Business Plan 2013/14

Working together to achieve better outcomes
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moneyadviceservice.org.uk
Chief Executive’s foreword

For most people, managing money has become increasingly difficult. The core purpose of the Money Advice Service is to help reverse that trend and make managing money easier. Given the diversity of people’s lives, needs and aspirations, this is no simple task. It is certainly not one we can do alone or in a single step. Going forward we seek to work closely with the many organisations involved with improving financial capability.

This plan sets out the steps we plan to take in 2013/14, working with our partners, to help people to manage their money better. A whole range of organisations can enhance the quality of their customer service by offering our advice and access to our tools. Our service can also be the first step in directing customers to other more specialist services and sources of advice.

We will continue to be a universal service, providing advice on all of the financial issues that people face, whether young or old, across the UK. However, in the year ahead, we will focus on helping people to take five basic steps in money management; managing debt, saving regularly and for retirement, and protecting assets and dependants. We will also focus on younger adults and low to middle income families, who are least likely to be taking action against those five core steps.

Over this year there will be significant changes to welfare benefits, not least the introduction of Universal Credit. We are working closely with DWP, to help people understand the implications of the changes so that they are able to prepare and act appropriately.

We all have an interest in preparing the next generation to manage their money. This plan covers a programme of work that will provide insight into the needs of young people and resources to support those working with children and young people whether through financial education or in other ways, to help deliver this.

Later in the year we will bring forward for consultation a new UK Strategy for Financial Capability. This will set out what we mean by ‘financial capability’, how all organisations can work together to deliver this, and how we might measure success.

This is only the Money Advice Service’s third business plan and my first as its Chief Executive. We are still learning, and will continue to do so. This plan should be seen as early steps on a longer journey. Our resources cannot possibly cover everything that needs to be done at once. But as we progress we will continue to learn from the experience and insight we gain and consider whether we our delivering our service most effectively.

I have no illusions about the difficulties of transforming people’s money management habits. I am delighted to have joined the Money Advice Service as it plays a leading role, alongside its many and dedicated partners and stakeholders, in seeking to achieve this ambition.

Caroline Rookes
Chief Executive
“Helping people to manage their money and helping others help people manage their money”
Business Plan in brief

In 2013/14, we will:

- Continue to develop our universal, free and impartial service, providing information and advice on a range of money topics to people across the UK, on the web, over the phone and face-to-face.

- Target younger people and lower income families in particular, with tailored tools, information and advice designed to get more people saving, managing their debt better, preparing better for retirement, protecting their assets and providing for their dependents in around 480,000 cases.

- Encourage people to review their money regularly, helping up to 400,000 people to make a budget plan.

- Continue to grant-fund debt advice provision, making it quicker and easier to access, helping 150,000 people throughout the year in England and Wales, and more in Scotland and Northern Ireland.

- Help young people become more money savvy, including developing tools for school leavers, and helping parents teach their children about the importance of managing money.

- Develop a new UK strategy for financial capability, providing a framework to bring organisations together to help people across the country become more financially capable.

- Provide a more efficient service, reducing our overall budget by over £2.5m compared to 2012/13.

- Do all of this in partnership with other organisations who share our commitment to better money management.
Our twin statutory objectives – to enhance the public’s understanding and knowledge of financial matters, and to enhance their ability to manage their finances – have never been more important to the welfare of UK consumers and the health of the economy as a whole.

Our service will continue to be universal, offering impartial advice, information and tools designed to help people of all ages, incomes and needs. However within this total population we have identified groups of people who most need to change their behaviour, adopting good money management habits and practices. This plan introduces, for the first time, a set of defined financial activities that provide a framework for the measurement of progress towards our objectives.

Building on research, and our experience in our first three years of operation, we have identified five core elements of successful personal financial management:

- Saving regularly
- Managing debt successfully
- Saving for retirement
- Protecting personal assets and managing risk
- Providing for dependents

Underpinning all of these is the ability to budget – specifically, to plan, review and adjust spending and saving in response to changes in personal requirements, aspirations and external circumstances. Meanwhile the extent of people’s activity in each of the five areas will vary according to circumstances and they will not all be relevant to everyone. However in general we believe that people who are comfortable with and in control of these five activities will be well prepared for the money aspects of life’s ups and downs.

We have used the above framework to prioritise our activities. Within the total population, and acknowledging our universal remit, our plan focuses on those people who, for whatever reason, are not taking action on at least four of the five core elements listed above. While not necessarily the easiest to help, these are people most in need of help to better manage their money. These are the people for whom help will have the biggest impact, reducing detriment and consumer vulnerability. Specifically we have prioritised younger adults and lower to middle income families for money advice.

Changing behaviour across the UK is a huge task. Underpinning our work is the principle of...
partnership working, informed by the need to complement and support the activities of the many other organisations that work in this field. Some are in the commercial sector – including the many financial services providers and advisers that have established links with their customers. Others are in the charitable or public sectors. Some have links only with a defined subset of the population; others reach out to a wide cross section as we do. But most have similar objectives to us and, working together, there is substantial scope for improving support and information. One key role for partnerships is to improve consumers’ access to Money Advice Service content at the point at which they are making financial decisions, such as on lifestyle, banks or on retailers’ websites. Another role for our partnership work is in the opposite direction, where a consumer approaching the Money Advice Service may be referred to more specialist and appropriate advice providers elsewhere.

We are currently the single largest funder of debt advice in the UK. We will continue to fund essential face-to-face services in each one of the four countries. We are working with partners to improve the quality and consistency of debt advice.

Partnership working also underpins our approach to equipping young people with the skills, attitudes and behaviours they need to manage their money and their financial futures. We know that key habits and behaviour are formed in early years and that young people need support through school and into adulthood to enable them to manage their money. Our programme of work on young people for this year will focus on these key opportunities.

We will focus our measurement of impact on value and outcomes where we can. Where this is not possible we will measure our activities and outputs. Over the course of 2013/14, we will:

- Offer access to our money advice in a way that meets people’s specific needs by providing advice face-to-face, on the phone and through web-chat, as well as continually improving our digital service.
- Maintain the same level of funding for debt advice as in 2012/13 (resulting in the expected provision of over 150,000 debt advice sessions in England and Wales, and additional sessions for Scotland and Northern Ireland) while introducing a more efficient model of free debt advice delivery across the UK. This will include common standards and evaluation frameworks, improved data management and a common triage process.
- Support, as part of our oversight of financial education provision for young people, new family and community learning opportunities and develop a dedicated financial education programme for young people leaving school and entering the financial services marketplace.
- Set a new UK baseline for financial capability covering both drivers and outcomes, and establish a robust mechanism for monitoring change against the 2013/14 baseline, particularly change resulting from Money Advice Service activity.
- Continue to pursue a programme of research that deepens our understanding of financial capability, ensuring we share our findings and promote the best practice they inform with all involved in financial capability.
- Introduce a new UK strategy for financial capability based on research and stakeholder insight that sets out how all parties involved in financial capability can best contribute towards improving people’s financial understanding, resilience and well-being through individual and complementary activity.
- Deliver a programme of efficiency initiatives that enable us to deliver our plan with a budget reduced by over £2.5 million.
Overview of the Service

The Money Advice Service
We were launched as the Consumer Financial Education Body in April 2010, an independent organisation set up with all-party support under the Financial Services Act 2010, with a statutory remit to help people understand financial matters and manage their money better. We became the Money Advice Service in April 2011.

We provide free, preventative, unbiased, money advice face-to-face, over the phone and online. From April 2012, we took on additional responsibility for the co-ordination of debt advice.

We also have a role in driving the UK’s efforts to improve financial capability to help people understand and take control of their money. This involves working with other organisations.

Purpose
Our objectives, as established by Parliament in the Financial Services Act 2010, are to:

- enhance the understanding and knowledge of members of the public of financial matters (including the UK financial system); and
- enhance the ability of members of the public to manage their own financial affairs.

Our statutory functions include, but are not limited to:

- promoting awareness of the benefits of financial planning;
- promoting awareness of the financial advantages and disadvantages in relation to the supply of particular kinds of goods or services;
- promoting awareness of the benefits and risks associated with different kinds of financial dealing, which includes informing the Financial Services Authority (FSA) and other bodies of those benefits and risks;
- publishing educational materials or the carrying out of other educational activities; and
- providing for information and advice to members of the public.

The Financial Services Act 2012 includes an amendment to our statutory functions to additionally include specific responsibility for debt advice, specifically to:

- assist members of the public with the management of debt;
- work with other organisations which provide debt services, with a view to improving—

1 The FSA will become the Financial Conduct Authority (FCA) on the 1st April 2013
(i) the availability to the public of those services;
(ii) the quality of the services provided;
(iii) consistency in the services available, in the way in which they are provided and in the advice given.

Our statutory functions make clear that we must both make people aware of financial matters and promote behaviour change. The work of the Service, on its own and in partnership with other organisations, will address both these core functions. It will be crucial to helping people understand money and empower them to take action by giving specific, relevant and tailored advice.

We are a very new organisation with a wide and complex remit. Over the last two years we have put in place a service to deliver advice and information over the phone, face-to-face, and online. This business plan articulates how we will begin to enhance these services and realise our statutory obligations to raise levels of financial capability across the UK.

Funding arrangements
As in previous years, the Money Advice Service’s 2013/14 funding for money and debt advice will come from levies raised from FSMA-authorised firms, payment institutions and electronic money issuers. The FSA consulted on proposals for the allocation of fees from across the industry in early 2013 and will publish its response, together with updated proposals, in April.
Strategic themes and 13/14 deliverables

In setting our Business Plan for 2013/14 we have considered the work done to date, the issues facing the UK population, and our statutory objectives. This has led us to identify four key themes:

- Giving advice and empowering people to take action, on our own and with others
- Improving the quality, consistency and availability of debt advice services across the UK
- Equipping young people with the skills, attitudes and behaviours to manage their money effectively
- Influencing the financial capability landscape

The Journey So Far

Giving advice and empowering people to take action

Our Service seeks to complement the many valuable existing providers of financial advice through the delivery of free, impartial, generic money advice operating online, on the phone and face-to-face.

