

Business and Development Plan 2017-20



North
Hertfordshire

Contents

Our Purpose	3
Executive Summary	4
Context	5
Key strategic objectives 2017-20	6
Year 1 Objectives	7
Budget	8
Secure continued and additional resources	9
Enhance the advice giving process	12
Support our most vulnerable clients	16
Support and develop our workforce	19
Develop our research and campaigns work	23
Build equality and diversity into everything we do	25
What people say about us	27
List of appendices	28
Contact details	29

Our Purpose

Citizens Advice North Hertfordshire (CANH) shares the aims, principles and values of the national Citizens Advice service, of which it is a member.

Free, confidential advice.

Whoever you are.

We help people overcome their problems and campaign on big issues when their voices need to be heard.

We value diversity, champion equality and challenge discrimination and harassment.

We're here for everyone.

CANH aims to serve those who live or work in the district of North Hertfordshire, and adjoining areas where funding is provided. The latter includes part of South Cambridgeshire.

We are an independent charitable organisation, and work in partnership with other voluntary, statutory and private agencies for the benefit of our clients.

We participate in the initiatives of the national Citizens Advice service (such as "Stand Up for Equality") and in regional initiatives with nearby bureaux (such as the Hertfordshire Adviceline service).

We look to develop our services, and the opportunities that we can offer volunteers, so as to meet the needs of our community as best we can.

Executive Summary

Citizens Advice North Hertfordshire (CANH) helps people to resolve their problems. We are equipped to deal with any issue, from anyone, spanning debt and benefits to employment and housing, plus everything in between. Our clients are at the heart of the service and we are here to ensure that people who need help get the right kind at the right time.

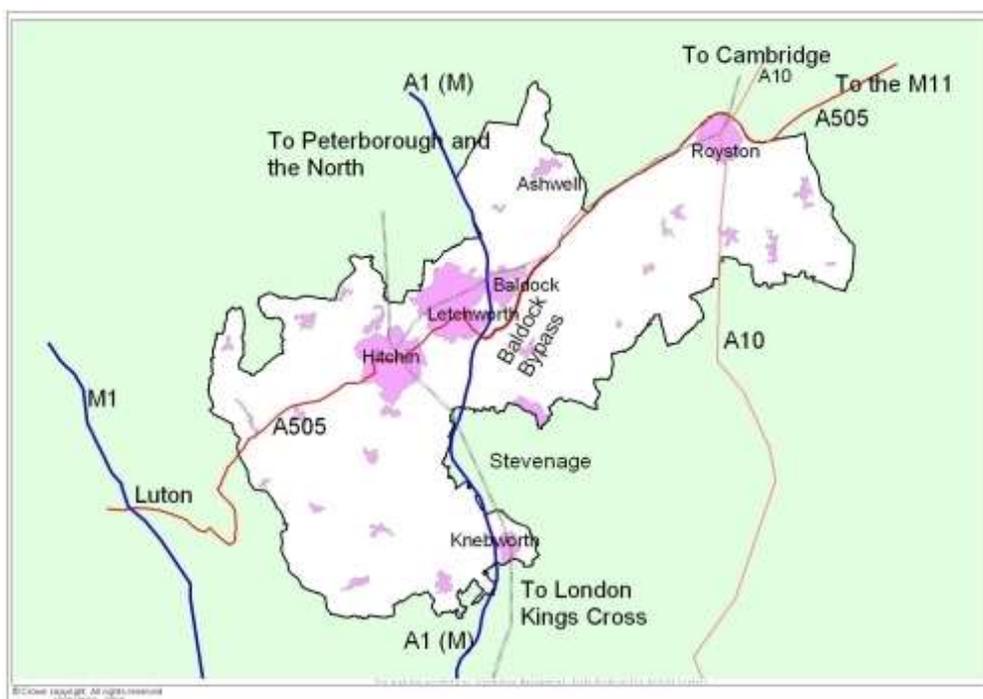
Continuing changes to the welfare system impacting on individuals and families, together with a future that looks daunting for many people, means that the demand for advice is increasing and our advice and influencing work is crucial. Responding to these challenges means continuing to improve what we do, targeting those most in need and developing new initiatives in service delivery.

