

COMMUNICATION STRATEGY FOR AICLA and LOSS ADJUSTING PROFESSION

INDEX

1.	EXECUTIVE SUMMARY	1
2.	SUMMARY of RECOMMENDATIONS.....	2
3.	INTRODUCTION	5
4.	BACKGROUND	5
5.	TWO IMPORTANT QUESTIONS.....	6
6.	THIS PROJECT – OUR APPROACH.....	7
7.	OBJECTIVE	8
8.	ENVIRONMENT AND ISSUES AFFECTING ADJUSTING PROFESSION	9
9.	MESSAGES - WHAT LOSS ADJUSTERS CAN OFFER	10
10.	TARGET AUDIENCES	13
11.	OPTIONS – WAYS AND MEANS TO DELIVER MESSAGES.....	16
12.	RESOURCES – A THRESHOLD QUESTION.....	18
13.	ESTIMATED TIME REQUIREMENTS	21
14.	MONITOR AND REVIEW	22
15.	APPENDIX A.....	23
16.	APPENDIX B	24

1. EXECUTIVE SUMMARY

This Report has been prepared in response to a request from the Australasian Institute of Chartered Loss Adjusters (AICLA) to consider and address the specific issue of how best to communicate with stakeholders to enhance the reputation and image of the Loss Adjusting profession. It is not intended that this be either a review of the strategic issues facing the profession or a review of AICLA itself.

However, neither of these matters can be ignored.

1. The future role of AICLA and the expectations of members (i.e. education, professional standards, technical, policy development, advocacy, member services).
2. The future role of Loss Adjusters and the issues affecting their businesses (see Environment and Issues section).

This Report considers that adequate resourcing is a threshold issue in implementing this Communications Strategy. However, PFS was not asked to, and has not, reviewed the overall role and functions of AICLA itself or the expectations members may have of their association.

PFS concludes that this Communications Strategy will be difficult to successfully implement within AICLA's existing structure and resources.

PFS therefore recommends that before taking this Communications Strategy any further, the Board of AICLA consider commissioning an independent review of AICLA including its role and functions, expectations of members, resourcing needs and impacts, and funding options.

Should the Board decide to proceed with the Communications Strategy prior to, or without conducting a comprehensive review of AICLA, then PFS makes a number of specific recommendations on implementing this strategy (see Section 2: Summary of Recommendations).

Philip Maguire

Principal

Professional Financial Solutions

2. SUMMARY of RECOMMENDATIONS

PFS concludes that this Communications Strategy will be difficult to successfully implement within AICLA's existing structure and resources. As stated in this Report, adequate resourcing is a threshold issue for achieving meaningful results.

Recommendation 1

PFS recommends that before taking this Communications Strategy any further, the Board of AICLA consider commissioning an independent review of AICLA including its role and functions, expectations of members, resourcing needs and impacts, and funding options.

Should the Board decide to proceed with the Communications Strategy prior to, or without conducting a comprehensive review of AICLA, then PFS makes the following recommendations.

Recommendation 2

PFS recommends the AICLA Board approve the objective for the Communications Strategy as:

“To promote the relevance of AICLA members and membership to key stakeholders (including the insurance industry, non-members and other external stakeholders such as industry and educational bodies) by communicating the value added by, and benefits offered through, using professional loss adjusters.”

Recommendation 3

PFS recommends that the “value add” messages (refer Section 9 Messages – What Loss Adjusters Can Offer) be tested with key stakeholder representatives before implementing the strategic communications plan.

PFS recommends the market testing be done with an appropriate PR professional to help ensure the message is accurately constructed and targeted.

Recommendation 4

PFS recommends that the first priority target level within insurers for AICLA be the National Claims Manager or equivalent position that may be generally expected to have responsibility to set internal company policy on the use of, and level of standards of, service providers such as Loss Adjusters.

Recommendation 5

PFS recommends that AICLA limit its initial activities to the most significant “people of influence” in these target groups.

