



CITIZENS INFORMATION BOARD

STRATEGIC PLAN 2012-2015

**Meeting the changing information, advice, advocacy
and money advice and budgeting needs of citizens**

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Foreword

This is the fifth Strategic Plan of the Citizens Information Board (CIB). It aims to be an over-arching plan for CIB and its service delivery partner organisations – the network of Citizens Information Services and Money Advice and Budgeting Service companies around the country; the Money Advice and Budgeting Service national development company; the Citizens Information Phone Service; the National Advocacy Service for People with Disabilities and the Sign Language Interpreting Service.

The services provided by the CIB and its delivery partners act as an important bridge between the citizen, and public and social services. This Strategic Plan, like the previous one, has been developed during a very challenging period for citizens because of the economic downturn and restricted public finances. Across our services, clients are presenting with multi-faceted problems associated with very difficult personal and economic circumstances. In times like this, the provision of information, advice, advocacy and budgeting services must be at the forefront in helping people to understand and access services and entitlements and supporting those who are experiencing a range of difficulties, often involving debt which put them at risk of social or financial exclusion.

In this context, the concept of citizenship embraces all citizens – not just people holding Irish citizenship. In fact, one of out of every five people using citizens information services are immigrants, underlining the inclusive nature of our services.

The Citizens Information Board is the statutory body responsible for supporting the provision of information, advice, advocacy and budgeting services to members of the public on a wide range of public and social services. The Citizens Information Board delivers on this remit through direct provision; delivering information directly to the public via its website, citizensinformation.ie and microsites and through periodicals and other publications; it also provides direct funding and core developmental supports to its delivery partners, providing nationwide services that are confidential, free and independent.

The CIB has earned a reputation as the leading provider in Ireland of information, advice, advocacy and budgeting services. Through our website, citizensinformation.ie, and publications and through working with our delivery partners - the network of CISs and CIPS, we have played a critical role in informing people on their rights and entitlements to public services for nearly 40 years, while MABS has and continues to provide valued budgeting and money advice services for its clients over the past 20 years.

Our clients' needs are changing – they are becoming more complex and we are seeing more demand than ever for our services. The current economic environment is bringing new people to these services, including those experiencing unemployment or income difficulties for the first time. In addition, the needs of vulnerable people in society, such as people on low incomes, people with disabilities, immigrants and older people, are becoming more acute. They are at even greater risk during tougher economic times.

At the same time policy developments are posing new opportunities and challenges for the services we provide and how we provide them. The introduction of Personal Insolvency legislation, and the role for MABS identified within that, will have implications for MABS services and Citizens Information Services and the information and supports they provide.

While CIB has always had a citizen-centric approach, we need to ensure that the citizen remains at the centre of everything we do. Our commitment is that people will receive quality, relevant, independent, reliable information, advice and advocacy and budgeting services wherever they are

located in Ireland and in a way that suits their needs. We have identified five priorities in this Strategic Plan to achieve this:

1. Meeting the changing information, advice, advocacy and budgeting needs of citizens, particularly of marginalised and vulnerable groups and individuals - by connecting and responding
2. Implement consistent, high quality services by CIB and our delivery partners – by providing services to a high standard
3. Work to develop and implement an integrated service delivery model that puts the citizen at the centre – by organising to deliver
4. Lead the design and implementation of creative and flexible responses to meet emerging demands for information, advice, advocacy and budgeting support – by creating and adding value
5. Measure the efficiency and effectiveness of our service delivery approach – by demonstrating outcomes through feedback from users

These inter-connected priorities are the core building blocks of our strategy for the next three years. We set out *what* these mean and *how* we will deliver them. The strategy therefore provides an overall framework for the development of services provided through Citizens Information and the Money Advice and Budgeting Service.

We deeply value the contribution of everybody involved in delivering Citizens Information and Money Advice and Budgeting Services, including Boards of Management, staff and volunteers. The delivery structure in both Citizens Information Services and Money Advice and Budgeting Services is a model for active citizenship and engaging with local communities. We consider this an important asset in delivering our remit effectively. Our distinct delivery structures also reinforce the need for an integrated framework for all our services as set out in this document.

This strategy sets out how we can be much more than the individual sum of our parts through working collectively to achieve shared priorities. We recognise that we will need to grow and change as our environment changes. Our strategy is a framework to guide us in our growth.

