

iPipeline Quarterly

Consumer Duty Special



With our sponsors:





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Back to the future



By **Ian Teague**
UK Group Managing
Director, iPipeline



Out of respect for Her Late Majesty Queen Elizabeth II we now share a later than planned edition of the newsletter. On Monday we celebrated the life and reign of our longest serving monarch – a Queen respected by her people, global leaders and devoted to her family, she was an incredible role model. We are honoured to welcome to the throne His Majesty King Charles III in the start of a new era.

With Summer over and schools starting back, we're all returning to some sort of normality, whatever normality is! Parts of the UK experienced the driest July in a century and we've all been forced to adapt to these new conditions. For some, the heat may have been welcomed but for many, it's been a real challenge.

As a species, we're highly adaptable, able to react to new or extreme situations. We proved this when we patiently worked through the challenges brought about by Covid-19. But, there seems to be an ongoing stream of challenges as we are now all faced with the cost-of-living crisis, with many more than just the poorest in our society having to review and cut expenditure just to cover life's essentials. Meanwhile, businesses of all kinds are preparing for the resulting expected recession. It's a grim reality but we are survivors and as the age-old rhyme reminds us, 'We'll weather the weather, whatever the weather, whether we like it or not'.

It's true. We are good at getting on with it. And in our industry, we've often faced challenges down too. We work out how to deal with them to create the best and stronger outcomes for a better future – for our customers, for our staff, for all.

Research shows that during Q2, 41% of households either dipped into savings or borrowed money to cover their costs¹. Reports show that we are all changing where and how we make purchases. While switching behaviours and brands can be positive, in our industry it can also mean policyholders are changing or cancelling protection policies. It has never been more important to champion the need for protection, communication and engagement.

Looking past economic pressures and the precarious geo-political situation, within the protection market, at the top of many an 'in-tray' is the FCA's Consumer Duty. With October's deadline to have an Implementation Plan in place, the pressure is on.

But let's not forget the good in all this. We continue to change mindsets and build an increasing commitment to helping consumers. Consumer Duty is, at its heart, about seeing the world through our customers eyes. That can be no bad thing for any business.

At iPipeline we know technology can play a crucial role in helping organisations deliver their response to Consumer Duty. Communication is always key to keeping customers engaged and our new digital and efficient Life Update Process ensures cover remains relevant and perfectly tailored, whatever changes.

However, Consumer Duty is broad and will challenge distributors and providers both in devising a strategy and resourcing its delivery. As such, I encourage you to read on throughout this special edition and explore the insight and analysis of various industry experts to Consumer Duty and how we are all pulling together to make our market even more customer centric.

Sources:

¹ [The Intermediary, Cost of living crisis lays waste to resilience – Hargreaves Lansdown](#)



By **Mike Allison**
Director of Protection
Paradigm Protect



Consumer Duty presents Protection discussion opportunities for Advisers.

However, make sure you have your Implementation Plan ready for October



On 27th July, the FCA released the final rules and guidance around the implementation of the Consumer Duty. There were few surprises in the final paper in terms of wording, although there are some slight changes, they do not take away from the intent outlined previously.

For those who haven't yet picked up on the principle of Consumer Duty, it's fairly simple. In essence, the FCA wants to see firms putting themselves in their customers' shoes, asking themselves questions such as: 'Would I be happy to be treated in the way my firm treats its customers?', or 'Would I recommend my firm's products and services to my friends and family?'

The FCA's Chief Executive, Nikhil Rathi, recently said that they want to break new ground with the Consumer Duty, which will ensure all firms take account of the actual impact of their services and product suitability on the consumer. He said "selling someone the right product, easily understandable with suitable customer service is hardly controversial but, too often, even established firms aren't delivering".

They believe that those firms who do the right thing and show leadership should welcome action to tackle competitors who drive down standards. Therefore, they anticipate fewer rule changes but they will look very closely at a firm's culture and the all-important consumer outcomes.

They have spent a lot of resource redesigning operational platforms so that they can better adapt and collaborate, address the threats, mitigate the shocks, and embrace opportunities. Not just address issues after significant harm or risk has become embedded. Many firms will believe that they are doing just that now, but a huge amount of work will be required by every firm to document exactly what they are doing to drive positive consumer outcomes.

One of the most unexpected changes from the final paper was the Implementation Plan which is required to be in place by 31st October, and should detail essentially every aspect of what the firm is doing to implement the culture change required in many instances to focus more on outcomes than following specific sets of rules. The FCA states that firms need to be able to "evidence they have scrutinised and challenged the plans to ensure that they are deliverable and robust" in order to meet the new Consumer Duty standards.

We are strongly encouraging firms to start this plan now, and at Paradigm we do have a template plan and extensive supporting documents which can assist firms who require support in preparing and completing this. The reports will be bespoke to each firm and is the beginning of a movement away from a 'tick box culture' of compliance to one more focussed on culture and outcomes.