We recognise that we cannot meet the demands alone. We work in partnership to develop the best possible access to advice services in North Hertfordshire. Funding is under pressure and funders expect outcomes as well as higher delivery standards. CANH seeks to meet these expectations with effective advice and preventative services that are well led and capably administered.

Volunteering for us provides tremendous benefit to the local community. Our volunteers benefit from free training, ongoing support and reimbursement of expenses. Training results in an accredited qualification which, along with the experience of volunteering, helps people to develop skills for life. Volunteering goes hand in hand with strong communities – giving people a sense of purpose, improving self-esteem and sparking new relationships. Without the passion and generosity of our volunteers, we would struggle to survive and the cost to our economy through unresolved problems would rise.

Over the three years 2017 to 2020 CANH is committed to six strategic areas of work and a number of objectives for each area of work. The Business and Development Plan sets out our strategy, objectives and the activities we plan to undertake to turn our objectives into reality.

Context



North Hertfordshire lies approximately 35 miles north of London. It has primary commuter links to London and Cambridge via road and rail links. It has four towns: Letchworth, Hitchin, Royston and Baldock. The district has a population of around 127,000 people, 73% of whom live in towns, with the rest located in 33 rural parishes. Most rural areas naturally relate to the towns but in the west and south focal points include Luton, St. Albans, Stevenage and Welwyn Garden City.

CANH serves the area covered by North Hertfordshire District Council and the southern part of the area covered by South Cambridgeshire District Council.

South Cambridgeshire has no towns but does have some large villages such as Bassingbourn and Melbourn. Royston provides a focal point for villages in the south of the district and can provide a more accessible location than Cambridge.

Our service operates out of three offices in Hitchin, Letchworth and Royston. It also operates outreach services from Melbourn, Bassingbourn, Stevenage County Court, home visiting services for the elderly, disabled and long term sick, plus a wide range of ad-hoc community activities.

Key strategic objectives 2017-20

- Diversify and increase fundraising to mitigate potential funding cuts
- Explore how we can continue to operate efficiently, and within our means, through:
 - scenario planning
 - reviews of service delivery and staffing levels
 - assessing savings through sharing services with local Citizens Advice and other partners
- Make best use of changing digital technology through (for example):
 - Exploring live online advice via video and/or webchat
 - Exploring making greater use of online training for volunteers and staff
- Ensure continuous improvement through:
 - Implementing effective performance standards at all levels
 - Analysing and promoting the impact of the work we do

In addition to the above, see detailed objectives for Year 1 on pages 7 to 26, many of which will also be relevant in Years 2 and 3.

Year 1 Objectives

1. Secure continued and additional resources

- a) Increase access to diverse and resilient funding
- b) Make best use of available premises to meet our clients' needs
- c) Develop partnership work to secure additional funding
- d) Promote the Citizens Advice service in the community

2. Enhance the advice giving process

- Maintain clients helped through flexible advice processes
- Increase telephone and online advice
- Maintain consistent high quality information and advice
- Continue to develop effective partnerships to meet local needs

3. Support our most vulnerable clients

- Continue to integrate all our services and projects to meet needs
- Maintain our community work in financial education and energy advice
- Work in partnership with others who support vulnerable people

4. Support and develop our workforce

- a) Recruit and retain high quality volunteers across a range of roles
- b) Maintain our good governance
- c) Continue to develop the work skills of all our people
- d) Support a satisfied and healthy workforce

5. Develop our research and campaigns work

- a) Campaign for clients adversely affected by local and national policies
- b) Make best use of our resources to research local issues and impact
- c) Work with our community on effective local campaigns

6. Build equality and diversity into everything we do

- a) Challenge discrimination through advice
- b) Promote equality through advocacy and training
- c) Promote diversity through staff, volunteer and trustee recruitment

Budget

The objectives below presuppose that there are no significant reductions to our current service funding. The annual recurrent cost of delivering these objectives (based on the 2017/18 budget approved by Trustees) would be:

- a. General advice staff and volunteer costs: £185,000
 - b. Specialist projects: £236,000
- TOTAL: £421,000

The success of the service in achieving its objectives for Year 2 and Year 3 will be dependent upon identifying sources of funding to underpin the relevant activities. Whilst this will undoubtedly be challenging given the prevailing national and local economic circumstances, relationships with funders are good.