PFS recommends that the priority targets be the largest four insurers and a further sample of six insurers representative of commercial, personal and specialist lines as shown in Appendix A.

The other priority targets we recommend are the industry and educational bodies, complaints bodies and the insurance related media. (See Appendix B)

Recommendation 6

PFS recommends AICLA adopts activities 1 to 10 as set out in the Options section to the extent resources permit.

1. Visits programme – Arrange face to face meetings with people of influence in target organizations.
2. Identify and actively seek all opportunities to present at relevant industry forums (e.g. ANZIIF Claims Discussion groups, NIBA conference).
3. Identify and actively seek opportunities to present at insurer and other organizations internal conferences.
4. Design a tailored programme for the AICLA annual conference (to allow several aspects of AICLA’s messages to be put forward).
5. Design a tailored programme for AICLA Regional meetings and functions.
6. Research and prepare tailored Editorials & Articles for industry publications including AICLA’s.
7. Review the AICLA Website for appeal and usefulness to consumers – and to communicate the message (current website is mainly targeted at members).
8. Develop promotional material – handouts, fact sheets.
9. Prepare Media Releases for insurance related media (& possibly more broadly later).
10. Membership participation programme of activities (develop for members to promote the message – e.g. letters to clients, fact sheets).

Recommendation 7

PFS recommends the Board of AICLA review the resource implications involved in achieving the desired outcomes of the Communications Strategy within an appropriate and acceptable timeframe (refer Section 12 – Resources: A Threshold Question).

Recommendation 8

PFS recommends AICLA employ or appoint an individual or organization on a part time basis for a contracted period of one year initially to implement this Communications Strategy (refer Section 12 – Resources: A Threshold Question)

Recommendation 9

PFS recommends the communications programme be committed to for two years. It is unlikely to be achieved in anything less and, especially if successful, may extend to wider and deeper audiences thus extending the programme beyond two years.

Recommendation 10

PFS recommends that once established, implementation of the Communications Strategy be monitored regularly at AICLA Board level through the appropriate person appointed having clear responsibility and accountability to drive progress.

3. INTRODUCTION

This Report has been prepared in response to a request from AICLA to consider and address the specific issue of how best to communicate with stakeholders to enhance the reputation and image of the Loss Adjusting profession. It is not intended that this be either a review of the strategic issues facing the profession or a review of AICLA itself.

However, neither of these matters can be ignored and therefore are referred to throughout the Report (refer specifically to Section 5 - Two Important Questions).

4. BACKGROUND

AICLA has been looking for some years to implement a plan to further develop and enhance the reputation of the Loss Adjusting profession for the benefit of its members.

In doing so, AICLA also wishes to encourage participation of members and increase membership numbers.

AICLA has recognized the need to lift the educational qualification standards within the profession by improving the quality and structure of professional qualifications, thus leading to a greater recognition of the role and value of Loss Adjusters.

A foundation has been laid through a new four tiered membership structure providing for:

- Fellow;
- Associate;
- Affiliate; and
- Provisional members.

The membership structure is supported by a Charter, complaints and disciplinary systems, and world-class standard education and professional development.

AICLA now wishes to develop a strategy to achieve the stated objective by communicating key messages and reasons to important stakeholders.

5. TWO IMPORTANT QUESTIONS

However, two other significant matters should be taken into account. The Report raises these points to illustrate the broader context in which this particular communication project is undertaken. PFS suggests AICLA considers this Report and its recommendations in that broader context.

These two broader issues are;

1. The future role of AICLA and the expectations of members (i.e. education, professional standards, technical, policy development, advocacy, member services).
2. The future role of Loss Adjusters and the issues affecting their businesses (see Environment and Issues section).

This Report considers the resources implications connected with implementing the recommendations of this particular project (refer Section 12: Resources – A Threshold Question). Resourcing is a threshold issue. However, PFS was not asked to, and has not, reviewed the overall role and functions of AICLA itself or the expectations members may have of their association.