We believe that the Consumer Duty will present more opportunities for firms to discuss protection policies with their clients, and can certainly provide support and business development guidance to firms who want to expand their offering. Please feel free to contact us to discuss further **03300 536061** or email consumerduty@paradigm.co.uk



By Paul Yates
Product Strategy Director,
iPipeline



Consumer Duty

Everything Changes. Everything Stays the Same

Whilst not a Buddhist, this, one of their famous Zen sayings resonated with me. As someone who has seen Regulators working hard for over 30 years to ensure consumers' interests are set squarely at the heart of everything we do, I have seen enormous strides forward. I also, unfortunately, still see instances where some in our industry fail to deliver on the core principles of treating customers fairly (the second pension transfer debacle springs to mind).

For protection, reputation is everything. None of us can afford to take our foot off the pedal when driving towards adherence to the very best of standards. The industry is night and day better from the one I entered in 1986. With every wave of regulation (and tranche of costs), we have taken major steps forward in moving towards the industry we and our clients deserve. Has it come at the cost of egalitarian access to advice though? Undoubtedly.

Also it is clear that Consumer Duty is a major step forward by the FCA. I know the great majority of people in our industry do think client first. But ensuring everyone ALWAYS put themselves in their customers shoes (or moccasins, or flip flops....) as a cultural and mindset change must be a good thing. Also ensuring there is consistent monitoring and enforceable actions will help it stick.

We have already been working with several firms to help them ensure they meet the new standards – and more importantly evidence they are meeting them. Technology has a huge role to play in enabling Consumer Duty to be embedded, without impacting other must do business processes.

We've made it our mission to help, here's how:



Continued engagement, communication and product relevance

Through NEW Life Update Process and via insurers using SSG Digital. Keep communicating, keep customers engaged, find out about relevant circumstance changes; efficiently.



Data, insight and actuarial

Using the power of iPipeline data to help providers and distributors deliver the right solutions, to the right people at the right time.



Product sourcing by quality and value; not just price

SolutionBuilder is the next generation portal, making protection processing more efficient and driving quality conversations, through Product Features reports.

The new Consumer Duty rules are with us. They are coming into force 31 July 2023. iPipeline is committed to helping our customers continue to offer the best possible service to consumers.

We can provide practical and actionable support to help. **For more information, reach out to your Account Manager.**



Hazel Johnston
Market Development Manager
Legal & General



What does the new **Consumer Duty** mean for advisers?

The Financial Conduct Authority's (FCA) new Consumer Duty sets clear standards on consumer protection, requiring firms to put their client's financial interests first.

With the FCA recently confirming its plans for a new Consumer Duty, your clients must understand the advice you give, and the financial risks they may face.

Whether you're planning to give advice yourself or refer, it's beneficial to have a robust process in place so every client can understand how financially resilient they are.

Helping clients educate themselves, and you

Using sales aids and tools before appointments can save time and helps your clients understand the reality surrounding their situation and not just their perception of it.

This means you're both entering the appointment with their actual financial situation in mind, increasing their chances of understanding the importance of any recommendation.

Sales aids and tools we've created to help you support your clients:

- **Plan Ahead – Know your benefits** – this helps your client review their employee benefits including life cover (death in service benefit) and company sick pay. It also includes a quick guide to what state benefits they could receive if they became ill
- **Deadline to Breadline calculator** – your client can calculate how long their income and savings would last if they lost their income due to a longer-term illness or injury
- **Risk reality calculator** – your client can calculate the likelihood of certain life events happening to them based on their age and certain lifestyle factors

Asking your client to review these resources can ensure they have a clear understanding of their financial situation, why they might need protection, and recognise the value it can bring to them.

A lack of knowledge is one of the key reasons why clients may oversee the benefits of their policy and let them lapse – you can find more support on client retention via our free [Distribution Quality Management programme](#) and [podcasts](#).

Coming soon: New Deadline to Breadline Report

Our latest Deadline to Breadline report, due to be published soon, will explore the financial resilience, security and engagement of working households across the UK, and will be a valuable aid in conversations with your clients.



Why the protection conversation just got harder, but never more important



Death and ill-health can be viewed as taboo subjects. Even for expert advisers used to tackling sensitive and private information, the thought of trying to engage their clients in protection can feel a step too far. The nature of the protection conversation means asking people to face some of their biggest fears – the chances of facing ill-health or worse, early death, along with how to deal with the financial consequences.

The hard just became substantially harder. The ongoing cost of living crisis means tighter budgets for all families. Budgets which will be less likely to extend to 'extra' or new insurance expenditure. Advisers and advice firms must be more determined and more effective in their conversations to ensure the protection needs of families are being met. The catch-22 is that the rising cost of living makes protection more valuable than ever.

