Induction Training to Members of Local Authority Strategic Policy Committees (SPCs)

📅 **Thursday 17th April**

🕐 **10.00am - 12.00pm (online)**

Speakers: Tommy Moylan, AILG
Charles Stanley Smith, Public Participation Networks Ireland
Corrina Harte, IPA

Today's Content:

- Overview of Local Government, Legislative Framework, Relevant laws, regulations, and governance principles

- Role of SPCs - Structure, configuration, role and purpose

- SPC Members Roles and Responsibilities: Understanding the function of SPC members including Link with LA Plenary Council and Decision Making

- Overview of PPNs – Role, Structure, Nomination process

- Overview of SPC Review, SPC Guidelines and SPC Work Programme

- Policy Development Process: How policies are formulated, reviewed, and implemented

- Meeting Procedures and Protocols: Effective participation in SPC meetings

- Ethical Standards and Code of Conduct: Transparency, integrity, and accountability

Overview of Local Government, Legislative Framework, Relevant laws, Regulations, and Governance Principles

Role of SPCs, Role and Responsibilities of SPC Members and their link with the Local Authority Plenary Council and Decision Making

Speaker: Tommy Moylan, Association of Irish Local Government (AILG)

Overview of Local Government, Legislative Framework, Relevant laws, Regulations, and Governance Principles

Characteristics of the Irish Local Government System

❑ The local government system in Ireland has experienced significant reform in recent years.

❑ While that reform has impacted on the structure, functions, resources and organisation of the local government system, the basic purpose of local government has not changed.

❑ The key purpose of local government is to promote the well-being and quality of life of citizens and communities, through effective, accountable representation, and efficient performance of functions and delivery of services.

❑ Outside of the Oireachtas (Irish National Parliament), local authorities are the only bodies whose members are elected by direct vote of the electorate.

❑ They are also the only form of government in which everyone can participate irrespective of citizenship – everyone whose name is on the register of electors and who is qualified to vote can exercise their democratic rights at local elections.

Legislative Framework for our Local Government System

❑ The role of local government in Ireland is underpinned by Article 28A of the Irish Constitution, which recognises the independence of local government to provide a democratic forum to promote the interests of local communities. The Constitution also guarantees that local elections are held every five years.

❑ The main piece of legislation that supports how local government operates in Ireland is the Local Government Act 2001. This legislation sets out the powers, functions and duties of local government.

❑ 2012 a major reform programme of local government was announced with the publication of 'Putting People First' – An Action Programme for Effective Local Government.

❑ These reforms were given legislative effect by the 2014 Local Government Reform Act.

❑ 2023 Local Government (Mayor of Limerick) Act.

Overview of Local Government, Legislative
Framework, Relevant laws, Regulations,
and Governance Principles

<u>Local Government Reforms 2014</u>

❑ Merger of some county/city authorities into one Local Authority (North & South Tipperary, Limerick City/County & Waterford City/County).

❑ Abolition of the 80 Town/Borough Councils, has resulted in a reduction in the number of local authorities from 114 to 31.

❑ A new sub-county structure with the establishment 95 Municipal Districts/Borough Districts/Metropolitan Districts. MD's are a statutory sub-committee of the local authority with some reserved functions.

❑ In our city LA's of Dublin, Cork and Galway and the remaining Dublin LA's of Fingal, Dún Laoghaire-Rathdown and South Dublin the previous sub-county structure of Area Committees remained.

❑ Reduction in the number of councillors throughout the State from 1,627 to 949. This reduction represents a 42% decrease in overall numbers (over 33% reduction in real terms due to some elected members holding both town and county seats).

Overview of Local Government, Legislative
Framework, Relevant laws, Regulations,
and Governance Principles

Local Government Reforms 2014

❑ Regional Changes – Reduction from 8 Regional Authorities to 3 Regional Assemblies & responsibility for Regional Economic & Social Strategy (RESS)

❑ Transfer of Water and Waste-water Services from Local Authorities to Uisce Éireann

❑ Establishment of Local Enterprise Offices (LEOs) in local authorities as business support units for local enterprises.

❑ Local Authorities mandated to establish Economic Development SPCs

❑ Alignment of Local Community Development with local government with the establishment of Local Community Development Committees (LCDC) including management of SICAP Programme through LCDC