The CIB developed this strategy in consultation with the Board's management team and staff, our key delivery partners including Citizen Information Services, Money Advice and Budgeting Services, the Citizens Information Phone Service; the National Advocacy Service for People with Disabilities and the Sign Language Interpreting Service and key partners across the public and voluntary sector including the Department of Social Protection. I would like to thank everybody for their contribution to the development of the Strategy, including Persuasion Consulting Group.

Sylda Langford
Chairperson of the Board
October 2012

1. Introduction

The Strategic Plan 2012-15 aims to be an over-arching plan for CIB and its service delivery partner organisations (namely the network of Citizens Information Services (CISs) and Money Advice and Budgeting Service (MABS) companies around the country; the Citizens Information Phone Service (CIPS); the National Advocacy Service for People with Disabilities (NAS) and the Sign Language Interpreting Service (SLIS).

The overall aim of the plan is to set a clear direction for all the services under the CIB remit, to coordinate their on-going development and to make the most efficient use of all our collective resources so as to allow us to work together to meet citizens' needs.

2. Citizens Information Board Functions

The Citizens Information Board is the statutory body responsible for supporting the provision of information, advice, including money and budgeting advice, and advocacy services to citizens on a wide range of public and social services.

The CIB was established as a statutory body under the Comhairle Act 2000. This Act was amended by the Citizens Information Act 2007, which changed the name of the organisation to the Citizens Information Board, the Social Welfare (Miscellaneous Provisions) Act 2008, which assigned responsibility for the Money Advice and Budgeting Service to CIB and by the Social Welfare and Pensions Act 2011, which amended the rules relating to membership of the Citizens Information Board. The CIB comes under the remit of the Department of Social Protection.

The statutory functions of the Citizens Information Board, as defined in the Social Welfare (Miscellaneous Provisions) Act 2008, the Citizens Information Act 2007 and the Comhairle Act 2000, are :

- To ensure that individuals have access to accurate, comprehensive, clear and independent information relating to social services.
- To assist and support individuals, in particular those with disabilities, in identifying and understanding their needs and options.
- To promote greater accessibility, coordination and public awareness of social services.
- To support, promote and develop the provision of information on the effectiveness of current social policy and services and to highlight issues which are of concern to users of those services.
- To support the provision of, or directly provide, advocacy services for people with a disability.
- To support the provision of advice on the management, avoidance, reduction and discharge of personal debt and in relation to money management through the Money Advice and Budgeting Service.

The core business of CIB is the provision of information, advice and advocacy services for people who require access to public and social services in Ireland and the promotion of financial inclusion and the provision of money advice and budgeting services. CIB's remit has a particular focus on vulnerable service users including groups who are at risk of becoming marginalised from the wider community as a result of disability, social or financial exclusion or as a result of a serious crisis in their lives.

3. Organisation

The Citizens Information Board delivers on its remit through direct provision and by supporting a network of delivery partners to provide services to the public. It delivers information directly to the public via the citizensinformation.ie website and other microsites, and through various periodicals and other publications.

Citizensinformation.ie

The website provides comprehensive information on public services and on the entitlements of citizens in Ireland. CIB also hosts a range of micro-sites providing comprehensive information on areas of specific interest to citizens. These include losingyourjob.ie, keepingyourhome.ie and selfemployedsupports.ie. Assist Ireland is a website with details of more than 8,000 assistive products for people with disabilities and older people. It allows users to source products from suppliers and provides information on choosing the right assistive products.

The Citizens Information Board provides direct funding and core developmental supports to:

Citizens Information Services (CISs)

The network of 42 Citizens Information Services provides direct access to information, advice and advocacy from 268 locations and aims to act as 'champion of the citizen'.

Citizens Information Phone Service (CIPS)

CIPS provides a central source of citizens' information and advice over the phone.

Money Advice and Budgeting Service

The network of 51 local MABS services offer free, confidential and independent assistance and budgeting advice for people in debt or at risk of getting into debt. The MABS Helpline, managed by MABSndI, provides a central source of money advice and assistance over the phone.

Sign Language Interpreting Service (SLIS)

SLIS promotes, represents, advocates and ensures the availability of quality interpretation services to deaf people in Ireland.

The National Advocacy Service (NAS)

The National Advocacy Service for People with Disabilities (NAS) provides independent, representative advocacy services for vulnerable people with disabilities.