However, protection advice just got even more important too. The recent FCA Consumer Duty places an increased importance on protection with a better understanding of customers' personal situation and needs. In fact, the FCA call out specifically how critical this is now:

"This is particularly important as consumers face increasing pressures, including those relating to the cost of living. Even before cost of living pressures emerged, consumers were being asked to make an increasing number of complex and important decisions in a faster and increasingly complex environment. This makes it even more important that consumers can make informed, effective decisions, act in their interests and pursue their financial objectives"

If some advisers or distribution firms previously saw protection advice as an 'add on' to the advice process, in just over a year it will be core. Advisers can't afford to wait.

By **Chris Kaye**
CEO & Co-Founder,
Sherpa



An opportunity, not a burden

Protection shouldn't be seen by advice firms as a burden to business, rather an opportunity to maximise – albeit one which will take time, focus and support to make the most of. However, to make the most of this opportunity, advice firms should look to tackle three key challenges:

Record it

First, there is the question of compliance. Moving forward, it will be a requirement to record that the protection conversation has taken place and that customers have been asked to consider their financial protection needs. This governance could be yet another burden to advice firms – but technology can support and enable this demand, seamlessly.

Open minds

Second, there is the question of engagement. Most customers approach advisers because they want to invest, move home or plan for retirement. Not many have an overt ambition to spend more on insurance. Advisers and advice firms need to recognise this and open their customers' minds to protection, without disrupting other areas of their advice process.



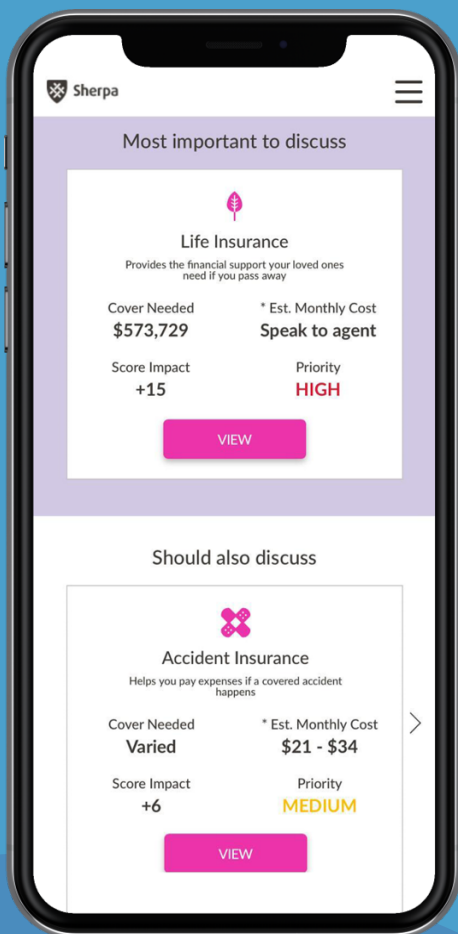
Keeping advice alive

Finally, protection advice needs to evolve from a 'one and done' process, to one which stays alive throughout advice relationships, coming to life when circumstances or needs change. This is another clear requirement of Consumer Duty, the demand to ensure products remain relevant and appropriate.

Just those three key challenges could sound like a big ask for an advice business, whether big or small. The good news is they are challenges that don't have to be tackled alone, without support.

Sherpa Score is a personalised financial engagement & nudge system, driven and underpinned by data.

What's required from your clients? A simple journey, a 3-minute time commitment which delivers prioritised recommendations on how protection can help improve their financial resilience. A Score, from 0-100, is allocated to allow users to track their financial resilience in real time. Risk areas are identified and explained, costs are presented with transparency.



The result for you? It's easy as 1, 2, 3.



Evidence that your clients have been presented with a tool which allows them to assess their financial resilience and their need for financial protection.



An engagement tool which enhances your advice process and opens minds to protection, before you have the conversation. You can strike the word 'disturbance' from your vocabulary.



Financial resilience and protection gamified; turning what has historically been a one-off "file and forget" event, into a living conversation for the long term, capturing ongoing changes in real-time.

Sherpa Score enables your clients to create and benchmark their financial resilience, frequently check their Score and ensure that the products/services they have in place are still relevant to their circumstances at that point in their life.

With Consumer Duty looming on the horizon, technology that can enable this is likely to be worth its weight in gold.

Sources:

1 FCA: PS22/9 | A new Consumer Duty Feedback (para 1.4)



Making it easier for you to give your clients a strong financial safety net

We all hope 'it won't happen to us'. But an accident or ill health could impact any one of us.

- One in two of us born in the UK after 1960 will develop cancer at some point in our lifetimes.¹
- Every three minutes someone in the UK dies from heart or circulatory disease.²
- Almost 10% of all sickness absence in the UK in 2021 can be attributed to mental health conditions.³



But worryingly, Aegon's recent research⁴ found that 69% of people in the UK don't have any life insurance, critical illness cover or income protection. This means they risk losing the roof over their heads – especially during the current cost of living crisis.

Reluctance to even contemplate a less than rose-tinted future coupled with the general public's inertia, mean you have a tough job educating your clients on the need for, and value of, protection cover – despite often inadequate state benefits.