Over the past two years we have started to build a new infrastructure to help millions of people every year to take action to manage their money better.

In July 2012 we launched a new online service, which includes comprehensive information, comparison tables, videos and animations, template letters, a financial ‘health check’ and a suite of tools for action.

This new service highlights advice and tools to users based on what we know about them, focusing on what similar people have found useful and the actions they have taken.

Our most recent set of key performance indicators, for the nine months from April 2012 to December 2012, demonstrated a positive response to the Service: 1.2 million customers, with 70% saying the Service helped them decide on a course of action; 88% of customers saying they will revisit the Service, and over 80% agreeing we provided them with the help they required. In addition to our online service, we delivered over 70,000 face-to-face sessions and took over 70,000 phone calls and web-chats.

We are on track to meet or exceed all of our 2012/13 Business Plan key performance indicators.

September 2012 saw the introduction of web-chat and we are increasingly using this to communicate with customers. We will continue to refine our approach in response to new evidence – for example in behavioural science - to meet customer needs and deliver against our purpose.

Our aim is to drive behaviour change. To achieve that people need to know where to go for free, impartial advice.

In September 2012 we launched an awareness-raising campaign, with the need for people to take action at its heart and building the trigger for that action around key life events. The public’s recognition of who we are and how we can help has risen significantly as a result. Our awareness is currently 46%, the highest level since the Service launched in 2011. As a result of this, we are seeing the highest level of visits to the Service since launch, currently averaging a weekly traffic uplift of 90%. This is expected to drive over 1.9m customers to the Service during 2012/13.
Improving the quality, consistency and availability of debt advice services across the UK

We took on responsibility for the co-ordination of debt advice from 1 April 2012. An amendment included within the Financial Services Act 2012 clarifies our function by including express provision for the coordination and provision of debt advice.

This additional role complements our existing money advice activity. It enables us to bring coherence to a fragmented sector by increasing reach and accessibility cost-effectively, making it simple to get advice at the right time through the most appropriate channel, and encouraging self-help where appropriate. It is our intention to address gaps without duplicating existing funding arrangements. We do not intend to become a provider of debt advice ourselves, unless there is clear market failure.

In February 2012, we undertook extensive research into the sector to help inform our long term plans.

Following this research, we identified four key principles that will drive our work:

- **Reach and accessibility** – we will increase availability of debt advice in a cost-effective way to enable over-indebted people to access high quality debt advice when they need it.

- **Simplicity** – we will make it easy for people to get the right advice at the right time, which addresses both their immediate money problems and helps them build long-term financial resilience.

- **Self-help** – we will build people’s confidence and capability to help themselves.

- **Addressing gaps in delivery** – the services we commission will focus on providing advice where currently it is not available, as identified by our ongoing research. It is not our intention to displace current funding arrangements.

Following the transfer of responsibility of funding from the Department for Business, Innovation and Skills (BIS) in April 2012, we made agreements with delivery partners to ensure the continuation of free face-to-face debt advice. We have been working with them to provide access for 150,000 people in England and Wales in 2012/13 – an increase of 50% on 2011/12. As a UK-wide body, we also secured proportionate funding to contribute to the provision of debt advice in Scotland and Northern Ireland.

The organisations we fund in England and Wales are expected to exceed the target of 150,000 sessions for 2012/13.

Over the course of the year we completed an effectiveness review of the debt advice services we fund in England and Wales. As well as increasing the number of people that organisations help, the review found that, overall, clients are receiving the right level of support and are able to improve their debt situation as a result of the debt advice received.

In Scotland, our co-funding agreement with the Scottish Government has led to the launch of 20 new debt advice projects across the country. These projects, focussed on homelessness prevention, are managed by the Scottish Legal Aid Board. We also funded work to improve standards of advice delivery via Money Advice Scotland and initiated a programme of research on local authority advice commissioning led by the Improvement Service.

In Northern Ireland, we worked with the Department of Enterprise, Trade and Investment to develop and fund a new debt advice service, delivered by AdviceNI, which operates from 23 locations across the country.

Over the course of the year we have also completed consultations on a new quality standards framework and an evaluation framework, both of which are due to be rolled out to the sector during 2013/14.

In the longer term, we will improve debt advice provision so that the help people get is consistent and users know where to get the right advice.

Further information is detailed in Strategic Theme 2.

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https://www.moneyadviseservice.org.uk/files/research_feb12_debt_advice_uk.pdf
Equipping young people with the skills, attitudes and behaviours to manage their money effectively

Our third responsibility is around the financial capability of young people, where, over the course of 2012/13, we have been assessing the current programmes and resources for young people and intermediaries. The work highlighted the very strong support for financial education from within the industry and wider stakeholders. There is a wealth of very powerful anecdotal and observed evidence of the high regard for this activity, often supported by case study information. However, this review also found that there are no agreed Key Performance Indicators (KPIs) within the various evaluations of ongoing projects, and limited evidence of sustained behaviour change.

Following this review, we committed to developing a voluntary ‘Code of Practice’ to maximise the impact of industry-funded programmes. This will promote an agreed framework for the delivery and measurement of financial behaviour change, and enhance existing schemes which quality-mark teaching materials. We will develop this in consultation with key stakeholders and publish the Code during 2013.

We have also been working closely with stakeholders, including the Personal Finance Education Group (pfeg), as we develop our role in equipping young people with the skills, attitudes and behaviours to manage their money effectively. This role is defined in this Business Plan, which sets out a programme of work for the Service over the coming year.

Influencing the financial capability landscape

Baseline Survey

In 2006, the FSA completed a large scale survey into the nation’s ‘financial capability’. We want to see how people’s ability to manage their money has changed over the past seven years, refining the survey based on what we now know, building on new insight (e.g. behaviour change research), and establishing a new UK-wide baseline with which we can track progress in the future.

During 2012/13 we undertook ‘Money Lives’, a large ethnographic study into people’s financial capability and behaviour, the impact of life events to inform and trigger responsible action. This study focuses on people’s attitudes and emotions towards money and their actual behaviour over a period of about a year, in order to understand both the determinants of and the interventions that alter financial capability.

A quantitative survey in Spring 2013 will provide a new measure of financial capability.

UK Strategy for Financial Capability

A financially capable population is crucial to a country’s long-term economic health. Being able to keep track of money, make ends meet, and plan ahead creates a strong foundation for economic growth. Informed, confident consumers increase demand for financial products as well as improving competition in financial services markets. On a personal level, the ability to manage financial affairs brings freedom, increases life choices and contributes
to psychological well-being. Conversely, research has shown that difficulties managing money at one point in time can have long-term consequences, leaving a scar that lowers people’s income and their satisfaction with life even years later.

The reality, however, is that many people struggle to stay on top of their finances, to plan ahead and to engage effectively with the financial services market. Many do not have the products they need and millions are dealing with unmanageable debt. As a result, and in common with many countries, the UK faces a significant savings gap, pensions gap and protection gap.

No single organisation can deliver a strategy to increase financial capability. We are developing a strategy that can be delivered by the many organisations who work in this area.

Building financial capability is about long-term change. The development of a refreshed UK strategy provides an opportunity to review our progress, and develop a shared vision for the future, identifying a set of strategic priorities that will build on the foundations established and provide a basis for delivering real and lasting change.

We will launch a ‘call for evidence’ to further inform this strategy in Spring 2013, before publishing a new UK strategy during 2013/14.

http://www.fsa.gov.uk/pubs/ocepapers/op34.pdf
Strategic Theme 1:
Giving advice and empowering people to take action
Delivering Money Advice
At some point all of us will need some help with money matters. Life throws up new challenges and opportunities that mean we must think about our money. Some people will be happy to look into a particular subject themselves and take action; others will need more direct assistance.

We must, in line with our statutory objective, ‘enhance the understanding and knowledge of members of the public of financial matters’. We will do this by providing enough information and advice so that those who can self-serve have a free, reliable, independent resource covering a multitude of money subjects, and point people to further sources of specialist help.

Our second statutory objective is to ‘enhance the ability of members of the public to manage their own financial affairs’. To do this we must change their behaviour if they are not making the most of their money.

The first step in this process is to get people to think about money matters. If people are to change the way they manage their money, they need to be aware of the state of their finances and be able to make ends meet. So many people find the subject difficult and need help assessing their needs. There is lots of evidence that doing a budget and having a plan can help avoid pitfalls, reduce stress, achieve goals and have increased well-being. We believe that THINKING about money and regularly reviewing your finances is a crucial start.

Budgeting
We will therefore look to drive an underlying activity of ‘regularly reviewing your money.’ This ranges from budgeting on small incomes, to reviewing one’s savings and investments, checking that pension savings will provide an appropriate income in retirement, and so on. It is a fundamental aspect of all financial capability, regardless of income. Our target is for at least 200,000 people, and 200,000 additional people affected by Universal Credit, to make a budget plan, review their money and prioritise their financial decisions during 2013/14, with help from our Service. We set out in more detail the help we will provide to people affected by Universal Credit on page 22.

The Money Advice Service advice model
The Money Advice Service model ensures our message is consistent and aligned with best financial planning practice.

In summary the model suggests the priorities set out in fig. 2.

This model represents a general prioritisation. Everyone’s circumstances and goals will be different and where we know more about an individual we can flex the model accordingly, reflecting this in our advice. We believe that everyone should try to SHRINK unmanageable debt, GROW their savings and PROTECT their assets and any dependents.