See Appendix 3 for details of projected costs for Years 2 and 3.

Reviews

The Business and Development plan is updated annually, informed by ongoing review processes. The objectives below have been informed by consultation with trustees, staff, volunteers, funders, partners, and by client experience and feedback. They inform individual objectives for all staff and volunteers as part of our annual appraisal process, and are routinely monitored with progress reviews considered at Trustee Board meetings.

1. Secure continued and additional resources

Objective	Why we are doing this	Activities to make this happen	Timescale	Difference this will make	Equal opportunities	Measure of success	Progress
1a) Increase access to diverse and resilient funding Lead: CEO	We are reliant on a range of funders to support our work. Continuing reductions in public funding mean we need to diversify our funding to maintain our service.	Secure new and continuing project funding for specialist and core services. Review core service to ensure sustainability. Raise profile of service as a charity through promotional work and traditional fundraising. Review opportunities to share services to support sustainability	31/03/18 & Y2/Y3 31/12/17 & Y2/Y3 31/03/18 & Y2/Y3 31/03/18	This will allow us to plan for the future and help more people.	Service open to all but targeted at those more in need.	3 new funding streams worth at least £50,000 in place by 31/03/18 Scenarios in place for core service by 31/12/17 15% increase in donations 31/03/18 Options reviewed and decisions taken 31/03/18	

1. Secure continued and additional resources							
Objective	Why we are doing this	Activities to make this happen	Timescale	Difference this will make	Equal opportunities	Measure of success	Progress
1b) Make best use of available premises to meet our clients' needs Lead: CEO	Our existing Hitchin premises are not secure in the longer term. Maximise use of Letchworth premises to improve our service.	Continue discussions with local partners to secure services to Hitchin-area clients. Explore options for outreach locations. Increase training, Adviceline and casework projects.	31/12/17 30/09/17 31/03/18 & Y2/Y3	This will enable us to meet the needs of clients where the highest demand is, recruit volunteers and help more people.	All premises to be accessible.	Hitchin delivery location/s secured by 31/03/18 See objectives 1a, 1c, 2a, 2b, 2c, 4a, 4c, 4d, 5a, 6a and 6b.	
1c) Develop partnership work to secure additional funding Lead CEO	Vulnerable clients with specific needs can access our services through outreach and referrals.	Develop a broader range of partners and develop joint funding bids to meet local needs.	31/12/17 & Y2/Y3	Those who need help most are targeted through specific projects.	Develop increased services for those most in need.	3 funding applications developed with partners by 31/12/17	

1. Secure continued and additional resources							
Objective	Why we are doing this	Activities to make this happen	Timescale	Difference this will make	Equal opportunities	Measure of success	Progress
1d) Promote the Citizens Advice service in the community Lead: DMO / CEO	To ensure the local community is aware of the service we provide and is encouraged to support us through volunteering and donations.	Maintain website, social media and print media presence. Maintain a regular presence at local events. Circulate our flyers to a wide range of organisations and community partners	31/03/18 & Y2/Y3 31/12/17 & Y2/Y3 31/03/18 & Y2/Y3	Support for CANH through volunteering, donations, grants and funding is maintained.	Service reflects and is well supported by its community.	Attend 10 local events and generate 12 positive media articles by 31/03/18	

2. Enhance the advice giving process

Objective	Why we are doing this	Activities to make this happen	Timescale	Difference this will make	Equal opportunities	Measure of success	Progress
<p>2a) Maintain clients helped through flexible advice processes</p> <p>Lead: ASM / CEO</p>	<p>To enable clients to access our service quickly and efficiently to get the information or advice that meets their needs.</p>	<p>Maintain up-to-date self-help information resources</p> <p>Install self-help tablets in our Letchworth waiting room</p> <p>Train all advice workers to quickly find the best information resources.</p> <p>Maintain flexible advice for telephone service.</p>	<p>31/03/18 & Y2/Y3</p> <p>31/12/17</p> <p>31/03/18 & Y2/Y3</p> <p>31/03/18 & Y2/Y3</p>	<p>More people can efficiently access quality information and advice in ways that meets their needs.</p>	<p>Service is accessible to all and tailored to the needs of clients.</p> <p>Waiting times are reduced.</p>	<p>Online & paper-based Info resources available 31/03/18.</p> <p>Self-help tablets installed 31/12/17</p> <p>All advice workers have attended resource workshops 31/03/18</p> <p>Continue to use new advice framework for phones 31/03/18</p>	

