

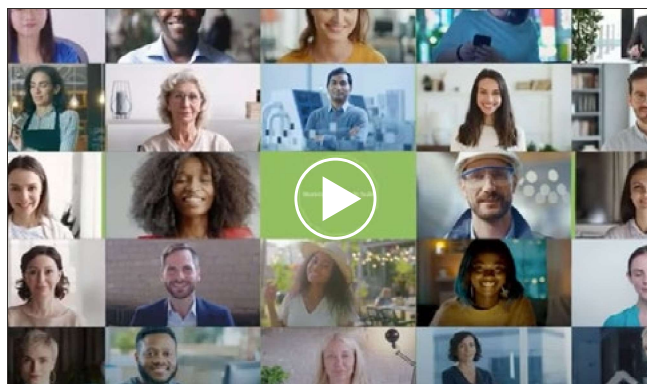
## Business Support Manager



*You're part of it*

### Our Purpose

Our purpose is to support the ambitions of the people and businesses of the UK by delivering specialist financial services.



### Your Purpose

Responsible for the management and oversight of the Business Support Team, overseeing the day-to-day operational duties including payouts and introducer set-up.  
Providing leadership and direction for your team and higher mandate authority.  
Maintaining service levels whilst ensuring that risks are not compromised and conversion targets and service standards are met.



# Your Purpose & Performance Profile

## Our Strategy

Our strategy is driven by our purpose and helps us achieve our vision to become the UK's leading, technology-enabled specialist bank and an organisation of which our employees are proud. We focus on five strategic priorities to help us deliver our strategy. These are supported by three strategic pillars and eight values that underpin our culture and the way we do business.

Our strategy is to focus on specialist customers, delivering long-term sustainable growth and shareholder returns through a low risk and robust model.

## Our Strategic Priorities

### Growth

Growing our lending in specialist segments of the market where customers are underserved by the large, high street banks.



### Diversification

Continually developing our range of savings and specialist lending products in both existing and new markets, organically and through acquisition.



### Capital management

Management of capital is a critical lever as we invest to grow our business and people.



### Digitalisation

Implementing sophisticated, digitally enabled, cloud-based platforms which enable us to deliver outstanding customer service, become more efficient, support decision making and address new markets.



### Sustainability

Reducing the impact our operations have on the environment and ensuring we have a positive effect on our stakeholders and communities



## Strategic pillars

### A customer-focused culture

Expert knowledge and experience, supported by proprietary insight, data and analytics to deliver deep understanding and good outcomes for all our customers.

### A dedicated team

An experienced, skilled and engaged workforce, and a unique culture underpinned by eight values.

### Strong financial foundations

Prudentially strong, with a low-risk approach to lending, reducing volatility of earnings and enhancing sustainability of dividends.

## Who you'll be working with

Reporting to the Senior Manager - Sales & Business Development.

Leading the Business Support Officers.

## The skills you'll bring

A detailed understanding and working knowledge of the Motor Finance industry, with strong business.

Commercial judgment and an in-depth understanding of the legal, credit and regulatory compliance issues and requirements, along with strong risk assessment skills.

Proven leadership skills, with the ability to motivate a team.

A wide understanding of the Bank and departmental objectives.

Experience of recruitment and resource management.

Ability to adapt to change in the business sector.

Ability to undertake appropriate and effective appraisals, 121's and staff feedbacks.

Understanding of Management Information with the ability to effectively collate and present it

Computer literate with a working knowledge of MS Office applications

## What you'll do day to day

Awareness, understanding and contribution in the achieving of the corporate and business area's objectives, understanding how individual roles support the plans

Achieve personal objectives

Provide staff with team and personal objectives and development plans

Adopt a commercial and strategic approach

Manage resource requirements

Create and implement departmental service standards and service level agreements

Assist the team to meet the departmental service standards

Undertake effective first line auditing, follow-up feedback sessions and deliver any required training and guidance

Deliver no critical/high rated audits

Achieve volume and target margin

Utilise the skills of the team and available resource to deliver high quality service

Encourage team members to achieve their potential through identifying development needs

Undertake effective appraisals and 121's, develop train and coach team members

Make sound business and commercial decisions with consideration to the lending policy, guidelines, risk management procedures and prevailing regulatory and legal requirements

Create and review processes and procedures and enhance in line with changing business needs

Plan, monitor and maintain costs in line with agreed budgets for the team and department

Create and maintain excellent relations and communication with other area Managers and Introducers

Maintain interface meetings with the heads of business areas you interact with





## What does success look like for you?

### THINK CUSTOMER

Achieve personal objectives set by the Senior Manager - Sales & Business Development.

Adopt a commercial and strategic approach.

Manage resource requirements.

Create and implement departmental service standards and service level agreements.

Utilise the skills of the team and available resource to deliver high quality service.

### THINK RISK

Make sound business and commercial decisions with consideration to the lending policy, guidelines, risk management procedures and prevailing regulatory and legal.

Assist the team to meet the departmental service standards.

Undertake effective first line auditing, follow-up feedback sessions and deliver any required training and guidance.

Deliver no critical/high rated audits.

