



AN EQUINITI WHITEPAPER

Transforming Remediation & Complaint Handling Operations





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Introduction

This white paper outlines our proven 7-step approach and methodology to delivering a solution to support successful rectification and remediation programmes.

over 60%



Equiniti's platforms have supported over 60% of the total PPI redress paid in the UK.

With positive customer outcomes at the top of the agenda for all industry regulators, firms have reacted positively to do what is best for their customers. Part of that is a willingness to act when things go wrong, or regulations change, resulting in remediation projects. Here, we set out how firms can plan for success when developing such projects.

Equiniti developed and deployed the first rectification and remediation technology platform in 2009. Since then, Equiniti has gone on to build platforms that have supported the processing of over 60% of the total PPI redress paid so far in the UK, and this technology has been used by over 70,000 employees within the financial services industry.

Our specialist platforms have been a success thanks to the knowledge and ability of our consultants to design processes that make best use of resources, and deploying robust, proven technology to support what can be complex and sensitive tasks.

Equiniti has been assisting organisations with their regulatory obligations since 1997. With a focus on complaint handling, case review and customer services, we have rapidly developed into a leading provider of technical interim resource and outsourcing services.

Equiniti currently has circa 1,300 contractors working in over 30 client sites across the UK. These individuals are helping to deliver a variety of projects, from small interim requirements, through to major long-term remediation exercises. The expertise being provided ranges from junior administrators and case handlers, through to subject matter experts and senior compliance specialists.



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What, if any, evidence do you need to present to the regulator and what reporting/MI is required?”

Objectives & Outcome

Once a rectification programme, or potential programme, has been identified, the first step is to define the objective and outcome of a proposed programme and understand what will happen once it is completed. It is recommended to start by examining the business requirements and any potential regulatory requirements for the campaign, asking key questions such as ‘what, if any, evidence do you need to present to the regulator?’ and ‘what reporting/MI is required’.

We also look at what will happen to the data once the campaign is completed; will it be stored, re-used and imported to another system, or deleted? Asking these questions upfront helps ensure that the processes and platform design fulfil these simple, but often overlooked, requirements. It is easier and cheaper to put this in place at the outset rather than re-engineer the platform and process half way through.



Source Data

The second step is to look at the source data available to the client for the campaign. In a typical rectification campaign, all the customers that are affected are loaded into a system for easy referencing and for managing the pro-active campaign. The list of customers that are to be reviewed and ultimately processed through the rectification programme will undoubtedly come from multiple systems and be of varied quality and structure.

This task can be complicated further as the same customer can exist across multiple brands and reside in several customer and banking systems. Not an ideal situation, however exception reporting can highlight affected customers allowing the client to decide if a different approach is required in communicating with and remediating the individual.

Consideration should also be given on how to cross reference rectification data with existing complaints data to avoid duplicating effort and multiple customer communications. At this point a decision needs to be taken that affects the cleansing of the source data and

the process design later on; do you consolidate all customer records from across the group, aggregate the customer record and contact them once, or do you treat each brand and customer occurrence separately? In an ideal world, the customer would be contacted once; however the complexity of the rectification or remediation task and any associated redress calculation may make it difficult to process one piece of communication.

The final consideration of the source data is to look at any historical changes to the format and usage of the data fields, and also whether you have 100% trust in the data. There are specialist resources and tools available to cleanse complex and unstructured data sets and to help identify people that have moved or passed away.

Process

The third step is process design. In the first two steps we have defined the objectives, the outcomes and the source data available. From this we now start to work with the client to design the end-to-end process, firstly looking at how this is to be communicated to the customer and whether the customer has a direct part to play in the process.

If a customer response is required, how does their response affect the subsequent steps in the process? Technology can play an important part in this as some steps can be automated. The client's decision matrix can be implemented into the platform's rules engine

to drive case workflow as a result of any investigative steps carried out and the customer's response; this in turn drives the next possible set of actions.

As outlined at the beginning, if these cases require evidencing for regulatory purposes, then completion and timing of these actions is recorded and the correspondence sent to the customer. As will be discussed later, if there is any likelihood that some of the cases will become complaints, how will this be recorded and processed?

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We will always seek to future proof any solution for rectification and remediation”

Technology

The fourth component is technology. Equiniti has already proven that technology is key in the process design, delivering and evidencing the objectives and proposed outcomes, and validating the data that is available to it. Further productivity gains can be achieved through integrating the platform into other systems such as a redress calculator, payments platform, CRM and document management systems. Other integration options are possible where relevant, such as self-service web forms, emails and social media.

A lot of time can be quickly consumed building integrations that don't deliver much benefit to the overall process. Therefore consideration and challenge must be made; how would any integration benefit the process and is there time in the project to deliver this?

