

# Vulnerability: consultancy, training, and resources



Helping your organisation,  
help your customers

# We specialise in vulnerability

We've worked in the area of vulnerability since 2011. During that time we've helped over 300 firms, and more than 25,000 staff, to deliver the best experience, support, and outcomes for their customers.

Our approach is based on being short on the obvious, and long on the practical. We **consult with** organisations to help them achieve the changes they want.

We go in - physically and remotely – and learn how you work. We review cases, policies, protocols, journeys, products, data and quality systems. And we help you to make changes that lead to better experiences and outcomes.

This is why in 2021, our expanded consulting team are continuing to work with our existing and long-term partnerships, but can also offer full vulnerability assessments, targeted reviews, and even advice on single cases or challenges to new partners.

But we go beyond consultancy – and this gives our work a further edge. All our **staff training** raises awareness, but it also builds skills that are relevant to the roles and situations that staff will encounter every single day.

This is because we build our training around the way you work – the challenges you encounter, the expectations you have to meet, and the realities of being a business. We take all this into account because it makes the difference.

This is why in 2021, we are not only offering the fifth and sixth cohorts of our Vulnerability Academy, but also our hugely popular in-house and public vulnerability courses, as well as new courses on data and vulnerability, design and vulnerability, and digital channels and vulnerable customers.

Finally, our approach is also about **giving back**. We regularly publish **new resources**, thinking, and podcasts on vulnerability. Plus, we run invite-only workshops for those organisations who work with us.

And firms, in engaging with us, also know they are giving back too. As a charity, the income from our vulnerability work is used to help fund the annual costs of running our National Debtline and Business Debtline services.

So, become part of **something special** on vulnerability. Work with us. Make the change that you want to see. And not only implement regulatory guidance on vulnerability, but lead on it.

## Our programme

The Money Advice Trust is committed to improving outcomes for customers in vulnerable circumstances.

We work with creditors, regulators, trade bodies, business and government across the UK to improve practice.

Thanks to this broad engagement we are uniquely positioned to bring insight and improvement to your organisation.



## How we can help

We offer a Vulnerability Programme, which can help you to meet and exceed regulatory expectations.

- Our **consultancy** will assess your staff, policy, systems, and metrics, and make improvements to deliver the best customer outcomes.
- Our flagship **Vulnerability Academy** (a partnership with UK Finance) will show your operational and policy leaders what 'best in class' practice is when meeting regulatory expectations in any sector. Over ten half-day workshops, they will have access to leading industry practitioners, case-studies, videos, and use each workshop to develop their own blueprint for action.
- Our **award-winning training** courses will prepare your frontline and specialist staff to understand and meet relevant vulnerability needs among your customers.
- And our practical guides, research, Vulnerability Matters podcast series, and events will keep you up-to-date with developments, innovations, and best practice.

## Contact information



[moneyadvicetrust.org/vulnerability](https://moneyadvicetrust.org/vulnerability)



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Training built on

## Expertise, experience and insight

We gain insight through our own services, supporting people who contact our National Debtline and Business Debtline services.

Our knowledge is cross-sector and our expertise is evidence based.

This helps to embed best practice strategies to support your business and meet your obligations.

Training delivered to



300+  
organisations



25,000+  
staff

### Virtual classrooms

Recreating our face-to-face course experience in an interactive virtual classroom setting, our newly available virtual courses are designed to provide your staff with the practical support and tools they need to help your customers and clients, whilst meeting your business objectives.

### E-learning

Our interactive e-learning is a cost-effective way of building foundational knowledge across your organisation. We can provide you with a file to upload to your Learning Management System (LMS) or we can host the learning for you.

### In-house | Public

Our face-to-face courses are designed to provide your staff with the knowledge, practical support and tools they need to help and support your vulnerable customers.

### Contact information



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We specialise in vulnerability. It is not an 'add-on' to other consultancy services. It is at the core of what we do. This means we can help you to better identify, engage, understand and support vulnerable customers across all your channels.

We can sense-check, shape and improve your policies, practice, data, and systems to deliver the best customer and business outcomes. We work across all regulated essential services (FCA, Ofcom, Ofgem, Ofwat). As a charity, all income generated from our consultancy and training is re-invested back into our National Debtline and Business Debtline services.

