

The 2008–2011  
Citizens Advice service strategy



# Citizens Advice service strategy 2008-2011

Whoever you are, whatever the problem

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## Introduction

The Citizens Advice service has a central role in tackling injustice, reducing poverty and social exclusion, and enabling people to realise their full potential. Our advice services provide the impetus for millions to understand and realise their rights while, through pressing for change in social policy, we help many more. Our work is also a powerful catalyst to help social and economic regeneration across communities.

This strategy strengthens and increases our impact as a key agent of social improvement. It will enable us to improve our capacity to deliver quality advice, available when people need it, free, confidential and impartial, and to use client evidence to strengthen our policy influencing role. It shows how we will deliver on both these commitments by exploring new ways to operate, develop and fund our service.

We face some tough challenges but there are many opportunities to help more people, particularly those in greatest need, more effectively across the whole Citizens Advice service.

**David Harker, Chief**

**Hilary Watkins, Chair**

## Part one: where are we now?

### The need for advice and the Citizens Advice service

Research conducted on unmet need on behalf of Citizens Advice found that in one year, 44 per cent of people had a problem on which they would have liked advice. Of those, 61 per cent sought help, which suggests seven and a quarter million people had no help at all. Barriers such as accessibility, language difficulty or awareness of available services can prevent people from getting the advice they need.

Of those who did seek advice, 24 per cent approached a Citizens Advice Bureau, more than any other organisation. The Citizens Advice service brand is among the strongest in the third sector; 95 per cent of people have heard of Citizens Advice Bureaux. In recent research into public perceptions of a variety of major charities, the Citizens Advice service was ranked first on seven ideal attributes. The service was regarded as being the most honest, helpful, accountable, approachable, effective, informative and fair.

In 2006/07, bureaux dealt with 2 million new clients, presenting more than 5.7 million issues. Benefits and debt problems are the main reasons people seek advice from a Citizens Advice Bureau, but hundreds of thousands of clients also present problems on a wide range of other issues including housing, employment, legal and discrimination. Bureaux provide a holistic service, so clients typically receive advice on more than one issue and this advice often spans more than one category, such as advice on debt, benefits and consumer rights.

### The structure of the service

The Citizens Advice service comprises Citizens Advice (the membership organisation) and, as at April 2007, 430 members of the Citizens Advice Bureaux network. Member bureaux are each individual legal entities. The rights and responsibilities of Citizens Advice and the bureaux are set out in the Citizens Advice Compact.

Each member bureau delivers its services from one or more physical locations. In England and Wales, there are 670 main bureaux premises, 1,800 regular outreaches and 800 one-off or irregular outreaches: a total of 3,200 locations.

### Bureau resources

In 2006/07, total bureaux income stood at £140 million, of which £65 million was from local government sources.

Core bureau services are typically supported by local authority funding, historically provided in the form of an annual grant. However, the growth in bureaux funding from local authorities has slowed in recent years as a result of increasing pressure on local government budgets. Many bureaux have been required to enter into a service level agreement or contract in order to maintain their core funding.

Despite the slowdown in the growth of local authority funding, total bureaux funding has continued to grow significantly. This is mostly as a result of new project-based funding opportunities such as the Financial Inclusion Fund, from which bureaux will have benefited by almost £33 million over the first two years, with more to follow in future years.

Volunteers are the backbone of the Citizens Advice service. Bureaux have a combined workforce of 27,200 people: 16,700 volunteers, 6,200 paid staff and 4,300 trustees. Advice is delivered by 15,000 advisers of which 12,500 are volunteers.

## Policy

At least as many people are now being helped by changes that result from our policy work as are helped face-to-face in bureaux. It is a cost-effective, and often high profile, way of resolving people's problems and one that is explicitly included in our aims and principles. Policy makers look to the Citizens Advice service for authoritative, evidence based and constructive contributions to the development of policy, services and legislation. The value of our policy work is increasingly recognised across government and the corporate sector at national level. Citizens Advice stakeholders rate us highly for our influence on policy.