Technology is playing an ever-increasing and crucial role in our daily lives. From controlling our heating via our smartphones, to monitoring and tracking our health and fitness via our fitness watches, to paying for our morning coffee and weekly food shops using contactless payment technology, it's no wonder you want technology to work even harder for you in your working life too.

Aegon has taken your feedback on board and evolved its protection online services, to make it as easy as possible for you to get your clients' protection cover in place.

Say hello to Aegon's new adviser dashboard

Aegon's new adviser dashboard is your gateway to its online services for protection – making it even easier for you to work with them. As well as having a more modern look and feel, and being more intuitive to use, it's your one-stop shop to:

Create and submit online applications and get estimated prices as you progress through an application – helping you better manage your clients' price expectations.

Track your applications in real time and quickly see if Aegon is waiting on any outstanding information.

Provide a policy start date online.

Receive important servicing documents electronically so you get them as quickly as possible.

Aegon is continuing to invest in its protection online services so that together we can help protect more families and businesses in the UK.

If even just a few more people are saved the harsh financial consequences of the family breadwinner dying, getting a critical illness or being unable to work because of illness or injury, that will be a 'win' not only for you and your clients, but the UK too. By helping your clients get protection cover in place, you can help improve their financial wellbeing, by providing a secure financial safety net to help them feel more in control of their future – even if the unexpected happens.

To find out more, visit aegon.co.uk/protectionservice

Sources:

¹ Cancer Research UK, Lifetime risk of cancer, September 2018

² British Heart Foundation, CVD statistics UK factsheet, January 2022

³ Office for National Statistics, Sickness absence in the UK labour market: 2021, April 2022

⁴ Aegon UK, Financial wellbeing index research with 10,021 UK residents, August/September 2021



By Adam Higgs
Head of Research
Protection Guru



The meaning of value

Value... it is an interesting word that can mean different things to different people. What I might value may be very different to what you do for example. Consumer Duty references value on a regular basis, but when it comes to protection what is valuable? More importantly how can we demonstrate that we have assessed value within our recommendations?

The best definition I have found comes from the Oxford Dictionary and is "how much something is worth compared with its price". When we relate this to protection obtaining the price of cover is simple. The worth, however, will depend on a number of things and potentially be specific to every single client.

Let us consider Critical Illness. Plans of today cover a wide range of conditions, however the total number of conditions covered is largely irrelevant when considering worth to your client. If your client is female, coverage of prostate cancer is worthless as they cannot suffer from it. For the same reasons if your client is male being covered for cervical cancer will not benefit them.

A more accurate assessment would look at how likely your client is to suffer from each condition and combine this with a panel of practicing doctors' assessment of the definitions. Having such an analysis would enable an adviser to discuss which plans offer broader cover for their client alongside the relative costs in order to understand which might offer better value.

If the client has children, would children's cover be valuable to them? This again is an area where breadth of cover varies enormously across the market. Some plans now even cover congenital conditions and pregnancy complications, however unless the client is pregnant or planning to have children these conditions are irrelevant. When discussing critical illness it is worth understanding not just a client's current situation with regard to children but their future plans. Based on their responses you can ascertain whether children's cover and wider cover for pregnancy complications or congenital conditions would provide value or not.



"Protection plans of today offer far more than just financial resilience in the event of illness, injury or death however."

Many clients may see the value in having access to a virtual GP service. To others a service that helps them monitor their health and suggest ways to improve it might be of interest. Such support services as these are commonly available across protection plans and for those that are interested can provide tangible value today which plans that do not include such features might not.

If as the regulator states within Consumer Duty, "Fair value is about more than just price" then discussing the features of protection plans with a client is a good way to understand what they find valuable? The Product Features Report enables the comparison of price alongside the quality of cover across a range of features – including those mentioned above – which can help facilitate such discussions. Combining price and quality of features metrics may just be the golden ticket to supporting and demonstrating your assessment of "fair value".



INTRODUCING THE MULTI-BENEFIT BONUS



Get your clients a one month
premium cashback

To celebrate the release of Protection Builder 2.0 we're giving every eligible customer who takes out a multi-benefit policy between 4 July and 30 September 2022 the equivalent of one month's premium cashback.

For full terms and conditions visit: adviser.guardian1821.co.uk

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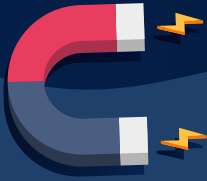


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Why tech has never been more relevant in engaging customers



While I write during the summer holiday season, millions of Britons will have just returned from relaxing family breaks. Millions of meals, glasses of wine and ice creams consumed. If you're lucky, many will have found the time to read a good book – to lose themselves from their day job for a week or two.

However, for some, thoughts may have been elsewhere. With the FCA having recently dropped Consumer Duty, owners, execs and leaders of advice, distribution and insurer businesses will likely have spent many hours poring over what the new regulation means for them and their business. As ever with regulation, there is no single, simple answer. Consumer Duty is broad, it doesn't prescribe specific rules to adhere to.

