



**Fingal
Public
Participation
Network**

DRAFT:

PPN Strategic Plan Review

Prepared by Jamie Moore on behalf of the Strategic Plan Working Group and Fingal
PPN Secretariat.

X June 2021

Background

Fingal PPN Strategic Plan 2018 – 2021

In 2018, the Fingal PPN Secretariat presented a strategic plan for the period 2018 to 2021. The plan set out the next phase of development for the PPN in Fingal with over 300 member organisations of the PPN engaging in the process.

Fingal PPN first elected a Secretariat to lead and oversee the operations of the PPN in 2015. That Secretariat then developed and implemented a 2016 to 2018 work plan culminating in the development of the aforementioned strategic plan.

The PPN has an obligation to promote and facilitate meaningful citizen participation and engagement in local decision-making structures. The PPN's commitment to this is reflected in their overall Strategic Goal, which is:

That Fingal PPN is an integral and respected local decision-making partner and network. It is engaged and pro-actively consulted in the development of all Fingal economic, social, community and infrastructural policies. Its members are well supported and aware of their ability to make a difference for their community.

By undertaking this review and extending the strategic plan, coupled with the implementation of the PPN handbook recommendations, the PPN believes it will provide a solid base for developing and resourcing a new Strategic Plan for 2023 and beyond.

Strategic Plan Working Group

Fingal PPN setup a working group to oversee review of the PPN Strategic Plan. The working group originally consisted of representatives of the Secretariat (John Melvin and Todd Pocius), Linkage Group Facilitators (Denise McDermott), PPN Representatives (Alice Davis), PPN Staff (Laura Barton) and Fingal County Council (Sinead Wiley). The working group commenced work on the Strategic Plan Review in March 2021, having progressed the PPN Handbook review. Todd Pocius and Sinead Wiley stepped down from the working group in April 2021 due to unrelated commitments. At the end of May 2021, Denise McDermott stepped down from the working group. In June 2021, Todd was replaced by Angela Rogers and Denise was

replaced by Olanike Adesemowo. The working group completed its work in relation to the review in July 2021.

Methodology

The PPN Strategic Plan was due for review in early 2020. Due to resource constraints and the onset of the Covid-19 pandemic, this was postponed. The PPN Secretariat has since decided to undertake the review as part of the 2021 work plan with the view to extending the plan to complete its implementation and in so doing, ensuring the strategic plan actions are still relevant and of appropriate scale.

Following the launch of the new PPN Handbook in November 2020, the Secretariat identified an opportunity to review the handbook and has published a report in relation to this. While that was an unconnected activity, the information identified in that process has contributed to the review of the strategic plan.

The approach to this review consists of:

- Updating the membership profile of the PPN.
- Reviewing each of the 17 actions and recommend changes if necessary.
- Consulting with members via survey to identify their opinions of and participation in the PPN, in the context of the four overarching goals.

Covid-19

On 13 March 2020, the spread of the Covid-19 virus was classified as a global pandemic and Ireland went into lockdown. Needless to say, this was not anticipated as part of the original strategic planning process.

As the pandemic was announced, the focus of the PPN's work immediately shifted to being a trusted source of information on Government and Public Health guidelines. The work of the PPN during the pandemic aimed to address misinformation, provide relevant guidance to the community and voluntary sector and residents more widely. The PPN, with partners, issued daily Covid-19 email newsletters, significantly increased social media activity issuing relevant information and further developed the PPN website to include a Covid-19 section and a community response map system.

The PPN supported the HSE, Government and Fingal County Council in issuing and distributing public health guidelines, information on funding and cocooning activity books. The PPN supported Fingal County Council in the setup and coordination of local volunteer response groups, providing advice and support during a time of emergency. The PPN was involved in the Fingal Community Call Forum which worked with PPPN members in providing support to communities.

The PPN also organised insurance for Covid-19 volunteer response groups free of charge to provide piece of mind to volunteers and reduce barriers for volunteers acting. The PPN and the Council also commenced documenting a #CoronavirusSolidarity diary of Covid19 volunteer stories.

During this period, the PPN has conducted business as usual as far as possible. The Secretariat continued to meet throughout the early days of the pandemic, PPN Linkage Groups recommenced meeting in September 2020 and have been uninterrupted since. A large range of training has also been facilitated throughout the pandemic and this continues.