❑ Community engagement given a stronger voice with the establishment of PPN Structure (Public Participation Network)
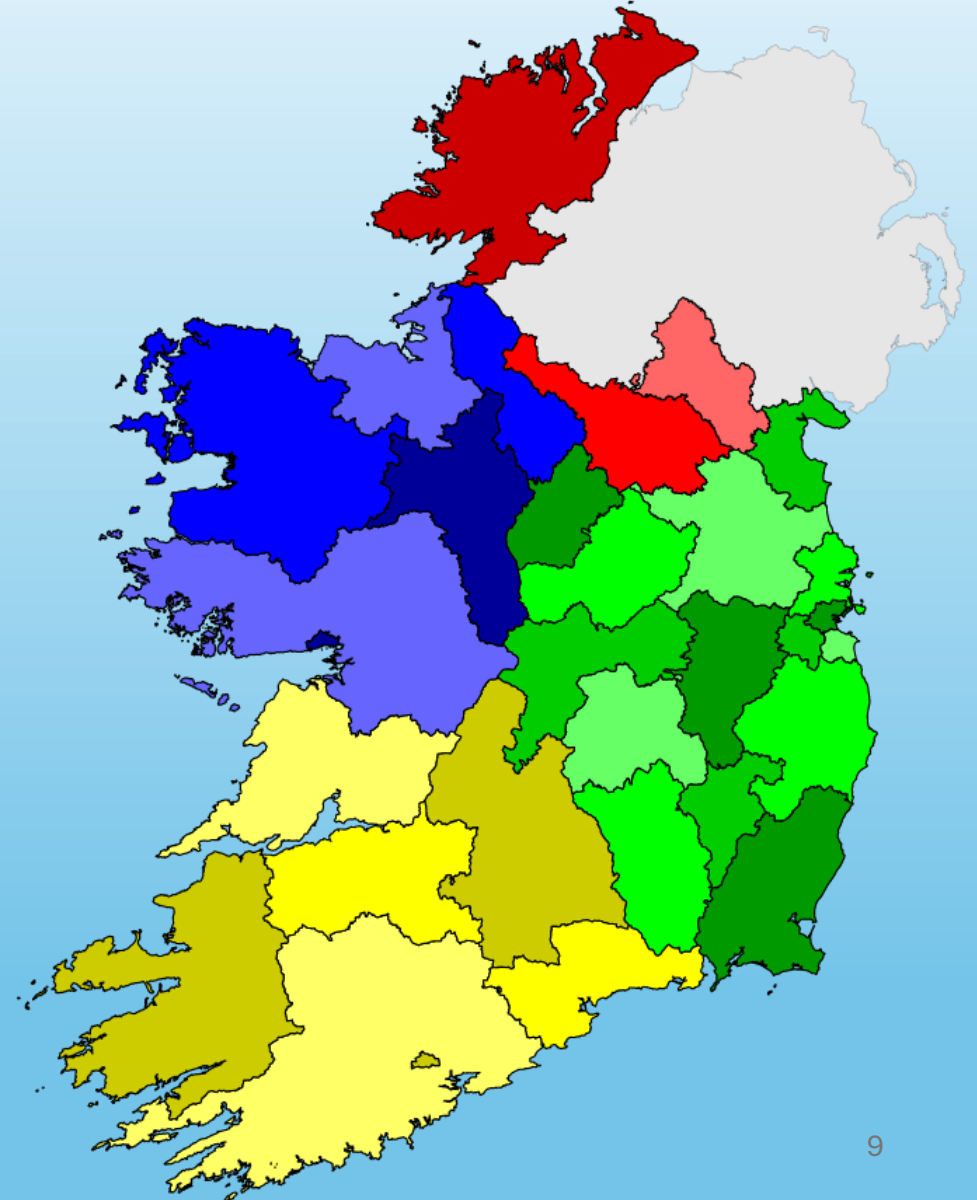
Overview of Local Government, Legislative
  Framework, Relevant laws, Regulations,
        and Governance Principles

<u>Local Government Reforms 2014</u>

❑ Local Economic and Community Plans – LCDC & LEO

❑ Introduction of Local Property Tax (LPT)

❑ Significant changes and input to the preparation of local authority annual budget

❑ Introduction of CE Monthly Management Report

❑ Setting up of National Oversight and Audit Commission (NOAC)

❑ Improvements to Ethics, Declaration of Interests & Code of Conduct requirements

Overview of Local Government, Legislative Framework, Relevant laws, Regulations, and Governance Principles

❑ In Ireland, each of our 31 local authorities are divided into 166 local electoral areas within which members of local authorities are elected.

❑ There are 949 Local Authority Elected Members (950 with DEM) and the breakdown between local authorities at county, city and city and county is as follows:

➢ 26 County Councils, of which three are in Dublin (Fingal, Dún Laoghaire-Rathdown and South Dublin)

➢ 3 City Councils: Cork, Dublin and Galway

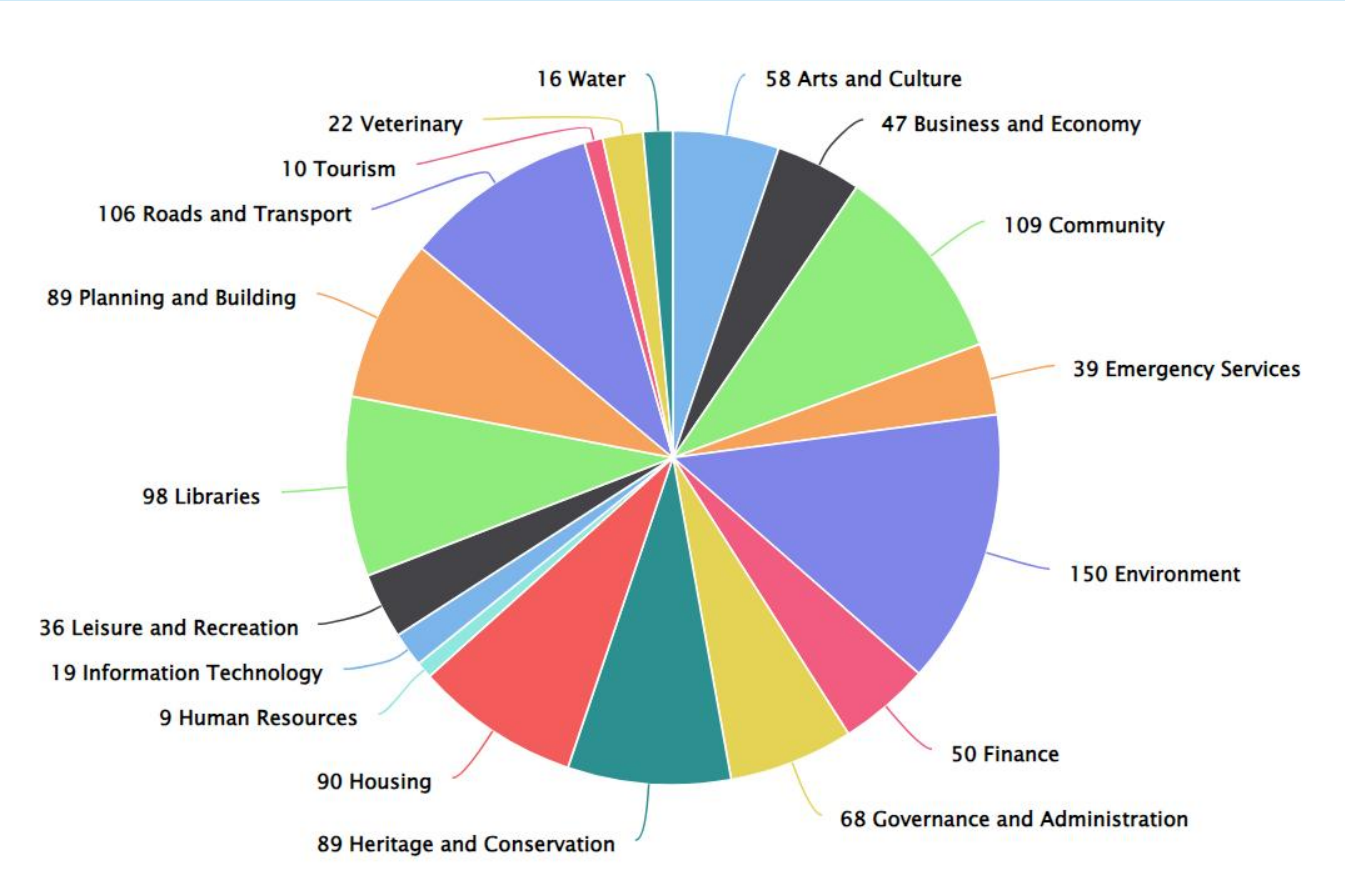➢ 2 City and County councils: Limerick and Waterford.