MABSndI

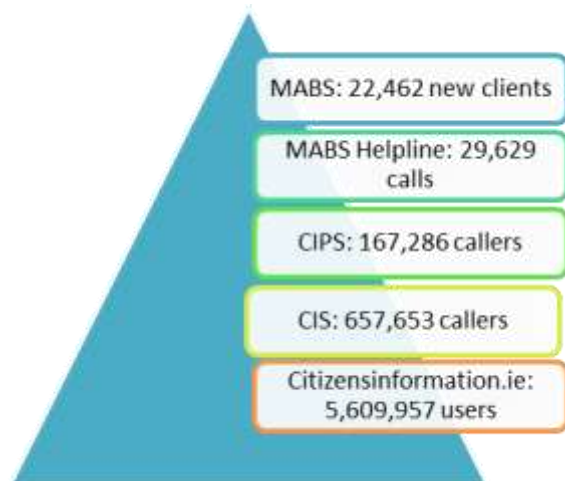
MABSndI is a development company which provides support with technical casework, money management education, social policy issues and training to MABS companies in conjunction with CIB. MABSndI also manages the MABS national telephone helpline, website and MABSIS client information system and communications.

National Traveller MABS

National Traveller MABS promotes the financial inclusion of Travellers and focuses on issues of indebtedness, money education and financial participation.

CIB also supports a range of projects and organisations relating to the area of specialist information provision and citizens' rights including FLAC, Immigrant Council of Ireland, Integration and Social Inclusion Centre, Treoir and Threshold.

The take up of services provided by CIB and its service delivery partners in 2011 is shown in the chart below:



4. Environmental Analysis

A wide range of internal and external factors potentially impact on the development of CIB's Strategic Plan. Some particularly significant factors are noted below:

1. *The External Environment:*

Socio Economic Environment

In 2008, the Irish economy began to experience a very deep recession. Against the backdrop of the on-going global financial crisis, this has had serious consequences for the living standards of people in Ireland, as evidenced by a range of statistics including the following:

- Household Debt is 124% of GDP. The average for mature economies is 77%¹.
- More than one in ten residential mortgages was in arrears of three months or more at end March 2012².
- The standardised unemployment rate is 14.9%³.

Ireland remains in an extended period of economic and financial difficulty. The general climate of economic uncertainty together with very high levels of indebtedness and unemployment, falling household incomes and the collapse of the housing market are indicators that many citizens find themselves experiencing severe financial pressure and related social problems for the first time.

Financial Exclusion

A recent study into financial exclusion and over indebtedness in Ireland⁴ showed that, among some social groups, it is lack of resources rather than rising personal debt or high levels of consumption that puts them at risk of poverty or marginalisation.

A feature of recent events is that more and more people are experiencing severe financial pressure for the first time. In addition, the problems experienced by people who are at risk of poverty or financial exclusion persist.

¹ Debt and deleveraging: The global credit bubble and its economic consequences McKinsey Global Institute July 2011

² Central Bank of Ireland

³ Central Statistics Office, July 2012

⁴ Russell, H., Maitre, B., Donnelly, N. (2011) *Financial Exclusion and Over-indebtedness in Irish Households*, Economic and Social Research Institute, Dublin.

People with Disabilities

People with disabilities account for just over 9% of the population. Studies consistently highlight the particular challenges that people with disabilities face in achieving full social and financial participation in society. For example, a recent survey carried out by the NDA showed that people with disabilities are less likely to use computers, access the internet or ATMs, compared to other people.

Technology

Statistics from the World Bank indicate that 69.7% of the population in Ireland has access to the internet.

2. The Internal Environment

Organisational structure

CIB provides direct funding and developmental support to 42 CISs and direct funding and supports to 51 MABS companies and National Traveller MABS, and is responsible for MABSndI who provides developmental support to these companies. Each of these companies has its own independent Board.

Pathways to Services – Putting the Citizen at the Centre, Strategy 2009 – 2012

Successive CIB strategies have been working towards the goal of delivering a range of joined up citizen centred services that is easily accessible and capable of making a positive difference to the lives of people who are struggling with real difficulties. The assignment of MABS adds a significant additional and complementary dimension to the CIB range of services.

‘Organising to Deliver’ was a key strategic priority for CIB and its delivery partners in the ‘*Pathways to Services, Strategy 2009-2012*’. Substantial development has taken place at infrastructural level to enable the vision of joined up services to become a reality. These include the development of an ICT infrastructure that is capable of supporting interconnected services, a common approach to quality, training and development and a common approach to service delivery across all services while supporting the distinctive aspects of each service.