What it asks of all businesses across the market landscape is even more challenging. It's a reboot of TCF, focusing on the way firms are run, ensuring that their culture is aligned to delivering the best possible outcomes to customers. As such, it is for leaders to interpret the strategy and action relevant to their business.

But there are some clear tenets of Consumer Duty which are both new and sure to be challenging to many throughout the industry, regardless of your position within the protection value chain.

The engagement question

Protection has long been regarded as a file and forget product. Policies are recommended, applied for, only for policy packs to simply gather dust in the home office of your customers. Whilst some would opine this aids policy retention (by never highlighting those forgotten direct debits), surely this view should be consigned to history? With such huge advances made in policy design, making cover more flexible and adding a wealth of non-insurance added value benefits, to accept poor engagement is a huge, wasted opportunity.

By **Chris Samuel**
Business Operations Director,
iPipeline



However, engagement isn't as easy to come by as changing a policy feature or adding a new value-added benefit. It takes technology to bring it to life. We all expect to be able to access products and services we buy at the tap of a screen, day or night, yet too many protection plans remain locked behind closed doors, often only for access by advisers.

Life changes

We know that protection needs are far more likely to change in 2022 than 30 years ago. Lives today are less linear, less predictable and as such, flexibility and the need to adapt cover to circumstances remains a key challenge, and one posed directly by Consumer Duty.

Again, too often this is a protracted process which requires unnecessary and inefficient processes, both from customers and their advisers. Some of these processes are just a hangover of days gone by, but many are constrained by poor technology – legacy systems which fail to empower customers to manage and update their policy details. For example, most protection plans offer customers the opportunity to execute an increase in cover under Guaranteed Insurability Options; options designed to simplify and speed up the process of increasing cover.

But how often does the process to execute these changes, enable the intention of the policy feature itself? The answer, sadly, is not often.



A new spotlight

Consumer Duty will shine a light on many aspects of all financial services businesses, including how insurers ensure continued engagement with their customers, as well as empowering them to ensure their cover remains relevant and good value.

Technology is one of, if not the key to delivering this objective. A modern, flexible platform such as SSG Digital puts insurers in the driving-seat to delivering these key tenets of Consumer Duty.

At iPipeline, we are consumed by building tech which tackles the protection market's biggest challenges. SSG Digital has always empowered insurers, advisers and customers to get the most from their products. Consumer Duty is a great opportunity for ambitious providers to demonstrate their commitment to their customers, we provide them with the right platform to do it.



By **Steve Bryan**
Director of Distribution & Marketing
The Exeter



Why income protection should not fall victim to rising household costs

Concern amongst clients about rising monthly outgoings is likely to continue, given the ongoing economic uncertainty we face. Irrespective of age or income, whether they are homeowners or renters, it's likely everyone will be impacted in some way.

The approach taken by many is to tighten the purse strings, cutting down on the non-essentials. This could include insurance policies such as income protection (IP). But, in the face of economic uncertainty and higher prices, it could be argued this is when a client's finances might be best secured through IP.

Cutting back or snipping the safety net?

During times of financial hardship, protection can be seen as a luxury. Whilst it bolsters financial security, it is an expense that could be saved if more pressing financial needs emerge.

However, IP is the guarantee of a client's greatest asset should they be unable to work due to illness or injury. It helps to cover monthly outgoings, acting as a lasting source of support, allowing claimants to maintain their standard of living. In turn, this helps preserve any hard-earned savings they may have, which could be used to cover financial commitments.

The long-term value of IP

A client's financial position is often not as secure as they may think. ONS data estimates that the average UK household's expenditure is £2,548 a month¹. If the main earner, on an annual salary of £45,000 is unable to work, debt could soon build. Even with two months' employer sick pay and Statutory Sick Pay (SSP), they could accumulate £23,000 of debt within 12 months if their expenditure remained the same².

Our latest IP claims data highlighted that the average length of a claim for policies with a full-term claim period was 101 weeks. Our longest-running claim has been ongoing for 25 years, demonstrating the impact illness can have on earnings and the long-term value the product provides.

Those to target

In March, a study by UCL found that 38% of UK adults said they were worried about their finances, with the figures nearly reaching half for those aged 30 to 59³.

Unfortunately, this age range happens to be the most common age group for claimants on our policies, with the average age of claimant in 2021 being 37 years old. Advisers should bear in mind that those struggling with their finances or looking to cut back by cancelling their IP policies are the most likely to make a claim.

Financial fallout

When discussing or reaffirming the need for IP with clients, it's important to use their finances to demonstrate their potential vulnerability and highlight the benefits of IP in addressing them.

Advisers should aim to position policies as even more necessary in times of rising prices to help maintain a client's financial security when a drop in income could have severe consequences.