Overview of Local Government, Legislative Framework, Relevant laws, Regulations, and Governance Principles

What does Local Government Do?

✓ Local democratic framework and through it an entry to national politics

✓ Local representational role and underpins local identity

✓ Direct public services to residents, visitors and investors within a local context

✓ Delivers on an agency basis for the State, national services more appropriately delivered at a local level

✓ Facilitates public and private investment

✓ Provides the spatial planning context

✓ Provides the local platform through which social and cultural diversity is facilitated and nurtured

✓ Regulates in instances of economic and environmental issues as well as providing local consumer protection

✓ Facilitates, on behalf of the State, the co-ordination of local, rural and community development

Overview of Local Government, Legislative Framework, Relevant laws, Regulations, and Governance Principles

❑ Local Government in Ireland is big business

❑ Local Authorities are responsible for delivery of over 1,100 local services

❑ Over 30,000 local government employees

❑ In 2024 combined budgeted income of €7.4 billion for current expenditure and €6.4 billion in capital expenditure

Overview of Local Government, Legislative Framework, Relevant laws, Regulations, and Governance Principles

Local Authority Services are structured on the basis of 8 Divisions/Programmes

Housing

Road Transportation and Safety

Water Supply and Sewerage (Water Services)

Planning and Development

Environmental Protection

Recreation and Amenity

Agriculture, Food and the Marine

Miscellaneous

Local Authority Structure

❑ The elected council is in law the policy-making arm of the local authority i.e. Councillors have the role of creating the overall policy framework that the council's executive/staff work within.

❑ Councillors carry out their statutory role by exercising their reserved functions

❑ Chief Executive is responsible for the day-to-day operations and oversight of the work of the council including staffing matters. CE ensures that council policy, as adopted by the elected council, is implemented.

❑ CE exercise their power by executive functions within the policy parameters as determined by the elected council.

❑ Corporate Policy Committee (CPG) advises and assists the elected council in formulating, developing, monitoring, and reviewing policy, and may assist in the co-ordination of the business of the council.

❑ Strategic policy committees (SPCs) consider matters connected with the formulation, development, monitoring and review of policy which relate to the functions of the local authority and to advise the authority on those matters

Role of SPCs - Structure, configuration, role and purpose

Legislation and Guidelines for CPGs and SPCs

❑ Vision (PPF) – 'A local government system, working in partnership with people and their communities, that is the primary vehicle of governance and public service at local level, which delivers efficient and good value services to the public and which is a significant leader of sustainable economic, environmental, social and community development locally.'

❑ Section 133 of the Local Government Act 2001, as amended by section 48 of the Local Government Reform Act 2014, provides for the establishment of Corporate Policy Groups (CPGs)

❑ Section 48 of the Local Government Act 2001 (as amended by the 2014 Act) provides for the establishment of Strategic Policy Committees (SPCs) – 'to consider matters connected with the formulation, development, monitoring and review of policy which relate to the functions of the local authority and to advise the authority on those matters.'

Role of SPCs - Structure, configuration, role and purpose

Corporate Policy Group (CPG)

❑ Section 133 of the Local Government Act 2001 (as amended) provides for the establishment of a Corporate Policy Group in a local authority

❑ Role of the CPG is to

      (a) advise and assist the elected council in the formulation, development, monitoring and review of policy for the local authority and for that purpose propose arrangements for the consideration of policy matters and the organisation of related business by the elected council

      (b) make proposals for the allocation of business as between strategic policy committees and for the general coordination of such businesses

❑ CPG comprises of the Cathaoirleach/Mayor, the SPC Chairs and a representative of a Municipal District if the MD does not have a representative on the CPG

Corporate Policy Group: Role

Co-ordinate work of all SPCs

Approve work plans for SPCs

Request SPCs to consider policy issues

Provide feedback to SPCs

Assist in the Preparation of the Annual Budget

Assist in the Preparation of the Corporate Plan

Deal with overall issues – for example: delivery plans, customer service, value for money

Monitor overall performance of the Council

Provide input to the full Council – agenda, protocols etc.