The Employment Control Framework

Under the Employment Control Framework, which seeks reductions in the numbers employed in the public services, the CIB staff is expected to reduce from 82.4 whole time equivalent posts currently to 72 posts in 2016.

The EU/IMF Programme of Financial Support for Ireland has set out challenging debt repayment targets and commitments in relation to the reduction of public expenditure.

In this context, it is likely that the financial resources available to the Department of Social Protection during the lifetime of this strategy will reduce. Even if this does not impact directly on funding provided to the CIB, it is essential that the Board continues to ensure value for money in all its activities.

The Public Service Agreement 2010-2014 (PSA), between the Government and trade unions representing public service workers, is designed to support the continued delivery of high quality public services in a climate of reducing resources and staff numbers. Savings and efficiencies are to be achieved through revised work practices, organisational re-structuring, innovations and other initiatives.

3. The Policy Context

Personal Insolvency Bill

The Personal Insolvency Bill (2012) provides for a comprehensive reform of insolvency law. It envisages the introduction of new non-judicial debt resolution processes as well as a reform of the existing bankruptcy regime. The new arrangements will allow for the write down or restructuring of both secured and unsecured debt:

- a Debt Relief Notice to allow for the write-off of qualifying debt up to €20,000. It is envisaged that applications for a DRN would be submitted on behalf of the debtor by an authorised approved intermediary body;
- a Debt Settlement Arrangement for the agreed settlement of unsecured debt over 5 to 6 years;
- a Personal Insolvency Arrangement for the agreed settlement of both secured and unsecured debt over a period of 6 to 7 years;
- Reform of the Bankruptcy Act, 1988 with the introduction of automatic discharge from bankruptcy, subject to conditions, after 3 years as opposed to 12 to 20 years at present;
- the establishment of a new Insolvency Service, to operate the new insolvency processes.
- non judicial debt settlement arrangements include a court application.

The Department of Social Protection

The *Programme for Government* commits to implementing a fundamental programme of reform of the system of social protection. Government policies are driving the move from a passive model of income support to a proactive model which is focused on progressing people to social and economic participation. The Department of Social Protection's mission is to promote active participation in society through the provision of income supports, employment services and other services. This is being supported by the establishment of the National Employment and Entitlement Services (NEES) which was launched in 2011. It will integrate benefit payment and employment services within the Department, supported by a case management approach. A focus on rights and responsibilities will be a key feature of the new model. To assist clients reduce dependence on income support, the continued receipt of a particular level of benefit will be conditional on engagement with training, education and employment opportunities offered.

The Keane Report, September 2011

The Government's Economic Management Council tasked an Inter-Departmental Group to consider actions to alleviate the increasing problem of mortgage arrears and to report to it. The Report of the Inter-Departmental group on (residential) Mortgage Arrears, chaired by Declan Keane, was published in September 2011.

eGovt Strategy

eGovernment 2012 – 2015 sets out a vision for improving citizens' and businesses' access to and interaction with Government services. It requires public bodies to consider the potential of new and emerging technologies to improve public service delivery and to ensure that services reach the people for whom they are intended. The strategy sets the objective of exploring the possibility of using social media and networking to deliver an online Citizens Information Centre.

Public Sector Reform Plan, November 2011

The current economic crisis has brought into sharp focus the need to derive maximum efficiency and effectiveness from publically funded services and all public services are subject to high and consistent levels of scrutiny and accountability. The approach that is expected of those charged with the management of resources has been clearly signalled in the Public Sector Reform Plan, which sets

out the Government's approach which aims to increase efficiency and output of public services. It focuses on five major commitments to change:

- (i) Placing customer service at the core of everything we do;
- (ii) Maximising new and innovative service delivery channels;
- (iii) Radically reducing our costs to drive better value for money;
- (iv) Leading, organising and working in new ways; and
- (v) Strong focus on implementation and delivery.

The National Disability Strategy

The strategy is a coordinated and planned approach, across government departments, to promote greater inclusion by people with disabilities in Irish society. It establishes a clear policy of mainstreaming public service provision for people with disabilities.

The National Action Plan on Social Inclusion, 2007 - 2016

The Plan sets out Government strategy for achieving social inclusion based on the lifecycle approach, over the period 2007-2016. The strategic framework aims to facilitate greater co-ordination and integration of structures and procedures across Government at national and local levels, as well as improved reporting and monitoring mechanisms. Within the Strategy, the emphasis is on services and activation as a means of tackling social exclusion.