The impact of the Covid-19 pandemic on the implementation of the Fingal PPN Strategic Plan 2018 to 2021 cannot be underestimated. In addition to this, the Fingal PPN response in supporting member organisations during the pandemic is unlikely to be fully realised.

Membership Profile

The PPN is made up of 495 members (30 June 2021). This is a reduction on 582 members when the Strategic Plan was first published. In the interim period, the PPN membership peaked at 876 members in September 2020.

The Department of Rural and Community Development requires PPNs to undertake a membership re-registration process at least every two years. This ensures PPN membership is kept as up to date as possible and is reflective of the active participation of PPN members. The 2020 re-registration process was the first since the PPN was founded.

The most recent re-registration process took place in October and November 2020 when membership was at its peak. This resulted in 314 members re-registering initially. This has steadily risen to 495.

Geographical Breakdown

The geographical breakdown of membership is largely the same, with an increase proportional increase of 6% of members being in Castleknock, the actual number of members increased in the Castleknock area on 2018. Members in Howth-Malahide has decreased by 6% and is now the area with the lowest number of members. Balbriggan accounts for the largest proportion of members with almost 3 of every 10 members being based in the area.

Table 1: Membership breakdown by geographical area

Area	March 2018		June 2021	
Castleknock	9%	52	15%	73
Mulhuddart	21%	122	19%	95
Swords	19%	111	20%	98
Howth-Malahide	21%	122	15%	76
Balbriggan	30%	175	31%	153
Total Members	582			495

Electoral College Breakdown

The Environmental College has seen its proportion (%) of members double on 2018 numbers with an actual membership of 28. This reflects PPN efforts in supporting this College to grow and actively seek new members. The Community and Social Inclusion colleges are proportionally broadly in line with previous numbers in 2018. The College in which PPN members below are generally self-selecting, therefore they may not reflect the true level of representation – particularly in the Social Inclusion college, as groups traditionally in this college may not self-identify as such.

Table 2: Membership breakdown by electoral college

College	March 2018		June 2021	
Community	78%	457	77%	380
Environment	3%	15	6%	28
Social Inclusion	19%	110	17%	87
Total		582		495

Breakdown by Group Cause

Almost 1 in 4 members are a sporting organisation, with 1 in 6 members being a resident's association and 1 in 10 members being a children, youth or family organisation. The proportion of community centre members has almost doubled with an increase of actual members in this area rising as a result of direct engagement with the sector and funding requirements of Fingal County Council. The number of Mental Health and Wellbeing members has more than doubled with the proportion almost tripling. The number of female organisations has halved.

Like the electoral college, the Group Cause is self-selecting and as such, a group may prioritise the objective of the organisation over the primary demographic involved in that organisation.

Table 3: Membership breakdown by cause

Cause	March 2018		June 2021	
Arts, Culture and Heritage	12.9%	75	8.9%	44

Cause	March 2018		June 2021	
Children, Young People and Families	10.7%	62	9.9%	49
Community Centre	4.3%	25	7.7%	38
Community Development	11.0%	64	7.9%	39
Disability	1.7%	10	2.8%	14
Environment and Conservation	3.4%	20	5.5%	27
Ethnic and Minority	5.5%	32	4.4%	22
Faith Based	1.0%	6	1.0%	5
Men's	1.4%	8	1.4%	7
Mental Health and Wellbeing	1.7%	10	4.8%	24
Residents Associations	13.4%	78	16.0%	79
Seniors	2.7%	16	2.6%	13
Sports and Outdoors	25.1%	146	23.4%	116
Volunteering and Active Citizenship	2.7%	16	2.2%	11
Women's	2.4%	14	1.4%	7
			100.0%	495

Membership Survey

The data in this section was captured through an online survey which was responded to by 86 members of the PPN in May of 2020. The survey found the following key information:

- 95% of respondents have a very good idea or a general idea about what the PPN does (2018: 91%)
- 100% of respondents are very interested or generally interested in the PPN (2018: 96%)
- 44% of respondents regularly attend Linkage Group meetings (2018: different question asked).