2. Enhance the advice giving process

Objective	Why we are doing this	Activities to make this happen	Timescale	Difference this will make	Equal opportunities	Measure of success	Progress
<p>2b) Increase telephone and online advice</p> <p>Lead: ASM / CEO</p>	To broaden access to our service through improving and developing our channels.	<p>Increase our Adviceline volunteer capacity to reach more clients</p> <p>All supervisors to refresh Adviceline training.</p> <p>Set up advice via Skype for BSL users</p> <p>Use tablets to offer advice in community settings</p>	<p>31/03/18 & Y2/Y3</p> <p>30/09/17</p> <p>30/09/17</p> <p>31/12/17 & Y2/Y3</p>	More people will be able to access our services via a range of channels.	<p>Housebound and working clients can access service</p> <p>Service open to all with casework service targeted at those in need.</p>	<p>200 clients a month supported via Adviceline by 31/03/18</p> <p>All supervisors have undertaken Adviceline training 30/09/17</p> <p>Skype set up by 30/09/17</p> <p>Tablets used at 3 community events 31/12/17</p>	

2. Enhance the advice giving process							
Objective	Why we are doing this	Activities to make this happen	Timescale	Difference this will make	Equal opportunities	Measure of success	Progress
2c) Maintain consistent high quality information and advice Lead: ASM / CEO	To ensure that all clients access a high quality service, regardless of channel or location.	Continue to develop effective quality processes that meet the needs of clients and our quality standards.	31/03/18 & Y2/Y3	Clients access a consistently high quality service across CANH.	A high quality service is available to all.	KPIs under new membership standards and performance framework meet or exceed standards by 31/03/18	
		Develop our services through implementing the new membership standards	31/12/17			Information Assistants give assisted information and	
		Recruit & train more information assistants to help clients in waiting rooms.	31/08/18			75% of Letchworth drop-in sessions are double-staffed	
		Move to new Casebook CRM platform	31/07/17			Casebook used by all 31/07/17	

2. Enhance the advice giving process

Objective	Why we are doing this	Activities to make this happen	Timescale	Difference this will make	Equal opportunities	Measure of success	Progress
<p>2d) Continue to develop effective partnerships to meet local needs</p> <p>Lead: CEO / ASM</p>	<p>To support vulnerable clients by strengthening partnerships and identifying new partners who can work with us to tackle poverty and social exclusion.</p>	<p>Establish use of Egress for secure outbound referrals to partners.</p> <p>Maximise use of online referrals with new and existing partners.</p> <p>Re-establish the North Herts Advice Network to develop stronger partnership working across services.</p>	<p>30/09/17</p> <p>31/12/17 & Y2/Y3</p> <p>30/09/17 & Y2/Y3</p>	<p>This will help us to deliver better services to clients with the same level of resources.</p>	<p>Service open to all but targeted at those more in need.</p>	<p>Effective secure outbound referral systems in place by 30/09/17</p> <p>Online referral system used regularly by 5 existing & new partners by 31/12/17</p> <p>North Herts Advice Network has met at least once by 30/09/17</p>	

3. Support our most vulnerable clients

Objective	Why we are doing this	Activities to make this happen	Timescale	Difference this will make	Equal opportunities	Measure of success	Progress
3a) Continue to integrate all our services and projects to meet needs Lead: CEO / ASM	Our general advice service and specialist projects need to work seamlessly together to effectively and efficiently support vulnerable clients.	Implement new generalist debt service & track soft outcomes for debt clients.	30/09/17	Seamless service for clients.	Service open to all but targeted at those in need.	75% of debt clients able to manage affairs better 30/09/17	
		Establish integrated specialist and generalist benefits service.	31/12/17			Quality of benefits advice is good (Green) 31/12/17	
		Improve consistency of internal referrals & awareness of projects through training, input at meetings & shadowing opportunities.	31/03/18			Quality of Customer Service is good (Green) 31/12/17	