Congregated Settings Report

This report recommends that the 4,000 individuals living in settings of 10 or more people with disabilities should be moved into the community.

Mental Capacity Bill

This Bill is expected to reform the law relating to vulnerable adults and will enable Ireland to ratify the UN Convention on the Rights of People with Disabilities, providing a new framework for supported decision-making. As more and more institutions close, more people with disabilities will be re-entering the community.

Conclusion

The active promotion of social and financial inclusion continues to be relevant and important in Irish society. The challenge for CIB and its delivery partners is to maximise their contribution in these areas through the provision of high quality information, advice, advocacy and budgeting services. Recent developments present a number of significant challenges and opportunities for CIB and its delivery partners, including opportunities to support citizens who are experiencing multi-faceted difficulties, often involving debt, income maximisation or serious crisis events which put them at risk of marginalisation or hardship.

The demand for advocacy services for people with disabilities will continue to grow, and CIB has an important opportunity to support vulnerable adults through the provision of relevant, high quality advocacy services.

Ensuring the accessibility of all services to all citizens is an essential aspect of meeting CIB's legislative remit and this involves using technology in the most effective way and ensuring that face to face services are accessible to all members of the community.

5. Vision

The vision for services provided by the CIB and its delivery partners is that:

- People who live in Ireland will know about and use our services when they need support to exercise their rights or get entitlements
- People will get the information they need about public services, as well as advice, advocacy, budgeting or debt relief, in ways that suit them
- Our services will be accessible and will always be delivered to a high standard
- Our services will be joined up so that the citizen will find it easy to move through, between and across them.
- Our services will make provision for those with particular difficulty accessing mainstream services i.e. through NAS, SLIS, Remote Interpreting, Live Adviser etc.
- Our services will support people in getting the best possible outcomes according to their situations.
- Information on the effectiveness of current social policy and services will be developed and presented to highlight issues which are of concern to users of those services.

6. Guiding Principles

These are the principles that are considered to be particularly important in setting out a plan that will guide and coordinate the on-going development of all CIB services in the period 2012-2015.

- **Citizen⁵ centred** – The focus is on organising ourselves and delivering services to get the best outcome for citizens.
- **Community** – The service offering is continually adapted in response to the needs of communities⁶.
- **Flexible** – thinking ahead and moving quickly to meet changing needs of citizens.
- **Trust and respect** – for citizens, each other and our community and voluntary sector / public service stakeholders.
- **Available to all** – Independent⁷, impartial, confidential and non- judgemental information, advice, advocacy and budgeting services.
- **Delivering value and positive outcomes** – for citizens and other stakeholders
- **Developing potential** – to ensure that the work of the staff and volunteers who work in the CIB and the delivery partners services is satisfying, meaningful and makes the best use of their commitment to our services.

⁵ **Citizen:** When we use the term citizen, we are talking about citizens of Ireland and all other people who live in Ireland and who may use our services at any time.

⁶ **Community:** a social, belief based, occupational, or other group sharing common characteristics or interests and perceived or perceiving itself as distinct in some respect from the broader society.

⁷ **Independent:** free from other vested interests or obligations and giving information, advice, advocacy or budgeting services that are solely in the best interests of the citizen.

7. Strategic Priorities

A. Meet the changing information, advice, advocacy and budgeting needs of citizens, particularly of marginalised and vulnerable groups and individuals