Loss Adjusters have faced, and will continue to face, pressures from a number of issues that impact on their businesses' financial viability and future opportunities. The more important of those issues are outlined in Section 8: Environment and Issues Affecting Adjusting Position. AICLA may wish to consider if and how it might address some or all issues, particularly whether AICLA has, or should have, mechanisms and resources to develop policy positions as a basis for its communications

6. THIS PROJECT – OUR APPROACH

The scope of this project (which was developed in discussions with the President and the Treasurer/ Secretary of AICLA) is to prepare a strategic plan to communicate AICLA's intentions to stakeholders. This is a three stage process.

Stage One involves the development of the strategy framework and overall content. Stage Two is the more detailed tactical marketing plan to reach the key identified audiences through a tailored methodology. Stage Three will be the implementation of the detailed plan over a period of time.

Stage One included a one day workshop of senior and experienced representatives with a commitment to the Loss Adjusting profession and to AICLA as an institute. Representatives came from NSW, Victoria, South Australia and Queensland. The workshop was facilitated by Philip Maguire of PFS and held in Melbourne on 14th April 2008. It was attended by the following AICLA office-bearers:

- Stephen Thorpe President
- David Brown Victorian Chairman
- Leo Fluitsma Education Director
- Tony Libke Treasurer and Secretary
- Ian McWalter Deputy President
- Antonio Russo South Australian Chairman

The workshop established the objectives and the parameters of the project and ensured input from a representative and experienced cross section of AICLA membership.

It was clearly understood that this Report was to take the perspective of the Loss Adjusting profession in Australia as represented by AICLA, and not of the individual or corporate member. The workshop agreed the Framework of the Report to be as follows:

- A clearly articulated objective for this project.
- Introduction and background to briefly describe the environment and context in which the project is undertaken.
- Identify main issues affecting Loss Adjusters and their key stakeholders.
- Identify features of value added by Loss Adjusters (the basis for the messages and supporting reasoning to be communicated to stakeholders).
- Identify and prioritize target audiences.
- Identify optional methods for delivering the messages.
- Identify and describe resource implications in programme implementation.
- Ongoing monitoring and review of progress.
- Recommendations and next steps

7. OBJECTIVE

The Objective was developed and agreed in discussion with senior representatives of AICLA and the profession at the workshop referred to in Section 6: This Project – Our Approach. This Report is based on the following objective:

“To promote the relevance of AICLA members and membership to key stakeholders (including the insurance industry, non-members and other external stakeholders) by communicating the value added by, and benefits offered through, using professional loss adjusters.”

PFS recommends the AICLA Board approve this objective for the Communications Strategy.

8. ENVIRONMENT AND ISSUES AFFECTING ADJUSTING PROFESSION

In undertaking this project, it is important to recognize the more significant features of the environment affecting Loss Adjusters. This Report does not address each of these as to do so would go beyond the scope of this project. Rather, this section identifies the more significant issues for Loss Adjusters and those of concern to insurers to help appreciate the context in which the project sits.

Loss Adjusters' Issues

1. Cost cutting pressures by insurers and other clients.
2. "Commoditisation" of personal lines insurance.
3. Reduced sizes of Panels of Loss Adjusters used by insurers.
4. "Insourcing" of adjusting services by some insurers.
5. Demographics of the profession (age increasing/ difficult recruiting younger staff).
6. "Substitution"- using non-AICLA qualified adjusters such as builders, carpet layers.
7. Resource issues at times of natural disaster – having sufficient numbers and managing the impact on "normal" activities.

Insurer's Specific Issues

1. Challenges with staff – difficulties in recruitment, retention, training, experience, age/ demographics for insurers highlights advantages in using external qualified Loss Adjusters.
2. Insurers are often looking for improvements to IT/ Systems to help streamline the claims process and provide data as a competitive edge for the insurer.
3. Pressure to reduce costs while not always comparing cost savings against the value added by professional Loss Adjusters.
4. Geographic spread / local presence as many insurers no longer have office networks across Australia.
5. Customer satisfaction is a high priority as it helps insurers retain business and reduces complaints.
6. Compliance with Code of Practice requirements on Claims.

