



Hampshire

Business Plan

2021-2024



Executive summary

Citizens Advice Hampshire, established in 2008 is a consortium of the 15 Local Citizens Advice in Hampshire, Portsmouth, Southampton and the Isle of Wight. We enable collaboration between our Local Citizens Advice and other charities, provide a single point of contact for funders, partners and policy makers, and support our local offices by facilitating knowledge, skills sharing and training, and through campaigning for better services and policies.

Each Local Citizens Advice strives to improve the quality of the advice and information it provides and constantly looks for innovative ways to reach its clients. They are committed to serving the local community and standing up for the rights of individuals. Our purpose is to collectively deliver quality services, with shared goals and priorities to help meet client needs by...

Securing funding

Obtaining funding that will benefit Hampshire/IOW residents, which local offices would not be able to access alone.

Making connections

Foster & Build relationships that complement the work of Local Citizens Advice in Hampshire (e.g. Citizens Advice, Hampshire County Council, Energy companies, DWP, Large charities)

Supporting Local Citizens Advice

To deliver services such as training, volunteer support, strategy days and consultation with Citizens Advice.

Lead projects delivered across Local Citizens

Advice Such as Macmillan, Healthwatch Hampshire, Reaching People Together. Kickstart and Home and Well.

The challenges Local Citizens Advice face are ever increasing. Traditional funding streams are changing under the austerity agenda which, in turn, has impacted on where and how we deliver services. We rely heavily on volunteers to support our front-line delivery. Volunteering is changing; no longer can we solely rely on mature professionals. We must attract the younger generation with skills development and career opportunities. This will help us meet the needs of our clients and better reflect the demographics of the communities we serve.

The work of Citizens Advice Hampshire has also become more varied and important as new joined-up solutions to the challenges faced by our residents are needed. We talk to existing and potential funders, explore new areas of delivery and build on existing good practice whilst campaigning for the vulnerable in our communities.

Delivery of this plan will be the responsibility of the Chief Executive. Operationally, a Service Manager delivers the Macmillan and Healthwatch Hampshire Services whilst the Chief Executive monitors other projects such as the Reaching People Together, Kickstart and Home and Well. These roles are all supported by a team of skilled trustees and four staff.

Our plan for 2021-22



We will work to identify new business opportunities countywide that will enable Local Citizens Advice to benefit from additional financial resources. To do this we are relaunching a countywide funding group chaired by a Citizens Advice Hampshire Trustee, plus Local Citizens Advice Chief Officers and trustees. Specifically we aim to:

- Secure new larger funding streams
- Continue to seek larger charities and businesses pan-Hampshire and national charities to collaborate with.
- Continue to work with Citizens Advice to not only raise the profile of our consortium but seek new funding streams.
- We see health and the challenges the community faces as being a vital part of our service development. We will invest in research to provide empirical data to support this development. Over the year we will gather evidence from our work on Home and Well in hospitals.



- Continue to develop our relationship with key businesses including SSEN, Southern Water, Portsmouth Water, SGN, South East Water.
- Support the LCAs with recruitment of volunteers and new staff through government supported programmes e.g. Kickstart

- Identify further key stakeholders in the health sector as the NHS moves towards **Integrated Care Systems**. It will be essential to work with the Hampshire and IOW CCG partnership to achieve this. Our relationship with the NHS is even more vital given the COVID-19 virus and long term impact for everyone.



We will offer support for Hampshire Local Citizens Advice by:

- Secure funding to support Local Citizens Advice.
- Provide and pay for training support for on-demand courses and bespoke training to meet local needs including those of our trustees.
- Facilitate and pay for quarterly update meetings for Citizens Advice Hampshire strategic managers, service managers, employment leads and R&C leads.
- Providing a point of contact for not only Citizens Advice in Hampshire but the wider geographic area.
- Look at opportunities for collective workforce development; for both paid staff and volunteers. This would include sharing best practice, reducing costs and inefficiencies.



Business Plan Priority

Lead projects delivered across Local Citizens Advice

- Hampshire Macmillan Citizens Advice Service.
- Healthwatch Hampshire.
- Home and Well project working with NHS hospitals in helping patients with fuel poverty and other advice issues to prevent readmission to hospital. Due to the COVID situation delivery has been re-designed for remote access until it is safe to resume face to face contact within hospitals.
- Support the delivery of a new 'proof of concept' pilot working within a secure mental health unit (HCC, Home Group and Melbury Lodge).
- Work with the DWP and administratively support LCAs to provide Kickstart placements for young people.
- Reaching People Together programme working with HCC, CAWD and other LCAs to deliver Advice First Aid and the Refernet referral tool to strategic and local partner organisations to tackle the underlying causes of health inequalities, impacted by COVID, to improve the lives of vulnerable people.
- Continue our work with Hampshire County Council and LCAs to deliver COVID related funding.