## How we can help you

### 1. Focused guidance and reviews

Our experienced team of experts can help review and guide your organisation on any specific aspect of vulnerability. This might be a single query or question, or a case or challenge that is multi-faceted.

All our work is undertaken remotely or on-site, in a single session or over time, and with outputs and recommendations that answer your questions and match your needs.

### 2. Regulatory and strategic assessment

Our experts can conduct a detailed assessment into your team, department, or organisational approach to vulnerability. In doing this, we will assess and advise on your alignment with regulatory, legal, and best practice frameworks (and how to close any gaps).

This can range from vulnerability and related policy reviews, to staff skills and customer engagement audits, through to in-depth reviews of how vulnerable customers are supported across your organisation.

### 3. Development and change

We can help you to change your practice. Whether you are starting out on a new strategy, taking on a challenge, or wanting to see how you can improve practice, we can help.

We work with some clients for a short period of time, many for longer periods, and even more on an on-going basis.

# 1. Focused guidance and reviews

We have the experience and team to review and guide your organisation on any specific aspect of vulnerability.

This might be a single query or question, or a case or challenge that is multi-faceted.

## Focused guidance

We have advised more than 300 firms, and trained more than 25,000 staff, on vulnerability issues.

We have helped firms:

- improve frontline staff understanding on key issues
- re-design customer journeys for vulnerability
- devise vulnerability flags/data recording systems
- revise quality assurance, complaint processes and many other aspects of firms' processes.

If your organisation has a specific challenge, and needs a clear response, we can help.

We can also attend, present at, or facilitate senior executive and board meetings where vulnerability is a key agenda item for discussion.

## Case, journey, product, system review

When developing a strategy or approach to consumer vulnerability, this always needs to be both customer-focused and commercially realistic.

Striking this balance is not always easy.

To achieve this, we help you apply a number of 'lenses' – vulnerability, compliance, and practical – to the case, product and service journeys, and system challenges that are most difficult.

This can include:

- reviewing and helping calibrate responses to the most challenging customer cases
- helping to build customer journeys that deliver positive experiences and outcomes for all customers
- working with your team to inclusively design products and systems that anticipate and actively take vulnerability into account.

## Timely input

We can help you to change practice whenever that help is required.

Whether you are planning to make a change, are about to introduce a new way of working, or want to assess and evaluate ongoing practice, we can add value and insight.

## Experienced team

You are the experts in your own organisation. We do not seek to replace that.

Instead, our team brings experience of not only working with more than 300 firms on vulnerability, but also from their own specialist backgrounds and expertise, ranging across frontline service provision, research and data, GDPR, quality assurance, complaints, training, and compliance.

Importantly, our team not only have the experience of working with 300 firms, but also have their own professional, research, and lived experience of vulnerability. This includes consultants who have run their own compliance or support teams in financial services, who have actually designed award-winning products for vulnerable consumers themselves, who have undertaken research with thousands of people in vulnerable situations, and who have their own lived experience of disability and vulnerability. This gives our team the additional insight and experience needed, and the edge your organisation requires.

## 2. Regulatory and strategic assessment

We work across all regulated essential services (FCA, Ofcom, Ofgem, Ofwat) as well as sectors such as retail and customer services.

We know what regulators expect from firms on vulnerability, what constitutes alignment, and how firms can meet and exceed expectations.

We have helped firms to analyse their regulatory and legal gaps, prepare for regulatory engagement, and respond to supervisory recommendations.

In doing all of this, we focus on what is beneficial for the customer, practically feasible for staff, and commercially realistic for the organisation.

### Focused guidance

We are able to provide an organisation-wide assessment, based on regulatory requirements and best practice, detailing how your firm is meeting these requirements and provide recommendations for improvement.

This review can include the effectiveness of existing approaches to:

- identify vulnerability
- engage vulnerable customers
- understand and support customer need
- record key information
- monitor customer need over time
- use aggregated data to understand/meet need
- inclusively design products and services
- develop communication and engagement approaches
- develop and improve staff skills on vulnerability
- operate quality assurance and complaint processes
- share data and insights within an organisation
- deal with vulnerability in sales, onboarding, customer service, collections, loyalty, data analytics, policy, and complaints teams.