9. MESSAGES - WHAT LOSS ADJUSTERS CAN OFFER

To enhance the reputation of the profession and to highlight the value added by professional, qualified Loss Adjusters, it is first necessary to identify what professional Loss Adjusters are able to offer to the insurance claims process. This then forms the basic message to communicate AICLA'S objectives to target audiences.

The AICLA Workshop identified and discussed these features which are detailed below.

Skills

Loss Adjuster Skills may be broadly categorized under three headings

- Practical skills
- Technical skills
- People or Personal skills

(a) Practical Skills

Loss Adjusters are able to bring to bear a number of practical skills of benefit to the parties involved in the claims process (i.e. primarily by the insurer and the policyholder).

- Project Management of claims settlements is often required as many claims may be quite complicated either in terms of the circumstances leading to the claim, or in terms of repairing or otherwise settling the claim.
- Negotiation to achieve credible outcomes resulting in fair and efficient settlement of claim to the satisfaction of all parties.
- Experience in handling many claims situations may assist with a particular claim which may well be regarded as a crisis for the individual policyholder concerned.
- Network of Contacts which the Loss Adjuster has knowledge of, and access to in assisting with speedy and expert response and repair of damage.
- Fraud detection is an important skill in the armory of the Loss Adjuster which the insurer relies on heavily to contain costs and ensure payments are not made inappropriately.
- Claims leakage detection and reduction through efficient assessment.
- Local knowledge of the situation - that often insurers no longer have as their office networks have been reduced across the insurance industry.

(b) Technical Skills

- Insurance knowledge about the principles and processes in insurance generally and in claims particularly.
- Policy and Product knowledge of the policyholders' individual contract and coverage.
- Knowledge of relevant law such as insurance law, consumer law and common law.
- Reserving advice by helping insurers with accurate claims estimating.
- Compliance with Code of Practice and other self regulatory requirements also assists the insurer and claimant.

(c) People/ Personal Skills

- Communication with claimant, insurer and stakeholders is vital to prevent complaints and promote understanding.
- Negotiation with stakeholders to help achieve a fair outcome.
- Empathy is a “soft” skill or characteristic often important to a claimant at a time of crisis.
- Experience in difficult situations will help maintain a “cool head” when a unique or disastrous event occurs.

Other Attributes Adding Value

(a) Enhancement and Protection of Insurers' Brand/ Reputation

Loss Adjusters are the “front line” often in delivering the “insurance promise” (i.e. the claims service to policyholders). That means the brand value or reputation of the insurer will be enhance or reduced by the professional performance of the Loss Adjuster in the eyes of the policyholder.

(b) Impartiality

Impartiality, or the interposing of an adjuster “at arms length” from the insurer, is an added value of using the professional Loss Adjuster. But, it is recognized there are important issues in advocating a position of impartiality and indeed even of “independence” in the service provided. While it is difficult to argue that a Loss Adjuster is fully independent of the insurer who appoints him or her and pays the fees, it may be argued that the service provided by a professional may be as “independent” as say, an auditor, an actuary or a hydrologist.

(c) Improve Customer Satisfaction and Confidence

An insured's satisfaction with the professionalism of the claims adjusting and settlement outcome will reflect on the insurer as well as the Loss Adjuster.

By having a professionally qualified representative dealing with the claims situation, a policyholder and the Insurer can both have confidence in the outcome. That confidence in the system will then transfer to others involved in the process such as Brokers.

(d) Fair and Efficient Handling/Settlement of Claim

Getting a "fair deal" or a reasonable outcome in a claim settlement, properly explained to and understood by the claimant is a primary goal of insurers and for policyholders.

(e) Disaster Response

This is an increasingly important feature offered by the professional Loss Adjuster, especially when the impacts of climate change and increased impact of natural disasters are being experienced.

In times of natural disasters (or indeed man-made disasters) Loss Adjusters are offering value to their clients (i.e. insurers) by way of:

- Resources;
- Availability; and
- Knowledge.