We will be doing further research during the year to refine our approach to prioritisation to help people understand money better, and to drive behaviour change amongst our target group. This may lead to our outcomes being further developed in future years.

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<tr>
<th>Area</th>
<th>Goal</th>
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<tbody>
<tr>
<td>Day to day money</td>
<td>1 Get your debts under control</td>
</tr>
<tr>
<td>Retirement planning</td>
<td>2 Save for retirement (where matching employer contribution)</td>
</tr>
<tr>
<td>Planning for the unexpected</td>
<td>3 Make sure your family could cope financially if you died</td>
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<td></td>
<td>4 Build up an emergency fund</td>
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<td></td>
<td>5 Save for unexpected costs (e.g. possessions insurance)</td>
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<td></td>
<td>6 Replace enough income if you stop work because of illness</td>
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<tr>
<td>Planning for the future</td>
<td>7 Save for a mortgage deposit (if you aspire to this)</td>
</tr>
<tr>
<td></td>
<td>8 Save for retirement (if no matching employer contribution)</td>
</tr>
<tr>
<td></td>
<td>9 Other (e.g. non-emergency savings and investments)</td>
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### Advice Model

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<th>‘Outcomes’</th>
<th>‘Measures’</th>
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<tr>
<td>Managing debt well</td>
<td>In the last six months, have you missed more than one payment on a loan, credit agreement or mortgage?</td>
</tr>
<tr>
<td>Saving regularly</td>
<td>If, in the last six months, your debts have been a heavy burden, are they now more manageable?</td>
</tr>
<tr>
<td>Saving for retirement</td>
<td>Do you save some money every month?</td>
</tr>
<tr>
<td>Protecting your assets</td>
<td>Do you have one or more pension into which you personally are paying? Do you have other arrangements?</td>
</tr>
<tr>
<td>Providing for your dependents</td>
<td>Do you have contents insurance?</td>
</tr>
<tr>
<td></td>
<td>Do you have life, critical illness, or income protection insurance?</td>
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'{Managing debt well}' is an outcome that spans our work in Strategic Themes 1 and 2. We will achieve this outcome both by helping people to avoid getting into crisis debt, and, through our partners, by helping those already in crisis debt to become more able to manage their debts well. Helping those in crisis debt is discussed in more detail in theme 2 of this Business Plan.
**The outcomes of our advice**

If people engage with the Money Advice Service, think about their money and act on our advice then, as a result, we will see people change the way they manage their money. These changes (which we refer to throughout this document, as “outcomes” of Money Advice Service interventions) will give an indication as to whether we are succeeding in delivering on our statutory objective to ‘enhance people’s ability to manage their own affairs’. The five key outcomes we seek to drive and the specific questions we will use to measure and survey behaviour are detailed in figure 3. These measures can only be a proxy for the outcomes we want to achieve but we hope they are sufficiently representative to act as a useful indicator. We are seeking to achieve 480,000 outcomes in 2013/14.

**Driving behaviour change: the who, why and how**

Our service is universal. Anyone can access our content and advice free of charge. In line with our first statutory objective we will maintain information and advice across a wide range of topics that cover everything from leaving school and getting a first job to retirement and funeral arrangements. However, when it comes to behaviour change, we need to design interventions which will have maximum impact. In the current economic climate we believe it is important that this aspect of the Service focusses on those people with the greatest money needs. To do this we need to understand who is not doing the things our advice model suggests, why they are not and how we can empower them to do so. We have used our insight and Experian FSS data to help answer the ‘who’.

**Who is our key target market**

This analysis identified eight specific segments who lack at least four of the five outcomes. They account for 10.2 million individuals in 4.8 million households. Broadly speaking, the eight segments fit into two different types of customer; young couples and singles, and low to middle income families:

**Young couples and singles**

“Singles & couples setting up home in affordable properties” Likely to be 26 to 35, mostly working, a quarter are unmarried couples living together.

“Young singles starting work in jobs with limited opportunities” Very low salaries, all under 25 years old, high unemployment, and those in employment will be in clerical, sales or service roles).

**Low to middle income families**

“Families, average incomes with heavy financial commitments” Aged 36 to 44 with high levels of employment (mostly managerial or clerical).

“Families, older children, stretched themselves” Aged 36 to 45, working in clerical or unskilled work with low salaries and likely to have children.

“Families, limited incomes striving to manage, financial commitments often outweigh resources” Aged 26 to 35, High unemployment, with workers mainly in semi-skilled or unskilled work. Low incomes and likely to live in council accommodation.

“Middle income families, supporting older children, less capacity to save” Aged 46 to 55, over indexing on part time workers, likely to live with wider families and owns their own home, albeit with a mortgage.

“Older families who used salaries sensibly to pay down mortgage” Aged 46 to 55, over indexing on part time workers, and owns their own home.

“Middle aged homeowners, achieved security through purchasing affordable homes” Aged 46 to 55, mostly employed, mainly in clerical, sales and service roles, but some are in management. Less likely to have children.

Although the 480,000 outcomes we are seeking to achieve will come from across the UK population, we will track and measure how many of these outcomes come from our core target market.

Access for all
Our Service is available to everyone in the UK and will contain resources covering a multitude of money subjects. We will work to develop information and accessibility for people with specific needs, such as older people and people with disabilities.

For example, we have analysed our target market for disability and access needs, so we can reach more vulnerable groups within it. At least 18% of our target market has a registered disability. We are in the process of further developing partnerships with a wider range of disability organisations to better understand and meet the needs of customers with disabilities. We will use this insight to enhance our propositions, products, and digital content, in line with the needs of our customers with disabilities. We will also work in partnership with organisations who exist to help specific groups.

The why

Understanding why people are not acting

The Money Advice Service is developing insight into why people do not always undertake the behaviour suggested by our advice model. For the last year, through our Money Lives programme (detailed in ‘Measuring Impact’), we have followed a number of families, listening to what they say about their money and watching what they do. Combining this with the data from the millions of interventions we have with customers gives us a deep understanding of what impacts on people’s behaviour.

There has been much work done over the last decade to define financial capability. In particular the work undertaken by the FSA and Personal Finance Research Centre at Bristol University in 2004/5 which was used to establish the question set used for the 2006 Baseline study into the UK’s level of financial capability. During 2012/13 we commissioned IPSOS/MORI to review the literature of recent years and undertake a study of UK families and individuals going through particular life events to corroborate or develop the 2004/5 definition. The review suggests that much of the original work holds true whilst bringing the areas of attitudes, motivation and opportunity into greater prominence (see fig 4).

Fig.4

Experiences and Personality

Skills

Knowledge

Opportunity

Attitudes

Motivation

Behaviours
Other issues also come into play. For instance, our research indicates people in lower socio-economic groups are typically more anxious about their financial situation – even if they are now relatively affluent. This is because they have a history of needing to account for what they spend, and only buying what they need. Additionally, those from a strong community or who are well networked, have the social opportunity at their disposal to get informal help and advice. Thinking about physical opportunity on the other hand, older participants or those from lower socio-economic groups may lack access to technology which prohibits them from managing their money in a way that might be beneficial to them. Finally, there may be those who have had their attitude towards money management impacted, for better or worse, by their experiences and relationships.

⇨ The how

Getting people to act

a) Reaching and engaging the UK population as a whole

Our two statutory money advice objectives call for different approaches. In delivering an enhanced knowledge and understanding of money matters, we will operate a broad service, providing information and resources on a wide range of money topics. Our website currently has over 600 articles on a wide range of money matters, and also includes videos, and links to hundreds of other sites and sources of help. We will continue to enrich and update this information during the course of the year, providing a comprehensive information and advice hub to people whatever their money need.

We will incorporate feedback loops into our site so that we are constantly learning about our customers and will develop and adapt content accordingly.

Where applicable we will continue to signpost people towards organisations that provide specific help, advice and support on a wide range of money matters. Currently the site provides links to hundreds of other sources, for example regulated advice, other advice agencies and the voluntary sector. Over the course of the year we will strengthen and further embed our signposting where it helps us address consumer needs.

We will highlight our advice through a number of channels. For example we will continue to have a ‘search presence’ so people can find our content and tools to help them when they Google across a wide range of money topics.

Fig.5

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<tr>
<th>Statutory objectives</th>
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<tr>
<td>Enhance understanding and knowledge of members of the public on financial matters</td>
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<tr>
<td>Information and resources on wide range of money topics</td>
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<td>Signposting to other sources of help and advice</td>
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<td>Work with partners and communications to reach people across the UK</td>
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<td>Enhance the ability of members of the public to manage their own financial affairs</td>
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<tr>
<td>Focussed, action-orientated advice to drive behaviour change</td>
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<tr>
<td>Prioritising target market based on customer needs</td>
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<tr>
<td>Partnership working and focussed communications to build awareness and encourage use to enable behaviour change</td>
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We will also continue to provide, and where applicable develop, our range of printed guides, widely used by the financial services industry to alert and advise people around particular events such as problems paying a mortgage and third parties such as midwives using our Parent’s Guide to Money.

**Drive reach and usage through step changed partnership strategy**

The Money Advice Service is one organisation among many working to improve people’s money management. We cannot achieve our objectives on our own and we want to work collaboratively with partners in the public and private sectors so that we help as many people as possible. In 2013/14, we will significantly increase our work with partners, giving them access to our content, enabling partners to integrate our tools into their own websites, and working with them to develop information for their own customers.

This approach will enable customers to access our advice and services on websites they already regularly use, in the course of managing their finances or taking other key everyday decisions.

Sectors that we are actively seeking to partner with during 2013/2014 include financial services (including banks and other product providers), the public sector, digital media (including financial and lifestyle sites), and consumer organisations such as Which?

Over the medium term we expect a significant proportion of our users will come to the Service through our work with partners.