Determine if a function is at local authority level

Role of SPCs - Structure, configuration, role and purpose

Strategic Policy Committee (SPC)

❑ Section 48 of the Local Government Act 2001 (as amended by the 2014 Act) provides for the establishment of Strategic Policy Committees (SPCs) – 'to consider matters connected with the formulation, development, monitoring and review of policy which relate to the functions of the local authority and to advise the authority on those matters.'

❑ SPCs have a major role in assisting and advising the council in relation to functions of a strategic statutory nature, i.e. policy to mirror the functions of a local authority, e.g. preparation of a development plan.

❑ They also have a function in other, non-statutory policy fields, such as urban, village and rural renewal plans, consideration of the needs of people with disabilities, integration of sustainability principles in particular services and strategic monitoring of local authority services.

❑ Must have regard to national and regional plans including Regional Spatial and Economic Strategies (RSES) prepared by the Regional Assembly.

Role of SPCs - Structure, configuration, role and purpose

Strategic Policy Committee (SPC)

❑ Section 48(1A) of the 2014 Act requires that at least one of the SPCs that is established shall consider matters which relate to the functions of the local authority in relation to economic development and enterprise support

❑ Membership includes elected councillors, representatives of business, farming interests, environmental/conservation groups, trade unions and community and voluntary members.

❑ Each SPC should adopt a multi-annual work programme linked to the local authority's Corporate Plan which may be updated, as necessary.

❑ IPA review of the operation of SPCs and subsequently in June 2024 following the local elections, new SPC Guidelines were issued to all LA's

❑ All local authorities have adopted their new SPC Schemes for this new council term 2024 - 2029

SPCs and the Council

❑ It is the task of the SPCs, as committees of the council, to advise and assist the council in its work. While it is the task of each SPC to assist the council in the formulation and development of policy, the final policy decisions rest ultimately with the full elected council.

❑ The SPC system is intended to give councillors and relevant sectoral interests an opportunity for full involvement in the policy-making process from the early stages, when policy options are more fluid.

❑ Therefore, if the SPC system operates satisfactorily, much of the preliminary and background work, discussion and recommendation should be completed at SPC level for final consideration and ratification by the council.

❑ The success of the SPCs is crucially dependent on the active involvement of all members and on a positive mindset from all involved – councillors, sectoral representatives, Chief Executives, directors and staff – that are focused on the strategic role of SPCs.

❑ The work of the SPC chair and Director of Services is of critical importance.

SPC Members Roles and Responsibilities: Understanding the
function of SPC members including Link with LA Plenary
Council and Decision Making

SPCs and the Council

❑ Effective Working of SPCs

➢ SPC Work Programme
➢ SPC Strategic Role
➢ Role of SPC Chair & DoS and SPC Secretariat
➢ Advice and Information from Chief Executive
➢ Early Presentation of Policy Proposals to SPCs
➢ Views of Members Expressed at SPC
➢ Requirement to have Regard to the Regional Spatial & Economic Strategy
➢ Assistance from Public Authorities
➢ SPCs and Service Delivery Plans (SDPs)
➢ Consultation
➢ SPC Meetings
➢ Training
➢ Policy Support & Development

How Councils Formally Make Decisions

Chief Executive and Officials
Manage day-to-day running of Council and implement policies

Councillors
Approve budgets, land development plans, policies and bye-laws at Council meetings

Input into decisions

Local Community Development Committees

Strategic Policy Committees

Municipal Districts (Area Committees)

Nominate members to

Social Partners

Public Participation Networks

tasc.ie

SPCs and the Council and Decision Making

Overview of PPNs – Role, Structure, Nomination process

Speaker: Charles Stanley Smith, Public Participation Networks Ireland

Overview of PPNs
Role, Structure, Nomination process

- A Public Participation Network (PPN) is a structure that brings together Community and Voluntary, Environmental and Social Inclusion groups in each local authority area.

- Public Participation Networks were established on foot of the report of the Working Group on Citizen Engagement with Local Government published in 2014

- This recommended greater input by communities into decision making at local government level.

- The Local Government Reform Act 2014 provided for the formal establishment of PPNs and they are now operational in all local authority areas.

- Volunteer led not for profit groups within a Local Authority Area can join the PPN

- Some areas have more than 1500 registered groups

Overview of PPNs
Role, Structure, Nomination process

- The primary purpose of the PPN is to enable PPN member groups to input into and have their voices heard within the formal decision-making structures of the local authority.

- The PPN is now the main way that local authorities connect with groups active in their area.

- Whenever the local authority needs people to participate in consultations or sit on the committees like Local Community Development Committees and Strategic Policy Committees, it is obliged to call on the PPN to select representatives from within its membership to serve on those committees.

- PPNs therefore provide a mechanism to facilitate the two-way flow of information between the local authority and their groups to influence policy development and the delivery of services to the wider community.

Overview of PPNs
Role, Structure, Nomination process

- Another of the main roles of the PPN is to provide a space for community groups to grow and develop through various training supports and other

- They also act as an information hub, keeping the community informed of relevant local issues, news, events, resources and supports.

- Each PPN has a FLAT structure. This means that all groups in the PPN have an equal voice and an equal input into decision making.

- There is no leader, no overall spokesperson or chairperson.

- The key decision-making body of each PPN is its Plenary, which is made up of representatives of all the registered member groups of the PPN.

Overview of PPNs
Role, Structure, Nomination process

- Every PPN also has a group called a Secretariat whose members are independent of the local authority.