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Sources:

- 1 www.nimblefins.co.uk
- 2 [The Exeter income risk calculator](#)
- 3 www.ft.com





Cost of living – what else!

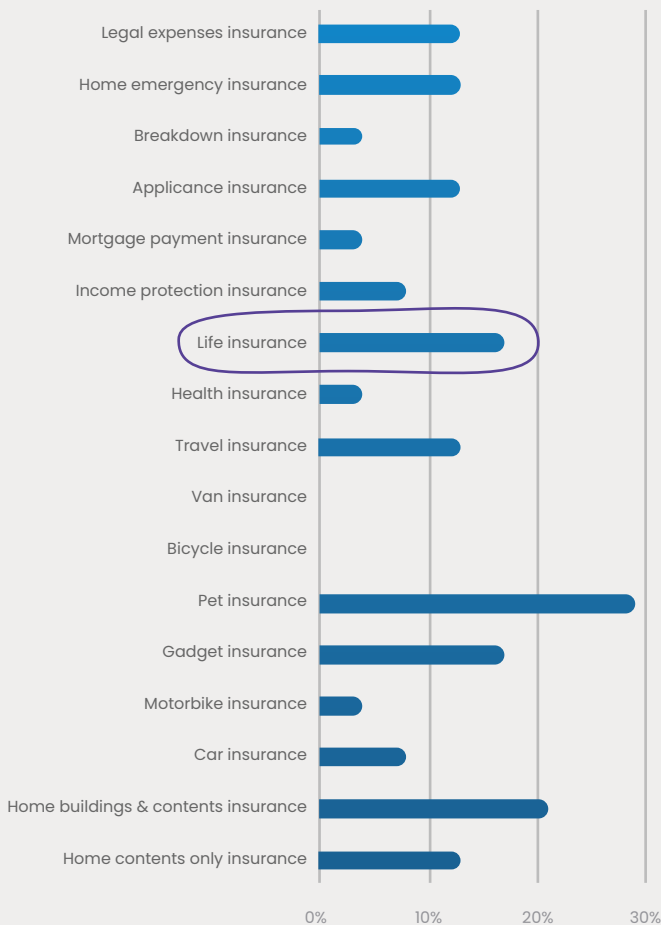
By **Scott Machin**
Senior Product Manager,
iPipeline



I attended a webinar recently regarding financial resiliency during a cost-of-living crisis.

The three recommendations presented were:

- **Save more**
- **Maximise your pension contributions**
- **When you pay off your mortgage at age 45 put that income into your pension** (Not quite sure who pays off their mortgage at 45 these days, but let's not get into that).



Generally, all very good advice for later life financial planning, however, not very helpful today when consumers are struggling to pay bills.

But it struck me that if this is the advice we are giving to consumers who are desperate for guidance and direction, then no wonder they fail to see the value in the insurance products they may own.

Unfortunately, we see that insurance products are one of the first things to be cancelled when people struggle to make ends meet. According to recent Consumer Intelligence data¹, of those people making insurance cuts, 44% have already cancelled a policy, and 60% have moved to a cheaper policy – with Life Insurance being high up on the list.

I personally understand that consumers **must** prioritise where their money is being spent.

Consumers cancel insurance policies due to a lack of understanding of their value and the protection they offer their families. They also are often unaware of the valuable added services many of these products deliver, such as access to GPs.



We've seen from recent reports that consumers have very little savings at present², and it only takes something very small for a family to struggle to make ends meet or continue paying the mortgage. What is probably more depressing for consumers is that most of the savings they accumulated during COVID-19, instead of being spent on a home extension or that trip of a lifetime, is being drained away just to keep the lights on and food on the table.

Therefore, it's incredibly important that consumers keep the products and services that are most important to help them retain their financial resilience in such difficult times – even if they need to take a payment holiday (where available) or reduce cover.

However, if consumers are not engaged with or appreciate the value, then understandably, they will cancel those policies. Ensuring consumers have the right products and services is one of the pillars of FCA Consumer Duty and is critical to ensuring the financial resiliency of our clients.

iPipeline's AlphaTrust™ Life Update Form can greatly assist with ensuring your clients' products are still relevant, by simply asking them to complete an easy to answer handful of questions, then an adviser, provider or insurer can identify those clients that may need some support and focus their attention on those that need it most. AlphaTrust can be used to digitise any paper process, and can also assist if you are required to issue new terms of business documents in bulk because of Consumer Duty's requirements to ensure your documentation is customer friendly and jargon free, providing you with a signed document and full auditing for compliance purposes.

We understand how busy brokers and advisers are in the current market. That is why we have ensured the Life Update process takes as much strain from your workload as possible – fitting into your current business practices seamlessly.

Sources:

1 www.consumerintelligence.com/articles/consumer-behaviour-cost-of-living-and-what-the-insurance-industry-should-do-next

2 www.bbc.co.uk/news/business-62057301

Life Update Form

We are committed to delivering an exceptional ongoing service to our clients. A key element of this is ensuring that all life planning and protection remain appropriate to your needs and take account of any changes in your personal circumstances.