However, our increased emphasis on partnerships is not purely about working through them to reach customers. We can learn from the expertise and experience of our partners and use this to improve our own Service. We can also guide our customers to our partners where they have can provide specialist advice which we do not offer ourselves. Our customers will obtain the best possible experience if we and our partners collaborate to provide them with the most comprehensive and tailored advice to suit their needs.

**Building repeat usage**

Once people have been encouraged to use the Service, we want them to return and use it again to help them with their on-going money management.

We will develop an on-going relationship with our customers. Through extended email support, we will regularly communicate with customers in a relevant, targeted and personalised way to increase their interaction with the Service and drive them to get the ‘money habit’. These regular and ad hoc emails will be supported by news, alerts, top tips, recommended reading and money topics.

Being financially capable is not about being an expert on financial matters. We want to instil positive habits so that people know when they need assistance and get the advice and information they require. By developing relationships with the people that use the Service we can help to build these positive habits.

**b) Driving response with our primary target market (10.2m people)**

In order to reach and change the behaviour of the millions of people within our target market, we will need a high degree of persuasion, giving people compelling reasons to change their behaviour.

Our communications will be aligned to our eight customer segments, needs and life events and we will develop effective campaigns that target the right message at the right time. We will use a range of targeted communication channels (including search, digital display and direct mail) aimed at engaging with our core target market at specific moments in their everyday lives where money decisions are important.

We will ensure we reach people through channels that are most engaging for them. For example, we will use social media which will enable us to talk to audiences, such as young people, who would otherwise be harder to reach. We will highlight suggested actions to groups of people facing key life events. We will continue to have a ‘search presence’ so people can find our content and tools.

There is a continued need to build the reputation of the Service as a trustworthy, expert and impartial source of money advice. The more people know us, trust us and understand we are impartial, the more likely they are to act, whether they are people we are talking to directly or via one of our partners. To do this we will use communications such as radio, press and outdoor.
Accessing the service
The Service will continue to provide action-oriented advice through a range of channels - face-to-face, on the phone, in print and online. We will give advice to people in the way they need it, so that the Service remains convenient, consistent and cost effective.

Digital
Our website is our primary channel to meet the needs of the growing number of people wanting to access information and advice in a cost effective way.

We will expand our range of tools and calculators, as well as expanding our functionality to deliver content across other digital platforms and mobile, helping people engage and take action in ways that best suit their needs.

Telephone and web-chat
For those people who want a conversation or perhaps have more complex enquiries, telephone will remain a core channel. We have introduced web-chat as a new addition to our channel mix, to provide an even more easily accessible and personalised service.

We handled over 84,000 contacts in 2011/12, and expect this to increase to 90,000 contacts through our contact centre in 2012/13. We plan to increase contact centre volumes substantially in 2013/14 to 386,000 contacts.

Face-to-face
We established a UK wide face-to-face Service in April 2011, delivering in-person money advice in over a thousand locations across the UK. We remain committed to offering our face-to-face service to serve people who have complex needs or access issues.

We delivered over 74,000 face-to-face sessions in 2011/12 and are currently on track to reach 88,000 sessions in 2012/13. We plan to at least maintain this coverage in 2013/14. We will continue to monitor the volumes of customers using face-to-face to check that our provision meets on-going demand and delivers value for money.

Print
We will continue to work with partners to distribute our printed guides which cover a wide range of money topics and aim to help people at key times when our advice is most relevant. Working with the new Financial Conduct Authority (FCA), product providers and key partners we have a unique opportunity to make a timely intervention with practical, impartial advice when customers most need to take action. Examples include:

- **'Dealing with your mortgage shortfall'** - sent by product providers to all their endowment policy holders facing a shortfall on their mortgage – providing advice on the steps to take now.
- **'Problem paying your mortgage'** – sent by lenders to all borrowers who are 12 weeks in arrears with their mortgage payments – it outlines the options customers have for dealing with their arrears and action they need to take now.
- **'Your pension – it’s time to choose'** – sent by pension providers to all pension customers coming up to retirement - explains the options they have, and how to shop around for an annuity and get a better deal.
- **'The redundancy handbook'** – handed out by Jobcentre Plus employees and firms making employees redundant – practical, informative and very well received.

Influencing behaviour
A personalised service attuned to attitudes

Changing behaviour is no simple thing - behavioural theory tells us that changing behaviour means changing minds, sometimes subconsciously. Attitudes to money and people’s environment are the strongest influences on money-management behaviours and these cut across wealth or income groups. If we want to influence behaviour we will need to do it by personalising contact according to attitudes to money, rather than demographics. There are different triggers to encourage action for someone whose mind-set is ‘worried, out of control, don’t know where to start’ than for someone who is ‘not worried, more impulsive, and lives for today’.

We will continue to develop our insights into customer behaviour. We will work with others to encourage people to change their behaviour, bringing available insight to bear in the design of interventions and we will ensure that intervention(s) are delivered by those best placed to effect change. We will share our insight and, where we can, lead the debate to influence levers that affect behaviour which are not directly in our control.
When a person comes to us for advice we seek to recognise their unique needs. We use what we know about that individual’s interactions with the Service to personalise their experience. We can alter the content of our homepage when a person has come to our site from another organisation’s site. For example, if a person comes to our site from a link on Mumsnet, our home page will contain content about having a baby and specific family finance issues. We continue to evolve our tools and planners leading to increased salience, trust and behaviour change.

Our new tools will embody specific traits in order to drive action. We will:

- Set goals and challenges for people
- Remember customers across channels and offer solutions tailored to their individual needs, which will allow us to form deep, trusting, influential relationships
- Partner as much as is appropriate and possible. We will be more effective working with others who have the relationship, trust and/or application to engage and impact our customers
- Seek out our customers at key intervention points, we will employ the principles of behavioural economics to actively encourage users to make better financial decisions.
- Within the limits of privacy laws and good sense, foster a sense of community that engenders sharing and positive peer pressure in order to motivate customers to act
- Humanise our service to create an action-oriented sense of empathy and trust.

Our action-orientated tools are designed to encourage behaviour change in our target audience, against our five core outcomes, but are also applicable and relevant to people more widely. Some examples of the tools and planners we will develop over the year include:

- A revised health check, with enhanced behavioural insights to motivate people into action
- Further development of our comparison tables, including a savings account comparison table
- A mobile application designed to get people in the savings habit
- A funeral costs calculator

We will also develop an updated version of our popular budget planner tool, giving people a series of tailored steps to help people manage their income and expenditure. This will help people regularly review their money, a crucial activity that underpins our five key outcomes. This planner will regularly prompt people to think about their money and take positive action as a result.

The suite of products will continually evolve based on customer insight. This may require us to experiment. We will refine and develop our product suite in an iterative and incremental way so that we can respond to new insight rapidly and flexibly. We will research, build, test and refine rapidly and learn fast and cheaply where necessary.

**Engaging through life events**

We know life events represent crucial times when people are more likely to seek advice, listen to advice and act on advice. Events such as losing a job, leaving home or going into care often act as a trigger for people to think about their money and interventions at these times can significantly impact on decisions made and the person’s well-being. During 2013/14 we will look to develop a series of ‘people like you’ tools which seek to highlight how like-minded customers might respond to events such as redundancy, having a baby and divorce.

**Engaging through external events**

The changing economic and policy landscapes foster demand for impartial money advice and we will continue to develop products and services to meet this need and help those affected.

**Welfare Reform**

We anticipate a significant increase in demand for the Service as a result of the significant change to the welfare system which will take place from 2013 with the introduction of Universal Credit - a new type of financial support for people of working age who are looking for work or on a low income.

Universal Credit will simplify the benefits system by bringing together a range of benefits into a single, streamlined payment, paid monthly into a bank account. It is estimated that 12-13 million tax credits and benefit claims will move to 8 million household claims.
The Money Advice Service is well placed to help claimants, many of whom are in our target customer groups of younger people and lower income families. We have been working closely with the Department for Work and Pensions (DWP) throughout 2012/13 to develop budgeting support resources for claimants via the Money Advice Service website, face-to-face and telephony channels.

We have created a dedicated hub of Universal Credit resources on our website including comprehensive guides, tools and videos that will help claimants prepare for and manage the financial impacts of Universal Credit. We will also manage a dedicated telephone helpline during the Pathfinder stage in April 2013. We will monitor the use of these services and share our findings with DWP and other interested stakeholders.

We are also engaging with a wide range of stakeholders and partners, to syndicate our website content, so they can use it to assist claimants to prepare for Universal Credit.

**Automatic enrolment**

The government has introduced a new requirement on employers to automatically enrol their workers into a qualifying workplace pension scheme if they are not already in one. This is a response to the fact that many workers fail to take up valuable pension benefits because they do not make an application to join their employer’s scheme, and is designed to overcome this inertia. Automatic enrolment began on a staged basis in October 2012 with the largest employers. We are working closely with the DWP, The Pensions Advisory Service and regulators to provide good and consistent automatic enrolment information and advice. For example, we are developing a tool to enable people to understand whether they are affected by the introduction of auto enrolment, understand the options available to them for retirement saving, including saving extra. We will also help people understand the impact of these options on any existing saving for retirement.

**Consumer Credit**

The Financial Conduct Authority (FCA) is one of the successor bodies to the Financial Services Authority (FSA) which formally comes into being in April 2013. The Government has taken powers under the Financial Services Act 2012 to transfer responsibility for regulating consumer credit from the Office of Fair Trading (OFT) to the new FCA in April 2014. On 6 March 2013, the Government published a consultation document, setting out the high-level regulatory model and approach for regulation of the consumer credit market under the FCA, and also the secondary legislation the Government proposes to make to underpin the transfer.