By Connecting and Responding

B. Implement consistent, high quality service by CIB and our delivery partners

By Providing our Services to a High Standard

C. Work to develop and implement an integrated service delivery model that puts the citizen at the centre

By Organising to Deliver

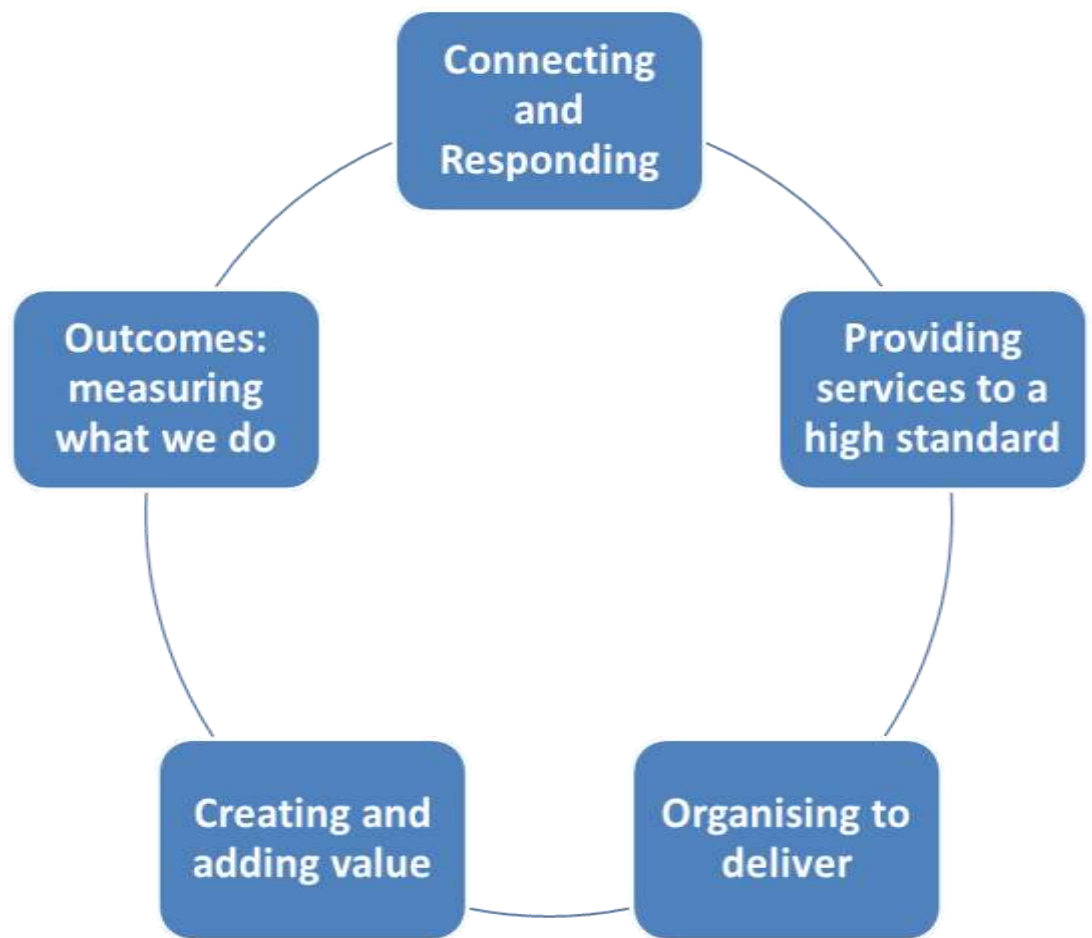
D. Lead the design and implementation of creative and flexible responses to meet emerging demands for information, advice, advocacy and budgeting support

By Creating and Adding Value

E. Measure the efficiency and effectiveness of our service delivery approach

By Demonstrating Outcomes through Feedback from Users

**Strategic
Actions:**



Priority A: Meet the changing information, advice, advocacy and budgeting needs of citizens, particularly of marginalised and vulnerable groups and individuals - by connecting and responding

What does this mean?	<p>This priority emphasises the need for CIB and its delivery partner's services to maintain a detailed appreciation of citizens' experiences so that we can anticipate needs and opportunities. This will enable our services to remain relevant to the needs of citizens and local communities.</p> <p>A key part of this priority is to ensure that our services are available to all citizens, including marginalised and vulnerable groups.</p> <p>To enable us to use our knowledge, expertise and resources to respond effectively to citizens' needs both locally and nationally, we will collaborate actively and positively with the Department of Social Protection and other relevant Government departments and state agencies and with other service providers in the voluntary and community sector.</p>
What will this achieve?	<p>Our objective is to deliver:</p> <ul style="list-style-type: none"> • Proactive, prompt and appropriate responses to citizens changing needs. • Maintaining and improving our relevance to the citizen and key stakeholders. • Clear, consistent positioning of CIB services with citizens and groups in communities and with the public sector. • Service delivery partners connected to each other, ensuring that services are delivered in a co-ordinated way and providing a joined up response to citizens' needs. • A co-ordinated public affairs approach for CIB and its delivery partners.

How will we measure our performance?