- The Secretariat's main roles is to carry out the decisions made by the Plenary and along with coordinating the activities of the PPN, ensure the proper functioning of the PPN between Plenaries.

Overview of PPNs
Role, Structure, Nomination process

- PPNs are above politics with membership open to all volunteer-led/not for profit groups which are non-party political and that fulfil membership criteria.

- PPNs are wholly independent entities, but crucially still remain accountable for their use of public monies and the activities they undertake on behalf of their communities.

- Since their establishment, PPNs have been funded jointly by the Department of Rural and Community Development and local authorities.

- This annual funding is specifically allocated to meet the cost of employing a Resource Worker and Support Worker along with their ongoing operational costs such as office accommodation and training.

Overview of PPNs
Role, Structure, Nomination process

- Member groups are members of one of 3 different 'pillars':

  - Community and Voluntary

  - Environmental

  - Social Inclusion

- The PPN nominates and elects "Representatives" to sit on

  - Strategic Policy Committees (SPCs) e.g., Housing, Transport, Planning, Climate, Economic Development etc.

  - the Local Community Development Committee (LCDC)

  - and the new Community Safety Partnerships (formally Joint Policing Committees).

Overview of PPNs
Role, Structure, Nomination process

- Each Committee requires a different blend of 'pillar' representation

- Representatives are nominated and if necessary, voted by 'pillar' membership

- PPN representatives elected for full time of SPC

- PPN members have extensive expertise – both formal and 'lived' experience

- System matches expertise with committee requirements

Overview of PPNs
Role, Structure, Nomination process

- Representative consult with fellow PPN members through a mechanism of 'linkage groups' which are members with in interest in a particular policy area or policy areas grouped into a theme.

- They also base their inputs on the 'Community Wellbeing Statement', which have been created by each PPN by allowing their members to articulate their hopes for the future, by looking at what is already there, what needs to be maintained and what is needed to help their County to be the best it can be.

Overview of PPNs
Role, Structure, Nomination process

- PPN representatives are full members of the committees and are there to help

- They attend and participate fully in meetings of their Linkage Group and Board or Committee and any subgroups to which they may be appointed

- Bring forward the issues for consideration, and place them on the Agenda

- Work openly and collaboratively to identify issues, research and policy proposals etc.

- Network and work strategically with other Board or Committee members

- Communicate regularly with the Linkage Group on matters such as:

  - Dates of Board or Committee meetings

  - Agendas for Board or Committee meetings

  - Reports and feedback from Board or Committee meetings

  - Items which require their input or are of interest

- Overview of SPC Review, SPC Guidelines and SPC Work Programme

- Meeting Procedures and Protocols: Effective participation in SPC meetings

- Policy Development Process: How policies are formulated, reviewed, and implemented

- Ethical Standards and Code of Conduct: Transparency, integrity, and accountability

Speaker: Corinna Harte, Local Government Specialist, IPA

Revised Guidelines process

IPA Report on a Review of Strategic Policy Committees (SPCs)

Review and Report of Strategic Policy Committees (SPCs) - Stakeholder Working Group Commentary

Corporate Policy Groups and Strategic Policy Committees - Revised Guidelines for Establishment and Operation (June 2024)

Overview

SWG review and report

- Work Programme and Agenda
- Minutes
- Linkages between the SPCs and the Plenary Council and the CPG

IPA report

- Agenda, meeting and minutes
- Location and timing
- Policy: develop, formulate and review
- Work programme

Legislation and Guidelines for CPGs and SPCs

June 2024 Guidelines from the Minister for Housing, Local Government and Heritage under:

- Section 133(10) of the **Local Government Act 2001**, as amended by section 48 of the **Local Government Reform Act 2014**, in relation to Corporate Policy Groups (CPGs)

- Section 54(2) of the **Local Government Act 2001** in relation to Strategic Policy Committees (SPCs)

As per Section 48(1) of the 2001 Act, local authorities are required to establish 'strategic policy committees to consider matters connected with **the formulation, development, monitoring and review of policy** which relate to the functions of the local authority and to **advise** the authority on those matters'.

SPC Strategic role

Strategic role in assisting and advising:

Statutory:

- policy to mirror the functions of local authority
- prepare and adopt multi-annual work programme linked to Corporate Plan – can be updated

Non-statutory examples:

- urban, village and rural renewal plans
- policy related to the development of work programmes
- establishment of priorities for particular services
- consideration of the needs of people with disabilities
- integration of sustainability principles

CPG
- approve work programmes
- review in third year
- can make appropriate recommendations for issues to be considered

All Strategic Policy Committees (SPC)

There is a requirement on each SPC to have regard to the

Regional Spatial and Economic Strategies (RSES) prepared by the Regional Assembly.

LG Act 2001, Section 48(1A)

Each SPC should consider **climate action and climate impacts** as part of any policies they form.

Climate Action includes:
- biodiversity action
- water quality action
- sustainable land use
- energy (source and usage)
- resource management
- sustainable transport/mobility
- air quality/emissions
- soil quality
- waste management
- community action
- other related issues

Presentation of policy proposals to SPCs

2014 Act: provision for early presentation of proposals to SPCs

Early involvement for SPCs:

- preliminary preparation of policy
- setting of overall parameters
- identification of issues to be addressed
- approaches to take

This allows SPCs to present considered response to full Council.