The creation of a statutory scheme to safeguard the deposits of tenants in the private rental sector is just one example of the benefits of our campaign work. At least 1.5 million tenants a year have better consumer protection as a result of our campaign in partnership with shelter. Our campaigning on the growth of fee charging cash machines resulted in 2.4 million people having more free cash machines in their local area.

All bureaux now have social policy co-ordinators and submit evidence for use in policy work – predominantly via our client case recording system, enabling very rapid retrieval at local and national level. More bureaux than ever before are active at local level in supporting national campaigns and in running local ones. But there remains scope for development – social policy work is not seen as being as critical to the success of the organisation locally as it is nationally. Many bureaux limit their engagement to submitting evidence and, while valuable, there is considerable potential to do more.

## Potential and expectations

Local and national government and other stakeholders have expectations that the Citizens Advice service will help them deliver on their key policy aims.

The government has objectives that include:

- tackling social exclusion
- building community cohesion
- promoting saving, financial capability and inclusion
- tackling child and pensioner poverty
- transforming public services

- creating confident consumers
- delivering on the equalities agenda.

Local government expects that the Citizens Advice service will both play a part in its modernisation programme and help it deliver on its local and sub-regional priorities.

In all of these areas there is a potential for the Citizens Advice service to work in partnership to bring about common goals. The service brings with it a well known and trusted brand, the skills and commitment of 28,000 staff and volunteers, strong existing relationships and partnerships, and a strong track record of delivery over 70 years. Additionally, following the investment in its technological infrastructure, it has a unique ability to provide fast, critical feedback on the effect of policies.

Funders and other stakeholders are increasingly looking for evidence of outcomes and impact. They also expect a continued drive towards greater cost-effectiveness and efficiency.

## Part two: Vision – where do we want to be in 2011?

Through advice, Citizens Advice Bureaux help poorer communities towards greater independence, encouraging the take-up of benefits, increasing income in the local economy and helping break the cycle of disadvantage and crime.

Our vision for the Citizens Advice service is to be recognised above all as an agent of social change; helping people take more control of their lives through accessible, responsive advice and enriching society through powerful influence on social policy.

The strategy draws extensively upon discussions between Citizens Advice and bureaux, and relates to:

... the aims of the CAB service:

- to provide the advice people need for the problems they face
- to improve the policies and practices that affect people's lives

... our principles:

The Citizens Advice service provides free, independent, confidential and impartial advice to everyone on their rights and responsibilities. It values diversity, promotes equality and challenges discrimination.

...and our values:

To focus on customers, achieve results, continuously improve, promote equality and fairness, value each other and work together

## Part three: The strategy – getting us there

To achieve our vision for the Citizens Advice service, we have identified four key goals.

- 1. Provide easier and faster access to quality advice and information for more people**
- 2. Strengthen our voice in social policy**
- 3. Develop the Citizens Advice Bureau network**
- 4. Develop new initiatives in advice**

A fifth, cross-cutting objective is our commitment to equality.

### **Provide easier and faster access to quality advice and information for more people**

To improve people's access to advice we will:

- Continue to improve the quality of advice delivered in bureaux
- Free up bureaux resources to deliver advice
- Adopt the gateway model
- Focus more resources on improving telephone access
- Use technology to provide better services
- Develop our capacity for partnership working

### **Continue to improve the quality of advice delivered in bureaux**

Our priorities in the coming years will be to increase the overall quality of advice to clients and ensure that all bureaux provide advice to minimum quality standards.

The Citizens Advice service is the only national advice provider to routinely audit the quality of advice provided to clients by its members. Only a small number of bureaux fail to meet minimum standards, and many are providing advice of the very highest standard. This is supported by high quality, accessible training provided by Citizens Advice to bureaux. All CAB advisers use AdviserNet, a unique, comprehensive internet-based information system.

To meet this objective, Citizens Advice will continue to provide bureaux with training, support services and continue to audit.

