

Annex 2

Stakeholder workshops

1.1 This annex sets out the high level findings from workshops held in London and Edinburgh during May and June 2007 with stakeholders. The events occurred in the earlier part of the Review Teams work and were intended to spark debate, as well as help provide questions and thoughts for the Review Team to reflect upon. The Review Team commissioned The Value Engineers (TVE), a strategic brand consultancy, to run the workshops where participants discussed the concept and delivery of a national generic financial advice (GFA) service.

1.2 The Review used the output of the workshops to help inform numerous parts of our work and would like to thank all of those who participated in these events.

1.3 Copies of the full de-brief pack provided by the Value Engineers to the Review Team are available upon request.



Thoresen Review
Output from Stakeholder Workshops
London and Edinburgh

May & June 2007

This annex sets out the high level findings from the workshops held in London and Edinburgh during May and June 2007, where participants discussed the concept and delivery of a national generic financial advice service. The events were intended to spark debate, and very much to help provide questions and thoughts for the Review team to reflect upon as the feasibility study developed. The workshops occurred in the earlier part of the Review team's work.



objectives

The Thoresen Review team commissioned The Value Engineers (TVE), a strategic brand consultancy, to run two workshops in London and Edinburgh. The workshops were designed to help spark debate within the Review team on a range of issues and were based around five areas:

1. Identifying and describing the “target audience” that would benefit from such a scheme
2. Identifying the barriers that might stop people from seeking out and using a generic financial advice (GFA) service
3. The benefits that the scheme would give them (i.e. what’s in it for them?)
4. The tone, style and personality that should be adopted
5. Developing alternative models for a GFA service and its governance

methodology

The two events were held at neutral locations for approximately half a day using TVE staff as facilitators. The Review team members participated in the groups. There were 41 participants at the London workshop and 47 in Edinburgh, drawn from a broad spectrum of backgrounds including the third sector, charities, the financial service industry and government as we wanted to ensure that we encouraged a diversity of thinking, stressing that there was no one right answer at this stage. A full list of participants is at page 11 and the Review team would like to thank every participant for their valued input.

TVE structured the workshop and encouraged everyone attending to take a consumer-led perspective rather than focus on the supply side, where previous work had highlighted there were a number of issues (e.g. funding).



best piece of advice

We asked attendees to tell us the best piece of advice they had been given – not necessarily of a financial nature. This was intended to draw out the sources of the advice they had been given as well as to gain an understanding of the way in which the advice was imparted – i.e. the delivery mechanism.

The conclusions were that good advice could come from two sources – 1. a more experienced family member or friend and 2. the independent, objective and empathetic “expert”. The sort of qualities the former epitomised were being known and trusted, possessing practical experience and being “on your side”. In the case of the latter “empathetic expert” it was proposed that they should be respected, objective or neutral and that they were not likely to gain any benefit from providing the information. Both suggest interesting aspects of what should be expected of an organisation providing generic financial advice.

Drawing together these discussions it was established that, in general terms, the best type of advice was felt to be:

- Simple
- Clear
- Relevant (personal)
- Actionable/achievable
- Pragmatic

and it:

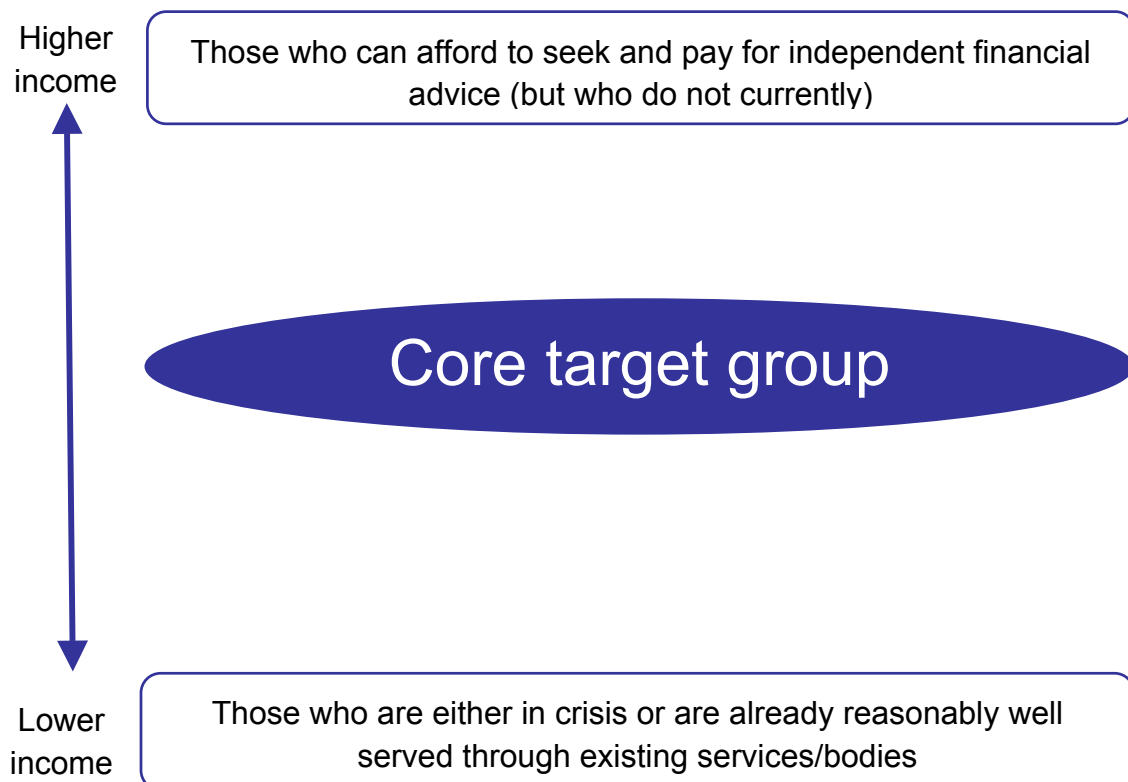
- Empowers or genuinely benefits the recipient
- Displays understanding and empathy
- Is balanced and highlights the benefits vs. the risks
- Takes into consideration family or cultural beliefs/values

This “best” advice occurs at a time and a place where the recipient feels able to accept it and/or at a “tipping point” in their lives, when the advice becomes relevant and appropriate. Again, it was noted that this has possible implications for when and how generic advice should be provided.



the users of the service – targeting

In each of the groups there was considerable discussion regarding upon whom the service should focus its attention and resources. Initiated by prompts on whether it should be inclusive or targeted, stakeholders reflected a view that there was something of a tension between these two positions – although there was a need to ensure everyone who needed GFA could receive it there was also a need to ensure it reached those “most in need” (especially as resources were bound to be limited).



This diagram shows that it was generally perceived that those at the top end of the income scale could afford to pay for independent financial advice; those who were in crisis, for example with debt, were perceived to be already served through existing advice agencies. It was therefore determined that it was the broad group of the population in the middle that needed GFA, not just the less well off.

The groups discussed how the users of the service could be identified, for example using psychographics (i.e. emotional and functional needs and motivations, not purely on demographic or economic data). This was thought to provide a real world view of who should be targeted. It was also felt that whatever was developed should be complementary to the existing advice provision and not seek to supplement it.



understanding what prompts people to take advice – the barriers and triggers

In order to determine what might both prevent and encourage people to seek out and use a proposed GFA service, the groups identified a number of barriers and triggers. Many barriers were personal and emotional. They included a perception that financial products were not for them and were too complicated. Others suggested that it was a lack of confidence or that they could not recognise what the benefits might be. Broader topics included the fear of being “sold to” – often based on a negative past experience of dealing with government or the financial services industry.

The groups all felt that the scale of the barriers should not be underestimated. An oft heard quote was “we can lead a horse to water but we can’t make it drink”.

Potential triggers or touch points likely to encourage engagement with the service were wide ranging. It was identified that changing life stages made people more receptive to advice – particularly when coupled with peer group pressure or received from a trusted source (family or friends). There was acceptance that state-sanctioned compulsion sometimes had a role in compelling people to act.

an overall vision for the organisation

Potential vision/mission statements for the organisation (a summary of its raison d’être) were generated and these clustered around a number of themes:

- Making the most/more of your money
- Improving your (the country’s) financial health (rather than a GFA service it was felt the organisation could be “the National Financial Health Service”)
- (Facilitating people/you to take control
- Future focus/a better future
- (Make) Better choices
- Take money more seriously
- Freedom
- (Helping you) Afford your life



what could an organisation delivering GFA look like?