## Targeted assessment reviews

A full assessment may not always be appropriate or needed.

In these situations, we can undertake a targeted assessment review and provide independent recommendations.

### **Practical recommendations (not lengthy reports)**

Firms do not want lengthy reports, but short, practical, and effective recommendations delivered in a format that best fits their needs.

Our recommendations therefore always aim to be 'short on the obvious, and long on the practical'.

We deliver these in:

- traditional report format
- slide deck (suitable for re-presentation)
- remote or on-site presentation
- larger facilitated discussion or workshop
- podcast or video presentation (including summary findings for a wider staff audience).

We have the experience to help you work more effectively with your vulnerable customers, and ensure your staff understand their part in your mission for change.

# 3. Development and change

Whatever the objective or challenge, we can give you a foundation on which to build.

We can help you achieve your ambition in a practical, balanced, and compliant way that improves customer and business outcomes.

## Strategy, policy and procedure

Your vulnerability strategy and policy are the foundation of your success, and your team are the ones who build and deliver this for you.

Ensuring your procedures align to this strategy and policy are instrumental to your staff so they can support vulnerable customers effectively.

We have worked with many firms to create these foundations and can support you through:

- strategy conversations, workshops, and outputs
- vulnerability policy creation and testing
- protocol and tool development
- alignment of policies and procedures across an organisation to ensure alignment.

We also provide **tailored vulnerability training** for senior managers, specialist teams, frontline staff, and non-customer facing staff via remote or in-person delivery. This can be chosen from existing modules or custom-built for your organisation.

## Vulnerability data architecture

Data is essential in identifying and supporting customers in vulnerable situations.

However, the collection, use, sharing, storage, and processing of vulnerability data can be challenging for firms.

Our experts have written key guidance on vulnerability, data, and GDPR, and we have assisted hundreds of firms with:

- vulnerability flag design
- need code categories support
- account note management
- outcome measure development

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- management information reporting
- analysing vulnerable customer data
- identification and communication strategies
- GDPR and vulnerability data compliance.

Importantly we ensure that firms achieve these ambitions while collecting the most relevant data for meaningful action.

## Quality

A consistently high-quality, sensitive, and fair approach to vulnerability is key.

Achieving outcomes for vulnerable customers that are as good as those for non-vulnerable customers, requires effective quality frameworks.

In addition to monitoring outcomes and service delivery, quality assurance also helps to identify areas of improvement and coaching opportunities.

We have assisted firms to:

- align Quality Assurance frameworks to training and policies
- identify relevant measures
- implement assurance assessments
- improve reporting
- develop coaching / feedback loops
- refine complaints management.

Our team has extensive experience in these areas, including overseeing major programmes in large financial and regulatory organisations.

# Vulnerability Academy



**MONEY**  
ADVICE TRUST

Virtual classroom

Face-to-face

Protecting consumers in vulnerable situations is a priority for firms and regulators, including the Financial Conduct Authority and ICO, as well as being central to wider legal frameworks.

Our award-winning Vulnerability Academy, in partnership with **UK Finance**, will bring this to life across five interactive, practical, problem-solving online workshops (with each workshop split into two separate half-day sessions).

Created by the Money Advice Trust's Chris Fitch, Colin Trend, and Ian Phillips, the Academy is built around case-studies presented by leading practitioners and firms across (and beyond) financial services, supported by the facilitated examination and analysis of approaches already being taken in practice.

The Academy draws on a blend of exclusive video, audio, podcast, and course-work review for participants, with the aim of helping participants embed vulnerability throughout the culture, policies, and relevant customer journeys of their organisation.

## Academy aims

The overarching goal of the Vulnerability Academy, is to help firms:

- Meet their legal and regulatory responsibilities
- Embed vulnerability across their organisation from product and service design, lending and onboarding, customer service, data recording and analytics, collections, fraud, and across all channels
- Improve their reputation as a responsible organisation that treats customers fairly
- Develop their own approach and focused plan to improve their own work on vulnerability
- Expose customers to an exclusive blend of leading practitioner case-studies, video, audio, and course-work review.