3. Support our most vulnerable clients

Objective	Why we are doing this	Activities to make this happen	Timescale	Difference this will make	Equal opportunities	Measure of success	Progress
<p>3b) Maintain our community work in financial education and energy advice</p> <p>Lead: CEO / ASM</p>	<p>To reach new people to support them to manage their finances and reduce energy bills, particularly in light of continued welfare reform and increasing fuel poverty.</p>	<p>Maintain our community and education work by delivering sessions to groups of local people and frontline workers.</p> <p>Embed energy advice into training for all generalist advice workers.</p> <p>All supervisors & advice workers receive regular training & updates in financial capability & energy advice.</p>	<p>31/03/18 & Y2/Y3</p> <p>30/09/17</p> <p>31/12/17</p>	<p>People are better prepared to navigate the changes brought by Universal Credit and change energy supplier or reduce outgoings in other ways.</p>	<p>Vulnerable people receive the support they need to navigate changes to their benefits and reduce energy bills.</p>	<p>Targets for Energy Best Deal, EBDx and Money Matters clients are met 31/03/18</p> <p>New trainees do EBDx as part of advisor certificate 31/03/18</p> <p>Financial capability & energy advice input to 2 supervisor meetings & 2 staff meetings 31/12/17</p>	

3. Support our most vulnerable clients

Objective	Why we are doing this	Activities to make this happen	Timescale	Difference this will make	Equal opportunities	Measure of success	Progress
3c) Work in partnership with others who support vulnerable people. Lead: CEO	Partnership work helps us better support vulnerable clients and access specialist support services.	Maintain existing partnerships and develop new partnerships to expand advice services. Work with partners to develop funding applications to meet local needs.	31/03/18 & Y2/Y3 31/03/18 & Y2/Y3	Vulnerable clients are supported. Clients who are unaware of CANH or are unsure of what we offer access our service.	Service open to all but targeted at those in need.	3 new effective partnerships in place by 31/12/17 See objective 1c re. partner fundraising	

4. Support and develop our workforce

Objective	Why we are doing this	Activities to make this happen	Timescale	Difference this will make	Equal opportunities	Measure of success	Progress
4a) Recruit and retain high quality volunteers across a range of roles Lead: TS / ASM / CEO	Demand for flexible advice services to meet client needs across a range of channels continues to increase.	Increase recruitment through exploring faster uptake.	31/03/18 & Y2/Y3	More clients can access good quality services to meet their needs.	Volunteers to reflect local community profile.	Increase volunteers numbers to between 70 and 90 by 31/03/18	
		Continue to train volunteers in a range of generalist and specialist roles.	31/03/18 & Y2/Y3	Service capacity maintained or increased.		4 volunteers move into employment by 31/03/18	
	Funding reductions put additional pressure on management and support functions	Develop ambassador roles to promote volunteer opportunities	31/03/18	Volunteers increase skills and satisfaction levels with some moving into employment.		6 talks to community groups 31/03/18	
		Develop volunteer agreement to clarify expectations & support.	31/10/17			Good volunteer satisfaction levels 31/10/17	

4. Support and develop our workforce

Objective	Why we are doing this	Activities to make this happen	Timescale	Difference this will make	Equal opportunities	Measure of success	Progress
4b) Maintain our good governance Lead: Chair	Trustees set the strategic direction of the service and work with the CEO to ensure CANH has the resources and capability to achieve objectives.	Recruit and induct new Chair and fundraising lead trustee	31/12/17	New trustees with appropriate skills will ensure that the service is achieving its objectives and is sustainable.	Trustee Board to reflect the community it serves.	Minimum of 10 Trustees on the Board with no vacancies for identified skills gaps. 31/12/17	
		Update Articles of Association	30/06/17	Modernised Articles with updated Objects facilitates good governance		New Articles approved 30/06/17	
		Improve trustee induction and training	30/09/17	More effective trustees		New processes approved and operational 31/12/17	
		Further initiatives arising from Board Performance Appraisal and Leadership Self-Assessment (LSA)	31/12/17 & Y2/Y3	Improved and more effective governance		Ratings of 4 or higher for governance aspects of LSA 31/01/18	

