Bugs • Jira • Looker Data Request • Platform Enhancements • Request Access • Risk and Compliance Slack Bot
Risk Modelling	<ul style="list-style-type: none"> • Model Analysis • New Model • Model Change • Model Issue
Regulatory Compliance (2LoD)	<ul style="list-style-type: none"> • 2LoD Regulatory Compliance Request
Regulatory Compliance Assurance (2LoD)	<ul style="list-style-type: none"> • Compliance Assurance Advisory • Compliance Assurance Plan • Data Analytics Request
Regulatory Compliance (1LoD)	<ul style="list-style-type: none"> • 1LoD Regulatory Compliance Request • Employee Attestation • Head of Compliance Request • Personal Account Dealing (PAD) • PAD Breaches
Entity Regulatory Compliance	<ul style="list-style-type: none"> • Entity Regulatory Compliance Request • Personal Account Dealing (PAD) - Singapore

What steps do I need to take?

- Raise a request on the Service Desk - [Risk and Compliance](#)
- For further details please review the [Risk and Compliance Service Desk](#) page

Change something else

▼ Any other changes

NIAP Service Desk - when should I use it?

Follow this process when:

- The change initiative does not meet the criteria for any of the change processes described above

- You are unclear about what process applies to your change initiative

What steps do I need to take?

- Visit the [NIAP Service Desk](#) and select Raise a question

Change Management decision tree



