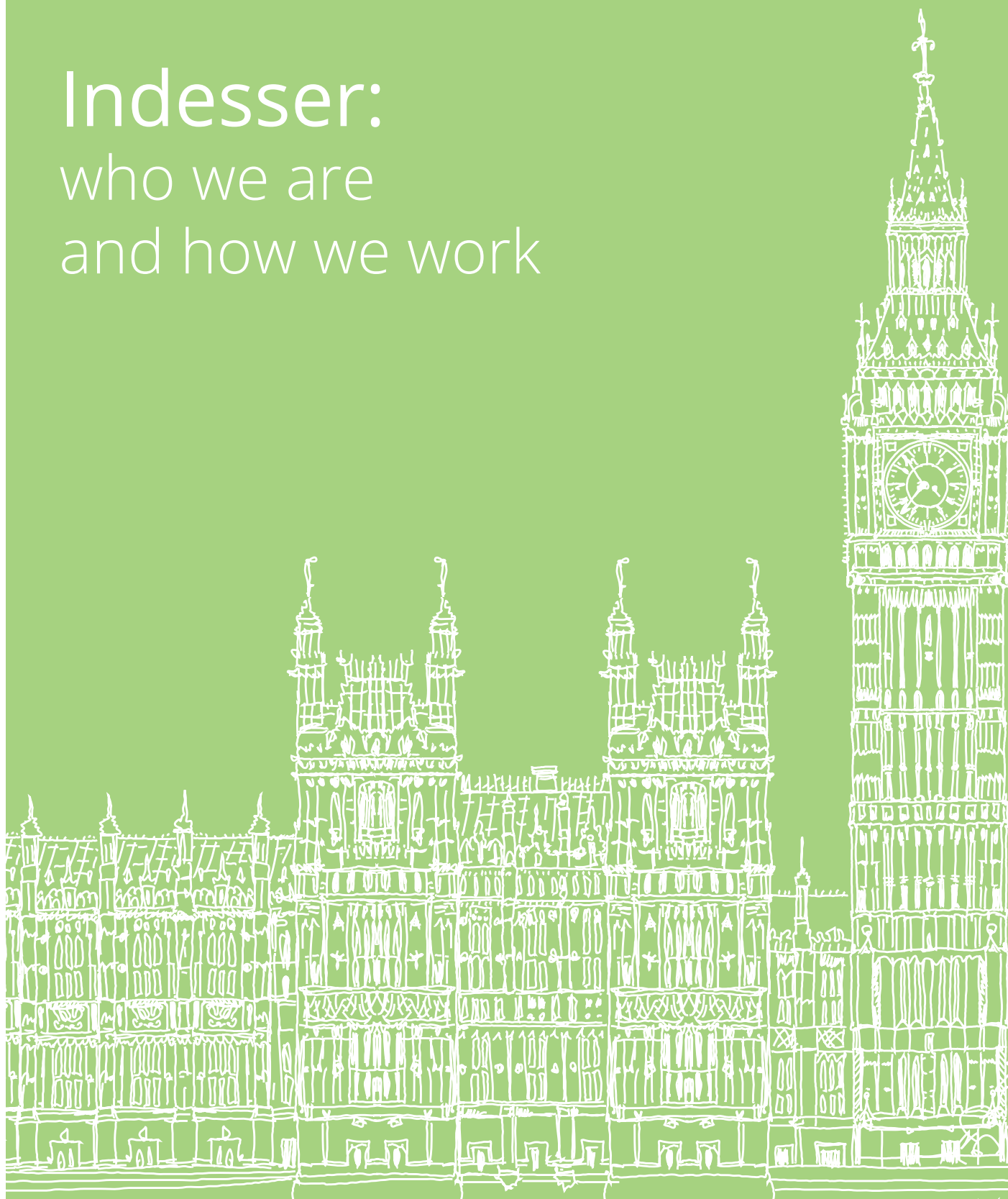


Indesser: who we are and how we work



Indesser

in partnership with



Cabinet Office

Indesser is a joint-venture with the Cabinet Office set up as a single point of access to a broad range of debt recovery and counter-fraud services.

We offer an effective, intelligent and proven way to responsibly recover debt owed to the public sector.

Who we are

Indesser was founded in 2015 following a competitive tender process run by Her Majesty's Government. We are jointly owned by the government and TDX Group and offer the public sector a single route to use the private sector to help recover debt.

We've recovered over £1.25 billion in public sector debt for 19 government bodies, over £150 million of which would not have been identified without our experience or data and analytics capabilities.

As a partner to the government a share of Indesser's earnings are returned to the public purse.

Evidence from the National Audit Office (NAO) suggests good debt collection practice both benefits individuals and boosts collection rates.* This underpins Indesser's approach to fair debt recovery.