Closed Questions

Most respondents state they are interested in the arts, community, heritage, and sport, though this is down 12% since 2018. Almost half interested in community safety and policing, up 4% on 2018. Housing and homelessness remain of low interest to respondents but up 1% since 2018, and this is consistent with the PPNs experience. Interest in Environment and Water has grown by 13% since 2018, and this is consistent with membership and linkage group activity.

Table 4: What interests PPN members align with

What interests does your group align with?	
Arts, community, heritage and sport	63%
Community safety and policing	49%
Environment and water	42%
Social and rural development (inc. Youth)	42%
Planning and strategic infrastructure	37%
Transport, Tourism and Economic Development	31%
Housing and homelessness	15%

Respondents were asked what type of PPN activity their group participates in. 3 in 5 stated they participated in PPN surveys with 2 in 5 stating they participate in Linkage Groups. Over a third of respondents participate in Plenary meetings and Training or Workshops. 1 in 6 respondents do not participate in any PPN activity.

Table 5: What activity PPN members participate in

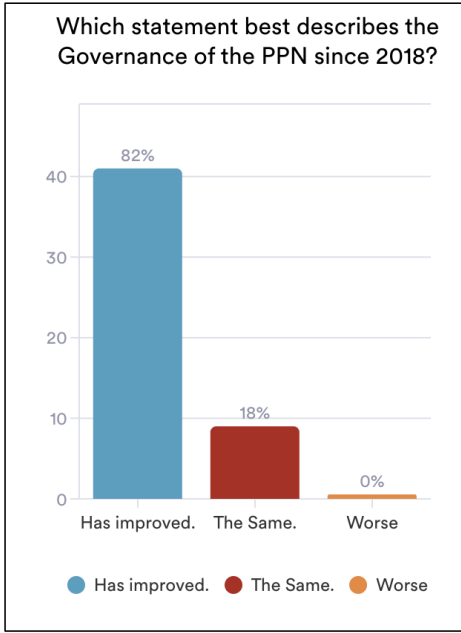
What PPN activity does your group participate in?	
Surveys	63%
Linkage Groups	44%
Plenary Meetings	35%
Training / Workshops	35%
Vote in PPN Elections	29%
Working Groups	22%
Fingal Inclusion Week	19%
Do not participate	17%

Respondents were asked if they promoted the PPN in various ways. 3 in 5 respondents encouraged other members of their organisation to get involved in the PPN and with the same number circulating information from the PPN to all their members. 2 in 5 respondents refer people to the PPN for information on Community Supports and 1 in 5 respondents refer people to the PPN for information about the Council and separately COVID-19. Almost the same number speak to their work colleagues about the PPN and 3% of members noted they discouraged members of their organisation from getting involved in the PPN.

Table 6: How respondents promote the PPN.

Do you do any of the following?	
Encourage members of my org to get involved in the PPN.	60%
Circulate information to all members of my org about the PPN.	60%

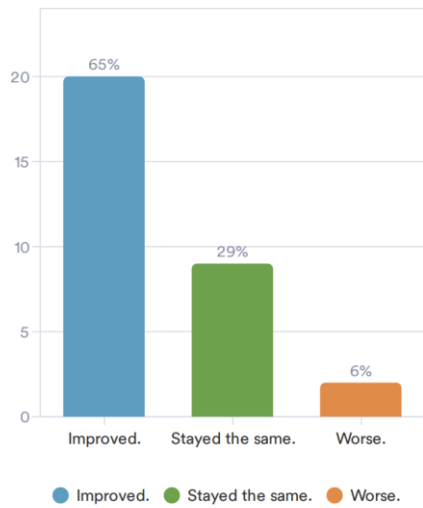
Do you do any of the following?	
Refer people to PPN if they need Grant info.	48%
Refer people to PPN if they need Community Supports info.	45%
Refer people to PPN if they need info about the Council.	23%
Refer people to PPN for info about COVID-19.	19%
Talk to my work colleagues about the PPN.	17%
Actively discourage members of my org from PPN.	3%



When respondents were asked to describe their thoughts about the Governance of the PPN since 2018, of the respondents who had views, 82% felt that Governance of the PPN has improved. The remaining 18% said it has stayed the same. Nobody felt it had gotten worse. This is a positive reflection on the work the PPN has undertaken since then.

Figure 1: Which statement best describes the Governance of the PPN since 2018

Which statement best describes the overall operation of Linkage Groups of the PPN since 2018?