Through a series of exercises the groups identified four main structures for organising a proposed GFA service:

- A “triage” system – this is a mechanism to filter and assess the needs of potential users of the GFA service
- The NHS Direct parallel – this uses a model where the primary delivery channel for GFA is the telephone
- A central body with additional local delivery
- A topic-by-topic approach

Each structure is explained in more detail below:

The Triage System

Organisation’s mission (and “strapline”)	To provide a national service assessing the need for advice and allocating it/providing it to those most likely to derive the greatest benefit from it/those most vulnerable to the consequences of poor financial decision-making
The organisation	<p>Central body</p> <ul style="list-style-type: none"> • Setting and controlling agenda (scope and strategy) • Development and delivery of national service via website, telephone service (local centres) • Interface with government, financial service-industry and existing service providers • Overall branding and promotion <p>• People either centrally accessing or directed there by existing channels</p>
Who (or what) is behind the organisation	An independent body – government-funded but at arm’s length
Organisation’s values / tone / personality	<ul style="list-style-type: none"> • Consistency of advice • Provision of advice based on impartial assessment • Helping people identify their needs and access information • Simplified advice



The NHS Direct parallel

Organisation's mission (and "strapline")	To be the national financial health service with the aim of encouraging people to take "control of their money" and helping them be "smart with their money" make "smarter choices"
The organisation	<p>Central (virtual) body with responsibility</p> <ul style="list-style-type: none"> • Setting and controlling agenda (scope and strategy) • Development and delivery of national service via website and telephone service • Inter-face with government, financial service-industry and existing service providers • Overall branding and promotion <p>• (Directing to other services/organisations as appropriate)</p>
Who (or what) is behind the organisation	An independent body - Government funded but at arms length NHS Direct as role model
Organisation's values / tone / personality	<ul style="list-style-type: none"> • Approachable • Authoritative • Not patronising • Reassuring • Trusted

A central body with additional local delivery

Organisation's mission (and "strapline")	To be the national financial health service with the stated aim of "improving nation's financial health" and allowing people to "make the most of their/your money"
The organisation	<p>(Relatively small) central body with responsibility for:</p> <ul style="list-style-type: none"> • Setting and controlling agenda (scope and strategy) • Setting, training, maintenance and management of standards • Development and management of national website (and telephone service) • Interface with government, financial service-industry and existing services providers • Overall branding and promotion <p>Additionally delivered on the ground via trained and accredited people in existing bodies and organisations (but probably not the existing financial services organisations)</p>
Who (or what) is behind the organisation	<p>An independent body – government-funded but at arm's length</p> <ul style="list-style-type: none"> • Potentially like the BBC (corporate / multi-channel) • (Some members of the workshop felt that in Scotland this could be the FSA or a new division of the FSA)
Organisation's values/ tone /personality	<ul style="list-style-type: none"> • Trusted • Helpful • Open • There for me (whoever I am / whatever my "pace") • Respectful • Peer-to-peer



A Topic by Topic Approach

Organisation's mission (& "strapline")	To help improve the national financial health service by improving people's knowledge, understanding and accessing of appropriate services with a step-by-step approach
The organisation	<p>Small (potentially not visible) central body with responsibility for:</p> <ul style="list-style-type: none">• Setting and controlling agenda (what to focus on)• Overall branding and promotion• Development and management of national website / promotion• Inter-face with government, financial services industry and existing service providers <p>Additionally delivered on the ground via trained and accredited people in existing bodies and organisations (but probably not the existing financial services organisations)</p>
Who (or what) is behind the organisation	<p>Government initiative</p> <ul style="list-style-type: none">• Parallel with the Five-a-day initiative
Organisation's values / tone / personality	<ul style="list-style-type: none">• Simple• Relevant• Action orientated• Focused



desired tone of voice

The groups thought creatively about what the “tone” and “personality” of the GFA organisation could be and a number of adjectives or descriptions emerged:

- Accessible
- Empathetic
- Engaging
- Local
- National
- “Proven successful”
- Informed
- Authoritative