Director of Service / Chair of SPC meet to discuss preparation of preliminary and supporting papers

Present proposals and papers to SPC

Discuss the outline development or amendment of any policy

Include how and when implementation will be reviewed and monitored

Meeting Procedures and Protocols: Effective participation in SPC meetings

'strategic policy committees to consider matters connected with **the formulation, development, monitoring and review of policy**'

SPC Chair: roles and responsibilities

Appointed by Elected Members of Council

Smooth and effective operation of SPCs

Interested and engaged in work of the SPC

Work with Director of Services

Set tone for collaborative and inclusive discussions

Lead SPC meetings – usually quarterly but can be more frequent

Present agreed recommendations to the full Council

Hold position for minimum period (3 years)

SPC Meetings

SPC Chair and Director of Service meet to clarify agenda and **agree on objectives**

Involve all members of SPC in drawing up agenda – as far as possible

Agree calendar of meetings

Structure calendar to meet policy and statutory timeframes

Conduct meetings in less rigid and formal way than full Council meetings

Ask SPC members for views on how to improve participation at meetings

Include reminder of ethical requirements (LG Act 2001, Section 177) and declaration of conflict of interests

Identify key contact person (other than Director of Service) for all SPC matters

Consider location – accessible, less formal, inclusive

Issue all documents - ideally four weeks in advance

Include action points with assigned responsibility in Minutes

SPC Standing Orders

- Times, days and locations of meetings
- Appropriate accessibility requirements
- Minimum terms of notice which should mirror those of the Council
- Ordering of the Agenda
- Provision to suspend Standing Orders
- Right to speak and equality in making views known
- Handling confidential material
- Conflicts of interests and abstention from discussions and voting
- Presence of the public and media representatives at SPC meetings, in accordance with section 45 of the Local Government Act 2001, as amended
- Procedures to allow for review of previous committee business and recommendations

Sectoral views

- Use PPN structures and processes to hear and understand diverse range of views where relevant

- Create an inclusive and effective pathway for sharing expertise, experience and knowledge of local matters to help inform decisions

- Encourage effective engagement from local communities

- Consider ways of involving underrepresented groups

The final decision lies with the full Council.

Being an effective committee member

- Unique contribution
- Preparation
- Active participation
- Communication
- Strategic focus

Policy Development Process:

How policies are formulated, reviewed, and implemented

Legislation and Guidelines for CPGs and SPCs

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Present proposals and papers to SPC

Discuss the outline development or amendment of any policy

Include how and when implementation will be reviewed and monitored

Policy planning

Set clear goals – defined and linked to the Development Plan

Review previous policy – what is useful for next steps

Discuss ideas / policy options – what evidence is needed, who can give advice and information, include service users

Design the steps – start with end goal, be realistic, allow flexibility

Set clear timeframes to check progress – who and when and how and then what

Plan for feedback and evaluation

SPC role in making and reviewing policy

Reading relevant documents and summaries on the topic

Asking for more specific information to help with their recommendations

Providing summary of possible and / or preferred decisions with reason or supporting evidence

Advising the CPG and full Council on formulating, developing, monitoring, reviewing on relevant policy matters – linked to the Corporate Plan

Giving advice to the full Council on strategic statutory matters

Being involved in policy making from the early stages

Policy Design

1. Design Process
2. Design Toolset
3. Design Mindset
4. Design Principals

Better Public Services
A transformation strategy to deliver for the public and build trust

Our Vision is to deliver
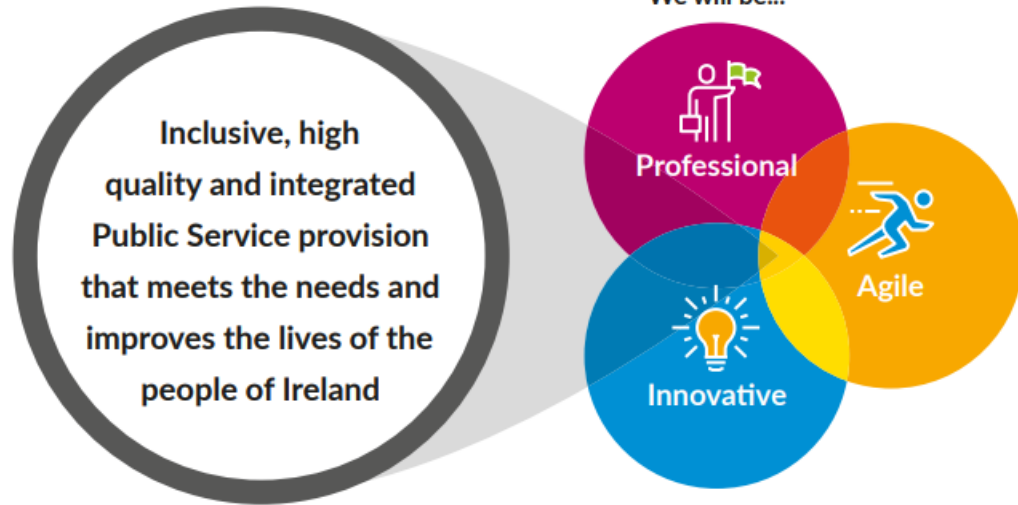
We will be...