### **Free up bureaux resources to deliver advice**

The ability of bureaux to provide fast, efficient, quality advice is perhaps the single most important factor determining how many clients are helped by Citizens Advice Bureaux.

The Citizens Advice service is committed to demonstrating its quality. However, the need to collect information on bureaux activity can lead to an increase in administration, which can impact on the service to clients.

There is potential for all areas of Citizens Advice to consider the regulatory and other demands placed on bureaux (for example, surveys) with the intention of reducing the bureaucratic burden. This will need to be balanced against the need for improved consultation with bureaux and the need to be able to demonstrate quality.

To meet this objective, Citizens Advice will ensure that high performing bureaux will receive a lighter touch organisational audit.

### **Adopt the gateway model**

The gateway model provides self-help resources for those clients able to use them and offers appropriate support or referral following a short diagnostic interview (either by phone or face-to-face). It enables bureaux to focus our face-to-face resources on those who are in greatest need and improves customer service. This model, which has been developed and tested, can lead to an increase in client throughput of up to 50 per cent and can reduce waiting times by up to 70 per cent. Early diagnosis, the use of self-help information and appropriate referrals leads to a faster service for more clients. It also encourages greater integration with other providers. One in four bureaux already uses this service model.

To meet this objective, Citizens Advice will work with bureaux to introduce the gateway model throughout the service.

### **Focus more resources on improving telephone access**

A key element of the gateway model is an effective telephone service. By moving to the gateway model bureaux will increase telephone access for clients at a local level.

There are plans to roll out a single telephone number for the service, by coordinating the activities by individual and groups of bureaux providing telephone services. Bureaux will need to commit to providing telephone advice within core times. Callers will be routed to the nearest available bureaux offering the service. Though the plan does not involve more central capacity it will make the most efficient use of the telephone advice resources in bureaux. It will also improve the service's performance in answering telephone calls quickly and effectively.

To meet this objective, Citizens Advice will set up a virtual call centre and work with bureaux towards creating a service that can be accessed with a single telephone number across England and Wales.

### **Use technology to provide better services**

The use of technology is a crucial part of our access strategy. It will widen our reach to new client groups, provide common systems to facilitate joined up service delivery and allow those who can use online resources to resolve their problems to do so. Combined with the gateway model and single national phone number, this will allow us to focus face to face services on those with the greatest need.

The Citizens Advice service has responded to the growth of the internet through initiatives such as our online information system, adviceguide.org.uk. Many bureaux offer their own websites, email services and, in some cases, text-based advice or information provision. We also provide our information system to a wide range of other service providers across the statutory, voluntary and commercial sectors. This allows a broader range of clients to benefit from our high quality information systems.

We will also develop our existing technologies to work with Government to improve the efficiency of services delivered to our clients, such as speeding up the checking of benefit claims.

To meet this objective, Citizens Advice will develop the content of Adviceguide and promote it to a wider audience, offer bureaux a common website format, widen the use of AdviserNet by other service providers, engage with e-government initiatives, explore and develop new delivery channels, work with bureaux to increase web access points for clients within bureaux and other community locations.

### **Develop our capacity for partnership working**

A more joined-up service will ensure clients get the best possible service and use the total resources of advice providers most efficiently. Clients need to be able to access advice on all problems through a Citizens Advice Bureau, but the advice does not have to be provided by a CAB. After the initial gateway assessment, bureaux should have the flexibility to refer clients to appropriate local agencies.

The Citizens Advice service is the best known advice provider in England and Wales but there are many others. Working together allows us all to make best use of our resources. Increasingly this is expected by funders, as well as clients. Many decisions about partnerships are best made at local level, allowing bureaux to assess the shape of their service in light of partnership opportunities. Citizens Advice also has a role in brokering partnerships which enhance service provision to clients and communities. We want to become the partner of choice sought out by a range of organisations.

To meet this objective, Citizens Advice will develop partnerships at the national level and support bureaux in identifying partners locally and develop a common method of auditing advice services.