**Five**  
workshops

Each workshop is made up of two half day sessions.

## Contact information



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# Supporting customers in vulnerable circumstances

Virtual classroom

Face-to-face

E-learning

Health, disability, unemployment, bereavement, domestic violence and addiction can all contribute to making someone vulnerable.

Our ‘Supporting customers in vulnerable circumstances’ course will help your staff understand the steps and actions they need to take in order to support vulnerable customers. At a time when many customers are likely to be facing a range of challenging circumstances as a result of Covid-19, this course will help staff gain the skills, tools and confidence to help customers across a range of circumstances.

## Course aims and objectives

The aim of this course is to provide learners with the skills required to identify, communicate, and support a vulnerable customer.

By the end of this course, learners will be able to:

- Define what the term vulnerable customer means
- Identify a vulnerable customer, based on the information available at the time
- Understand a customer's relevant needs, and take steps towards meeting these
- Apply conversational techniques to begin a conversation with a vulnerable customer
- Apply conversational techniques to manage the disclosure of a vulnerable customer and record the information compliantly with regulations
- Know how to signpost and refer that customer to further internal help, and external specialist support agencies.

## Contact information



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## One day course

This can be delivered in one day or split into two half day sessions.

“The sessions have allowed our adviser teams to sit back and evaluate their approaches to vulnerability and resulted in them feeling empowered to suggest changes to our current processes.

We have two more groups booked in and we're excited about how well these sessions will be received.”

– Just Group plc

Led by trainers including Colin Trend, Zoe Medlock, Mike Ramone, and Robyn Azam.

# Inclusive design for essential services

Virtual classroom

Face-to-face

## Inclusive design is now at the heart of regulatory supervision.

Of increasing importance in the conversations about vulnerability - inclusive design is the development of buildings, products, services, or processes that are accessible to all people, regardless of age, disability, or other factors. When considering product design and meeting the needs of vulnerable customers, firms should factor in three key areas.

- **Fundamentals** - designing products or journeys that meet the needs of disabled people, vulnerable consumers, and the wider customer base.
- **Design process** - taking vulnerability into account during the design process and accounting for specific groups of consumers.

This course will help you, and your teams, understand what inclusive design is and how you can use it when designing products and services.



“Inclusive design is a toolbox that helps us design products and services that can be accessed by everyone. Instead of designing for a mythical ‘average user’, we design by including the people who use these products, their perspectives, and information about their lives and needs.”

- **Bailey Kursar, Vulnerability and Design Lead, Money Advice Trust**

### Course aims and objectives

By the end of this course, learners will be able to:

- Define what inclusive design is and why it is important when designing products for customers
- Identify what good inclusive design looks like
- Apply inclusive design principles to a product development project.

### Contact information



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### One day course

This can be delivered in one day or split into two half day sessions.

# Data, GDPR and vulnerability

Virtual classroom

Face-to-face

Data lies at the heart of the FCA's vulnerability regulations.

Firms need to evidence that the outcomes of vulnerable consumers are as good as those of other consumers.

Firms need to know their vulnerable consumers, hold the right data about them, and use this to help and support them. Firms need to balance the FCA's expectations on data with those of the ICO, the GDPR, and the Data Protection Act 2018. This course has been developed to address these specific requirements and provide your firm with the knowledge to make sure you meet your responsibilities.



“A firm’s purpose for processing explains their need to record vulnerability data, and their practical plan for achieving this. It is developed using the guiding lenses of data protection, vulnerability regulation, and operational practicality. Together we’ll explore how to comply with data protection law and regulation, meet vulnerable customers’ needs, while keeping things simple for staff.”

- Robert Bell, Data & GDPR Consultant, Money Advice Trust

## Course aims and objectives

The aim of this course is to provide learners with knowledge to understand how GDPR and vulnerability interact and how to record the required information for vulnerable customers.

By the end of this course, learners will be able to:

- Identify the challenges of supporting vulnerable customers and meeting GDPR requirements
- Explain the different basis under articles 6 and 9 that can be used to record customer disclosures
- Apply the principles from GDPR to a range of vulnerable customer scenarios.