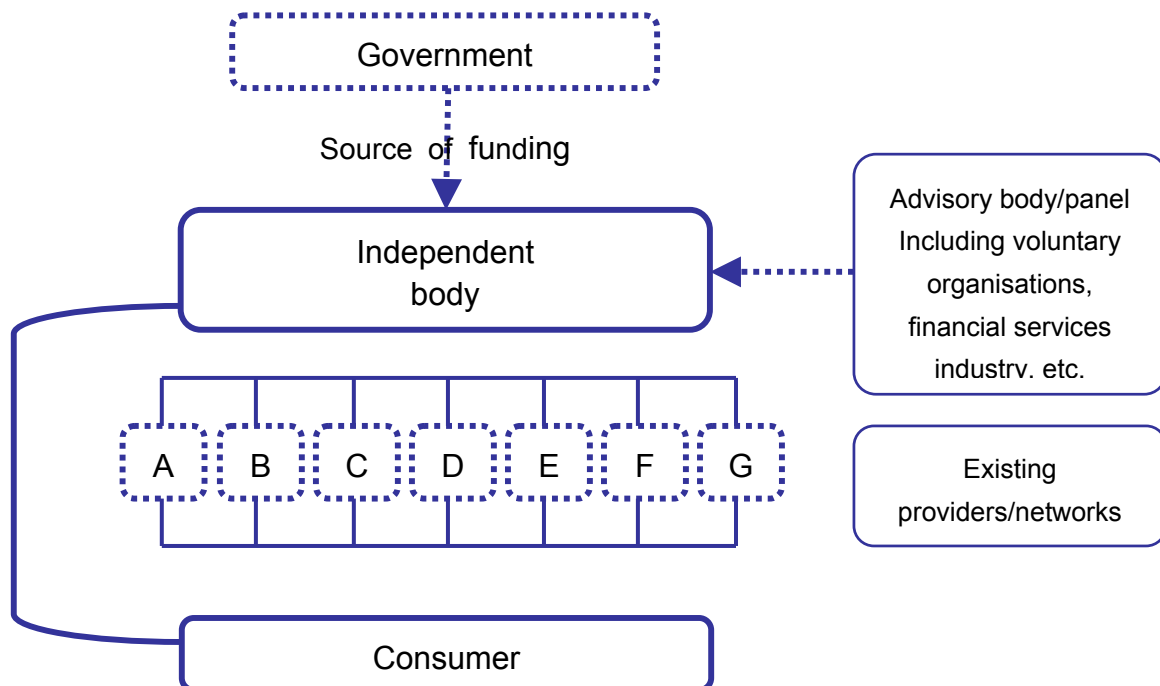
The organisational tone included “trustworthy and reassuring while offering practical advice that was not patronising”. In transactional terms it should be an adult-to-adult relationship/conversation and definitely not adult-to-child.

Using projective techniques, further work was conducted on the desired personality of the GFA organisation. Both groups produced some interesting outputs. Trevor McDonald or Michael Palin were suggested, as was a combination of David Attenborough and Lenny Henry(!). In institutional terms the participants felt that the BBC, Google, Which? (the consumers’ organisation) and even the Post Office were brands the GFA service should emulate as they are “broad church”, well-respected and have the right degree of accessibility and authority.



who is at the top of the GFA organization?

The groups discussed the governance structure of the GFA service but were asked to think as to what users might *want* rather than what the participants themselves might *advocate*. There was an overwhelming consensus from both workshops that the GFA service would have to be independent from Government, but maintain some sort of linkage to it. It was felt strongly that while the financial services industry should have a role, it should be primarily in an advisory capacity along with key stakeholders from the third sector. The conclusion suggested a possible governance model as:



This diagram shows the source of funding as being primarily from, or controlled by, government sources (which potentially included the Financial Services Authority) with coordination between the independent body and the existing advice providers/networks. The citizen seeking to access GFA could do so through one or a number of these existing providers or might access the GFA independent body directly – perhaps via a telephone advice line. Representatives of the financial services industry, the third sector and others would provide input to the GFA body on an advisory rather than operational basis.

The integration with and use of existing networks was felt to be highly desirable for the majority of attendees in both workshops.



conclusions

The workshops were extremely useful in terms of drawing out and identifying at an early stage the ideas from a range of interested stakeholders. A degree of consensus was reached on a number of issues regarding the type of advice, the manner in which it could be delivered and the sort of organisation that might deliver the GFA service. The workshops were never intended to deliver all the answers and a number of outstanding issues were identified at the conclusion as requiring further work. These included:

- Ensuring accessibility and availability to guarantee that the service capacity can meet demand
- How could the proposed GFA service operate in an effective and coordinated fashion with relevant organisations?
- Setting and maintaining standards to guarantee that all those involved in GFA delivery do so in a consistent manner and that relevant, factual and impartial guidance is provided
- In what form should the GFA be provided? There is a need to balance information or guidance against advice and for consumers to understand what they are receiving
- Defining what the achievable scale and scope for a proposed GFA service might be, both initially and in the longer term
- The importance of establishing what the consumer wants from a GFA service and ensuring engagement is appropriate to meeting this need
- The need for evaluation criteria to be set and assessed on an ongoing basis
- The requirement for both political and funding commitments