Inclusive, high quality and integrated Public Service provision that meets the needs and improves the lives of the people of Ireland

Professional

Agile

Innovative

Better Public Services

A transformation strategy to deliver for the public and build trust

1 Digital and Innovation at Scale

2 Workforce and Organisation of the Future

3 Evidence-informed policy and services designed for and with our public

General challenge

Find the right problem to solve

Discover · Define

Specific challenge

Solve the problem the right way
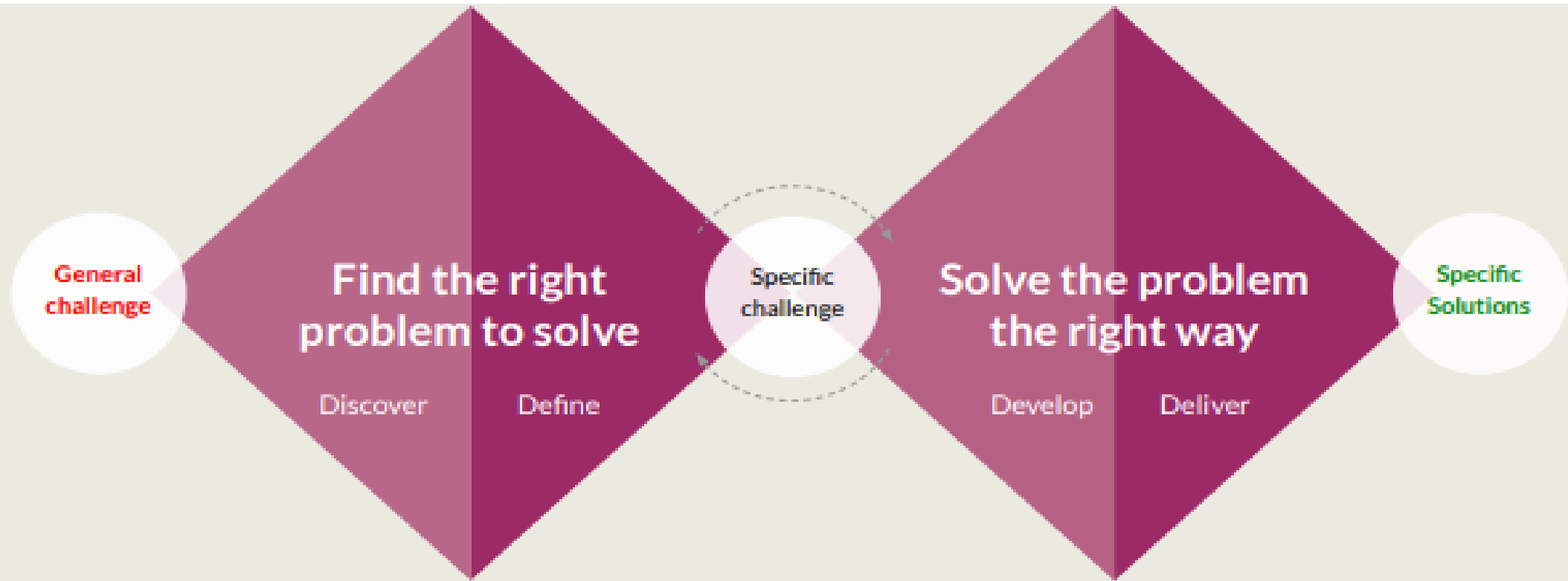
Develop · Deliver

Specific Solutions

DISCOVER PHASE

Delve deep to truly understand the challenge and resisting assumptions. Engage and empathise with those directly affected to gain genuine insights.

DEFINE PHASE

Use the insights gathered during discovery to reframe the challenge, seeing it from new perspectives and highlighting its core essence.

DEVELOP PHASE

Address the defined problems by brainstorming diverse solutions. Seek inspiration from various sources and collaborate with a diverse group of individuals for co-design.

DELIVER PHASE

Prototype the devised solutions on a small scale, discarding what doesn't resonate and refining what promises to make a meaningful impact.

Policy gaps

Policy formulation and implementation are linked:

- The potential outcomes of the policy itself may change significantly during implementation.

- Complexity in public service systems often means we cannot directly control how these changes happen.

- The real-world effects that policies produce are often complex and unpredictable.

Goals

Rules

Feedback

Response

Source:
Design Principles
Action Plan for Designing Better Public Services

Principle 01/ We will put people first

Principle 02/ We will design to be inclusive

Principle 03/ We will design services together

Principle 04/ We will design for trust

Principle 05/ We will design so knowledge can be reused and shared

Principle 06/ We will challenge assumptions and design with evidence

Principle 07/ We will design from the top down and the bottom up

Principle 08/ We will design to deliver value - in all its forms

Principle 09/ We will build, test, learn & iterate

Principle 10/ We will work to make things simpler

Design Process

Source: Action Plan for Designing Better Public Services

Policy review

- clear purpose

- clear owner

- framework for decisions

- outcomes are clearly stated and measurable

- stakeholders have been involved in the development

- appropriately resourced

- clear accountability

- sustainable and future proofed

- impact of policy on different groups considered

- ideas have been tested before implementation

Policy gaps

Reasons why policy might not work.
1. What could have been done at planning stage?
2. What could have been done in the monitoring stages?
3. Are there common themes?
4. What are the recommended solutions or next steps?

Policy problem solving

1. **Identify:** what is the policy problem
2. **Diagnose:** distinguish between causes of a problem and symptoms of it
3. **Design:** feasible options to tackle the problem, take into account context and capability
4. **Test:** refine one or several steps as needed
5. **Implement:** build in monitoring steps

Policy making and reviewing

Making effective use of:

- Resources

- Expertise

- Time

- Meetings

Links to current national, regional, international policies and frameworks

Mapping programme of work to meet local and national timelines

Working with and understanding links with other SPCs

Climate Action Plan 2024

LG | Local Government

Theme: Leadership, Governance and Accountability						
Measures: Implementation of Local Government Climate Action						
Actions						
Action Number	Actions	Steps Necessary for Delivery	Output	Timeline	Lead	Stakeholders
LG/24/1	**Adopt the Local Authority Climate Action Plans**	All LA CAPs are adopted at local authority level.	31 Local Authority Climate Action Plans adopted	Q1 2024	Local Authorities (Reporting lead: DECC)	CCMA, DECC, Local Authorities, Regional Assemblies
LG/24/2	**Develop Decarbonising Zones**	Decarbonising Zone Action Group to focus on addressing blockages that require cross-governmental and agency collaboration.	Establish a Decarbonising Zone Action Group	Q2 2024	DECC	CAROs, CCMA, DHLGH, Local Authorities, Regional Assemblies
LG/24/6	**Support Cork and Dublin in the EU Climate-neutral and Smart Cities Mission**	Oversee the Mirror Group and City Lead Group and provide support and technical expertise to assist the cities in developing their Climate City Contracts for submission to Net Zero Cities.	Cork and Dublin submit Climate City Contract	Q4 2024	Cork City, Dublin City (Reporting lead: DECC)	DECC, Galway City, DFHERIS, Regional Assemblies