When asked about Linkage Groups, 65% of respondents who attended Linkage Group meetings regularly noted the overall operation of Linkage Groups has improved since 2018. 29% noted it had stayed the same with 6% saying it was worse.

90% of respondents affirmed that the introduction of Linkage Group facilitators has resulted in a moderate or vast improvement in their operations.

In both cases, this is an excellent reflection on the investment the PPN has made in Linkage Groups.

Figure 2: Overall operation of Linkage Groups.

What is your assessment of how the introduction of Linkage Group facilitators has impacted the operation of Linkage Groups since 2018? (Tick one)

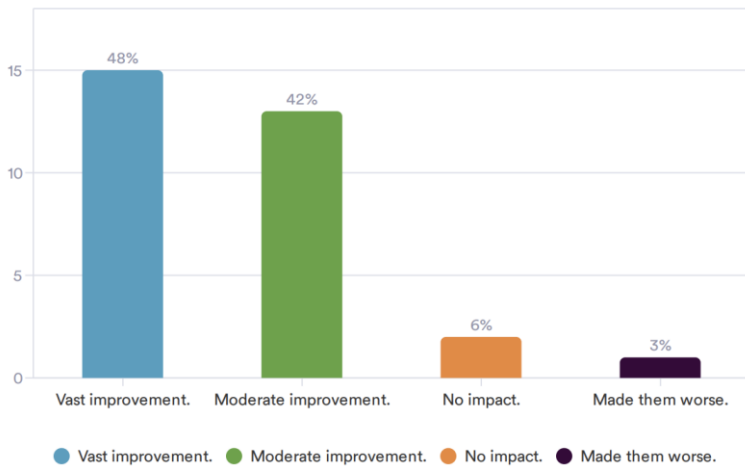


Figure 3: Introduction of PPN facilitators.

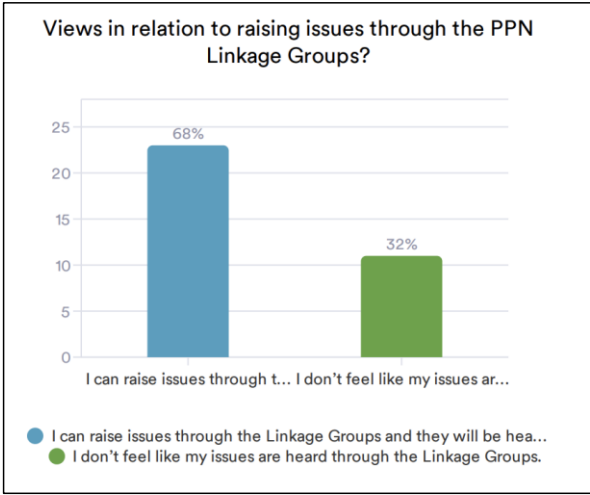


Figure 4: Raising issues through Linkage Groups

68% of those who responded felt the issues they raise through their participation in Linkage Groups are heard. This question was asked in a different format in 2018 (a sliding scale as opposed to a binary selection). 32% feel their issues are not heard through the Linkage Groups.

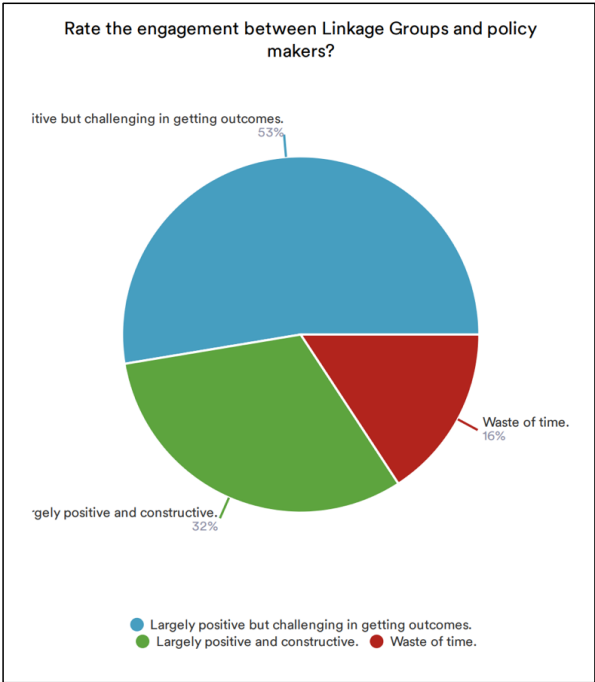


Figure 5: Linkage Group Engagement with Policy Makers

85% of respondents believe engagement between Linkage Groups and policy makers is largely positive. Half of respondents feel it is challenging to get outcomes from policy makers with a third noting that the policy makers are constructive. 16% feel engagement between Linkage Groups and policy makers is a waste of time. It is important to note here that the PPN does not control the engagement experience with policy makers and simply