### **Measures**

The key measures will be:

- Increased access
- Increase in clients using the service
- Increased partnerships
- Improved quality

### **Increased access**

- Number of bureaux effectively using gateway model increases.
- Number of bureaux involved in virtual call centre increases.
- Number of advice kiosks in use increases.
- Number of information points increases.

### **Increase in clients using the service**

- Number of people advised by the Citizens Advice service increases.
- More clients access advice by email.
- More clients access advice by telephone.
- Visits to [adviceguide.org.uk](http://adviceguide.org.uk) increase.
- Client satisfaction with the Citizen Advice service, across a diverse user profile, increases or is maintained.
- Positive outcomes achieved for clients increase or are maintained.

### **Increased partnerships**

- Number of effective partnerships between bureaux and other agencies increases.
- Improved external perceptions of CAB service as good partner.

### **Improved quality**

- Number of telephone calls answered by Citizens Advice service increases.
- Increase in average quality of advice assessment scores.
- All bureaux reach the minimum standard in quality of advice.
- Bureaux satisfaction with AdviserNet increases or is maintained.
- Bureau satisfaction with training and consultancy services increases/is maintained.
- Reduction in information demands on bureaux by Citizens Advice.

## **Strengthen our voice in social policy**

The challenge for the coming period is to build on our position of strength – unlocking our full potential.

To strengthen our social policy voice and further improve our impact we will:

- 1. focus on improving the lives of those in greatest need**
- 2. increase bureaux involvement in policy work through campaigns**
- 3. increase user involvement in our campaigns and policy work**
- 4. establish systems to capture evidence from users of new services**
- 5. improve use of CAB evidence by policy makers**
- 6. campaign in partnership with others.**

### **Focus on improving the lives of those in greatest need**

Our policy work is rated highly by stakeholders because of its evidence base and we are perceived as tackling the relevant issues. This makes our policy work credible and authoritative. To be effective we have to prioritise both the issues we will address through policy work, the methods we will use to influence and crucially in some cases the timing of our interventions. In particular it is more efficient to influence policy in the early stages, so as to shape better law or practice for citizens, than to campaign after the event.

We will continue to set our priorities having regard to the evidence base principle and continue to undertake policy work on the following areas, linked to the evidence from CAB advice work:

- Personal finance
- Welfare benefits and tax credits
- Essential services
- Employment
- Housing
- Access to justice
- Consumer protection
- Health

To meet this objective, we will give positive priority to identifying and describing the experiences of those people in our society in greatest need and those experiencing discrimination and abuse throughout all of our policy work. We will gather evidence that reflects the perspective of marginalised people from minority groups as well as marginalised people from majority groups.

### **Bureaux engagement in policy work through campaigns**

Bureaux engagement in reporting evidence is now higher than ever before. But there is still considerable potential to improve and develop the capacity of bureaux to engage in influencing policy themselves, and to encourage bureaux to give policy

work a higher priority within their own business and development plans. For example, only around half of all bureaux participate in network-wide social policy campaigns.

To meet this objective, Citizens Advice will work with bureaux to increase engagement in policy work through campaigns.

### **Increase user involvement in our campaigns and policy work**

We already use methods of user involvement in policy work (national campaigns on tenants' deposits, cash machines, access to justice and bailiff regulation all engaged the public directly in campaigning for change) reaching them through the media, on-line and CAB waiting rooms.

To meet this objective, Citizens Advice will continue to do this nationally and roll out tools and methods which will enable bureaux to involve users more in the policy work they do locally.

### **Establish systems to capture evidence from users of new services, such as financial capability**

Our online information system [adviceguide.org.uk](http://adviceguide.org.uk) now has over six million users a year and is regularly used to capture evidence for policy work.

To meet this objective, Citizens Advice will continue to use this channel to gather evidence, and encourage bureaux to do the same. As the range of services offered by bureaux extends to delivering preventative information and advice Citizens Advice will ensure that evidence from the users of these services is captured too.