We have a particular interest in the transfer given our debt advice responsibilities and will work with all parties concerned to ensure that the protections enshrined in the Consumer Credit Act are developed and strengthened through the work of the FCA. This is a complex area involving the balancing of costs of regulation for charities and businesses with protection for consumers, some of whom will be experiencing debt crisis. We will draw on what we are learning from our debt advice work to inform the debate and contribute fully to the consultation planned on the transfer.
### Giving advice

**Deliverables: in 2013/14 the Money Advice Service will:**

<table>
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<tr>
<th>Optimise interventions to drive action against our outcomes and longer term behaviour change. This includes developing our existing tools and content, and developing specific outcome-specific content</th>
<th>Use behavioural science and subject matter experts in our product development to provide clear and accurate advice and to encourage action and behaviour change against our key outcomes. Use personalisation and customisation technology to increase the relevance of the messages to the individual. Map and address the client journey as a whole, partnering where appropriate, to deliver an experience that addresses the need and makes it as easy as possible for users to take action against our key outcomes. Develop and focus our health check and budget planners on delivering behaviour change against our key outcomes.</th>
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<tr>
<td>Support individuals in behaviour change over time</td>
<td>Develop propositions that contain elements of on-going support and coaching against our key outcomes.</td>
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<tr>
<td>Embed social platform capability (communities and forums) into our digital offering to make the service part of people’s lives</td>
<td>Use social platforms to crowd source opinions, advice and societal norms. Use a mixture of propriety and existing forums to facilitate peer-to-peer discussions.</td>
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<tr>
<td>Embed mobile phone capability into the proposition</td>
<td>Make online interventions available through mobile devices, such as through smart phones and tablets. Seek opportunities to utilise location based services to enhance the Money Advice Service proposition and change behaviour.</td>
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<tr>
<td>Offer action-orientated advice through multiple channels</td>
<td>Enable people to get the right advice when and how they want it. Provide 88,000 face-to-face advice sessions. Increase the number of telephone contacts and web-chat sessions to 386,000 overall. Continue to provide and distribute printed guides and focus development of specific content to provide information and guidance for our key outcomes.</td>
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Empowering people to take action

| Promote awareness of the benefits of financial planning | Integrated communications to reach primary target market (20% of adults) – developing specific, relevant, and repetition of, messages, giving people compelling reasons to change their behaviour and drive outcomes.  
Build the reputation of the Service so that it is seen as a source of impartial, expert and trusted money advice, to optimise the numbers of people who choose to use the Service – especially those who ‘access us’ via partnerships.  
Maintain awareness amongst primary target market. |
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<td>Building repeat usage, increased relevance and embedded change in behaviour</td>
<td>Grow our email and mobile customer databases to enable regular customer engagement with messages tailored to their situation which continually drives them to action.</td>
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| Use partnerships to extend reach beyond primary target market, and signpost to other sources of help and information | Work with a broad range of partner organisations, particularly including the financial services industry, to place our content, tools and links into relevant parts of their ‘customer journey’.  
Develop partnerships with other organisations that reach people in relevant and trustworthy environments at pertinent times to help more people manage their money better.  
Make partnering with us more accessible and realistic for smaller partners by developing a new partnership section of the website so smaller partners can ‘self-serve’.  
**Signposting to others**  
Complement existing provision by signposting to other sources of help and guidance where partners have the expertise and can help customers more effectively i.e. regulated advice, other advice agencies and the voluntary sector.  
**Inbound syndication of content**  
The Service will also use its website to host the content of other organisations where they have a particular specialism. In many instances this will save time and money for partners, negating the need for organisations to build their own web offerings.  
**Off-line partnerships**  
Produce guides which are engaging, distributed at relevant points in the user journey and stimulate action against outcomes.  
We will continue to foster appropriate existing partnerships, such as working with the DWP on such projects as Universal Credit. |
Strategic Theme 2: Improving the quality, consistency and availability of debt advice services across the UK
Current situation

The Money Advice Service is currently the single largest funder of debt advice in the UK. We fund essential face-to-face services in each country and are working with partners to develop a suite of products and processes to improve the quality and consistency of debt advice.

Debt advice increases individual well-being, improves collection rates for creditors and boosts the health of communities.

We know from our research that, in addition to those people who actively seek debt advice, there is also a high level of latent demand among the over indebted population throughout the UK. It is not yet clear whether demand is fully satisfied, and as part of our remit we are working to assess this across the UK through our supply and demand survey. This will help us to identify accurately where there are gaps in provision and how best we can work with partners to fill those gaps.

We took over funding the face-to-face projects in England and Wales from the Department for Business, Innovation and Skills (BIS) in 2012, and our projects have been able to help an additional 50,000 people over a twelve month period. We anticipate providing support to almost 175,000 people in 2012/13 through our face-to-face services across the UK.

Given the withdrawal of the bulk of legal aid funded debt advice from April 2013 it is increasingly important that we work even harder with the free-to-client sector to deliver face-to-face advice to those that need it, encouraging as many people as possible to use alternative channels when appropriate.

We know that the earlier someone accesses debt advice the more options they have and the more positive their outcomes are likely to be. To help over-indebted people access advice in a timely, effective manner we will work in more depth with partners in the sector to bring greater consistency to triage processes and embed referrals to free advice into creditor processes.

Triage processes are designed to ensure that people are able to have their needs met in an appropriate way, and as quickly as possible. Inconsistent processes across the advice sector can mean that in some contexts it takes people longer than necessary to access advice. Over the course of the year we will work with partners in the advice and creditor sectors to facilitate a more consistent and effective approach to triage.

We will introduce and embed a quality framework to enable more people to get consistent access to high quality advice. We will begin to implement the framework with the projects we fund in 2013/14. We will then work with other advice providers and funders to role the framework out more widely across the sector. In future, we will require all organisations we fund to deliver services in accordance with a standard aligned to our quality framework, as is currently the case with services we fund in Scotland, which must be accredited to the Scottish National Standards for Information and Advice Providers.

In order to promote more consistent outcomes for over-indebted people across the country we will consider, with partners in the sector, the merits of a single case-management system for debt advice that enables real-time data sharing with creditors and real-time information access for clients and advisers.

We are working closely with our current funded projects to understand the impact of the Government’s welfare reform agenda and will closely monitor its impact on demand for services. The principles underpinning our work will remain those articulated in February 2012 in our publication ‘A New Deal for Everyone’. These are:

- **Reach and accessibility** – we will fund services in a cost-effective way to increase access to high quality debt advice when people need it.
- **Simplicity** – we will make it easy for people to get the right advice at the right time, which addresses both their immediate money problems and helps them build long-term financial resilience.
- **Self-help** – we will encourage people to help themselves whenever practical and incentivise this in agreements we enter into with partners.
- **Filling gaps** – the services we commission will focus on addressing delivery gaps in the sector as identified by our on-going research.

We expect that the bulk of our financial resources will continue to be allocated to the funding of face-to-face debt advice during the period 2013-16 and we do not expect to see a reduction in demand for our funded services over that period.

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13/14 Deliverables

In the coming financial year our debt advice work will go through a transition from a stand-alone programme to a core part of our organisation’s business, underpinned by legislation contained in the Financial Services Act 2012.

We will seek longer term funding arrangements for face-to-face advice of up to three years while continuing to work within the structure of the annual levy raising process. We have agreed new grant agreements for 2013/14 with the existing lead delivery organisations in England and Wales.

Since we began funding debt advice services in April 2012 we have worked closely with our partners to increase the number of people they support. Our partners in England and Wales have not only helped significantly more people but in so doing have also maintained a high level of quality and delivered positive outcomes for the overwhelming majority of their clients.

We also intend to provide similar levels of funding in 2013/14 in Scotland and Northern Ireland as we have done this year. In Scotland we will use the bulk of our funding to provide grants to enable the delivery of face to face debt advice via a variety of projects managed by the Scottish Legal Aid Board. These will focus on supporting people address problems related to social welfare law and separately meeting the needs of groups with particular sets of vulnerabilities. We will also continue to work with Money Advice Scotland to improve the quality of debt advice delivery. We will deliver a pilot to test the integration of financial capability training into the statutory debt relief process. In Northern Ireland we intend to extend our partnership with the Department of Enterprise, Trade and Investment, building on AdviceNI’s delivery work this year.

The outcomes we aim to achieve are:

- Higher quality and more consistent debt advice delivery in projects we fund
- More efficient debt advice provision by the services we fund
- Strong relationships with stakeholders from across the sector
- Smooth information flows between customers, creditors and the advice sector
- Greater usage of online and telephone advice channels
- Full integration of our debt advice work into the functions of the Money Advice Service
Deliverables: In 2013/14 the Money Advice Service will:

| Advice funding, training and access | Grant-fund face-to-face debt advice services across the UK in response to need. Services will continue to promote channel shift as appropriate and aim to empower as many clients as possible to take action to resolve their debt issues.  
Fund translation services to provide access for people who are hard of hearing or do not speak English.  
Fund training for debt advisers on pertinent issues to be primarily delivered by the Money Advice Trust.  
Volume targets for England and Wales will remain at levels achieved in 2012/13.  
Continue to work with partners in Scotland and Northern Ireland, including the Scottish Government and DETI, to fund services that most effectively complement local provision. |
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<td>Specialist support</td>
<td>Fund second tier support for debt advisers to help them deal effectively with particularly complex cases.</td>
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| Standards | Complete work on specifying the content for standards for advice delivery.  
Implement an accreditation approach for standards to demonstrate compliance with our quality framework and to monitor compliance.  
Begin implementation with services we fund and in addition fund audit services for other non-commercial debt advice organisations seeking accreditation to a standard that meets our specification.  
Work with the FCA, BIS, OFT and HM Treasury on the development and implementation of a new regime for the regulation of debt advice services incorporating our standards specification as appropriate.  
Fund capacity building support for organisations seeking accreditation but currently unable to meet standards. |
| Evaluation framework | Develop, disseminate and use an outcome-focused model for evaluating the impact of debt advice interventions.  
We will use this evaluation framework to assess the performance of our own funded services and encourage its wider use by other funders in the sector. The outcomes used in the model will build on those published in our user needs research published in 2012. |
In 2013/14 the Money Advice Service will:

| Research | Commission annual supply and demand survey to contribute to business planning for 2014/15.  
|          | Conduct effectiveness research using our evaluation framework.  
|          | Complete a project to model the integration of our money advice and debt advice service delivery approach. Pilot an integrated approach to service delivery. |

| Influence | Drive improvements in the debt advice environment for customers using an evidence based influencing approach with a particular focus on the transition of responsibility for debt advice regulation from the OFT to the FCA. |

| Data management | Specify and procure, if appropriate, a system for gathering and standardising data across the debt advice sector in a consistent fashion to enable more effective assessment of customer need and a smoother customer journey. |

| Triage | Work closely with partners in the advice and creditor sectors to facilitate a more consistent and effective approach to triage to give over-indebted people quick access to the most appropriate services.  
|        | We plan to conduct detailed processes mapping and testing as we move towards a consistent approach across the sector. |
Strategic Theme 3:
Equipping young people with the skills, attitudes and behaviours they need to manage their money
**Current situation**
Charities, the financial services industry and many other organisations deploy significant resources to improve the financial capability of young people. Considerable progress in this area has been made in recent years, not least through the work of pfeg in schools and in youth, student and other non-school settings.

Independent research conducted on behalf of the Money Advice Service in 2012 suggests the financial services industry spends in excess of £25m each year and provides many hours of staff time to improve the financial capability of young people. There is a wealth of very powerful anecdotal evidence of the high regard that this work is held in by staff and young people.

But gaps and overlaps in provision continue to exist. Our research conducted in 2012 demonstrated that there are no standard or agreed key performance indicators (KPIs) and the many programmes aimed at young people have focussed on a wide variety of outcomes.

**Money Advice Service plans**
We know that key habits and behaviour are formed in early years and that young people need support through school and into adulthood to enable them to manage their money. Our programme of work on young people for this year will, therefore, focus on these key opportunities - school-based interventions, working with parents and other practitioners, especially of younger children, and working to address specific issues for 16-18 year olds faced with the transition to independent adulthood.

As part of our wider research programme, we are measuring the financial capability of 15-16 year olds. Through collaboration with other organisations, we are establishing a clear view of what financial capability means at different stages of a young person’s development.

To underpin our work with young people and to assist the development of specific interventions we will work to understand the money needs and demands of younger people better and in particular to identify whether there are groups that need particular help.

**Schools-based and youth-based interventions**
The Department for Education (DfE) has announced that financial education will be included in the National Curriculum in England. We will work alongside the Department and providers of financial education in the run-up to the implementation deadline of September 2014 to equip secondary schools to deliver this. We will also work with academies, independent and free schools, that are not required to deliver the National Curriculum, to help embed financial literacy in their own curricula.

We will work with the Department for Education and others on how best to deliver the financial education component of the new Curriculum as well as strategies that ensure that the knowledge delivered by curricula across the UK is effective in enabling people to develop positive financial behaviours in the long term.

We will work with partners and convene a national forum of stakeholders to promote best practice and innovation in delivery and assessment.

We will also map existing provision and seek to identify gaps based on geography, age and need to inform future investment and support the development of resources and projects by ourselves and partners.

**Family learning**
We will work with partners to encourage, support and enable parents, carers, and early years practitioners in the development of positive money habits in younger children. We will focus particularly on parents and practitioners of children under seven, which according to research is the age by which most key habits are formed. We will develop resources and learning material for use by parents as well as early years settings and primary teachers. We will work with children, parents, practitioners and experts, and also facilitate the distribution of resources through appropriate partners.

**Targeted interventions for 16-18 year olds**
We will work with partners and young people themselves to develop mobile and online solutions to help 16-18 year olds in the transition from school to a job or apprenticeship or further and higher education. We will also explore particular solutions for ‘at risk’ groups of young people, such as those about to leave care or detention.

7[https://www.moneyadviseservice.org.uk/files/research_jun12_impactreviewoffinancialeducationforyoungpeople.pdf](https://www.moneyadviseservice.org.uk/files/research_jun12_impactreviewoffinancialeducationforyoungpeople.pdf)
2013/14 Deliverables

Deliverables: In 2013/14 the Money Advice Service will:

Work with partners to improve young people’s access to high-quality financial education in schools and other youth settings

- Identify and help to address gaps in current financial education provision in schools and in youth settings – mapped at geographic, age-group and thematic levels.
- Develop, promote and monitor the use of an industry voluntary code of practice.
- Work with stakeholders to support a national hub of best practice to help all those involved in the financial education of young people.
- Work in partnership to communicate directly to teachers, youth professionals and to national, devolved and local governments the benefits of financial education for young people.
- In collaboration with others, investigate the feasibility of an award programme that encourages innovative solutions to school based and wider learning, enabling best practice to be shared.
- Conduct further research to understand the money needs and demands of young people to inform resource development.
- Work with stakeholders to support the implementation of the new Curriculum in England. Work with governments in Scotland, Wales and Northern Ireland to support positive financial behaviours.

Support young people’s financial capabilities through new family-learning opportunities, working with parents and early years practitioners

- Complete research to identify best practice messages to parents about their role in helping children learn how to manage money, and disseminate to the sector.
- Work with others to develop broad coalition to identify the best ways to develop resilience and habit forming in children under the age of 7.
- Develop content that help parents and early years practitioners instil positive habits in younger children.
- Pilot and then disseminate interventions with early-years practitioners that help parents develop positive money habits with their pre-school children.

Targeted interventions for 16-18 year olds faced with the vulnerable transition to independent adulthood

- Work with partners and young people to develop mobile and online solutions for 16-18 year olds about to leave school in order to start a job or apprenticeship and/or move into further or higher education.
- Explore how we can develop solutions for specific ‘at risk’ groups of young people, for example those young people about to leave care or detention.
Strategic Theme 4:
Influencing the financial capability landscape
Current situation:
Our ambition is for a more financially capable nation. But this can only be achieved if everyone with similar ambitions works together towards this goal. For our part, in the year ahead, we will use our leadership and expert voice to influence policy and delivery, both in the UK and internationally.

We plan to develop our understanding of financial capability, and how we may best influence and spread good practice. This will involve working with partners and integrating with key policy agendas, such as welfare reform and automatic enrolment. This year will only see the start of our endeavours, as this is a long term project.

Tracking the financial capability in the UK
Working with other parties, we are establishing a definition of financial capability including elements of individual attitudes and motivations and the concept of opportunity. We are also undertaking a baseline survey to understand the current levels of financial capability of the UK population. This baseline will be available in Spring 2013. We will continue this survey throughout the year, making the data available to all interested parties and highlighting key trend data and insights at the UK and segment level.

Tracking emerging consumer and market trends impacting the financial resilience of the UK consumer
Our engagement with customers, industry, regulators and delivery partners combined with other sources of data such as Action Fraud, enables us to identify emerging trends in both customer behaviour and market development that impact on financial capability and resilience. We will make this insight available to all parties, including the financial services industry, to aid policy and intervention development.

A central library of academic thinking, research and international experience in the area of financial capability
Using our broad network, both in the UK and internationally, we will collate and make available work and insight into the makeup and best ways of affecting financial capability. We will use these insights to establish optimum evaluation criteria that can be applied to initiatives across the broad spectrum of providers.

Mapping interventions undertaken across the UK
We will maintain a database of initiatives being deployed to address issues of financial capability, highlighting best practice and areas of duplication or scarcity across all three of our focus areas; young people, money advice and debt advice.

A UK Strategy for Financial Capability
Later this year we will launch a refreshed UK Strategy for Financial Capability. This provides a strategic framework to bring together the work of organisations across the UK in helping people become more financially capable. The Service will use this strategy to bring coherence to the current landscape and monitor progress against a set of defined outcomes. We will review this strategy every 18 months to reflect changes in provision, the wider macroeconomic climate, and from insight and knowledge gained from the delivery of our and others work.
2013/14 Deliverables

Deliverables: In 2013/14 the Money Advice Service will:

Track financial capability in the UK

Publish a regular tracker, based on the question set developed in the baseline survey to provide a rolling indicator of the UK population’s financial capability.

Host a series of seminars to encourage wider dissemination of our information and third party analysis and develop the policy agenda.

Track emerging customer and market trends impacting the financial resilience of the UK customer

Make available* data from our customer interactions (including our online community) combined with that from industry, regulators, delivery partners and other parties to establish a holistic view of customer trends.

Report on the key insights quarterly.

Conduct and publish an annual horizon scan into the consumer trends and policy developments.

A central library of academic thinking, research and international experience in the area of financial capability

Establish a searchable database of research, academic study and evaluated interventions covering work in the UK and linking to the resources of Organisation for Economic Co-operation and Development (OECD) and the International Network for Financial Education (INFE).

Continue to map and promote key policy agendas, and work to influence public policy.

Mapping interventions undertaken across the UK and lead financial capability agenda

Map financial capability interventions taking place across the UK.

Develop knowledge ‘hub’ to co-ordinate and share best practice and financial capability insight and policy.

Develop and publish refreshed UK Financial Capability Strategy.

*subject to data protection legislation
A UK wide service

The Service operates across the UK to take into account the needs of each nation in fulfilling our objectives. Individual executive directors have strategic responsibility for each devolved nation and we have staff based in Scotland, Wales and Northern Ireland.

We have established national forums in Scotland, Wales and Northern Ireland. These forums meet regularly and include representatives from each respective government as well as key partners and stakeholders.