As we will look at shortly, technology has a bearing on the resourcing required to orchestrate a rectification campaign. We will always seek to future proof any solution where possible for rectification and remediation to ensure that future programmes can be performed using the technology with limited updates or changes.

Further considerations are whether existing technology is suitable for this exercise and if not, do you need to build, buy or rent a system? Where should any proposed platform reside – in-house or in the cloud? Another consideration with all rectification projects is the availability of internal IT and business resource to support the initial programme design and on-going support across the lifetime of the activities.

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Two areas to understand are the client's ability to manage the project and the resourcing required to support the campaign.

Resources

The fifth part for consideration is resourcing and there are typically two areas that need to be understood. The first is the client's availability to manage the project and the second is the resourcing to support the rectification campaign. As noted previously, the required IT resource must be available if the technology platform is to be hosted in-house. Whether the solution is an extension of an existing platform or the installation of a new platform, internal IT will be involved to varying degrees and their availability directly impacts the delivery of the complete solution. However, this requirement is greatly reduced if the platform is to be securely hosted externally and this approach can directly improve the lead time to deploying a rectification platform and starting the pro-active programme of works.

The main resource consideration is how will the client provide the people to respond to the enquiries, make any required calls, and investigate and process each case to ultimate conclusion. This is the most costly aspect of any programme and is influenced directly by the process design underpinning any rectification task.

Resourcing is where specialist providers such as Equiniti can help. Whether the platform is hosted internally or externally, the client requires people to

run the exercise and companies do not tend to keep a large resource pool free in case these exercises crop up. Typically these programmes use a mixture of contract staff overseen by a manager from the client. This approach has proven to work well when the expectation is that the programme is to be short lived or the lead time is too short to recruit and train internally. Utilisation of contract staff gives the client flexibility to ramp up or reduce staff levels as per demand, ultimately reducing the overall costs of the campaign.

The location of the resourcing is another consideration. Do they need to be on-site, if so where can they be housed? Off-site in a managed facility provides greater flexibility but has different cost considerations. Off-shoring some of the process will drive down costs further but introduces a layer of complexity that might be otherwise avoided.

Ultimately, the decision on where to locate the rectification team stems from the need to be integrated into the rest of the client's business.

As discussed earlier, if these cases have the potential to turn into regulated complaints or require specialist in-house resource, then this will impact decisions around how the resourcing demands are approached.

Timelines

The sixth part of our process examines the timelines of the remediation exercise, taking into consideration the planned implementation, resourcing at both the client and the supplier, and finally the rectification and remediation process itself.

Typically, from the outset the target completion date for the remediation campaign will have been set and this acts as a final check to challenge whether this can be delivered and completed within the timescales given. If not, our consultants can review the implementation to find any compromises between

functionality and speed that can be made, or whether putting additional people into the process will help progress and resolve it faster.

It is also possible there is no defined end date for a campaign and for the on-boarding of any future rectification programmes, therefore this should be considered as part of any initial process and platform design to accommodate future requirements.

Reporting

The final part of the process is reporting requirements. From the very beginning we looked at what the output and the reporting requirements for the programme should be.

The reports typically delivered as standard are for management, staff productivity, case root cause, redress and payments and, in some cases, a regulatory report to demonstrate the progress and outcomes of the programme. Additional reports can be defined

and created for any specific client requirements and the reporting universe can be supplied to be interrogated by the clients own MI / data warehouse solution and data analysis teams. This provides the final piece of the overall solution and gives the client a complete end-to-end capability to deliver a successful, compliant, and effective rectification and remediation programme.

Why Choose Equiniti?

As our established process demonstrates, Equiniti is the UK's leader in rectification and remediation design, implementation and management. This process has delivered numerous successful remediation projects that have used a fraction of the budgeted head count, in a shorter timeframe, and at a lower implementation cost.

With flexible contract terms for either the rental or purchase of a specialised platform and backed by our experienced resourcing capability, Equiniti offers a complete, modular solution to fit any client's project needs and associated budget for rectification and remediation.

£160BN

payments made worldwide

+20YRS

over 20 years experience

We have 4,500 colleagues working across 28 locations

1,300

We have 1,300 consultants working on-site across the UK

Award winning complaints management platform

75

Financial services brands

We deployed one of the largest complaint handling systems with users over

70,000

We work with over 70% of the FTSE100

About Equiniti

Equiniti keeps things running smoothly behind the scenes for some of the best-known brands and public sector organisations in the UK. Equiniti makes complex things simple for our clients. By combining market-leading technology with experienced and specialist people, we assure delivery to our clients and in turn to our customers. We have significant experience of operating in regulated environments, helping our clients to meet their regulatory obligations.

Our services are delivered by 4,500 people across 28 locations, enabling us to deliver solutions that are flexible, scalable and adaptable.



equiniti.com

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