Conclusion

The significant "value-add" that stands out is the breadth and depth of the skill set that a professional, qualified Loss Adjuster can offer to the two main parties in a contract of insurance – the insurer and the policyholder.

PFS recommends that these messages be tested with a sample of key stakeholder representatives before implementing a strategic communications plan.

PFS recommends the market testing be done with an appropriate public relations or marketing professional to help ensure the message is accurately constructed and targeted.

Testing will show AICLA has listened to stakeholders rather than simply assumed it knows what others want and think. It will also ensure the message resonates with the target audience.

10. TARGET AUDIENCES

The purpose of this section of the Report is to provide a disciplined method to systematically identify, evaluate and approach key target audiences.

This can be achieved by establishing a detailed contact programme. As part of the Communications Strategy, a specific contact programme will be put in place for each identified target audience. The programme will identify;

- Name of organization;
- Name of person(s) to be contacted;
- Contact details;
- Messages with most resonance for the contact (triggers);
- Any supporting information or material required;
- Any special contacts or relationships relevant to AICLA; and
- Outcome to be sought from meeting.

This approach will be adopted for each individual target audience. It will be supported by a reporting template setting out clear accountability and timeframes including:

- Who will make contact?
- When?
- Any issues identified prior to or after the meeting?
- Any action required?

The stakeholders or “people of influence” that AICLA might benefit from approaching with their message are:

- Insurers as the main users of Loss Adjuster services.
- Reinsurers as users and at the “receiving end” of direct insurers settlements.
- Brokers representing policyholders and administering binders.
- Government bodies including regulators with responsibility for complaints, consumer regulation and confidence in the financial and insurance system.
- Consumers including individuals, consumer bodies and representatives as the direct beneficiaries of insurance cover.
- Industry and Educational Bodies as representative and professional organisations.
- Underwriting Agencies as “intermediaries”.
- Self Insured’s with similar interests as insurers and as consumers.
- Complaints bodies with an interest in preventing complaints and resolving disputes.

- Insurance Industry Media with an interest in industry performance, both good and bad.

Each of these audiences is pertinent to AICLA's objective. These audiences are in Australia and New Zealand, and may also be identified in international markets as deemed appropriate by AICLA.

The most significant users of Loss Adjusters services are insurance companies and will be the most significant audience to be targeted in this campaign.

Insurers' influence can be considered under the following headings;

- Corporate or commercial lines insurers (e.g. Property, liability).
- Personal lines insurers (e.g. Home, motor).
- Specialist/ Niche insurers (e.g. Marine, Machinery).

The way in which each insurer is best reached and influenced will depend on (among other things) consideration of their size. For example, one contact only at many organisations will not be sufficient to communicate the AICLA message. The larger organisations employ many thousands of staff and have management structures that involve separate company entities (e.g. IAG and CGU, NRMA) as well as functional responsibilities (e.g. personal or commercial lines).

Delivering the message will sometimes require identifying various appropriate levels of contacts including;

- CEO
- Chief Operations Officer
- Claims General Manager
- Marketing General Manager
- Customer Service Manager
- Compliance and Risk Manager
- Claims Case Managers
- Business Unit or Line Managers

It is acknowledged that resourcing is a fundamental issue for AICLA which will limit the range of contacts able to be pursued. **PFS recommends that the first priority target level for AICLA will be the National Claims Manager or equivalent position.** That individual may be generally expected to have responsibility to set internal company policy on the use of, and level of standards of service providers such as Loss Adjusters.

The insurers of most relevance potentially for this project are listed in Appendix A.

Other target audiences are listed in Appendix B.

This list limits the number of insurers as potential target audiences – again because of resource limitations. APRA licenses 132 insurers in Australia (111 Direct and 21 Reinsurers). While many are relatively small when compared with the major market players, nevertheless they will still be of importance as actual or potential clients of AICLA members. Therefore, all insurers should ultimately be considered as a target audience by AICLA. In the meantime, this Report suggests some priority be given to the target audiences offering most influence on this project.