Climate Action Plan 2024

Theme: Horizontal/Cross-cutting		2025 KPI: Reduction in Total Vehicle Kilometres and Fuel Usage, and Increase in Sustainable Transport Trips	2025 Abatement Potential: Included in Basket of Sustainable Transport/Demand Management Measures: 0.7 MtCO$_2$eq.

Measure: Communications Strategy

Actions

Action Number	Actions	Steps Necessary for Delivery	Output	Timeline	Lead	Stakeholders
TR/24/4 (TF)	**Progress evidence-based engagement strategy actions and advertising campaigns to support achievement of transport sector behavioural change and emissions abatement targets**	Continue to roll out future phases of "Your Journey Counts" national advertising campaign Climate Action and Sustainable Mobility Public Engagement Strategy to build awareness and inspire ownership for action in individuals, private organisations and public sector bodies, while also increasing support and acceptance for the delivery of critical infrastructure	Follow-up national-scale communications campaign around climate action and sustainable mobility, and showcase Public Engagement Pilot Initiatives	Q4 2024	D/Transport	DECC, Local Authorities, Transport Operators, NTA TII, Irish Cycling Campaign, An Taisce, PPNs

Healthy Ireland Framework 2019-2025

'A Healthy Ireland, where everyone can enjoy physical and mental health and wellbeing to their full potential, where wellbeing is valued and supported at every level of society and is everyone's responsibility.'

Four key goals:

- Increase the proportion of people who are healthy at all stages of life

- Reduce health inequalities

- Protect the public from threats to health and wellbeing

- Create an environment where every individual and sector of society can play their part in achieving a healthy Ireland

- Partnerships with citizens and communities

- Building community & personal responsibility

- Life course approach

- Early intervention & healthy ageing

Examples from LAs

ACTIVE CITIES PROJECT BRINGS FREE EQUIPMENT SHARING SOLUTION TO 5 IRISH CITIES

8 of Sport Ireland's Local Sports Partnerships (LSPs) are currently working with their respective Local Authorities to bring a new and innovative free equipment sharing solution to parks and communities across 5 cities in Ireland: Dublin, Cork, Limerick, Galway and Waterford.

The Library is the Place

'To enrich the lives of people and communities in Ireland by providing **universal access to information** and resources to promote reading and enjoyment, lifelong learning, life skills, education and cultural engagement.'

Strategic themes align with relevant public policy objectives across government. For example:

- a commitment under **Our Rural Future** to make rural Ireland a viable and attractive place for people to live with access to good job opportunities and public services

- a commitment to support individuals and groups from disadvantaged, marginalised and socially excluded communities, including those in urban areas, to meet their full potential

- Healthy Ireland

- Adult Literacy

- Skills for Life

The Library is the Place:
Information, Recreation, Inspiration

National Public Library Strategy
2023-2027

Almost 1 in 5 (18%) of adults struggle with reading and understanding everyday text.

1 in 4 adults (25%) had difficulties using maths in everyday life.

Almost 1 in 2 (47%) adults lack basic digital skills.

Source: Adult Literacy for Life

Figure 4: Key Adult Literacy Domains

Figure 9: Key Mechanisms of Literacy Support

Education
- ETBs
- NALA
- Community Education Providers

Health & Family
- Family Resource Centres
- Community mental health services
- GPs
- Pharmacies

Information
- Citizens information Services
- Money Advice and Budgeting Service
- Libraries
- BAI Media Literacy initiatives

Digital
- Broadband roll out including the National Broadband Plan
- Digital Skills for Citizens
- MyGov.ie
- Strategic Connection Points

Community Development
- SICAP Funded Partnership Companies & Bodies
- Local authorities
- Community Services Programme
- Sporting associations

Employment
- Intreo
- EmployAbility
- Community Workplace Schemes
- Employers
- Trade Unions

Ethical Standards and Code of Conduct: Transparency, integrity, and accountability

Public Sector codes and conduct

- Principles of Public Life ('Nolan Principles')
- Code of Conduct, Culture and Behaviours
- Declarations of Interest
- The Ethics in Public Office Act 1995, Part 15 of the Local Government Act 2001 (as amended)
- The Standards in Public Office Act 2001

(the 'Ethics Acts')

Code of Governance for Local Authorities

The Local Government Reform Act 2014

- significantly strengthened the governance arrangements at local government level

- established the National Oversight and Audit Commission (NOAC) as an independent statutory body to provide oversight of the local government sector in Ireland

Good Governance Principles

- focusing on the purpose of the authority, on outcomes that deliver sustainable economic, community and wider societal benefits and on implementing a vision for the local authority

- promoting and demonstrating public service values through upholding high standards of conduct and behaviour

- **members and officials working together to achieve a common purpose within a framework of clearly defined functions and roles**

Good Governance Principles

- developing the organisational capacity and the leadership capability

- taking well-informed and transparent decisions and managing risks and performance

- **engaging openly and comprehensively with local people, citizens and other stakeholders to ensure robust public accountability**

- actively contributing to the furtherance and achievement of the Sustainable Development Goals