This form is designed to identify any changes in your personal or finance circumstances over the past 12 months or to highlight any potential changes that may occur over the next 12 months.

Personal

	Yes	No	Notes
Relationships (divorced, widowed, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	
New financial dependants (children or parents etc.)?	<input type="checkbox"/>	<input type="checkbox"/>	
Changes to your tax status?	<input type="checkbox"/>	<input type="checkbox"/>	

Employment

	Yes	No	Notes
Changes to your employment status?	<input type="checkbox"/>	<input type="checkbox"/>	
If employed, changed company or job role?	<input type="checkbox"/>	<input type="checkbox"/>	

Property

	Yes	No	Notes
If renting, has your rental amount changed?	<input type="checkbox"/>	<input type="checkbox"/>	
Purchase new property?	<input type="checkbox"/>	<input type="checkbox"/>	
Re-mortgaged (changed mortgage deal on your existing home)?	<input type="checkbox"/>	<input type="checkbox"/>	

Other changes which you want us to/believe we should consider:

Client Signature _____ Date _____

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Driving quality protection outcomes through data collaboration

By **Neha Agarwal**
Director, Actuarial and Data
Services, iPipeline

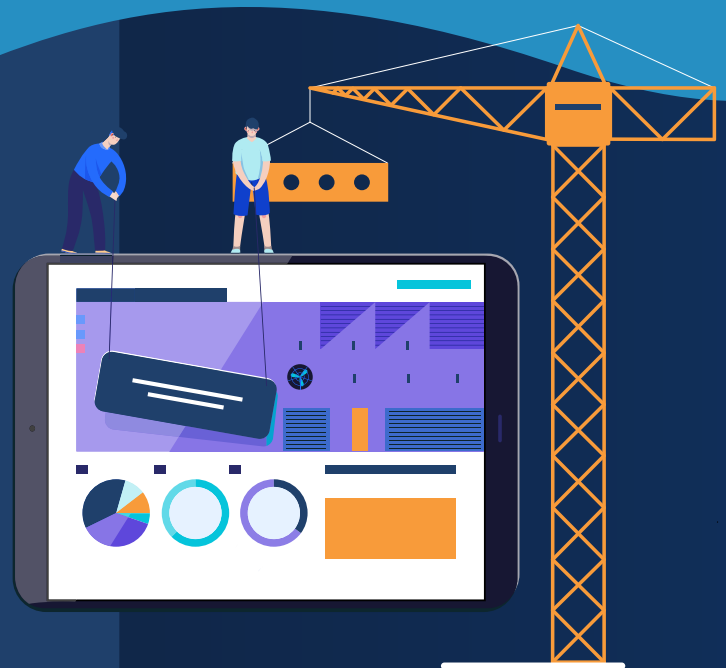


Legendary management theorist Peter Drucker once said, “what gets measured, gets managed.” This remains perhaps the simplest, pithiest call for data to be at the heart of every successful business of all time.

As we head into a new era of regulation under Consumer Duty, this statement will perhaps ring truer than ever. How can we collectively, as an industry, use the power and insight that data provides, to embed and deliver the principles that Consumer Duty introduces? Let’s take a closer look by focusing on a single area of data and insight, but one which is gaining traction within the protection market quickly, both amongst leading providers and distributors. That area is Distribution Quality Management.

If you could sum up Consumer Duty in a single word that distils hundreds of pages of content, it would be outcomes. Consumer Duty seeks to ensure that positive customer outcomes are at the very centre of any business strategy, taking place alongside financial performance and risk management.

How effectively and consistently these outcomes are achieved will depend on a huge range of factors, however the relationship, understanding and collaboration between providers and distributors is undoubtedly key. Providers are reliant on distributors for a huge amount of value; from generating demand, comparing and recommending products based on price, quality and service, to keeping customers engaged and up to date through regular communications and reviews.



However, there are challenges for all providers in continually assessing business received onto their new business systems and the quality of their distribution. This is a challenge that quality data insight can help solve, in an efficient and scalable way.



In a rapidly changing market, one which can shift overnight (just take the recent COVID crisis as an example), a single version of distributor performance across a range of metrics is almost priceless. As with all businesses, time and resource within providers is finite, so insights need to be delivered succinctly in an easily digestible format. Busy execs need to understand the key takeaways, quickly.

That's where our DQM dashboard will deliver huge value to our partners who will be empowered to simply and efficiently:

- Assess whether their target market is delivered as expected through monitoring demographic and policy details mix
- Review policy movement over time to evaluate the quality of customers they are attracting (e.g. new business and reinstatements, lapses, CFI, termination, claims)
- Understand conversion rate from quote to application. Assess how this conversion rate varies over time
- Understand claim habits, such as number of claims, percentage split, average duration before claim, average duration of claim (for income protection) and claim approval rate
- Identify fraudulent claims by reviewing new business, commission, lapse and claims information.