The industry, educational and complaints bodies have the potential to influence and develop a better understanding of the value added and overall relevance of a professional Loss Adjuster.

PFS recommends that AICLA limits its initial activities to the most significant “people of influence” in these target groups because of resource constraints.

PFS recommends that the priority targets be the top 4 insurers, a further sample of 6 insurers representative of commercial, personal and specialist lines as shown in Appendix A.

The other priority targets we recommend are the industry and educational bodies, complaints bodies and the insurance related media. (See Appendix B)

If a decision is made to provide extra resources then more activity will be possible. Other targets are as shown in the appendices and may be contacted as and when resources become available.

11. OPTIONS – WAYS AND MEANS TO DELIVER MESSAGES

There are a number of options open to AICLA to advance this project. Any or all of the following specific activities might be undertaken to promote and communicate the AICLA message. Resourcing will dictate which of, and to what extent, these options may be implemented.

1. Visits programme – arrange face to face meetings with people of influence in target organizations.
2. Identify and actively seek all opportunities to present at relevant industry forums (e.g. ANZIIF Claims Discussion groups, NIBA conference).
3. Identify and actively seek opportunities to present at insurer and other organizations internal conferences.
4. Design a tailored programme for the AICLA annual conference (to allow several aspects of AICLA's messages to be put forward).
5. Design a tailored programme for AICLA Regional meetings and functions.
6. Research and prepare tailored Editorials & Articles for industry publications including AICLA's.
7. Review the AICLA Website for appeal and usefulness to consumers – and to communicate the message (current website is mainly targeted at members).
8. Develop promotional material – handouts, fact sheets.
9. Prepare Media Releases for insurance related media (& possibly more broadly later).
10. Membership participation programme of activities (develop for members to promote the message – e.g. letters to clients, fact sheets).
11. Develop alliances and relationships – third party endorsements from industry bodies, regulators, self insured's, brokers, consumers.
12. General profile building activities:
 - Advertising;
 - Sponsorship (e.g. community activity); and
 - Awards to claims case manager or LA of the month with a media release.

Face to face meetings are the most effective way of getting the message across to the people AICLA wants to influence. This will be time consuming and must be seen as useful and appropriate to those people visited to develop and maintain the credibility of AICLA. The more people met, the more comprehensive the distribution of the message.

Industry and organisational forums are an important element in communicating with the marketplace. AICLA must therefore have available the right resources and message to make the most of any opportunities to convey the benefits of the Loss Adjusting profession. AICLA's own functions will form the backbone of launching and maintaining this programme.

Written articles suitable for the insurance media (and more broadly) will help support the programme and add to the ongoing activities recommended.

AICLA's website is currently focused on members. It should be reviewed with the intention of providing a useful resource and communication tool for others beyond the members.

Supporting material such as brochures or fact sheets should be developed for broad use. This material should also be developed for potential use by the AICLA membership in creating a consistent and enthusiastic involvement.

PFS recommends AICLA adopts the above listed activities 1 to 10 to the extent that resources permit.

12. RESOURCES – A THRESHOLD QUESTION

To implement the above raises a significant question for AICLA. Does AICLA have the resources needed to undertake a meaningful programme of promotional and communication activities aimed at achieving the objectives of this project?

With the exception of the administrative and other functions provided on a part-time basis by the Administration Officer/ Secretary/ Treasurer, AICLA has no dedicated paid personnel. The range of administration functions currently performed includes the financial and general running of a member based professional organization. Such functions include financial and corporate reporting; the running of the annual conference and other member forums; and a limited representative role with key industry bodies. Time, structure and budget constraints do not allow for more.

The current arrangements will not suffice for any significant degree of additional communication and promotion work such as outlined in this Report.

The President, Board members and all other office holders and committee members provide their services on an unpaid, voluntary basis. Additional activities may impose a difficult burden on individuals and their organizations, particularly at busy times such as large natural disasters.