In Scotland we will continue to engage with the Government and ministers and a wide range of stakeholders as we develop our Service. We engage with Scottish Government to support the Digital Participation Agenda and will work with agencies to help understand the barriers to people accessing the internet and support programmes to increase digital skills. We will develop a Scotland strategy to link our work to Scottish Government’s policies and highlight areas where our service can support these.

In Wales, we are developing a Money Advice Service strategy which links into the Welsh Programme for Government, working closely with Government and other key stakeholders. We are actively involved in the Welsh Government’s strategic Advice Service Review, which is seeking to map existing provision and plan for future need.

We will continue to engage in the digital inclusion agenda to make our online services as accessible to as many people as possible. We treat Welsh and English equally in our offering to the public in Wales and our policies on this principle are now embedded across our organisation.

In Northern Ireland (NI) we continue to work closely with the Office of the First Minister and Deputy First Minister and other key government stakeholders, including the Department of Enterprise, Trade and Investment (DETI), Department of Social Development and Department of Education. We are working closely with DETI as they work to develop the NI Executive Financial Capability Strategy and alongside DETI we are co-chairing a cross departmental financial capability forum to help shape this executive strategy and develop our services, appropriate to the needs of people. We continue to support the work of the Northern Ireland Financial Capability Partnership led by NI Consumer Council to continue to understand need and deliver initiatives across Northern Ireland. We will continue to work in partnership to help as many people as possible access our services online.

For debt advice, we will continue to work with, and provide funding to, public sector partners in Scotland and Northern Ireland to deliver good quality, free, debt advice to people across the UK.
### Key Performance Indicators for 2013/14

#### Measures and Targets

<table>
<thead>
<tr>
<th>Capability and Key Indicators</th>
<th>Measures and Targets</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Performance on 5 key outcomes</strong></td>
<td>480,000 positive actions across 5 key outcomes</td>
</tr>
<tr>
<td>Saving regularly</td>
<td></td>
</tr>
<tr>
<td>Saving for retirement</td>
<td></td>
</tr>
<tr>
<td>Providing for your dependants</td>
<td></td>
</tr>
<tr>
<td>Protecting your assets</td>
<td></td>
</tr>
<tr>
<td>Managing debt well</td>
<td></td>
</tr>
<tr>
<td>Regularly reviewing your money</td>
<td>200,000 Money Advice Service Budget Planners completed (plus an additional 200,000 Budget Planners completed from those impacted by universal credit)</td>
</tr>
</tbody>
</table>

**Our Customers**

| Total customer contacts (online, contact centre, face to face) | 5.45m contacts |
| % of customers who agree they have been provided the information they required | 82% (increase in 2012/13 target from 75%) |
| % of customers who agree we have helped them decide on a course of action | 70% (increase in 2012/13 target from 50%) |
| % of customers who agree that they will revisit the Money Advice Service | 88% (increase in 2012/13 target from 75%) |
| % who would recommend MAS | 85% (No change from current YTD) |
| Number of F2F debt sessions delivered | 150,000 sessions (no change) |

In addition, we will monitor the cost per usage of our delivery channels to check we are providing value for money. Costs as at February 2013 are detailed below.

<table>
<thead>
<tr>
<th>Cost per usage</th>
<th>Website</th>
<th>£0.57</th>
</tr>
</thead>
<tbody>
<tr>
<td>Telephony</td>
<td>£8.36</td>
<td></td>
</tr>
<tr>
<td>Web-chat</td>
<td>£3.95</td>
<td></td>
</tr>
<tr>
<td>Face-to-face</td>
<td>£60.48</td>
<td></td>
</tr>
</tbody>
</table>

Fig. 6
Measuring impact

Our approach to measurement for 2013/14 is focussed on measuring both operational performance indicators and behaviour change. Measuring the impact of behaviour change is by far the more difficult challenge especially if we seek to remove any impact from external factors such as the economy or policy decisions. As part of our 2012/13 transformation process we invested substantially in our ability to measure, understand and report on our impact.

What we will measure

The impact of the Money Advice Service on outcomes

During 2013/14 we will measure how effective our service has been at helping customers to achieve positive outcomes in their lives. Although we have developed outcome measures and performance indicators we may need to refine these as we develop our underpinning measurement systems over the course of the year.

Page 16 details five outcomes that, working with stakeholders, we have identified as representing an increase in the financial capability of the UK population. These are;

- Saving regularly
- Managing debt well
- Saving for retirement
- Protecting your assets, and
- Providing for your dependants

A key focus of our efforts in 2013/14 is to encourage behaviour change in the UK population. The ‘outcomes’ we refer to are changes that help make a positive difference to a person’s overall financial wellbeing. This means, for example, that every time a person takes the action of changing from not making any regular savings to starting to make regular savings, following intervention from the Service – that is counted as a positive outcome.

We are targeting 480,000 outcomes as a result of help from our Service over the course of 2013/14, measuring positive responses to the questions detailed in fig.3.

Each of these outcomes is underpinned by the act of regularly reviewing your money. We are setting a target of 200,000 people (plus an additional 200,000 people affected by Universal Credit) to make a budget plan, review their money and prioritise their financial decisions with help from our Service.

We will report quarterly on progress.

Explanation of the target number of actions against outcomes - understanding the audience

On page 17, we described a primary target market for the Service based on customer need against the five key outcomes. We will focus the development of our content, and our communications, on helping drive behaviour change in the 10.2m people in this key target group.

However, the interventions we develop will also generate benefit for our wider customer base. Therefore, we anticipate that the 480,000 outcomes we are seeking to achieve will come from across the UK population, and we will measure how many of these outcomes come from people within our core target market.

Measuring financial capability in the population more widely

We have established a revised set of criteria for evaluating an individual’s level of financial capability. We will monitor the capability of non-users of the Service, one-off users and repeat users and report biannually on the variances between those using the Service and those not using it. This will enable us to measure the impact of all of the activities being undertaken, across the sector, beyond those we are completing ourselves, to improve the financial capability of the nation.
Other key performance indicators
In addition to measuring our impact against our key outcomes, we have established a suite of performance measures which we will use to track the progress of the Service in meeting its statutory objectives. We will also measure stakeholder opinions of the Service through our annual stakeholder survey, and we will undertake a staff engagement survey.

How we will measure impact
By combining a range of qualitative and quantitative research methods in 2013/14 the service will develop a richer understanding of our audience, their behaviours and the levers that can be used to make a real difference to people’s financial capability.

Money Lives
This study is the most comprehensive ethnographic study into UK’s financial behaviour. It is helping uncover the underlying factors that make up people’s financial capability. The study investigates how people’s attitudes, motivations, skills and knowledge impact their ability to manage money well. It will also help provide insight for the Service and the wider industry into how to design better products and information to connect more powerfully with customers. This study will interview approximately 100 people in depth. The results will then form a questionnaire for just over 1000 people in order to validate the findings.

Financial capability baseline survey
This study builds on the report published by the FSA in March 2006, ‘Financial Capability in the UK: Establishing a Baseline’. The study will interview over 10,000 people in 2013, using a mixture of tests and questions to show the current position across the many different elements of financial capability. The study will help government and industry understand the financially capability of the UK population in 2013. This study will have three key components; a detailed section focussed on understanding the adult population, a detailed section understanding young people and a longitudinal section tracking the effectiveness of the Service with a cohort of existing customers – both from our target market, and our wider customer base.

Understanding the precise Actions taken by Money Advice Service customers
This study will measure those customers who state that we have helped them decide on a course of action, to identify what specific action have they actually taken. The action taken could include: visiting financial services organisations, seeking advice, planning and reviewing finances, comparing products etc. The study will also ask whether we have improved individuals’ confidence and well-being generally. Crucially, this will measure the progress we are making against our target of 480,000 outcomes. This will enable us to design more effective interventions so that our tools and planners are impactful and effect positive change.
# Resource summary
## 2013/14

### Money Advice (Themes 1, 3 and 4)

<table>
<thead>
<tr>
<th>Function</th>
<th>2013/14 Budget (£’000)</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Digital</td>
<td>1,170</td>
<td>Development work which includes registration enhancements, tools enhancements, development of a social platform and mobile.</td>
</tr>
<tr>
<td>Finance</td>
<td>354</td>
<td>Includes provision for insurance, levy collection, employee expenses.</td>
</tr>
<tr>
<td>HR</td>
<td>877</td>
<td>Including Learning and Development, temporary cover and replacement, employee welfare (staff benefits etc).</td>
</tr>
<tr>
<td>IT Development</td>
<td>2,171</td>
<td>Contracted development resource to support tools and data capability and integration, web hosting, licences etc.</td>
</tr>
<tr>
<td>IT Systems</td>
<td>950</td>
<td>Primarily IT suppliers fixed and variable costs.</td>
</tr>
<tr>
<td>Money needs awareness</td>
<td>3,900</td>
<td>Prompt people to overcome their inertia and engage with managing their money using channels such as radio, press, outdoor and DR TV.</td>
</tr>
<tr>
<td>Action and Behaviour change communications</td>
<td>6,400</td>
<td>Direct communications, customer retention, topical campaigns, printed material i.e. door drops, inserts, digital.</td>
</tr>
<tr>
<td>Supporting activity</td>
<td>2,200</td>
<td>Social, production, assets such as url’s, modelling, audits.</td>
</tr>
<tr>
<td>Office Costs</td>
<td>1,408</td>
<td>Includes rent, rates, services charge, and other office costs</td>
</tr>
<tr>
<td>Partnership</td>
<td>2,320</td>
<td>Develop bespoke proposition requirements, develop and distribute printed resources, develop partnership comms.</td>
</tr>
<tr>
<td>Policy</td>
<td>230</td>
<td>Policy development research, stakeholder events and seminars.</td>
</tr>
<tr>
<td>Proposition development</td>
<td>2,755</td>
<td>To develop our proposition to deliver against our outcomes.</td>
</tr>
<tr>
<td>Service Delivery Costs</td>
<td>7,771</td>
<td>Contains provision for UK-wide face to face, telephone, and web-chat service.</td>
</tr>
<tr>
<td>Research</td>
<td>1,710</td>
<td>Including study to enhance understanding of financial capability, establishment of a robust study of UK’s financial capability, other customer research, impact and satisfaction measurement, proposition development research, campaign tracking.</td>
</tr>
<tr>
<td>Corporate Communications</td>
<td>496</td>
<td>Corporate communications activity - news-flow, events, PR, stakeholder engagement etc.</td>
</tr>
<tr>
<td>Staff costs</td>
<td>9,050</td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>43,762</strong></td>
<td></td>
</tr>
</tbody>
</table>
## Debt Advice (Theme 2)

