

# **Elected Members and the Executive**

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# Introduction

- ❑ Relationship - Elected Members and Executive
- ❑ Reflections - experience of making it work
- ❑ One person's perspective
- ❑ Meath, West Cork, Cork City
- ❑ Focus on important points
- ❑ The Executive = all officials (every level)

# Context

- ❑ Real world out there
- ❑ Changes rapidly - Moves on
- ❑ not always sympathetic to:
  - local government organisations
  - specific places

# Context

- ❑ Internal operating environment
- ❑ External operating environment
- ❑ Key fact: mobile Capital and Talent
- ❑ Sustainable places:
  - attract and retain both

# Context

- ❑ Planning and sustainable development build key attractors for capital and talent
- ❑ Realism: prerequisite to achievement
- ❑ Local government and planning is about delivering societies, not just economies



## People Vision 2025

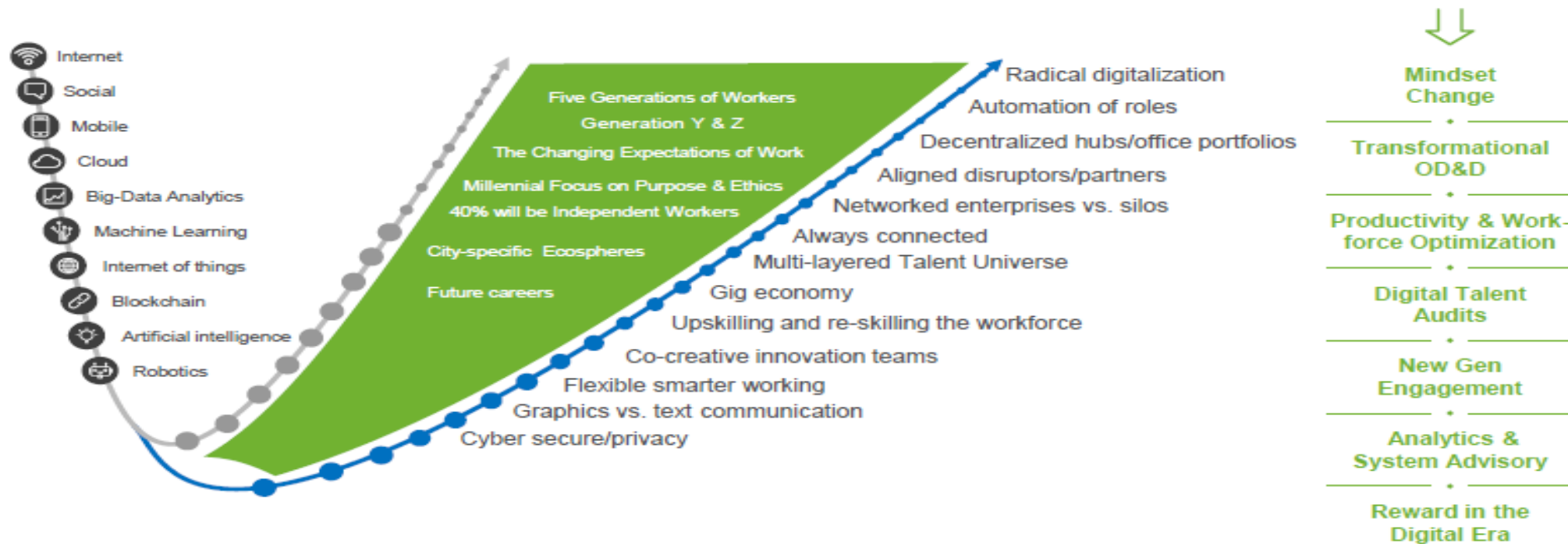
Going Digital is an enabler – but Talent Purpose and Meaning will define the future value of competitive advantage