### **Improve use of CAB evidence by policy makers**

CAB social policy evidence is regularly used first hand by a range of regulators and policy makers in government to conduct reviews and investigations, in some cases resulting in enforcement action. As we approach full use by bureaux of our electronic client case recording system our ability to retrieve and analyse data about the types of problems being brought to bureaux, and who brings them, will also increase significantly.

To meet this objective, we will continue to promote the potential of CAB evidence to regulators and policy makers in government and establish ways that they can regularly access our evidence in a manner that meets their needs.

### **Campaign in partnership**

Campaigning in partnership offers us the opportunity to access the experience and evidence of others, particularly of groups who may be under-represented amongst users of the Citizens Advice service. It also adds the credibility, voice and experience of other, complementary organisations to our own. Opinion and ideas from others

also provides input that can lead to more innovative campaigns. We already make extensive use of partnerships in policy work; from joint letters to joint publications, events and public facing campaigns.

To meet this objective, we will continue to promote policy campaigns in partnership with others where this is the most effective way of working on any particular issue both for us and partners.

## **Measures**

The key measures will be:

- The number of people whose lives are improved by policy work increases.
- The percentage of bureaux participating in Citizens Advice led campaigns increases.
- The quality of evidence from bureaux improves.
- The number of government departments, public bodies and regulators who regularly review CAB evidence increases.
- External opinion of our campaigning effectiveness increases or is maintained.
- Objective proof and stakeholder ratings of us demonstrate that we are focussing on those most in need and tackling relevant issues.
- Objective proof and stakeholder ratings of us demonstrate that we are campaigning in partnership with others.

## **Develop the Citizens Advice Bureau network**

The Citizens Advice Bureau network remains pivotal to the delivery of free, independent, confidential advice to the public. To develop the network we will create a new partnership between bureaux and Citizens Advice. It will:

- 1. Strengthen bureau governance and management**
- 2. Build a strong and diverse workforce**
- 3. Improve communication and consultation within the service**
- 4. Encourage bureau to work together**
- 5. Maintain and develop bureau funding**
- 6. Maintain but evolve the structure of the service**

### **Strengthen bureau governance and management**

In 2007, Citizens Advice reviewed the structure and nature of its support for bureaux. The need to strengthen the quality of governance and management in bureaux was found to be key, ensuring they are better able to deal with problems, make appropriate strategic decisions and improve their services. This focus will continue.

To meet this objective, Citizens Advice will continue to research and provide best practice for effective governance and management and develop standardised systems, support bureaux to develop their role and service provision, provide support to bureaux where there are problems, take quick and appropriate action to maintain and develop the network, intervening earlier and directly managing bureaux where necessary.

### **Build a strong and diverse workforce**

Volunteers remain at the forefront of our vision for the Citizens Advice service to 2011 and beyond. Eighty three per cent of bureaux advisers are volunteers, providing a crucial link into local communities, exemplars of 'active citizenship'. In order to improve access to advice, we need to continue to recruit, train and develop around 4,000 new volunteers each year. In the last three years we have seen an increase in volunteers from BME communities. In 2006/07, 20 per cent of new volunteers were from BME groups. Linked to our V funding and equalities strategy we have also seen an increase in the number of younger volunteers. However, some groups are under-represented at management and trustee levels.

The number of bureaux staff has increased steadily over the past five years, standing at 6,200 in April 2007. Almost 40 per cent of paid staff are specialist advisers. With the emergence of FIF and other projects, the number of paid staff are likely to continue to increase.

To meet this objective, we will continue to seek ways of ensuring our workforce is as diverse as the communities it supports. We will also review our volunteer training to provide more flexible options and support new volunteer roles.

## **Improve communication and consultation**

Citizens Advice needs the engagement of its members in policy formulation and to ensure informed and appropriate strategic decisions are made.

To meet this objective, we will need to reshape the way in which Citizens Advice and its members communicate.