PFS recommends the Board of AICLA review the resource implications involved in achieving the desired outcomes of this project within an appropriate and acceptable timeframe.

To undertake the communication and promotion campaign necessary to advance the interests of AICLA's membership, several options are available and are detailed in this section.

PFS recommends that AICLA considers those requirements and options.

The following attributes will be required of personnel responsible for implementation of this programme.

'People' Requirements

Implementation of this programme will require relevant personnel to be

1. Available on a regular and consistent basis over a period of time.
2. Able to effectively and convincingly present the "Message"- with the skills to advocate the message.
3. Able and willing to contact and arrange a series of meetings, presentation opportunities (and other activities described in this report) with key players in the industry and beyond.
4. Enthusiastic about AICLA, its objectives and the message.
5. Able to carry the memberships' support and confidence without leading to any unreasonable degree of "competitor friction".

6. Able to drive and monitor progress in implementation of the plan.

This degree of commitment will be difficult to ask of (and receive from) a volunteer base who are already providing their time (or that of their employer) for no financial return.

Options for resourcing the implementation of this Communications Strategy

1. Use existing resources with no change.
2. Consider remunerating the President or Board member by paying a stipend fee.
3. Employ a person on a full time basis – permanent or for a contracted period.
4. Employ a person on a part time basis – permanent or for a contracted period.
5. Appoint an external consultant on a part time basis for a contracted period.
6. Employ an external consultant on a project basis.

These various options might be implemented either on a “one-off” project basis or as an ongoing permanent role for the organization.

PFS recommends AICLA employ or appoint an individual or organization on a part time basis for a contracted period of one year initially to implement this Communications Strategy. The implementation to be regularly reviewed by the AICLA Board

Options to Fund

PFS recommends that AICLA, in reviewing its resourcing, also considers its options to fund this specific project and also any other activities to further the interests of members. This is a decision for AICLA.

Generally the options to fund this Communications Strategy are as follows:

1. From AICLA’s existing reserves.
2. By broadening membership base (either by recruiting existing Loss Adjusters who are not members of AICLA or from other “claims professionals” such as builders, carpet-layers, claims case handlers etc).
3. Through increased revenue from existing activities (e.g. conference fees and sponsorship, diary sales).
4. Through new revenue raising activities such as Member Services e.g. Forums, such as setting up an annual IOS/ AICLA joint forum, review possible member services which might return revenue to AICLA.
5. By increasing current membership fees.

6. Establishing a Joint Venture or exploring merger with a similar minded organization which might provide access to the resources needed to achieve the objective.

Consideration of the above issues inevitably leads to the raising of the potential benefits for AICLA in exploring some form of alliance, joint venture or merger with an existing insurance related body to provide access to more resources. This is a significant issue requiring careful analysis of the advantages and disadvantages of the options. For example, there may be potential benefits in exploring some methods of sharing access to the existing resources of ANZIIF or the UK based CILA.

This discussion will depend on AICLA's capacity, appetite and timeframe to move this particular project forward and how that may fit in with other actual or proposed activities of AICLA

PFS recommends AICLA arrange for a comprehensive review of the Institutes role and functions together with the expectations of members.

13. ESTIMATED TIME REQUIREMENTS

It is difficult to accurately estimate the “people” time needed to implement this programme without first agreeing the time span of the project and the levels within, and extent of target audiences together with a decision on the optional delivery methods.

However, PFS estimates the campaign will need to run over a one to two year time span with regular progress reviews.

It is unlikely to be achieved in anything less and, especially if successful, may extend to wider and deeper audiences thus extending the programme beyond one to two years. To be successful, the campaign will need to be sustained, consistent and credible.

PFS recommends the communications programme be committed to for two years.

Even with a relatively low key limited resources approach to implementation of this communications strategy, some significant time and effort will still be required. For example the target audiences will number approx 10 insurers (say 20 entities including those within groups), approximately 10 industry , educational and complaints bodies, 3 federal and 8 state government departments backed up with contacts to 5 relevant insurance media. That totals around 40 organisations as a minimum with which contacts will be made. That will take time.