### Science and technology

### Socio-economic change

### Future of work

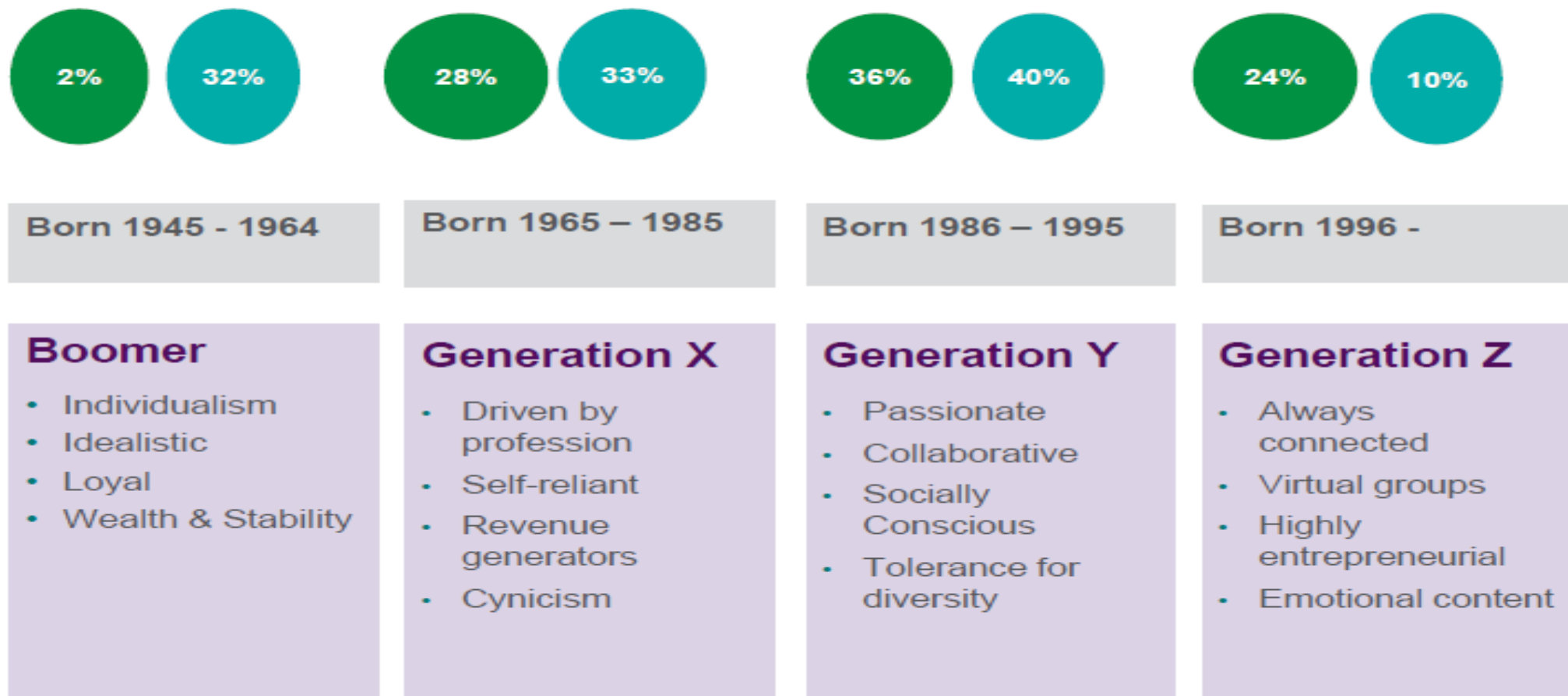
### HR Response



# Changing demographics 2018-2020

Four generations co-existing in the workplace today!

UK today  
UK 2020





# Context

## Global Pin Codes:

**2018 - 1113**

**2100 - 1134**

# Context

Scrutiny - more intense:

- ❑ SIPO

- ❑ Lobbying legislation

- ❑ Environmental legislation

# Context

- Freedom of Information
- GDPR
- Social media
- Mobile phones

# Nature of Relationship

- Elected Members – direct democratic mandate
- Executive – no direct democratic mandate
- Formal and informal aspects (latter is very important)
- **Exercise of power – tensions inevitable**
- Culture of organisation and culture of place
- **Basis of respect and trust essential**



# Nature of Relationship

- ❑ Elected Members (reserved functions)
- ❑ Executive (executive functions)
- ❑ Good relationship = mutual understanding of
  - these powers
  - their limits
  - strong fences = good neighbours

# Nature of Relationship

- ❑ Mayor and Committee Chairs
- ❑ Leadership group
- ❑ Leaders, Whips and CPG

# Nature of Relationship

- ❑ Share goals/objectives of strategies
- ❑ Good outcomes:
  - are in the interests of both
  - enhance reputation of organisation
  - enhance place



# Nature of Relationship

- No legal privilege in council chamber or in committee
- Executive has duty to advise Elected Members
- Help avoid difficulties
- Prudence is best
- Don't stray outside parameters in legislative functions
- Can be used in judicial review against you

# Strategy Function

- ❑ Elected Members make policy
- ❑ Executive implements policy
- ❑ In practice - interactive process
  - Elected Members identify broad parameters
  - Executive prepares options
  - resolved through meetings into consultation draft

# Strategy Function

- Strategy delivered through (inter alia):
  - Corporate Plan
  - Development Plan
  - Local Economic and Community Plans (LECP)
  - Local Area Plans

# Strategy Function

## □ Elected Members:

- approve budgets
- make corporate plans
- make and vary development plans
- make LECs
- make and vary local area plans
- approve property disposal
- approve material contravention (development plan)

# Strategy Function

- ❑ Plans – dated once made
- ❑ Variations/material contraventions:
  - not signs of failure
  - deliver flexibility
  - reserved functions

# Strategy Function

*In making the development plan under subsection (6) or (10), the members **shall be restricted** to considering the proper planning and sustainable development of the area to which the development plan relates, the statutory obligations of any local authority in the area and any relevant policies or objectives for the time being of the Government or any Minister of the Government.”*

# Learnings

- ❑ Building relationships takes time
- ❑ Initial suspicions can be overcome
- ❑ Establish shared understandings
- ❑ **Don't try to do each other's jobs!**

# Learnings

- ❑ The Executive will judge on behaviour
- ❑ Speaking on record v in committee
- ❑ The Irish planning system is discretionary
- ❑ Frustrations with apparent inconsistencies



# Learnings

## □ Examples:

- Boundary Extension Process
- Preparation of LECPC

## □ Always meet Elected Members

**Thank You**