Priorities for 2021-22

The following five areas of activity are key deliverables for the next year to help prove our value to partners

- Recruit and develop the roles of Business Support Manager, Refernet Coordinator and Project Coordinator to deliver lead projects across Hampshire
- Initiate and develop the Reaching People Together partnership project with funding from HCC
- Work in partnership with HCC to support local communities with the impact of the COVID pandemic
- Develop phase 2 of the Home and Well project
- Set up a strategy group to identify future activities to sustain Citizens Advice services across Hampshire.

Financial forecast

Our income for the next financial year will exceed £600,000 that will include funding for Macmillan, Healthwatch, Home and Well, Reaching People Together and from grants such as Hampshire County Council. Funding for all ongoing costs directly incurred for Citizens Advice Hampshire is secured. We expect to provide funding in the region of £500,000 to our member local Citizens Advice. This will be reviewed throughout the year with any changes or additional sources of funding.

Looking forward: Our plan for 2022-24

Citizens Advice continues to develop the service and this presents an opportunity for Citizens Advice Hampshire to become an integral part of the national structure and provide support to Local Citizens Advice. We rely on project funding to survive and our intention is to maintain and improve all our lead project services.

Working as a consortium offers opportunities to respond to regional services. We will work with Local Citizens Advice and Citizens Advice to identify and realise these opportunities.

We will build on the current projects we are engaged in to offer extended services to help with the growing needs of health social care. Our relationship with Hampshire County Council is strong and continues to develop so we are able to advise and consult on behalf of the advice sector whilst helping to develop shared services.

Citizens Advice Hampshire legal status

The charity was incorporated on 23 November 2008 as a company limited by guarantee and is a charity registered under the Charities Act 1993. The company's articles of association require that the charity be managed by a Board of Trustees who are directors of the company within the meaning of the Companies Act 2006. Citizens Advice Hampshire is a Registered Company limited by Guarantee No. 6435678 and Registered Charity No. 1122695.

2021-2022 action plan

Secure funding			
Action	Detail	Timescale	Owner
Secure new funding in excess of £100,000	Identify where there is unmet demand and develop solutions	Ongoing	CEO
Extend existing lead projects by securing additional funding	Macmillan, Reaching People Together and Home and Well require additional funding to continue	Ongoing	CEO

Make connections			
Action	Detail	Timescale	Owner
Identify key stakeholders in the health sector	Identify our role in developing solutions to the rising challenges the NHS/ICS face. We will use the <i>Home and Well</i> project to develop new partnerships.	Quarterly update	CEO
Identify key personnel within Citizens Advice to help diversify income streams	Make connections with Corporate Partnerships team and Legacy team	Quarterly update	CEO

Support Local Citizen Advice

Action	Detail	Timescale	Owner
Training	Facilitate in house supported training for member offices using an online bespoke model	Ongoing	CEO/Business Support Manager/Admin
Service development	Provide meetings/events to help develop our service provision. Including Strategic Managers, Service Managers and Research & Campaigns Forums each quarter	As required	CEO/Admin
Single point of contact (SPOC) for strategic partners	Continue to be a SPOC for not for profit, public and private sector organisations	Ongoing	CEO

Lead Project Delivery

Action	Detail	Timescale	Owner
Healthwatch Hampshire Information and signposting service	Continue to provide information and advice for Healthwatch.	Quarterly update	CEO/Service Manager

Hampshire Macmillan Citizens Advice Service (HMCAS)	Continue to provide information and advice for cancer clients. Renew the delivery contract.	Quarterly Update December	CEO/Service Manager CEO/Service Mgr
Home and Well	Continue to develop a health based project in partnership with Utility Companies and the NHS to help vulnerable clients	Quarterly update	CEO/Business Support Manager
Reaching People Together (RPT)	Work in partnership with CAWD/CA Rushmoor and other LCAs to establish RPT and deliver Advice First Aid and the Refernet referral tool	Quarterly update to Board	CEO/Business Support Manager
Kickstart	Administratively support LCAs to provide Kickstart placements for young people.	Quarterly update	CEO/Business Support Manager

Our team

Jo Hillier

Chief Executive

07508 142601

jhillier@citahants.org

Sue Alford

Service Manager

07875 536428

salford@citahants.org

Janet Duggan

Business Support Manager

07599 101007

jduggan@citahants.org

Elaine Allum

Refernet Coordinator

07849 300685

eallum@citahants.org

Megan Burns

Project Coordinator

07599 102246

mburns@citahants.org

Lin Dudman

Business Support Administrator

07572 133177

admin1@citahants.org

Antoinette Ashworth

Finance

07868 841250

finance@citahants.org





Citizens Advice Hampshire Business Plan 2021-24