Appropriate supporting material will need to be developed (e.g. fact sheets, website upgrades, checklist questionnaire).

In addition, opportunities to present at or organize conferences and forum activities will need to be pursued and arranged and presentations researched and prepared.

PFS recommends that a dedicated resource, equivalent to two days per week will be required, with a review of progress and needs at 3 months and 6 months.

Implications of rolling out the Communications Strategy beyond Australia and New Zealand will need to be identified and evaluated in due course.

PFS recommends that AICLA considers appointing a resource to implement this programme either as part of a broader review of the resources, role and functions of AICLA or, if need be, separately. The options are outlined above with possible methods of funding set out below.

14. MONITOR AND REVIEW

Once initiated, the Communications Strategy should be implemented in a methodical manner and progress against identified and agreed goals should be regularly monitored.

Monitoring will include regular assessments (numbers, frequency, results, impact on membership) of each of the agreed activities such as:

1. Visits programme – arrange face to face meetings with people of influence in target organizations.
2. Identify and actively seek all opportunities to present at relevant industry forums (e.g. ANZIIF Claims Discussion groups, NIBA conference).
3. Identify and actively seek opportunities to present at insurer and other organizations internal conferences.
4. Design a tailored programme for the AICLA annual conference (to allow several aspects of AICLA's messages to be put forward).
5. Design a tailored programme for AICLA Regional meetings and functions.
6. Research and prepare tailored Editorials & Articles for industry publications including AICLA's.
7. Review the AICLA Website for appeal and usefulness to consumers – and to communicate the message (current website is mainly targeted at members).
8. Develop promotional material – handouts, fact sheets Prepare Media Releases for insurance related media (& possibly more broadly later).
9. Membership participation programme of activities (develop for members to promote the message – e.g. letters to clients, fact sheets).

Regular monitoring of these activities will be done through comparing goals and actions/ results with the accountability and timeframe template. This will help ensure good progress is made and any problems are able to be identified early and addressed.

PFS recommends that once established, the communications plan be monitored regularly on a three monthly basis at AICLA Board level. Such reporting to be through the appropriate person appointed, who has clear responsibility and accountability to drive progress.

15. APPENDIX A

1. IAG Group of companies (inc NZ- NZI & State)- NRMA, CGU, Swann, SGIO, SGIC
2. Suncorp group of companies – GIO, RACQ, AAMI, APIA, etc
3. QBE group
4. Allianz
5. Wesfarmers group of companies
6. Zurich
7. Lloyds
8. AIG
9. Comminsure
10. Elders
11. Guild
12. CCI
13. Westpac
14. Ansvar
15. ACE
16. Chubb
17. TIO

16. APPENDIX B

Industry Bodies and Educational Bodies

1. ANZIIF (The Institute)
2. Insurance Council of Australia
3. Insurance Council of NZ
4. National Insurance Brokers Association
5. Risk Management Institution of Australasia
6. Underwriting Agencies Council
7. Insurance Advisers Association of Australia
8. Institute of Actuaries of Australia

Complaints Bodies

1. Insurance Ombudsman Service
2. Financial Ombudsman Service
3. Insurance Brokers Disputes Facility

Insurance Industry Media

1. Insurance News
2. Insurance News Australia
3. Cover Note
4. ANZIIF Journal
5. RMIA Journal

Government Bodies

1. Departments of Consumer Affairs (federal and state)
2. APRA
3. ASIC
4. ACCC
5. Earthquake Commission NZ
6. Australian Reinsurance Pool Corporation

Reinsurers

1. Swiss Re
2. Munich Re
3. General Re

Brokers

1. Marsh
2. AON
3. Willis
4. Jardines
5. Clusters e.g. Austbrokers, Steadfast

Underwriting Agents

1. Stardex

Consumer Representatives

1. Australian Consumers Association
2. Insurance Ombudsman Service representatives

Self Insured's

To be determined in consultation with AICLA representatives