## Contact information



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# Supporting customers with mental health problems

Virtual classroom

Face-to-face

E-learning

Every year, one in four adults will experience a mental health problem.

Being aware of the range of mental health conditions and their impact is a vital part of understanding your customers and achieving the right outcomes for your organisation or business.

## Course aims and objectives

The aim of this course is to provide learners with the skills required to communicate with and support a vulnerable customer with a mental health condition effectively.

By the end of this course, learners will be able to:

- Identify the challenges customers with mental health problems may face in their day-to-day life
- Identify the impact of not supporting customers with mental health problems can have on their firm and colleagues
- Apply conversational techniques to have a conversation with customers with mental health problems
- Apply conversational techniques to manage the disclosure of a mental health problem
- Explain what support options are available to a customer with mental health problems.

## Contact information



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## One day course

This can be delivered in one day or split into two half day sessions.

## Training Plan

**Pre-requisite** – Mental health e-learning

**Module one** – The importance of identifying and supporting customers with mental health problems

**Module two** – The impact of not supporting customers with mental health Problems.

**Module three** – Starting a conversation with a customer with mental health problems

**Module Four** – Managing and recording mental health disclosures

**Module five** – How we can support customers with mental health problems

**Certificate achieved** – Supporting customers with mental health problems

# Building personal resilience

Virtual classroom

Face-to-face

Frontline creditor staff are often presented with difficult situations in supporting customers across a whole range of vulnerable circumstances that people experience.

The cumulative effect of dealing with these challenges – particularly during the Covid-19 outbreak – can impact staff wellbeing both emotionally and professionally.

To help improve resilience in the workplace, our ‘Building personal resilience’ course, is designed to help support your staff improve their resilience.



“The better we become at creating environments where our customers feel more comfortable telling us what is going on in their lives, the more we are exposed to information and situations that can be difficult to hear. We wanted to create a course that helps colleagues to keep well while helping others.”

- **Caroline Wells, Customer Experience Expert, Money Advice Trust**

## Course aims and objectives

The aim of this course is to provide staff with an insight into what affects their resilience and the practical steps they can take to support their own wellbeing.

By the end of this course, learners will be able to:

- Understand why people react the way they do when they are under stress and strain
- Identify and explore their personal boundaries and triggers
- Identify practical steps to take when they are in ‘the moment’
- Understand the steps to take to look after themselves both during and after an interaction with a vulnerable customer
- Identify what environmental factors they can influence and change for the better.

Once learners have completed all the required modules, they will be presented with a certificate confirming the successful completion of the course.

“We came away from the session with a better understanding of what it means to be resilient, how to keep ourselves on track in future and what can influence good resilience.”

- **Royal London**

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# Suicide First Aid: Understanding suicide intervention for essential services

MONEY  
ADVICE TRUST

Virtual classroom

Face-to-face

To help organisations and staff, the Money Advice Trust has partnered with the National Centre for Suicide Prevention Education and Training (NCPST).

Bringing together the Money Advice Trust's expertise and long-running programme on vulnerability and the work of Nick Barnes, Chief Executive, NCPST on suicide prevention, this training helps essential services support vulnerable customers with thoughts of suicide to stay safe, and to stay alive.



"In the last year, 1 in 4 front line staff in essential services spoke to a customer with suicidal thoughts - staff often fear these conversations. They worry about saying the 'wrong thing' and they can be unsure what action is best. To save lives and help staff, we have developed Suicide First Aid for essential services – this shows staff how to keep customers safe, look after their own wellbeing, and comply with key law and regulation."

- Nick Barnes, Founder, Suicide First Aid

## Course aims and objectives

Delivered by CEO & Founder of NCPST, Nick Barnes, this session teaches the theory and practice of suicide intervention skills that can be applied in any professional, or personal setting.

- This is the **only course of its kind for essential services** – it has been designed, developed, piloted, and delivered specifically to reflect the commercial contexts in which staff are working.
- Each participant will have the option to receive an accreditation which is the **only national qualification in suicide prevention accredited by City & Guilds**.
- The course addresses the practical questions that staff working in these contexts will have – these are covered in the course, as well as in a **separate guide that every firm receives** (dealing with issues of data recording, re-contacting customers who have previously disclosed suicidal thoughts/intent, and supporting staff following difficult calls).

