

# Vulnerability Academy

## Workshop Programme: Cohort 16

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

In our sixteenth cohort of the award-winning Vulnerability Academy, we will be bringing this to life across five interactive, practical and problem-solving online workshop blocks, each of which is run as two separate half-day sessions to allow for participant reflection, development, and interaction.

Created by the Money Advice Trust's Chris Fitch, Colin Trend, and David Atkins the Academy is built around case studies and key notes from leading practitioners and firms across (and beyond) financial services, as well as facilitated analysis and in-depth evaluation of existing practical approaches.

Employing a blend of video, audio, podcast and coursework review for participants, the Academy aims to help organisations embed vulnerability throughout their culture, policies and relevant products, services, and journeys, and to deliver better outcomes and experiences for all customers.

## Academy Aims

The overarching goal of the Vulnerability and Consumer Duty 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, outcomes, and across all channels
- Improve their reputation as a responsible organisation that treats customers fairly

## Contact Us

You can book your place on our website:  
[www.ukfinance.org.uk](http://www.ukfinance.org.uk)

Alternatively email us for more information:  
[Rachel.carter@ukfinance.org.uk](mailto:Rachel.carter@ukfinance.org.uk)

## Pricing

UK Finance Member:  
£4,095 plus VAT per person

Non UK Finance Member:  
£5,095 plus VAT per person

# Welcome to the Academy

“Established in 2018, the Academy has now taken over 250 graduates through a detailed programme of instruction, case-studies, and practice-sharing on consumer vulnerability.”

“We’ve designed the Academy so that it covers the most important issues confronting any organisation or individual that wants to better identify, support, and understand consumers in vulnerable situations, the Academy covers everything from onboarding to outcomes, legal frameworks to lived experience, and inclusive design to data insight and innovative technology.”

“We look forward to you joining the more than 200 organisations from all over the UK and wider world that have already invested in their staff joining the previous 15 cohorts of the Academy programme, and benefitting from a unique curriculum and experience that is unmatched in its depth, practicality, and foresight.”

Dr Christopher Fitch, Colin Trend, and David Atkins

(Academy Facilitators)

## My Academy experience

“ It’s enhanced my understanding of the expectations around vulnerable customers and has given me great ideas and direction for what to introduce at my bank ”

## Your Academy

The Academy is comprised of five core workshops. Each of these workshops has two parts, with these being run across two separate half-day sessions.

The Academy also has an induction event so that participants can get to know the course and their fellow participants, and a graduation session to review progress and mark successful completion.

Pre-meeting (introduction day) | 6 October 2026 | Introductory session

Workshop One | 8 and 15 October 2026 | Building our Foundations

Workshop Two | 5 and 12 November 2026 | Identifying Vulnerability and Understanding Customer Needs

Workshop Three | 3 and 10 December 2026 | Communication and Engagement

Workshop Four | 11 and 21 January 2027 | Design, Support and Partnerships

Workshop Five | 11 and 18 February 2027 | Quality, Monitoring and Evaluation

Graduation 2026 | 17 March 2025

# Induction and welcome note

**Introductory session**  
**6 October 2026 | 14:00 - 17:00**

## Module outline

- Introduction to the Academy programme.
- Introduction to fellow Academy members.
- Opening keynote address from guest speaker.
- First Academy task for participants.

# The FCA consumer duty

**The FCA's Consumer Duty requires firms to “act to deliver good outcomes for retail clients”.**

## Module outline

- Clearly, given the FCA's objective for vulnerable consumers is to achieve “outcomes that are as good as everyone else”, there is a significant relationship between the Consumer Duty (FG22/5) and the FCA's Vulnerable Consumer Final Guidance (FG 21/1).
- Our constantly evolving syllabus therefore reflect both the FCA's vulnerability guidance, and its overlap with the Consumer Duty and other key frameworks.
- In addition, the Academy also covers the overlap between vulnerability and Data Protection Act (2018)/GDPR, Equality Act (2010) and other disabilities/equalities legislation, Mental Capacity law, and other relevant frameworks.