4. Support and develop our workforce

Objective	Why we are doing this	Activities to make this happen	Timescale	Difference this will make	Equal opportunities	Measure of success	Progress
4c) Continue to develop the work skills of all our people Lead: TS / CEO	Develop the capacity of all our people to improve or support service delivery.	Annual training plan meets the needs of all our people (via in-house training, on-the-job training, mentoring, 1-2-1 support & external training).	31/10/17 & Y2/Y3	All personnel are supported to develop skills to maximise their potential and contribution to our service.	Training opportunities available to all personnel.	Complete appraisals and training needs analysis by 30/09/17	
		Carry out skills audit of staff and volunteers.	31/10/17			Training plan in place that meets the needs of the service by 31/10/17 Skills audit completed to inform training plan 31/10/17	

4. Support and develop our workforce

Objective	Why we are doing this	Activities to make this happen	Timescale	Difference this will make	Equal opportunities	Measure of success	Progress
4d) Support a satisfied and healthy workforce Lead: ASM / CEO	Consistent support for all is important as advice work and working fluidly across a number of sites can be stressful.	<p>Ensure HR and H&S policies and procedures are kept up-to-date and understood by all.</p> <p>Training plan supports health of workers.</p> <p>Carry out annual people survey for all staff and volunteers.</p>	<p>31/12/17 & Y2/Y3</p> <p>31/10/17 & Y2/Y3</p> <p>31/12/17 & Y2/Y3</p>	All personnel feel supported and safe to carry out their roles and maximise their contribution to our service.	Fairness, dignity, safety and welfare for all are prioritised and implemented.	<p>Appraisal process & policies communicated to staff 31/12/17</p> <p>Training plan includes wellbeing 31/10/17</p> <p>People survey demonstrates 80% satisfaction 31/12/17</p>	

5. Develop our research and campaigns work							
Objective	Why we are doing this	Activities to make this happen	Timescale	Difference this will make	Equal opportunities	Measure of success	Progress
5a) Campaign for clients adversely affected by local and national policies Lead: RCC / TS	Many people are adversely affected by the implementation of local and national policies.	Carry out local campaigns to advocate fair treatment for all. Continue to recruit and train research & campaigns volunteers. Deliver regular in-house R&C training to all workers. Participate in local and national networking & training opportunities.	31/12/17 & Y2/Y3 31/03/18 & Y2/Y3 31/03/18 & Y2/Y3 31/03/18 & Y2/Y3	We will have a bigger impact on local and national issues.	Clients' issues influence research and campaigns work. People who are not clients benefit from research and campaigns work.	4 local or national campaigns delivered by 31/03/18 4 R&C training workshops delivered, plus input at All Staff meetings 31/03/18 R&C team attend at least 4 events 31/03/18	

5. Develop our research and campaigns work							
Objective	Why we are doing this	Activities to make this happen	Timescale	Difference this will make	Equal opportunities	Measure of success	Progress
5b) Make best use of our resources to research local issues and impact Lead: RCC	By tackling unjust policies and practices at their source, we can prevent more problems arising than we could ever hope to solve through our advice.	All advice workers contribute evidence to influence campaigns. Research & campaigns team uses local evidence to inform local and national campaigns.	30/09/17 & Y2/Y3 31/12/17 & Y2/Y3	Lives of people improved through better policies and practices by local / national government, business and other sectors.	As above	Annual research and campaigns report based on local evidence by 31/10/17	
5c) Work with our community on effective local campaigns Lead: RCC / CEO	Our campaigning work on local, regional and national levels benefits many people. Partnership working creates greater influence on policy makers.	Develop & maintain collaborative working with local groups and organisations to influence policy. Carry out campaigns.	30/09/17 & Y2/Y3 31/03/18 & Y2/Y3	Lives of people improved through better policies and practices by local / national government, business and other sectors.	Clients' issues influence campaigns. People who are not clients benefit from research and campaigns work.	Develop collaborative campaigns with 2 new partners 31/03/18	

6. Build equality and diversity into everything we do

Objective	Why we are doing this	Activities to make this happen	Timescale	Difference this will make	Equal opportunities	Measure of success	Progress
6a) Challenge discrimination through advice Lead: ASM / CEO / TS	Our guiding principles are to value diversity and promote equality.	Improve access for BSL users through Skype and promotional work. Implement the ASK campaign to address gender violence. Review access for Gypsies & Travellers	30/09/17 31/03/18 31/03/18	Clients are confident their diversity will be respected and understood when receiving advice.	Vulnerable or marginalised service users are supported to access and participate fully in our services.	50% increase in recording of discrimination issues by 31/03/18 All advice workers trained in ASK 31/03/18 Review completed 31/03/18	