Understand your responsibilities under data protection regulation and how this impacts on processes and procedures when dealing with personal data .

You are responsible for protecting individuals data and privacy at all times .

### THINK PEOPLE

You complete all mandatory learning within the set timescales

You demonstrate your support of equality, diversity and inclusion within Paragon

You live the Paragon values, demonstrating excellent teamwork and collaboration with your colleagues

You help motivate your team and keep morale as high as possible

You ensure you have performance objectives in place, and that these are regularly reviewed and discussed with your line manager.

Encourage team members to achieve their potential through identifying development needs.

Undertake effective appraisals and 121s, develop train and coach team members.



Awareness, understanding and contribution in the achieving of the corporate and business area's objectives, understanding how individual roles support the plans.

Adopt a commercial and strategic approach.

Make sound business and commercial decisions with consideration to the lending policy, guidelines, risk management procedures and prevailing regulatory and legal.

You build awareness of environmental and social issues to help strengthen Paragon's ESG ambitions

You undertake a minimum of one day's voluntary activity each financial year.

## You'll make a real impact by:

Ensure that your team provides top class service to all Introducers.

Your team Consistently has quality monitoring results of A.

Your team process payouts right first time. Last minute snags should be less than 5%.

Seeking opportunities to continually improve our processes and procedures to enhance the customer journey and create operational efficiencies

Excelling in communication and collaborating with colleagues and customers

Possessing a passion for your own training and development; pro-actively sharing knowledge and experience with team members



## Our values

Our culture is built upon a commitment to do the right things for customers, our colleagues, our wider stakeholders, and the world around us. Eight values underpin our culture and the way we do our business.

Doing the right things means making clear and ethical decisions, understanding the implications of our actions, being accountable for them and making a commitment to speak up and put things right where we see something that is wrong.



### Fairness

To work together to ensure fair outcomes for all our customers



### Professionalism

To maintain the highest standards and deliver our products and services with care and accuracy



### Integrity

To be honest and open in everything we do



### Humour

To ensure we have fun while achieving success!



### Commitment

To drive the business forward with determination and to do so with effort and enthusiasm



### Creativity

To identify and create new business opportunities and apply creative and effective solutions to problems



### Teamwork

To work in harmony and collectively towards the delivery of our overall objective



### Respect

To treat people as individuals and listen to their views

## Our code of conduct

Our Code of Conduct is designed to help you navigate through the vast array of decisions that you will need to make to deliver effectively on our purpose. You can view a copy of our Code of Conduct [here](#). As a regulated firm we are also subject to the below conduct rules:

1

**You must act with integrity**

2

**You must act with due skill, care and diligence**

3

**You must be open and co-operative with the FCA, PRA and other regulators**

4

**You must pay due regard to the interests of customers and treat them fairly**

5

**You must observe proper standards of market conduct**

6

**You must act to deliver good outcomes for retail customers**

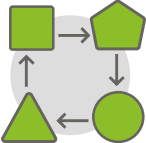
# Our Leadership Commitment

We all deserve to have a great manager. Our managers commit to delivering inclusive, inspiring, and impactful leadership. For us, this looks like:




**Empathy**

Having and applying emotional intelligence to understand and engage with others more effectively. Using both self-awareness and the understanding of others to react positively to different situations.




**Adaptability**

Having the skills and willingness to adapt at pace to changing circumstances and environments. Being comfortable with ambiguity, maintaining personal resilience and learning from experience.




**Creative Thinking**

Having the skill to incorporate creative and innovative practices into tasks, activities and interactions, bringing new perspectives into the workplace.




**Coaching**

How we support others to explore and unlock their potential using coaching tools and techniques and building a trusting coaching relationship.




**Teamwork**

The coming together of a diverse group of people to deliver a common objective. Working well together, but open to new ideas and challenge. Creating a safe, inclusive environment to experiment, make mistakes and improve.



**Think! Customer**

How we build and maintain trusted relationships with internal and external customers based on a deep understanding of customers' needs. It's about communicating clearly and working in partnership.



**Decision Making**

How we make effective decisions on a day-to-day basis, taking ownership of decisions and demonstrating sound judgement.

If you are a manager of people you will help your people to be their best by:

Sharing our purpose	Checking in	Reward and Recognition	Career and learning	Performance enhancement
<ul style="list-style-type: none"><li>• agreeing objectives</li><li>• reviewing them regularly</li><li>• enabling continual improvement</li></ul>	<ul style="list-style-type: none"><li>• managing as a coach</li><li>• providing and seeking feedback</li><li>• agreeing and setting outputs</li><li>• supporting employee well being</li></ul>	<ul style="list-style-type: none"><li>• providing in the moment appreciation (Mo)</li><li>• celebrating achievements</li><li>• rewarding fairly</li></ul>	<ul style="list-style-type: none"><li>• managing as a coach</li><li>• enabling an employee led approach</li><li>• agreeing development plans</li><li>• supporting aspirations</li></ul>	<ul style="list-style-type: none"><li>• providing timely and honest feedback</li><li>• plan for success by agreeing a clear plan of action with goals and required support identified and reviewed regularly</li></ul>

Frequent and meaningful conversations