What we do

Indesser is focused on helping government departments and local authorities maximise their results by providing a comprehensive range of debt management services covering a range of business issues including debt recovery and enforcement, analytics, and fraud and error.

We leverage the best available data, technology and analytics to produce insights which enhance understanding of your customers, be they individuals or businesses.

We then define and implement fair and effective treatment strategies based on their specific circumstances.

Our services can be implemented without the need for lengthy and expensive procurement processes by using our pre-approved Debt Market Integrator (DMI) framework.

How we work

Data

Understand the consumer



We build a 360° view of your customers to help you understand them as individuals by enriching your data using information from a range of suppliers.

Analytics

Define the treatment



Through Analytics as a Service (AaaS) we focus on segmenting your debt portfolio to define the best customer treatment strategy based on data insights using Indesser's debt market expertise.

Technology

Efficiently manage data



We provide a robust, secure and fully accredited technology infrastructure to manage information flows and support our services.

Execution

Fair outcomes

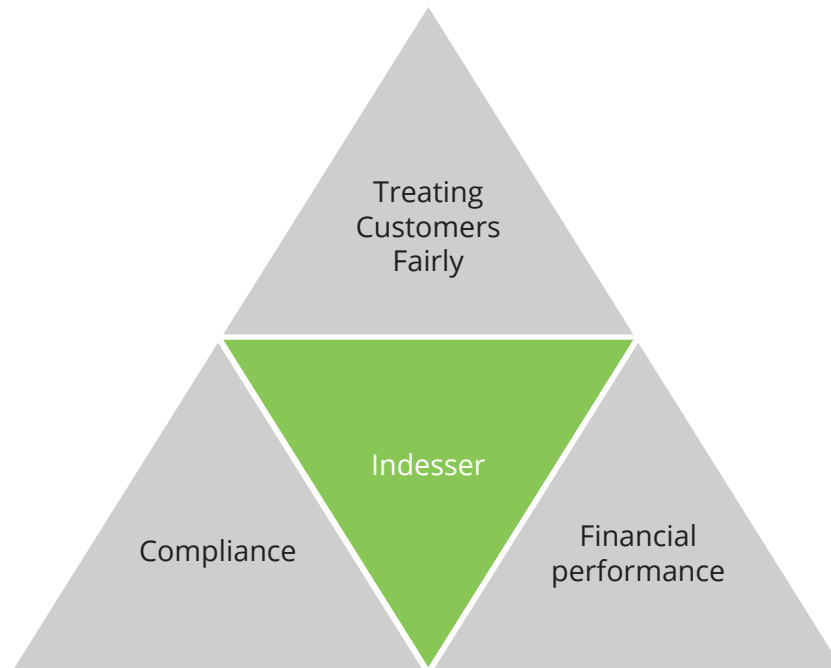


We use a panel of specially selected suppliers who are committed to the fair treatment of customers, ensuring consistent best practice by executing the chosen treatment strategy via the optimal route.

* Source: National Audit Office 'Tackling problem debt report' published 06 September, 2018

How we can help

We can help segment your debt portfolios, and devise and implement fair and effective customer treatment strategies, based on the principles of treating customers fairly, financial performance and compliance.



Treating Customers Fairly

- **Manage the customer experience:** Delivering fair outcomes through the use of enhanced data and analytics.
- **Reduce reliance on enforcement:** Choosing the best treatment path based on segmented data means you can reduce use of enforcement, which has a disproportionate impact on vulnerable members of society.

Financial performance

- **Maximise recoveries:** We maximise your recovery of debt through enhanced decisioning, improved performance and active supplier oversight.
- **Improve upstream collections:** We support your broader debt strategy by using data insights across the customer debt life cycle, before reaching the recoveries stage, to improve overall debt recovery.
- **Reduce write offs:** Through assessment of your aged debt portfolio we are able to reduce the amount of debt you may be writing off.
- **Enhance efficiency:** By outsourcing the debt recovery process we can help you remove internal costs of administration, free up internal resource and add debt recoveries capacity.
- **Combat fraud:** Access to comprehensive data enables you to verify residency, trace customers or investigate fraud to reduce the levels of public sector debt at source.

Compliance

- **Meet regulatory requirements:** We help you to comply with regulatory requirements through end-to-end oversight of the debt recovery process.
- **Overcome costs of new regulations:** By outsourcing the management of debt to Indesser, we can ensure you meet any new policy and governance changes and avoid additional costs of implementation.

Our services

We leverage the best available data, technology and analytics to provide services that help government departments and local authorities access best in market capability to prevent and manage consumer and business debt.

Indesser's range of services help to minimise debt and optimise results across the full customer lifecycle.

Debt portfolio assessment and valuation

- Data enrichment to enhance your debt portfolio view and help you better understand your customers.
- Segment your debt portfolio and determine potential recovery rates and cost to collect.
- Provide recommendations of actionable strategies to maximise value.