# Workshop 1

**Building our Foundations**  
8 and 15 October 2026 | 09:30 - 14:30

## Module outline

- Establishment of a detailed understanding of relevant law, FCA regulatory framework, organisational policy and practice and innovation on vulnerability.
- Appreciating how the different elements outlined above work in practice for customers and firms, and why we need to understand how these elements overlap and interact with one another.
- Enabling thought and discussion about vulnerability using clear language, practical concepts and an emphasis on achieving realistic and effective change.
- Developing a practical activity and data framework to help participants undertake their own vulnerability gap analysis.

## Aims

- Develop foundational knowledge of regulation, law, organisational practice and wider innovations.
- Understand the different stages in the process of delivering and developing an organisation-wide vulnerability strategy.
- Establish the link between vulnerability and the FCA's Consumer Duty, as well as other key regulatory and legal pillars.
- Develop analysis, assessment, and change implementation skills.

## Outcomes

- Recognise, interpret and apply the key legal and regulatory considerations on vulnerability to your own work.
- Think, talk and plan action on vulnerability in a clear and informed manner.
- Be able to conduct an audit of vulnerability practice in your organisation with well-designed metrics to monitor quality and risk.
- Start to develop an outcomes and data framework to measure impact.
- Understand the range of consumer needs and the vulnerable circumstances/cohorts that these apply to.

# Workshop 2

**Identifying Vulnerability and Understanding Customer Needs**  
5 and 12 November 2026 | 09:30 - 14:30

## Module outline

- Introducing real-life examples of how organisations identify customers in vulnerable situations, understand their needs for support and the strengths of differing approaches.
- Helping participants use their own insights, drawing on the learnings from Workshop 1, to establish where they might act and how to achieve this.
- Grounding participants in the development of a data and outcomes framework for measuring the impact of their policies and practice on consumers.
- Introducing a 'harms taxonomy' framework and explaining how participants can use this to ensure a range of vulnerable situations are considered.

## Aims

- Establish the areas for development within your own organisation's work on vulnerability.
- Understand the range of approaches to address these areas of strength and weakness.
- Further develop an outcomes framework and dataset for vulnerability.

## Outcomes

- Identify areas for improvement within your organisation.
- Know and understand the range of approaches that can be applied to these areas for development.
- Work to understand how to tailor and apply these approaches.
- Profile the needs of your organisation and customers in terms of outcome data.
- Learn how to improve audits on vulnerability practice in terms of data and skills.

## Workshop 3

Communication and Engagement  
3 and 10 December | 09:30 - 14:30

### Module outline

- Introducing how behavioural science can underpin the development of communication and engagement strategies for vulnerable consumers.
- Analysing our current communication practices and identify areas of improvement.
- Exploring 'disclosure environments' and how these have been introduced in different organisations (and with what impact).
- Identifying the skills and capabilities required of staff to support vulnerable customers and how we can develop and nurture these.

### Aims

- Be able to apply what you have learnt about vulnerability to communications, engagement and disclosure.
- Identify what the FCA, other regulatory bodies and wider legal frameworks (such as the Equality Act) require when doing so.
- Understand how this has been achieved both through case-studies and 'deep-dives'.

### Outcomes

- Develop an outline policy on vulnerability which specifically applies to communications, customer engagement and service and disclosure.
- Understand the range of actions and interventions to address vulnerability within your organisation.

## Workshop 4

Design, Support and Partnerships  
11 and 21 January 2027 | 09:30 - 14:30

### Module outline

- Exploring vulnerability strategy and policy design within the specific and practical contexts of products, services and customer journeys (including inclusive and accessible design).
- Considering how (and when) to provide relevant support to customers who are vulnerable to a range of financial and non-financial harms.
- Introducing and developing a 'treatment matrix' to make this practically possible.
- Reviewing the arrangements for signposting and effective partnerships with external specialist services and charities.

### Aims

- Be able to apply what you have learnt about vulnerability to produce, service and customer journey design.
- Understand the strategic challenges of providing support, including the role of internal frontline and specialist teams, and wider external organisations and charities.
- Develop a strategic approach to support – through the development of a 'treatment matrix'.

### Outcomes

- Develop an outline policy on vulnerability which specifically applies to accessible and inclusive design and also to customer support.
- Understand the range of actions and interventions to address vulnerability within your organisation.