Consumer Duty will put all aspects of the protection value chain under the microscope and the relationship between providers and distributors is no exception. However, in busy and stretched distribution departments, it is sure to be a challenge to know just where to begin.

The DQM dashboard by iPipeline accelerates and simplifies this process with our unparalleled market data powering next level distribution analytics for our partners and SSG Digital providers.



What **PRIDE** means in an inclusive workplace

By Helen Jones
HR Director,
iPipeline



A company's commitment to diversity and inclusivity is a good 'acid test' for organisational culture. Is it skin deep, a PR exercise? Or is it truly embedded within HR? The answer to this question tells a story in itself.

During PRIDE month, at iPipeline, we focused on awareness as well as inclusivity.

We adorned our offices with flags, bunting and posters. The highly visible nature of this was not just about celebrating diversity and our LGBTQIA colleagues, it also provided an excellent way to open up conversations, for people to ask questions and for others to share experiences which might otherwise have gone unspoken.

We also held learning sessions on 'Unconscious Bias' during June. This was voluntarily attended by a third of our organisation and saw people joining in-person and remotely to explore our own biases and create action plans for better consideration and balance going forward.

Our all-company meeting was dedicated to PRIDE and we welcomed an external speaker to talk to the whole organisation. We felt it was really important that this was a meeting everyone attended. Often sessions with external speakers will be optional which can mean those with the strongest interest will attend however, it is those who are less aware, less interested and those who don't think increasing LGBTQIA understanding and awareness applies to them, who were likely to benefit most.

Consequently, we were delighted to welcome **Andreana Leanne** who spoke inspirationally about her truth, lived experiences and shared some of her enormously powerful poetry.

We also took practical advice away which has given us onward focus, particularly in the area of allyship, with everyone being encouraged to enrol on a course 'Becoming an Ally to All' where the importance of advocating for others is explored and the impact of non-inclusive behaviour examined.

D&I is a journey that iPipeline is proud to be on, we continue to learn and grow in this area, it is a key question in our annual employee engagement survey where currently, over 90% of employees agree that 'everyone at iPipeline is treated fairly regardless of individual differences, such as ethnic background, race, age, disability, sexual orientation, gender or gender identity' and we are focused to ensure this metric continues to increase.

Next month, we have a specific focus on neurodiversity and will be engaging the wider team in a number of activities and information sharing sessions to understand more on this topic.





News you may have missed



Income Protection Awareness Week

The second Income Protection Awareness Week (IPAW) will be taking place from 17th-21st October with the aim of promoting the need for income protection. There will be a wealth of information available across the week for advisers looking to learn more about IP and how to create more frequent and effective conversations with their clients to really demonstrate the importance of protecting their income should they suffer illness or injury. Check out the schedule [here](#) and register to take part in any or all of the days! Look out for the iPipeline IPAW pledge on socials in the coming weeks.

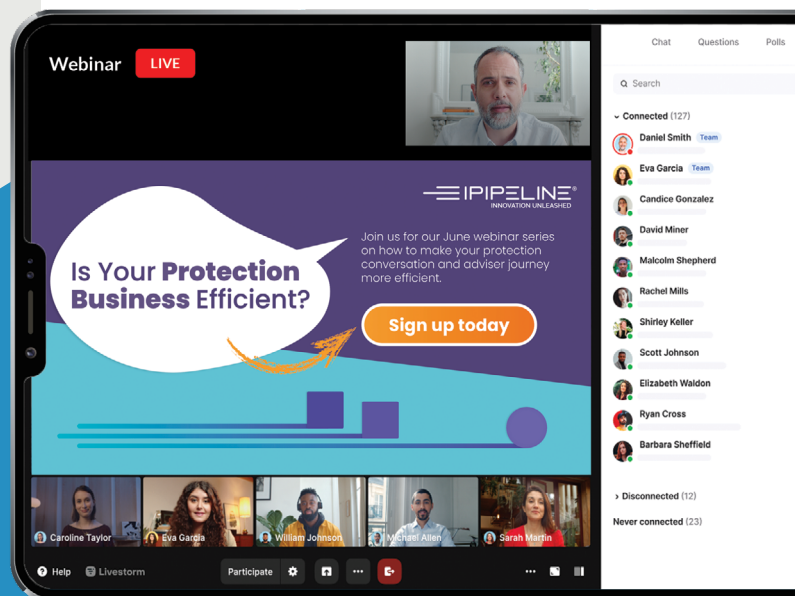
Don't forget to take a look at our [latest webinars](#). You can register today or catch up on past webinars at a time that suits you!

Coming soon... iPipeline are hosting a Consumer Duty focused webinar. Check back soon for details.



In July we announced the launch of our automated Life Update Process in response to the FCA's Consumer Duty Consultation.

Easy to use, Life Update Process drives customer engagement and captures ongoing changes, ensuring clients get the most from their policies through these regular reviews. [Find out more here.](#)





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