Strategic review of your debt recovery process

- End-to-end review of your existing debt recovery processes.
- Assessment of cost to collect and performance outcomes.
- Recommendations to inform departmental strategy and planning.

Flexible execution of services

- A range of debt recovery services based on the principal of 'treating customers fairly'.
- Flexible commercial models based on the collective purchasing power of all Indesser clients.
- Management and oversight of a panel of specialist Debt Collection Agencies.

Data insights

- Help you use data to inform debt recovery and prevention.
- Fraud prevention, detection and ongoing monitoring.
- Tracing and verifying of customers.

Treating customers fairly

Responsibility to customers is built into our model. Indesser works to the governance standards set by the financial services regulator, the Financial Conduct Authority. However, our commitment to treating customers fairly goes beyond regulation.

The strength of Indesser's data and analytics means we can treat your customers as individuals. We aim to understand as much as we can about the customer and use this insight to design and implement fair and appropriate treatment strategies.

The Financial Conduct Authority estimates that 50 per cent of adults show signs of potential vulnerability. Ensuring that customers in vulnerable circumstances are treated not only fairly but with empathy and sensitivity is a priority for us.

Our policy is that litigation is never the first option to be considered, and where appropriate we signpost customers to helpful resources such as debt advice organisations.

We ensure that our suppliers meet our high standards through governance, activity reviews and regular site visits to monitor how they treat customers and provide feedback to improve the quality of their service.

The Money Advice Service (MAS) estimates that 8.3 million people in the UK are over-indebted, and 11.5 million have less than £100 in savings.*

How we implement our treating customers fairly policy through our suppliers

FCA regulatory requirements

- Our supply chain are fully FCA-accredited
- Treating Customers Fairly principles embedded

Implement vulnerability standards

- Breathing space
- Recognising triggers to identify vulnerability
- Signposting to the advice sector

Call audits

- Focused on vulnerability, quality of conversation
- Spot checks, systematic call listening and account audits

Treatment of vulnerable customers

- Vulnerable customers are identified through clear procedures and policies and treated appropriately

*Source: Money Advice Service press release: Financial Capability Strategy published 14 November, 2018

Why Indesser

An estimated £13.6 billion* in personal debt is owed to government. This originates from many sources including benefits and tax credit overpayments, council tax arrears and rent arrears to local authorities. There are also substantial commercial debts originating from sources such as unpaid non-domestic rates and outstanding tax bills.

It's our job to help the public sector prevent and recover as much of this debt as possible.

As the single point of access for the public sector to use private sector specialists, we can apply best practice across all our clients in order to optimise processes, further improving their efficiency and achieving better and fairer outcomes.

Proven ability to return money to the public purse

We have recovered over £1.25 billion worth of public debt for central government clients to date with a recoveries uplift ranging between 18% and 40%.

No procurement process required

Indesser's services are on a pre-procured framework which all central and local governments, arm's length bodies and non-executive agencies are able to call on without expensive and lengthy procurement processes.

Economies of scale

Our prices are based on the volumes we process across all of our clients, not just each individual client. This approach leverages collective government buying power, drives down the costs and is open and transparent to all.

Single point of contract management

Indesser can provide a single point of contract management across all public sector and leverage economies of scale.

Social value

As a joint venture with the Cabinet Office, we are helping the public sector recover money owed so it can be redistributed back into society. Tens of millions of pounds collected by Indesser has already been returned to government so it can be re-invested into core public services.

Strong Governance

Committed to upholding strong governance standards, our Board of Non-Executive Directors is comprised of senior figures from across government and is chaired by Andy Briscoe, a debt industry leader with more than 30 years' experience in financial services.

£1.25 billion
debt already
recovered

Over
£150 million
additional net
collections

7.2 million
public sector
accounts under
management

7,000
public sector staff
using Indesser
services

Our clients

Indesser provides services to 19 government bodies, responsible for over 90% of central government debt. Using software innovations we can also offer solutions to smaller government departments and local authorities benefiting from economies of scale.

“Indesser has a strong track record of success in helping **recover public debt responsibly**. In a short space of time they have built an enviable reputation, bringing together the very **best knowledge and analytics** from the public and private sectors.”

Andy Briscoe, Chair at Indesser

“Indesser is an **integral part** of the Cross-government Debt Management Strategy. It provides analytics to ensure debt interventions are proportionate to the **customers’ circumstances** and all agencies comply with FCA guidelines on Treating Customers Fairly. Through Indesser, government is able to **add capacity and capability to its internal debt strategies**, ensuring public money is managed **efficiently and effectively**.”

Steve Coppard, Deputy Director of Cross Government Debt Policy & Strategy at the Cabinet Office

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