## **Encourage bureaux to work together**

Current policy directions make it inevitable that bureaux will need to work together. Citizens Advice strategies (for example, on improving telephone access) require this, as do the policies of statutory and non-statutory funders.

To meet this objective, we will develop bureaux partnerships using effective models.

## **Maintain and develop bureaux funding**

Bureaux funding stood at £140 million in April 2007. £65 million was from local government sources, the majority of which supported core bureaux operations including the generalist service.

Bureaux will need to engage with the local authorities and local strategic partnerships to ensure that their core funding is maintained. Citizens Advice provides the tools and guidance to support bureaux through these discussions.

To meet this objective, we will protect core funding, while exploring new opportunities appropriate to delivering this strategy.

## **Maintain but evolve the structure of the service**

The Citizens Advice service will remain a membership association but needs to evolve as a structure. It needs to enable the service to take opportunities for service development whether nationally or locally. This will involve bringing more diverse organisations into the membership.

To meet this objective, Citizens Advice will review the overall structure of the service to ensure the continuation of a service throughout England and Wales and encourage the development of partnerships and collaborations.

## **Measures**

The key measures will be:

- Stability of the network is maintained.
- Increased participation in consultation and improved communications.
- Maintain and develop bureaux funding.
- Increase membership diversity.

### **Stability of the network is maintained**

- The stability of The Citizens Advice bureaux network is maintained or improved
- The need for crisis intervention by Citizens Advice is reduced
- The level of bureaux satisfaction with Citizens Advice support increases or is maintained

### **Increased participation in consultation and improved communications**

- The participation of bureau in advice policy discussion increases.
- The number of trustees and chief officers involved in consultation increases.
- The number of trustees and managers from under-represented communities increases.
- The level of bureau satisfaction with consultation increases.
- The level of bureau satisfaction with the relevance and accessibility of communications from Citizens Advice increases.

### **Maintain and develop bureaux funding**

- Core funding to be maintained.
- New funding opportunities, relevant to the service's strategy, will be explored.

### **Increase in membership diversity**

- Membership of the Citizens Advice service is more diverse.

## **Develop new initiatives in advice**

Our strategy has identified the need to continue to build on existing services, especially in relation to benefits, debt, consumer and discrimination issues. However, in addition, there is a need to expand into preventative services such as skills development, education and training, where provision also needs to be addressed.

The Citizens Advice service is uniquely placed in the huge breadth of partnerships that are possible; with credit unions, social landlords, other national charities, government departments, financial service companies and many others. Where resources are available, the Citizens Advice service is well placed to take an active role in meeting these needs. The most likely areas of development are outlined below but the service will also be ready to respond to other opportunities to meet need.

## **Extend our services into generic financial advice**

Consumers face more complex financial decisions than ever before and there has been a significant increase in the number of debt problems dealt with by Citizens Advice Bureaux. There are 12 million people with incomes below £24,000 who do not use or are failed by the financial services industry. Research by Citizens Advice and the Financial Standards Authority in 2004 demonstrates that bureaux staff and clients recognise the gap in provision and are interested in extending the service into this area. The government's new financial capability strategy presents opportunities for the Citizens Advice service to help alleviate these problems.

To meet this objective, we will position ourselves as a key partner in delivering generic financial advice.

## **Develop our preventative work, including financial capability**

One of our objectives in the coming years will be to help ensure that people are sufficiently skilled to make informed decisions in their lives, particularly with regard to financial issues.

To meet this objective, we will work with partners in government, the financial services industry and elsewhere to ensure that our national financial capability work continues to expand and that all bureaux are involved.

## **Become a first point of contact on discrimination**

Discrimination is the eighth most common problem people on which want advice, but in the top three problems where people say they can't get help. If we challenge discrimination effectively, we prevent future abuses, as well as empowering some of the most disadvantaged people in society to realise their rights. The creation of the Equality and Human Rights Commission provides a unique opportunity to become part of a national coalition working to challenge discrimination and promote equality. We aim to establish a strategic partnership to improve policy campaigning and advice outcomes.