facilitates engagement where possible.

Respondents were asked to select a range of options that relate to their opinion of PPN. The feedback from this question was very positive. 3 out of 5 respondents selected that they valued being a member of the PPN. Over half of respondents selected that they feel welcome in Fingal PPN and also selected that the PPN increases their sense of belonging to a community. A quarter of respondents feel they can actively contribute to decision making through the PPN and that the PPN is a forum at which they can air concerns. Over a third of respondents feel the PPN is effective at presenting the views of members to the local authority and feel that their views are heard.

What may be of concern is that just 27% of respondents understand the impact the PPN has and 24% feel they can contribute to local decision making through the PPN.

Table 7: Members opinions about the PPN

Members opinions about the PPN	
I value being a member of the PPN	59%
The PPN increases my sense of community belonging	56%
I feel welcome in Fingal PPN	56%
I feel that membership of Fingal PPN is meaningful	48%
Meetings give everyone the ability to contribute	45%
I enjoy meeting people through the PPN	44%
I find it easy to get the information I need from the PPN	38%
Through the PPN I feel the views of local people are heard	37%
The PPN is effective in putting forward the views of its membership in the Local Authority	36%
I feel respected at linkage group meetings	29% *
I understand the impact we have	27%

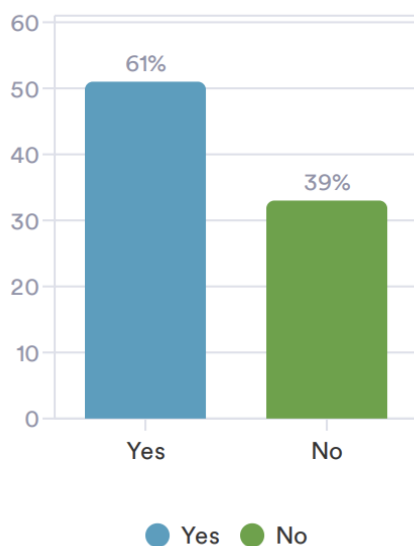
Members opinions about the PPN	
If I have a concern the PPN is a forum in which I can air it	26%
I feel heard at linkage group meetings	26% **
I can actively contribute to local decision making through the PPN	24%

* When this is adjusted to respondents who attend Linkage Group meetings, the number is 61%.

** When this number is adjusted to respondents who attend Linkage Group meetings, the number is 53%.

In relation to both these questions, there is inconsistency between the respondents' views when answering the targeted Linkage Group questions and when answering more general questions where Linkage Groups are featured as part of the question.

Do you use the PPN website?



3 out of 5 respondents noted that they use the PPN website.

Figure 6: Do you use the PPN website?

Table 8: Experience of PPN Website

Experience of Fingal PPN Website	Agree or Strongly Agree	Neutral or Not Applicable
I use the PPN website regularly	38%	39%
The website is modern and well designed	68%	22%
The website is easy to navigate and find information	70%	22%
The PPN membership database is very accessible	60%	24%
I can find PPN Representative reports easily	59%	26%
I like that the Linkage Groups have their own section	70%	22%
The COVID19 updates and maps on the website were very helpful	64%	20%
The website shows good coordination between the PPN and other public bodies like the council and HSE in relation to public notices.	58%	30%
I do not find the PPN website useful	14%	37%

Feedback on the PPN website is largely positive. Of those who said they use the PPN website, 38% said they use it regularly. 70% noted it was easy to navigate and find information with 68% saying it is modern and well designed. This is a good reinforcement of the PPNs commitment to accessibility and ongoing investment in the website. 3 in 5 people also agreed that the COVID19 updates and maps were very helpful. A strong 70% of respondents like that the Linkage Groups have their own section on the website with 58% agreeing that the website demonstrates good coordination between the PPN and other public bodies in relation to public notices.