Many of these issues have been addressed as part of the Review process.



participants at the stakeholder workshops

London – 11th May 2007

<p>Syndicate</p> <p>Ted Hart -Thoresen Review Graham Vidler - Norwich Union Mark Lyonette -ABCUL Pam Meadows - National Institute of Social and Economic Research Richard Thornton - Mercer Oliver Wyman Jenny Moss -TRANSACT Chris Bath - UnLock</p>	<p>Syndicate</p> <p>Mike Pink -Thoresen Review Chris Cumming - AIFA Jim Fearnley - Money Advice Trust Malcolm Mclean -TPAS Shaun Tarbuck - Association of Mutual Insurers Michael Lilly - Mytime Rebecca Knox - The Childrens Mutual</p>	<p>Syndicate</p> <p>Gill Taylor -Thoresen Review Richard Warrington - NAB Group Sue Regan - Resolution Foundation Mick McAteer - Consultant Mona Patel - Investment Managers Association Shaun Mundy - FSA</p>
<p>Syndicate</p> <p>Warren Davis -Thoresen Review Jocelyn Blackwell - Higham Dunnett Shaw Clive Blair-Stevens - National Social Marketing Centre Tony Vine-Lott - PIMA Tish Hanifan - SVARfair Terry Segars - TUC Ramona Doherty - Quaker Social Action</p>	<p>Syndicate</p> <p>Laurie Edmans - Thoresen Review Tom Boardman - Prudential Doug Taylor - Which? Honor Rhodes - Family and Parenting Institute Keith Billingham - Consultant Michelynn Lafleche - Runnymede Trust</p>	<p>Syndicate</p> <p>Francis McGee - AEGON Ian Costain - AXA-Sun Life Teresa Perchard - Citizens Advice Diane Hayter - National Consumers Council John O'Sullivan - 24.7ideas.com Muna Yassin - Fair Finance Danny Hurley - Cooperative Financial Services</p>

Edinburgh – 7TH June 2007

<p>Syndicate</p> <p>Ted Hart -Thoresen Review Martin Aimiuwu - CBHA Steven Cameron - AEGON Philip Cole - Inverclyde Adult Literacy Guthrie Handley - Communities Scotland Kirsten Maxwell -Young Scot Wendy McCutcheon - Scottish Executive Peter Tyler - BBA</p>	<p>Syndicate</p> <p>Mike Pink -Thoresen Review Neil Alexander - Consultant Michelle Campbell - Scottish Executive Maggie Craig - ABI Eoghan Howard - Independent activist Fiona Moriarty - Scottish Retail Consortium Alasdair Watt - Glasgow City Council Nicola McGowan - Renfrewshire Council</p>	<p>Syndicate</p> <p>Gill Taylor -Thoresen Review Andrea Barbalunga - Communities Scotland Mike Chapman - Financial Services Consumer Panel Archie Dempster - Inverclyde Council Robert Kerr - Scottish Widows Charles Sim - Scotwest Credit Union Paul Stanley - HBOS Gemma Vyse - LASA Credit Union</p>
<p>Syndicate</p> <p>Jacqui Clachan - Thoresen Review Lisbeth MacMillan - AEGON Angela Blair - SCOTTS Coordinator Frank Creamer - Scottish Executive Donald Jarvie - Scotland's Futures Forum Lorraine Sayers - Norwich Union David Wallace - Response</p>	<p>Syndicate</p> <p>Laurie Edmans -Thoresen Review Rebecca Brown - Addaction Newcastle Gareth Evans - Royal London Group Yvonne Gallacher - Money Advice Scotland Louise MacDonald - Young Scot Margaret McGrath - Scottish Executive Leslie Shields - Stewart Asset Management Group Plc Becky Reilly - Citizens Advice Scotland</p>	<p>Syndicate</p> <p>Francis McGee - AEGON David Brownlee - Citizens Advice Scotland Alison Thorpe - National Social Marketing Centre Jim Garrity - Scottish Financial Inclusion Services Kevin Mapstone - City of Edinburgh Council Paul Matthews - Standard Life Catriona McKay - Scottish Executive Vicki Buchanan - Morgan Stanley</p>



strategic
market planning

consumer
understanding

brands
and branding

innovation

marketing
capabilities



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