To meet this objective, we will be recognised as a first point of contact on discrimination by partners and the public.

## **Measures**

The key measures will be:

- All bureaux will be involved in financial capability activity by 2011.
- The number of financially capable individuals increases.
- Access to information and advice on discrimination and human rights increases.
- Public and stakeholder awareness of the Citizens Advice service as a point of contact on discrimination issues increases.

## **Our commitment to equality**

### **Further action**

As our principles state, we value diversity, promote equality and challenge discrimination. Equality measures are integrated within all goals of our strategy, additionally will act on this commitment in the following ways:

- 1. Stepping up action to ensure that each bureau provides and promotes an advice service that responds to the needs of its particular community.**
- 2. Agreeing and sharing a common understanding of 'greatest need' that allows us to focus our resources on those individuals and communities that need it most.**
- 3. Increasing our efforts to ensure that bureaux staff and volunteers reflect their communities.**
- 4. Improving our ability to identify and respond to discrimination cases.**
- 5. Taking an active role in policy change on equality and diversity issues.**

### **Measures**

- The percentage of bureaux achieving audit requirements on advice needs.
- The percentage of bureaux managers and trustees from under-represented communities increases.
- The percentage of discrimination cases identified by bureaux increases.

## Appendix: Targets

| Area                                    | Measures   | 08/09  | 09/10     | 10/11            |
|---|--|--|-----------|------------------|
| <b>Access</b>                           | • Number of bureaux effectively using gateway model increases  | 40%  | 70%       | <b>95%</b>       |
|   | • Number of bureaux involved in virtual call centre increases  | 25%  | 75%       | <b>95%</b>       |
|   | • Number of advice kiosks and information points increases   | 200  | 400       | <b>550</b>       |
| <b>Clients</b>                          | • Increase in total number of people advised by the service  | 2.3 million  | 3 million | <b>4 million</b> |
|   | • The number of clients advised face to face is constant   | 1.5m   | 1.5m      | <b>1.5m</b>      |
|   | • More clients access advice by email  | 0.3m   | 0.3m      | <b>0.3m</b>      |
|   | • More clients access advice by telephone  | 0.4m   | 1.2m      | <b>2.2m</b>      |
|   | • Visits to Adviceguide increase   | 8m   | 10m       | <b>12m</b>       |
|   | • Client satisfaction with the Citizen Advice service, across a diverse user profile, increases or is maintained | 75%  | 77%       | <b>80%</b>       |
|   | • Positive outcomes achieved for clients increase or are maintained  | 65%  | 75%       | <b>80%</b>       |
|   | <b>Partnerships</b>  | • Improved external perceptions of CAB service as good partner |           |                  |
|   | • Number of effective partnerships between bureaux and other agencies increases                                  | Evaluation   |           |                  |
| <b>Bureaux quality and satisfaction</b> | • Number of telephone calls answered increases   | 15%  | 20%       | <b>90%</b>       |
|   | • Increase in average QAA scores   | 70%  | 72%       | <b>75%</b>       |
|   | • All bureaux reach the minimum standard in quality of advice (50%)  | 85%  | 90%       | <b>100%</b>      |
|   | • Bureaux satisfaction with AdviserNet maintained / increases  | 85%  | 87%       | <b>90%</b>       |
|   | • Bureau satisfaction with training and consultancy services increases/is maintained                             | 80%  | 85%       | <b>85%</b>       |
|   | • Reduction in information demands on bureaux by Citizens Advice   | 70%  | 80%       | <b>85%</b>       |
| <b>Policy</b>                           | • The number of people whose lives are improved by policy work increases   | 2.3 million  | 3 million | <b>4 million</b> |
|   | • The percentage of bureaux participating in citizens advice led campaigns increases                             | 55%  | 65%       | <b>75%</b>       |
|   | • The quality of evidence from bureaux improves  | 71%  | 73%       | <b>75%</b>       |
|   | • The number of government departments, public bodies and regulators who regularly review CAB evidence increases |  |           | <b>78%</b>       |
|   | • External opinion of our campaigning effectiveness increases or is maintained                                   |  |           | <b>86%</b>       |