# Workshop 5

Quality, Monitoring and Evaluation  
11 and 18 February 2027 | 09:30 - 14:30

## Module outline

- Defining and exploring what monitoring, evaluation and outcomes mean when it comes to vulnerability.
- Developing practices for delivering the best outcomes for customers in vulnerable situations.
- Consolidating what data to record on consumer vulnerability (including flags, support codes and management information).
- Understanding the requirements of the Data Protection Act 2018 and GDPR and their implications for data recording (including explicit consent and other options), storage, sharing and using these data to best effect.

## Aims

- Participants will learn about data, outcomes, monitoring and evaluation throughout the Academy – but in this workshop, this learning will be consolidated and brought together.
- Participants will learn that customer experience and outcomes underpins all quality and innovation – understanding and meeting need is therefore central to all action.

## Outcomes

- Critically assess the current 'data landscape' in terms of the approaches being followed/offered.
- Evaluate the difference a detailed and systematic outcomes, monitoring and evaluation approach could make to firms.
- Understand where quality and innovation – as a component of strategy – fits into this work on vulnerability.

# Graduation

Graduation  
17 March 2027

## Module outline

The Vulnerability Academy culminates with our graduation event. During your final session you will:

- Review the journey taken during the academy.
- Review the gap analysis you have constructed during the academy, with feedback from the trainers and your cohort.
- Keynote speech from an industry leader – our previous keynote speaker was Chris Woolard, author of the Woolard Review and former CEO of the FCA.

At the conclusion of the event, you will be presented with a certificate showing you have successfully completed the academy and we will provide further details on how to join our Vulnerability Academy Alumni Practice Network.

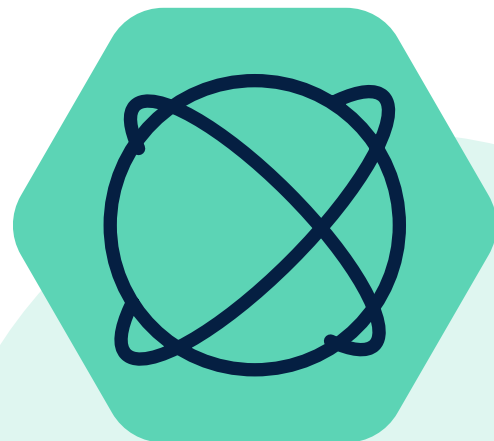
## Why is the academy important?

Protecting vulnerable consumers is a key ongoing conduct priority for the FCA and a key conduct and reputational risk for firms.

As understanding of vulnerability has deepened, firms have also begun to understand that effectively supporting vulnerable customers can be an advantage as well as a duty, with many establishing partnerships with charities and other consumer groups to differentiate themselves commercially from competitors.

The FCA expects the fair treatment of vulnerable consumers to be taken seriously and embedded into their culture, policies and processes throughout the whole consumer journey.

“ Clear and informative discussion, questions & answers. The guest speakers were obviously very knowledgeable in their respective fields ”



# Academy Background

Policy and organisational ambitions on vulnerability cannot be met unless three conditions are fulfilled:

- Colleagues have the necessary skills, knowledge and confidence to deliver these ambitions through training.
- Training initiatives must tackle the actual challenges and tasks that colleagues encounter daily - 'awareness raising' about vulnerability will not, in itself, deliver practical change.
- Each firm's wider environment must facilitate colleagues taking effective actions on vulnerability by developing quality assurance, monitoring and compliance functions, data architecture and dashboards, and other functions on vulnerability.

This means that an effective response to vulnerability must also be led by and make parallel improvements to the strategic, policy, governance and information environments that colleagues will be working in.

## How can the Academy help?

The Vulnerability Academy is for people who want to gain the skills, knowledge and relationships to address the most challenging issues and scenarios and meet regulatory requirements.

“ Excellent overview of the proposals and implications by very knowledgeable presenters ”

At its core, the academy is a learning environment where senior managers will have the opportunity to meet, question and work with leading thinkers across sectors. They will follow a programme that includes five one- day workshops, supplemented by webinars (using voice, graphics and interactive features to engage learners and reinforce the key workshop messages), podcasts (a deep- dive understanding of the issues via interviews with experts, guests and practitioners), plus reading lists and downloadable resources.