City & Guilds | Accredited  
Programme

## Contact information



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One day course  
and half day  
course available

# Supporting customers with addictions

Virtual classroom

Face-to-face

E-learning

People living with an addiction – be it gambling, alcohol or substance misuse – can have complex and difficult lives. This can easily lead to financial detriment, including over-spending, loss of control and difficulty managing their finances.

Research shows that one in four frontline creditor staff find it difficult to talk about the issue of ‘addictions’ with customers – more than any other type of vulnerable situation. With one in four specialist staff and one in ten frontline staff encountering customers with an addiction ‘most days’ or ‘every day’ it is vital staff are able to understand, identify and support customers suffering from an addiction.

## Course aims and objectives

The aim of this course is to give learners the knowledge, skills, and confidence to identify and support customers who are living with a gambling, alcohol or drug problem.

By the end of this course, learners will be able to:

- Explain what addiction is, how common it is and how we can help customers deal with it
- Explain what causes addiction and the financial consequences of addiction on customers
- Identify the cues and signs of addiction
- Signpost where you can get help for a customer with addiction
- Apply the five components of the TEXAS acronym as a tool for dealing with addiction
- The four points of the IDEA technique as a tool for understanding addiction
- Strategies for dealing with challenging circumstances, including customers who may resist or even refuse our help.



## One day course

This can be delivered in one day or split into two half day sessions.

## Contact information



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# Our e-learning

In addition to our suite of face-to-face and virtual classroom training, we have a catalogue of interactive e-learning courses to provide your staff with the knowledge they need to support your vulnerable customers.

<p><b>Supporting customers in vulnerable circumstances</b></p> <p>Frontline staff</p>	40 minutes	<p>This module is designed for frontline staff and includes the latest strategies for supporting vulnerable customers and the regulatory expectation.</p> <p>By completing this learning, your staff will be able to identify a vulnerable customer and what they are vulnerable to, have a meaningful conversation with a vulnerable customer to understand their support needs and how to provide the right support.</p>
<p><b>Supporting customers in vulnerable circumstances</b></p> <p>All staff</p>	40 minutes	<p>This module is designed for staff in non-customer facing roles and brings to life the latest regulatory expectations, regardless of your role requiring direct customer interaction.</p> <p>This learning explores the <b>practical meaning</b> of vulnerability and how this affects customer needs. Everyone has a role to play in supporting vulnerable customers and by the end of this module staff will know how vulnerability relates to them, their role, and the wider organisation.</p>
<p><b>Supporting customers with mental health problems</b></p>	40 minutes	<p>This module is designed for all staff and includes the latest research and strategies for supporting customers with mental health problems.</p> <p>By completing this learning, your staff will be able to identify what a mental health condition is and why it is important to take this into account, understand why customers may be reluctant to share this with creditors, recognise the impact this can have on managing finances and what further support is available.</p>

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<p>Understanding and supporting customers with serious illness</p>	<p>35 minutes</p>	<p>This module will help your staff to recognise what a serious illness is and the impact it can have, as well as equipping them with different strategies for talking with and supporting customers who have a serious illness.</p> <p>This learning is designed to help staff speak to customers who are expected to die due to ill health, whose life is under threat due to poor health and whose life is significantly changed due to poor health.</p>
<p>Identifying and supporting customers with gambling, alcohol and substance addictions</p>	<p>35 minutes</p>	<p>This module is designed to enable front-line staff to recognise when customers may have an addiction problem and to be able to handle such situations with sensitivity, offering appropriate support and signposting to external sources of help.</p>
<p>Supporting customers with decision-making limitations (mental capacity)</p>	<p>35 minutes</p>	<p>This module is designed for frontline staff to identify and support customers with mental capacity limitations to overcome decision-making problems.</p> <p>By completing this learning, your staff will know the difference between mental health and mental capacity, the steps to making the decision and the importance of evidencing capacity when entering an agreement.</p>

# Our team

**Our team has considerable experience of helping organisations to better understand and support their customers, working across a range of sectors.**

The Trust is able to draw on the experience of highly-regarded leaders in the fields of vulnerability and financial difficulty, and apply their expertise in a wide range of different contexts.



