



The value index: A guide for financial advice and planning firms

Helping firms define, measure and evidence value.

Why this matters now

The FCA's Consumer Duty requires firms to assess, test, understand, and show the outcomes their clients receive. While tangible metrics like investment returns and tax efficiency are easier to quantify, much of what clients truly value - such as peace of mind, improved financial confidence, resilience, and wellbeing - is intangible. By quantifying the intangible, you can better monitor outcomes.

With 80% of UK advice revenue derived from ongoing service fees ([FCA Ongoing financial advice services, February 2025](#)), it's essential that firms demonstrate that their reviews deliver real, measurable client value.

The value index is a practical framework that enables firms to define, measure, and show both tangible and intangible value. It provides insight and data that bring clarity to clients and your business while supporting compliance and enhancing client trust.

The FCA stresses that firms must have sufficient relevant data to show how monitoring leads to action that improves outcomes.

What is the value index?

The value index is made up of two complementary scorecards:

Client Value Index

Clients score their financial planner on service factors they value.

Client Confidence Index

Clients score themselves on key indicators of financial wellbeing, confidence, and literacy.

Together, these form a holistic benchmark that tracks both perceived adviser value and client progress.

How it works

Step one: Define what clients value

- Start with research - either your own or using insights from the [Meaning of Value](#) research.
- Identify key service attributes that clients value, such as clarity of charges, trustworthiness, responsiveness, personalisation, and peace of mind.

Step two: Create your scorecards

- Use a simple scale such as one to ten for both indices.
- Client Value Index: Clients rate their adviser on each value factor (see figure 1).
- Client Confidence Index: Clients rate themselves on statements (see figure 2).

Step three: Segment your data

- Capture demographic data, such as age, gender identity, vulnerability indicators, or other factors that define your client segments.
- Consolidate responses and drill down to specific segments.

Step four: Survey your clients

- Ask clients to complete both indices using a simple tick-box table or digital slider (zero to ten and “Don’t know”).

Step five: Analyse and act

- Analyse results by client segment to identify where improvements are needed.
- Identify high and low scoring areas.
- Drill down by segment to uncover root causes.
- Document your findings, set actions, and put them into practice.
- Monitor progress in periodic outcomes reviews.

Step six: Communicate outcomes

- Share insights with clients via annual reviews, newsletters, or online services.
- Use data and insight to form part of board and FCA reporting.

Impact and benefits

- ✓ Making it easier to comply with Consumer Duty: Helps you demonstrate fair value and good outcomes to your clients. Simplifies and strengthens reporting.
- ✓ Client-centric service development: Helps firms evolve their ongoing service model based on what clients truly value with precision and strengthens loyalty.
- ✓ Competitive differentiation: Positions your firm as forward-thinking, client-focused, and trusted. Promote findings, e.g., “98% of our clients rate their confidence in their financial future as eight out of ten or above.”
- ✓ Behavioural insight: Supports better client decisions and wellbeing by identifying and addressing concerns impacting resilience, consumer understanding, and potential vulnerable circumstances.
- ✓ Individual excellence: Pinpoint adviser/planner skills gaps and personalise CPD, boosting quality firm-wide.

Implementation tips

- Approach: What survey tool will you use? Can it be edited and refined over time?
- Pilot first: Test with a small client group to refine questions and process.
- Train your team: On positively positioning the index and interpreting results.
- Automate collection: Use digital tools to streamline data gathering and analysis.
- Brand it: Stick with the value index or name your client survey initiative something meaningful to you and your clients.

Conclusion

The value index is more than a compliance or survey tool - it's a strategic asset, providing valuable data and insight to inform your business. By making the intangible tangible, it empowers firms to deliver better outcomes, build deeper relationships, and thrive in a post-Consumer Duty world.

Figure 1 – example client value scorecard

	0	1	2	3	4	5	6	7	8	9	10	Don't know	NET not satisfied	NET satisfied	Average
Their advice/recommendations are in my best interest	2%	0%	1%	2%	3%	6%	7%	14%	24%	17%	20%	4%	5%	29%	62%
Has relevant skills and knowledge	1%	0%	1%	2%	4%	5%	7%	15%	22%	15%	24%	4%	4%	31%	62%
Can help me maximise my returns	2%	0%	1%	3%	3%	8%	8%	13%	23%	12%	16%	12%	6%	31%	50%
Has a clear fee structure so I know what I'm paying for	2%	0%	2%	2%	4%	6%	10%	13%	21%	13%	20%	7%	7%	33%	54%
Communicates and explains financial concepts well	1%	0%	2%	1%	4%	5%	7%	14%	24%	15%	21%	4%	5%	31%	61%
Takes the time to understand me and my unique needs	1%	0%	1%	3%	3%	7%	8%	14%	23%	14%	21%	4%	5%	32%	59%
Has a good reputation	1%	0%	1%	1%	2%	7%	7%	13%	23%	15%	21%	8%	4%	30%	58%
Is approachable and easy to talk to	1%	0%	1%	1%	4%	6%	8%	13%	19%	17%	26%	4%	3%	30%	62%

Note: This has been completed using real responses from 2,000 advised clients during research conducted between 3rd and 13th October 2025. Source: Opinium Research for Meaning of Value.

Figure 2 – example client confidence scorecard

	1	2	3	4	5	6	7	8	9	10	Don't know	NET not satisfied	NET satisfied	Average
I feel secure in my current financial situation														
I am confident about my financial future														
I am prepared for unexpected financial changes														
I am confident I won't run out of money in retirement														
I feel in control of my financial decisions														
I feel my financial goals are aligned to my values and aspirations														
I'm confident I understand key financial concepts														
I don't panic during market volatility as I take a long term view														
I feel informed about how behavioural biases can impact my goals														

Note: Example of a blank template that could be completed, with all responses then consolidated as above.



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