6. Build equality and diversity into everything we do							
Objective	Why we are doing this	Activities to make this happen	Timescale	Difference this will make	Equal opportunities	Measure of success	Progress
6b) Promote equality through advocacy and training Lead: CEO / ASM / DMO / TS	Many discrimination issues and hate crimes go unreported	Continue to promote status as hate crime reporting centre. Train advice workers on mental health, dementia & Deaf awareness	31/03/18 & Y2/Y3 31/12/17	Our service will be known as a safe and appropriate place for all the community and as a point of contact to report discrimination or hate crime.	Those suffering from discrimination through hate crime know they can report it and receive support.	Hate crime reporting refresher training by 31/03/18 Mental health, dementia & Deaf training 31/12/17	
6c) Promote diversity through staff, volunteer and trustee recruitment Lead: CEO / TS	To ensure equality and diversity are incorporated into every aspect of service planning and delivery.	All our people know their role in implementing equality. Promote volunteer opportunities to local organisations to enhance diversity	31/03/18 & Y2/Y3 31/03/18	Trustees, staff, volunteers and clients are confident that their diversity will be respected and understood in their engagement with the service.	Our people profile is similar to our community profile so that clients feel we are a representative local service.	Diverse workforce and client group represents the local community 31/03/19 (reviewed annually)	

N.B. Chair = Chair of Trustees, CEO = Chief Executive, ASM = Advice Service Manager, TS = Training Supervisor, RCC = Research & Campaigns Coordinator, DMO = Digital Media Officer.

What people say about us

"Citizens Advice offers an essential and valuable service to some of the most vulnerable people in need in the district. The ever changing situation in relation to welfare reform puts people in greater need of reliable and accessible advice and information. Citizens Advice, in partnership with others, is a key agency in the provision of this crucial support. CVS is pleased to count Citizens Advice North Hertfordshire among its membership and is committed to supporting the organisation in all ways possible."

Jacqui Hime, Executive Director
North Herts & Stevenage Centre for Voluntary Service

"I don't really know where I would have gone for help, we are lucky to have CAB. They were excellent from start to finish and they listened to me. CAB told me what I was entitled to; you find that some people don't want you to know."



"I have never had benefits in my life. I have never asked for anything and I'm in my eighties, but it had got to the point where someone would have had to come to the house to help me. I was in straits! The people from CAB were most understanding and very helpful. They were pleasant and came to the house; they helped me to fill in the form as they could see that I was 'rather disabled'."

"The welfare reform agenda means profound changes to the ways that individuals access benefits and the level of those benefits. North Hertfordshire District Council is committed to working with Citizens Advice North Hertfordshire to ensure the best outcomes for the residents of North Herts through this period of change. North Hertfordshire District Council recognises the value and diversity of CANH services and that many residents will require these services over the coming years."

North Hertfordshire District Council

List of Appendices

Community Advice Needs Analysis	Appendix 1
Description of current services – core and projects	Appendix 2
Current budget and future projections	Appendix 3
Organisational Chart	Appendix 4
Volunteer and Staff Surveys & Action Plan	Appendix 5
Research and Campaigns Annual Report	Appendix 6
Funder and Partner Satisfaction Survey	Appendix 7
Business Continuity Plan	Appendix 8
Information Assurance Annual Review	Appendix 9

northhertscab.org.uk
Facebook/NorthHertsCAB
Twitter/NorthHertsCAB



Published April 2017

Citizens Advice North Hertfordshire is the operating name of North Hertfordshire and District Citizens Advice Bureau.

Registered charity number 1086489

Company number 4194542

Citizens Advice membership number 70/0004

Registered office: 49 Station Road, Letchworth Garden City, Herts, SG6 3BQ

Also at: Thomas Bellamy House, Bedford Road, Hitchin, SG5 1HL

Town Hall, Royston, SG8 7DA

Melbourn Community Hub, Melbourn, SG8 6DZ

The Limes Community Centre, Bassingbourn, SG8 5LD

Main Office: 01462 688000

Adviceline: 03444 111444