## Workshop Sessions: Cohort 16

This cohort will be delivered in seven sessions. Workshop One, Two, Three, Four and Five will be split into two half-days:

- **Pre-meeting (introductory day) | 6 October 2026**  
Introductory session
- **Workshop One | 8 and 15 October 2026**  
Building our Foundations
- **Workshop Two | 5 and 12 November 2026**  
Identifying Vulnerability, Meeting Customer Needs
- **Workshop Three | 3 and 10 December 2026**  
Communication and Engagement
- **Workshop Four | 11 and 21 January 2027**  
Design, Support and Partnerships
- **Workshop Five | 11 and 18 February 2027**  
Quality, Monitoring and Evaluation
- **Graduation 2027**  
17 March 2027

# The learning experience

The academy programme and content is designed to be agile, immersive and responsive, ensuring that we can understand the challenges faced by the cohort and tailor the programme accordingly.

The programme will feature up-to-date case studies and the latest news issues. It will be grounded in the newest industry information and most current regulatory direction, as well as utilising only well-established models to engage innovative thinking.

More pointedly, the faculty will use the cohort's own experiences and challenges to make the programme as dynamic, practical and helpful as possible.

To include but not restricted to:

- Podcast introductions from the faculty
- Receive detailed faculty feedback on your experiences
- Benefit from your faculty's close analysis of other cohort participants challenges
- Safe, confidential environment to maximise depth of analysis of real-life challenges
- Q&A session with your faculty and senior practitioners to answer your critical questions
- Carefully curated additional reading and resources so you can take your understanding further
- Discuss case-studies on relevant topics and issues

## Who should attend?

The recommended participants should be colleagues responsible for the development of their organisation's strategy for supporting vulnerable customers. These include:

- Business leaders (senior managers)
- Risk and control decision makers
- Human resource and learning and development professionals
- Managers responsible or working in contact centres
- Specialist vulnerability colleagues

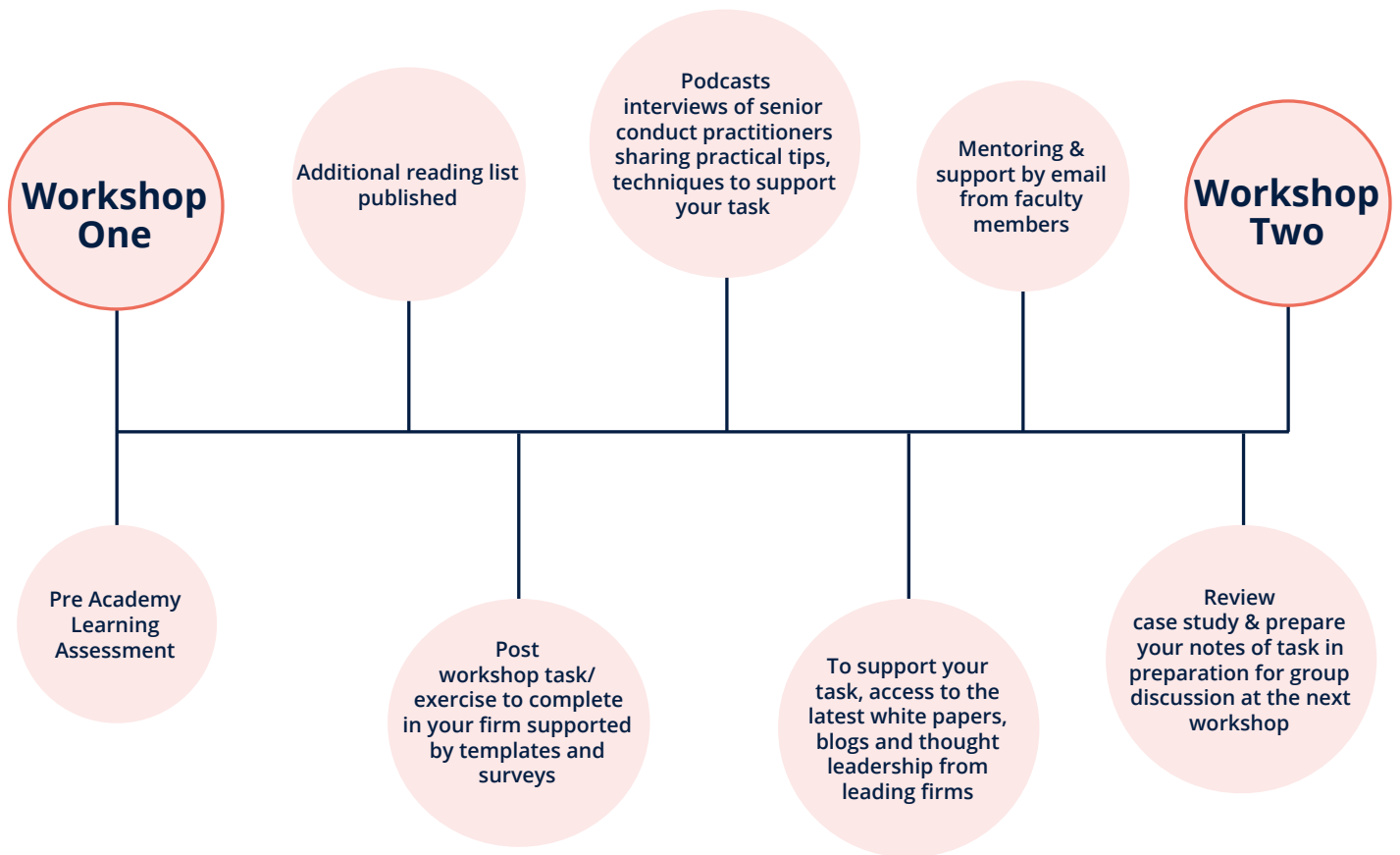
### Audience:

- mortgage lenders
- card issuers
- banks
- credit unions
- payment providers
- any lending firm that is FCA regulated



# The learning journey

360 learning journey example



## Social Learning

The cohort will be formed of a peer group who will learn from each other's experiences and issues in a confidential and supportive environment under Chatham House rules. As experienced facilitators, the faculty will help the cohort explore individual concerns through frank conversation and 'social learning' where each participant is urged to share practical examples, best practice, concerns and successes from within their own organisation over the course of the programme.

This 360-degree approach will ensure that each attendee can reflect fully on what they have learnt, tailor their approach and test different working practices within their organisation. The aim of the academy is to offer practical, rather than theoretical, solutions.

## Learning by doing

The approach of the faculty will be to encourage 'action learning' or 'learning by doing'. Over the course of the programme, the cohort will be encouraged to apply, test and provide feedback on what they have learnt through each aspect of the academy, sharing their experiences and best practices with the group to benefit from feedback and diverse perspectives. This learning cycle should reinforce better working practices and help the cohort to develop behaviours which put customers and values at the heart of decision making.

# Faculty Biographies



## **Colin Trend**

Lead Trainer, Money Advice Trust

Colin Trend has a wealth of experience in the finance and debt sectors, including roles with private, public and voluntary organisations.

Colin is the lead tutor with Money Advice Trust on its vulnerability programme, assisting both in the UK and overseas. Along with Chris Fitch, he co-authored the Trust's vulnerability guidance for advice agencies, launched by the charity with the backing of a range of organisations across the advice sector in June 2016.

---



## **David Atkins**

Vulnerability Consultant at Money Advice Trust

David has had a distinguished 35-year career at Lloyds Banking Group, where he has held senior roles spanning multiple disciplines including customer servicing, sales & marketing, compliance, operational risk management, and auditing the Group's international businesses.

In the latter years of David's career, he built a deep expertise in Customer Vulnerability & Inclusion. His focus was on how the bank can and should support consumers who are in vulnerable circumstances, delivering market leading training, innovative solutions and new treatments helping customers achieve fair outcomes. He built the infrastructure the Group uses to record and share the support vulnerable customers need, and led the development of a new vulnerability data landscape.

David is a steadfast champion of inclusion, exemplified by his decade-long leadership of Lloyds' LGBTQIA+ colleague network and being the Partnership Director for Pride Wide, advancing LGBTQIA+ rights and lives. David is also a parish councillor, driving positive change in his local community and he serves as Trustee and Deputy Chair of Root & Branch, a charity supporting individuals with moderate to severe mental health conditions.

---



## **Dr Christopher Fitch**

Vulnerability Lead, Money Advice Trust

Chris Fitch has led a programme of award-winning research and intervention work on financial services, financial difficulty and vulnerability since 2006. He is Vulnerability Lead at the Money Advice Trust.

The programme that Chris leads aims to result in outputs which are 'short on the obvious, and long on the practical' – and with colleagues, he has written practical guidance for firms and staff on both effectively working with customers who are in vulnerable situations and also looking after their own wellbeing and working environment following such contact.