Main Performance Indicators:
<p>A1. Relevant timely, local and national response initiatives and projects developed to meet the specific needs of communities by CISs and MABS.</p> <p>A2. Relevant and timely social policy reports and submissions produced reflecting social policy issues being raised by citizens, which input to policy decision making and debate.</p> <p>A3. Targeted initiatives undertaken to promote services and improve referrals.</p> <p>A4. Increased access to the National Advocacy Service by people in residential institutions</p> <p>A5. Role of National Traveller MABS reviewed to consider broader social inclusion remit, completed in 2013.</p> <p>A6. Increased take-up across services, in particular, by marginalised groups.</p> <p>A7. Validation from customer feedback, (gathered via regular surveys).</p> <p>A8. Approaches made to and by Government departments and agencies for collaboration on relevant initiatives.</p> <p>A9. Collaborative engagement and activity with all our stakeholders.</p>

Priority B: Implement consistent, high quality service by CIB and our delivery partners – by providing services to a high standard

What does this mean?	<p>This priority focuses on quality and consistency of service delivery across all services.</p> <p>We will identify clear standards and build a culture in CIB and across the network of service delivery partners that values the on-going development of knowledge, expertise and skill. We will support staff and volunteers in developing their knowledge and expertise. We will encourage individuals to take responsibility for managing their own skill development so that we can provide consistently high quality services to the citizen.</p>
What will this achieve?	<ul style="list-style-type: none"> • Maintain the trust of citizens by ensuring consistency and quality in our services • Internal systems will align with our quality objectives • The focus on quality will be embedded in our culture • A unified approach to both quality and training throughout the CIB network • Encouragement of individuals, using our services, to take responsibility for their own development • Optimise the return on investment in training of staff and volunteers

How will we measure our performance?

Main Performance Indicators:
<p>B1. Implement agreed standards for information, advice, advocacy and budgeting services.</p> <p>B2. These agreed standards of quality services provided at every location.</p> <p>B3. Relevant, appropriate and timely training provided and undertaken by staff and volunteers.</p> <p>B4. Quality Framework finalised by 2013 and implemented by 2015.</p> <p>B5. National Volunteer Strategy delivered in CIBs, with the support of CIB.</p> <p>B6. Data Strategy completed with relevant management information identified and reported on and used to inform decision making.</p> <p>B7. PMDS implemented across all services.</p> <p>B8. All companies adhering to service agreements.</p>

Priority C: Work to develop and implement an integrated service delivery model that puts the citizen at the centre – by organising to deliver

What does this mean?	This priority focuses on changing current structures and processes, where considered necessary, to enable us to use our resources to meet citizens' needs in the most effective and efficient way. The full range of services is offered across services in each company. Citizens move easily between the different channels finding the information, advice, advocacy or budgeting support, as they require them. Services will aim to be visible and accessible in all communities so that, together, our services can clearly be seen as the automatic choice. CIB continues to build the architecture to support delivery of joined up services in co-operation with our delivery partners. During this strategy it will start to realise the potential of this architecture.
What will this achieve?	<ul style="list-style-type: none"> • Alignment of the organisation structure with our vision of providing high quality, independent and joined up services to people living in Ireland. • Improved accessibility and quality of services delivered through a more consolidated organisational structure, where this is shown to be more effective. • The citizen has to tell their story only once. Frontline staff can diagnose the citizen's requirements and develop a solution or direct the citizen towards the solution that best meets their needs. • Increased organisational flexibility by unlocking talent and capability at every level in the CIB network. • Making best and most efficient use of central supports for delivery partners • Pooled resources in order to provide better services.

How will we measure our performance?

Main Performance Indicators:
<p>C1. Plan for integrated service with feasibility study of options completed in 2013 to identify optimum means of achieving this. Pilot then developed to inform implementation.</p> <p>C2. As part of feasibility study, MABS helpline and CIPS structures reviewed with a clear focus on customer needs.</p> <p>C3. Further development and implementation of plan to manage and minimise waiting times for MABS clients throughout the MABS companies</p> <p>C4. Review conducted in 2012 of role, functions and structure of MABSndI with recommendations implemented thereafter to ensure appropriate alignment with CIB.</p> <p>C5. Review of structure of National Traveller MABS completed in 2013.</p> <p>C6. Clear pathways for citizens leading to relevant CIB services, regardless of entry point.</p> <p>C7. The full range of services offered by every company.</p> <p>C8. Development of a client assessment processes across services.</p> <p>C9. Significant increase in cross referrals between delivery partners and across different channels to be measured on internal data systems</p>