|                              |   |   |   |  |
|------------------------------|---|---|---|--|
|                              | <ul style="list-style-type: none"> <li>Increase in stakeholder ratings that we are:                             <ul style="list-style-type: none"> <li>focussing on those most in need</li> <li>tackling relevant issues</li> <li>campaigning in partnership</li> </ul> </li> </ul>   |   |   | <p><b>83%</b></p> <p><b>70%</b></p>  |
| <b>Stability and funding</b> | <ul style="list-style-type: none"> <li>The stability of the Citizens Advice Bureaux network is maintained or improved                             <ul style="list-style-type: none"> <li>Geographic coverage</li> <li>Human Resources (staff and volunteers)</li> <li>Core funding to be maintained</li> </ul> </li> <li>The need for crisis intervention by Citizens Advice is reduced (high risk)</li> <li>The level of bureaux satisfaction with Citizens Advice support increases or is maintained</li> <li>Citizens Advice core funding is maintained</li> </ul> | <p>98%</p> <p>27,000<br/>£60<br/>million</p> <p>13%</p> <p>80%</p> <p>£21.5<br/>million</p> | <p>98%</p> <p>27,000<br/>£62<br/>million</p> <p>12%</p> <p>83%</p> <p>£21.5<br/>million</p> | <p><b>98%</b></p> <p><b>27,000<br/>£64<br/>million</b></p> <p><b>10%</b></p> <p><b>85%</b></p> <p><b>£21.5<br/>million</b></p> |
| <b>Cons and coms</b>         | <ul style="list-style-type: none"> <li>The participation of bureaux in advice policy discussion increases</li> <li>The number of trustees and chief officers involved in consultation increases</li> <li>The level of bureau satisfaction with consultation increases</li> <li>The level of bureau satisfaction with the relevance and accessibility of communications from Citizens Advice increases</li> </ul>  | <p>60%</p> <p>60%</p> <p>75%</p> <p>85%</p>   | <p>80%</p> <p>70%</p> <p>77%</p> <p>87%</p>   | <p><b>100%</b></p> <p><b>80%</b></p> <p><b>80%</b></p> <p><b>90%</b></p>   |
| <b>Membership</b>            | <ul style="list-style-type: none"> <li>Membership of the Citizens Advice service is more diverse</li> </ul>   | Evaluation  |   |  |
| <b>New Initiatives</b>       | <ul style="list-style-type: none"> <li>All bureaux will be involved in financial capability activity by 2011</li> <li>The number of financially capable individuals increases</li> <li>Public and stakeholder awareness of the Citizens Advice service as a point of contact on discrimination issues increases</li> </ul>  | <p>40%</p> <p>65,000</p> <p>50%</p>   | <p>70%</p> <p>90,000</p> <p>60%</p>   | <p><b>100%</b></p> <p><b>150,000</b></p> <p><b>75%</b></p>   |
|                              | <ul style="list-style-type: none"> <li>Access to advice and information on discrimination and human rights increases</li> </ul>   | Evaluation  |   |  |
| <b>Equality</b>              | <ul style="list-style-type: none"> <li>Increased percentage of bureaux managers and trustees from under-represented communities increases</li> <li>Percentage of BME volunteers and staff is increased</li> <li>Increased percentage of discrimination cases identified by bureaux</li> <li>Increased number of discrimination issued advised on</li> </ul>   | <p>7%</p> <p>10%</p> <p>80%</p> <p>40,000</p>   | <p>8%</p> <p>11%</p> <p>90%</p> <p>70,000</p>   | <p><b>9%</b></p> <p><b>12%</b></p> <p><b>95%</b></p> <p><b>100,000</b></p>   |

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