<table>
<thead>
<tr>
<th>Area</th>
<th>2013/14 Budget (£’000)</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Funded services in England and Wales</td>
<td>26,762</td>
<td>Provision of F2F debt advice to 150,000 people in England and Wales via grant funded providers.</td>
</tr>
<tr>
<td>Training</td>
<td>250</td>
<td>Provision of training to F2F grant funded debt advisers.</td>
</tr>
<tr>
<td>Language line</td>
<td>95</td>
<td>Service available to grant funded debt advisers to enable provision of advice to those who cannot speak English.</td>
</tr>
<tr>
<td>Sign language</td>
<td>47</td>
<td>Service available to grant funded debt advisers to enable provision of advice to the hard of hearing.</td>
</tr>
<tr>
<td>Funded services in Scotland</td>
<td>2,700</td>
<td>Provision of debt advice to people in Scotland.</td>
</tr>
<tr>
<td>Funded services in Northern Ireland</td>
<td>783</td>
<td>Provision of debt advice to people in Northern Ireland in partnership with DETI.</td>
</tr>
<tr>
<td><strong>Sub-total</strong></td>
<td><strong>30,637</strong></td>
<td></td>
</tr>
<tr>
<td>Evaluation and research</td>
<td>280</td>
<td>Annual debt advice supply and demand surveys, and review of F2F delivery effectiveness.</td>
</tr>
<tr>
<td>Specialist support</td>
<td>300</td>
<td>Funding to support provision of specialist advice to third sector debt advisers.</td>
</tr>
<tr>
<td>Accreditation</td>
<td>774</td>
<td>First year costs of contracting out new accreditation process (i.e. monitoring compliance with new Standards Framework).</td>
</tr>
<tr>
<td>Capacity building</td>
<td>200</td>
<td>Funding to enable our delivery partners to implement any changes to comply with new standards.</td>
</tr>
<tr>
<td>Design and implementation of consistent triage and data management processes and systems</td>
<td>945</td>
<td>Systems design and implementation consultancy for new Triage functionality and Common Data system.</td>
</tr>
<tr>
<td>Procurement</td>
<td>5</td>
<td>Procurement activities.</td>
</tr>
<tr>
<td>Workshops to share best practice amongst funded services</td>
<td>30</td>
<td>Workshops with grant funded advice providers to encourage best practice.</td>
</tr>
<tr>
<td>Design and embed triage functionality on our own website</td>
<td>200</td>
<td>Develop triage functionality for inclusion on customer facing website.</td>
</tr>
<tr>
<td>Pilot models to integrate debt advice and money advice</td>
<td>50</td>
<td>Piloting the integration of debt advice provision with money advice provision.</td>
</tr>
<tr>
<td>MAS recharge</td>
<td>488</td>
<td>Core services provided by wider organisation to programme from HR, Finance, Facilities, etc.</td>
</tr>
<tr>
<td>Direct staff costs</td>
<td>569</td>
<td>Direct staffing costs for members of the Programme team.</td>
</tr>
<tr>
<td><strong>Co-ordination total</strong></td>
<td><strong>3,841</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Total Debt Advice budget</strong></td>
<td><strong>34,478</strong></td>
<td></td>
</tr>
</tbody>
</table>

We have also excluded budget for the contingent redundancy liability for early closure of the face-to-face grant agreements from 1 April 2012 onwards. If this were to materialise, we may need to put a business case to the FCA for this funding.
Appendix – Response to the public consultation of our 2013/14 Business Plan

In December 2012 we issued a draft version of this Business Plan for consultation so that our stakeholders could comment on proposals to help develop our plans. We received over 30 written responses before the consultation closed in February, with a number of others feeding in verbally or to one central submission (e.g. through a trade association). Responses were largely supportive of our vision and proposed strategy for the coming year and we are grateful to all those that helped to shape the final Plan.

Having reflected on the advice of stakeholders, we have adapted the Plan as follows.

Outcomes
Our focus on outcomes was largely welcomed, and the five outcomes themselves were considered to be appropriate markers of financial capability.

However, a number of submissions recommended that budgeting, as a fundamental element of financial capability, be included as a further outcome, underpinning the other five. We recognise that budgeting can be the first step towards financial well-being and we are keen that this positive behaviour is more explicitly enshrined in the Plan.

We are, therefore, adding an intermediate outcome of ‘regularly reviewing your money’. This incorporates budgeting on small incomes, reviewing one’s saving and ensuring that pension savings will provide security in retirement. This outcome will be termed ‘regularly reviewing money’ rather than ‘budgeting’ as it is an essential feature of the five key outcomes and is vital at every stage of financial capability.

Target Market
The identification of a target market was deemed a sensible and appropriate way of honing our focus and maximising our impact.

Some responses, however, raised the potential implications of focusing on a target group. In particular, some felt that the focus might inhibit the universality of our service. We have, therefore, clarified our position so that it is clearer that we will continue to be a universal service, providing general advice to everyone. However, we will target interventions at the ‘target market’ to drive positive financial behaviours in the least financially capable sections of society.

Some expressed the view that we needed to do more to help vulnerable people: elderly people, ethnic minorities and people with disabilities were identified as important groups. We remain acutely aware that there are vulnerable people that need help with money management and we will work with partners to develop tools and resources that are universal and appropriate for vulnerable consumers. The incidence of disability in our target market, for example, is estimated to be 18 per cent.

We are in the process of further developing partnerships with disability organisations to better understand and meet the needs of customers with disabilities. We will use this insight to enhance our propositions, products and digital content, in line with the needs of our customers with disabilities. This will benefit both our targeted and universal content.

Partnerships
Our increased commitment to partnering and building stronger relationships with stakeholders was appreciated and emphasis was placed on further developing these connections.

However, a criticism was that the wording of our draft partnerships section seemed to imply that partnerships were primarily distribution networks for our material. This is not our intention at all, and the Plan has been clarified and revised to reflect our commitment to collaborative and reciprocal relationships. We have a lot to share with our partners and can expand our reach via their existing networks, but we can also learn a lot from them and guide customers to their expertise. By working together we can jointly address people’s needs and we make this clearer in this Plan.
Debt Advice
Respondents supported our proposals to establish accredited standards for debt advice delivery, feeling that this would bring greater consistency to a fragmented sector.

There were some concerns about how we might compel providers to abide by the code and how we might monitor and enforce it. We have clarified the plan, and explained that compliance with the new standards will be a condition of our commissioning debt advice. We will work with other partners to establish our standards, obtain buy-in from other debt advice providers and ultimately enforce the new code.

Financial Capability for Young People
Our focus on financial capability for young people was positively received, with many of our stakeholders feeling this was a priority area.

Many stakeholders expressed a desire for us to work with existing players in the field of financial capability for young people, to identify gaps in provision and create a new programme. We have therefore clarified in the plan that it was our intention to work closely with partners already working with young people, and on financial capability more generally. Additionally, we will seek to embed consistent measurement standards and share best practice.

Measuring Impact
Most respondents sought more clarity on our mechanisms for measuring impact and our key performance indicators.

There was a sense that our targets could be more ambitious. However, we feel we have set realistic targets as we release that our target market can be extremely difficult to engage with many not having the opportunity to take action to manage their money due to extremely limited finances.
List of respondents

Statutory Consultees
We have a statutory duty under the Financial Services Act 2010 to consult the following organisations prior to the FSA considering the draft Plan:
- HM Treasury
- Department for Business, Innovation and Skills (BIS)
- Office of Fair Trading (OFT)
- Financial Services Consumer Panel
- Financial Services Practitioner Panel
- Financial Services Smaller Business Practitioner Panel

Written responses
During the public consultation that followed, we received responses from the following:
- A4e
- Age UK
- APCIMS
- Association of British Insurers (ABI)
- Association of Professional Financial Advisers (APFA)
- Aviva
- British Bankers Association (BBA)
- Citizens Advice
- Citizens Advice Scotland
- Council of Mortgage Lenders (CML)
- Credit Action
- Experian
- Finance and Leasing Association (FLA)
- Financial Services Consumer Panel (written submission in addition to comments received prior to public consultation)
- For You By You - the Charity for Civil Servants
- HSBC
- IFS School of Finance
- Investment Management Association
- Lloyds Banking Group
- Minister for Consumer Affairs, Department for Business, Innovation and Skills
- Minister for Enterprise, Trade and Investment, Northern Ireland
- Minister for Housing and Welfare, Scottish Government
- Money Advice Trust
- Money Saving Expert
- MyBnk
- National Association of Student Money Advisers (NASMA)
- National Institute of Adult Continuing Education (NIACE)
- Personal Finance Education Group (pfeg)
- Shelter
- Standard Life
- StepChange Debt Charity
- The Institute and Faculty of Actuaries
- Welsh Government (verbal response)
- Wheatley Housing Group

A number of other organisations gave views in our Forums or in individual meetings before and during public consultation.