**Chris Fitch** is Vulnerability Lead Consultant at the Money Advice Trust.

He oversees our vulnerability work with Lyndsey Humphries (Head of Training & Consultancy), has written core vulnerability guidance, created industry-standard tools (including TEXAS), and hosts the Vulnerability Matters podcast.



**Colin Trend** is Lead Vulnerability Trainer at the Money Advice Trust.

He has a wealth of experience in the finance and debt sector, has written core vulnerability guidance, created industry-standard tools (including TEXAS), and co-hosts our Vulnerability Academy.



**Ian Phillips** is a Vulnerability Consultant at the Money Advice Trust.

He brings with him over 20 years of financial services experience, most recently in a leadership role at Lloyds Banking Group, overseeing the design and embedding of the Groups vulnerability strategy. Ian is also co-host of our Vulnerability Academy.



**Bailey Kursar** is a Vulnerability Consultant at the Money Advice Trust.

Bailey is CEO and co-founder of Toucan and has written the 'Inclusive design in essential services' guide. Previously she worked at Monzo, MarketInvoice and Funding Options.



**Caroline Wells** is a Customer Experience Consultant at the Money Advice Trust.

She is a pioneer of accessible and inclusive customer service and has led teams to win coveted awards, including Public Service Organisation of the Year, Top 100 Index, and Leaders in Diversity.



**Dan Clarke** is our specialist on digital channels and vulnerability.

Until recently, Dan was a lead specialist in vulnerability at Monzo (the online bank), and prior to this worked in NHS addiction services.



**Michael Ramone** is a Vulnerability Consultant at the Money Advice Trust.

He has over a decade of experience in the advice sector and has worked in specialist roles for other high-profile charities. Michael has worked across sectors including finance, utilities, regulators and ombudsman organisations.



**Robert Bell** is a Data & GDPR Consultant at the Money Advice Trust.

He is a law graduate, specialising in EU law, who has worked in a range of compliance roles within the financial services industry. Recently co-authored the Money Advice Trust and Money Advice Liaison Groups 'Guidance on Vulnerability, GDPR, and disclosure'.



**Zoe Medlock** is a Vulnerability Consultant at the Money Advice Trust.

She specialises in mental health and, as well as her role with the Money Advice Trust, she also works with the Money and Mental Health Institute to assess firms against their Mental Health Accessible Standard. In 2020 Zoe developed the Trust's Mental Health training.



**Andy Langford** is a Vulnerability Consultant at the Money Advice Trust.

Andy is Clinical Director for Cruse Bereavement Care, and has worked in the fields of homelessness, mental health, substance misuse, suicide prevention, and bereavement for more than 20 years.



**Nick Barnes** is a Vulnerability Consultant at the Money Advice Trust.

He is the CEO & Founder National Centre for Suicide Prevention and Training. He has developed Suicide First Aid for Essential Services (with the Money Advice Trust) and is internationally acknowledged for his ability to apply suicide prevention to the practical demands and realities of commercial organisations.



**Robyn Azam** is a Vulnerability Consultant at the Money Advice Trust.

Has worked for the Money Advice Trust since 2000. She has been involved in the design and delivery of training for both the commercial and voluntary sector, including bespoke debt training for organisations including the Institute of Money Advisers and StepChange Debt Charity.



**Kathy Wade** is a Vulnerability Consultant at the Money Advice Trust.

Has worked in the voluntary sector for over 20 years. As an experienced trainer, Kathy has worked with a number of organisations to improve practice.



**Dan Holloway** is a Vulnerability Consultant at the Money Advice Trust.

Dan specialises in data, design, accessibility, digital, and the Equality Act. Dan is an internationally known writer, advocate, and specialist in disability and accessibility issues.

## Money Advice Trust

The Money Advice Trust is a charity formed in 1991 to help people across the UK tackle their debts and manage their money with confidence.

For more information about our training and consultancy offering  
Email: [training@moneyadvicetrust.org](mailto:training@moneyadvicetrust.org)  
Website: [moneyadvicetrust.org/vulnerability](https://moneyadvicetrust.org/vulnerability)

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