Priority D: Lead the design and implementation of creative and flexible responses to meet emerging demands for information, advice, advocacy and budgeting support- by creating and adding value

What does this mean?	Our aim is to continue to ensure that CIB services are the leading source of information, advice (including advice on the management, avoidance, reduction and discharge of personal debt), budgeting support and advocacy services for the citizen. To achieve this we need to be able to move quickly so that we can spot opportunities to develop new and better services. We need to organise ourselves with a degree of flexibility, so that we can respond rapidly to changing need. We need to promote money management and citizens information services in the community and through the education system. We also want to support collaborative enterprise within our own services and collaborate with colleagues in other organisations in the community and voluntary and public sectors. This is particularly important in the context of the economic crisis that faces the country.
What will this achieve?	Our services will continue to be the automatic choice for citizens seeking information, advice, advocacy or budgeting support. They will be seen as independent, confidential and person centred; safe places for citizens to go when they need help.

How will we measure our performance?

Main Performance Indicators:
<p>D1. CIB and its delivery partner services are the automatic choice for citizens – demonstrated in customer feedback and evaluation data.</p> <p>D2. On-going development and use of new technologies, and means of communicating and engaging with communities, citizens and staff e.g. Single Point of Telephone Contact (SPOTC), Remote Access to sign language interpreter (SLIS), mobile information services, online training, development of micro-sites on our website.</p> <p>D3. Online citizen's information centre explored, in the context of eGovernment plans.</p> <p>D4. On-going strong and consistent presence across our full range of media online (web, social media etc.) and identification of opportunities to develop same.</p> <p>D5. Money management and citizens' information promoted through community education and through the formal education system.</p> <p>D6. MABS role in relation to Debt Relief Notices and other aspects of the Personal Insolvency legislation will be examined and developed, including possible impact on current service provision.</p> <p>D7. Implementation of the Mortgage Information Helpline with significant uptake and positive customer feedback.</p> <p>D8. Managers and other staff with specialist expertise utilised as resource within the context of joined up services.</p>

Priority E: Measure the efficiency and effectiveness of our service delivery approach - by demonstrating outcomes through feedback from users

What does this mean?	This priority is about demonstrating outcomes and changing culture through the systematic quantitative and qualitative gathering of feedback from users.
What will this achieve?	<ul style="list-style-type: none"> • Demonstrate the value of services and capture outcomes • Identify and address gaps in front line standards • Lead culture change, where considered necessary, through positive reinforcement • Support our ability to fulfil our role in contributing to the social policy function by strengthening the evidence component of our commentary and analysis • Focus the CIB network on delivering outcomes • Support and improve management across the organisation

How will we measure our performance?

Main Performance Indicators
<p>E1. Regular customer surveys conducted across services, co-ordinated and reported on by CIB.</p> <p>E2. All staff provided with meaningful performance feedback through systematic practice of the PMDS approach.</p> <p>E3. Data Strategy is implemented, appropriate systems put in place and relevant meaningful statistics collected about service delivery and outcomes.</p> <p>E4. Management information and case management systems and processes in place yielding regular and high quality insights to support management, service development and social policy formation.</p> <p>E5. Improved efficiencies and resource utilisation evident by end of this strategic period</p> <p>E6. Standard customer complaints procedures implemented in all services</p>

Glossary:

This section defines some of the key terms used in this document:

Citizen: When we use the term citizen, we are talking about citizens of Ireland and all other people who live in Ireland and who may use our services at any time.

Community: a social, occupational, or other group sharing common characteristics or interests and perceived or perceiving itself as distinct in some respect from the broader society.

Independent: free from other vested interests or obligations and giving information, advice, advocacy or budgeting services that are solely in the best interests of the citizen.

Accessible services: CIB is required by legislation to ensure that its services are accessible to all citizens. When we refer to accessible services we are using the term to indicate that our services should be within easy reach of all citizens; delivered in ways that match how they organise their affairs. It is vitally important that services are delivered to people in a way that makes sense to them and ensures that they have a full appreciation of the options available to them. The term also implies that our services should be physically accessible to everybody regardless of where they live, their circumstances or how they come in contact with our services.

Marginalised or vulnerable groups: This term refers to groups or individuals who can find themselves excluded or distant from public information or access to important social and public services or activities such as participation in the financial system or in the democratic process. People who are socially or economically disadvantaged, people with disabilities and people who are experiencing serious crises are all examples of people who frequently experience marginalisation.