Table 9: Experience of PPN Communications

Experience of Fingal PPN Communications	Agree or Strongly Agree	Neutral or Not Applicable
Communications are effective	66%	24%
I enjoy receiving the PPN newsletter	68%	25%
I receive too many emails from the PPN	37%	34%

Experience of Fingal PPN Communications	Agree or Strongly Agree	Neutral or Not Applicable
The information I receive from the PPN is always easy to understand	66%	21%
I enjoy attending virtual meetings	31%	48%
I am aware of the achievements of the PPN	42%	36%
I have noticed an improvement in how the PPN and the Council work together to communicate with the community	45%	35%

2 of every 3 respondents agreed that PPN Communications are effective with a similar number agreeing that they enjoy the PPN newsletter, and a similar number again agreeing that the information they receive from the PPN is easy to understand. Almost 2 in 5 respondents feel the PPN sends them too many emails. 2 in 5 respondents also note that they are aware of the achievements of the PPN (note in Table 7 just 27% stated they were aware of the impact the PPN had).

Other closed questions

88% of respondents feel the PPN keeps them will informed of public consultations that are ongoing. 73% of respondents feel they see more collaboration between Fingal County Council and the PPN in conducting consultations.

71% of respondents feel the PPN and partners provide them with relevant training opportunities for their group and 58% of respondents actively use the PPN as a signposting service for queries in relation to community grants, council services of other relevant community queries.

Open Questions

Across all open questions, the PPN received very positive feedback in how it currently approaches the activity it sought feedback on. Members have demonstrated through their comments a huge respect for the PPN – the members, the Reps, and the staff. The operations of the PPN was regularly complimented. Comments consistently expressed gratitude and thanks. Many respondents said they would change nothing and to keep up the great work.

Many reinforced the importance of communication, relationship building, acting on issues, training and so on. One response was lobbying for the establishment of local PPNs. The most relevant and constructive suggestions are listed below under each area where feedback was sought.

How could the governance of the PPN be improved?

- Training for all PPN Reps on who the Council's decision-making bodies work.
- Continue improving communication about the work and activity of the PPN.
- Assist members in better understanding the structure of the PPN and the Governance around it.
- Utilise technology to encourage debate and participation in the governance of the PPN.
- Increase transparency (no examples given).

How could Linkage Groups be improved?

- Create a stronger link between the Linkage Groups and the Strategic Plan (or the PPN Issues Paper).
- Focus meetings on specific topics instead of all topics. Consider reducing the number of strategic areas a Linkage Group covers.
- Return to physical meetings when possible and the same action delivery level as pre-Covid-19.
- Increase participation in Linkage Groups. Provide additional supports for members who are new to Linkage Groups. There is sometimes a feeling that longer serving members dominate the meeting.
- Improve meeting administration turnaround times and provide/reinforce the opportunity to add items to the agenda.
- Support PPN Reps to be active participants in the Linkage Groups, including their attendance at meetings and reporting back.
- Create a broader culture of tolerance for varying views among participants.
- Build a panel of facilitators, train additional people and streamline the process for dealing with topical issues effectively and efficiently.

How could the PPN website be improved?

- Provide a library of local authority policies, strategies and plans for members to access centrally.
- Add a translation add on so that the site is accessible to more people.
- Ensure the website is kept up to date with Linkage Group reports, Secretariat minutes, and other relevant governance documents.
- Showcase PPN members and their activity.

How could the PPN improve its communication?

- Fewer and more concise emails with links to additional information where appropriate.
- Identify a solution where newsletters can be 'viewed in browser' and shared via link.
- Increase the use and prominence of PPN promotional material including leaflets, posters, etc., both digitally and physically in community spaces across the county.
- Implement good practice virtual etiquette in meetings.

How could meetings be improved?

- Sticking to the agenda and keeping time.
- It is important to have clear inputs, outputs, and reporting. This in turn improves participation.
- Agenda items should have a clear purpose.

How could engagement be improved, and a broader range of people be encouraged to get involved in the PPN?

- The virtual approach to meetings has been helpful for some.
- Introduce text messaging as part of meeting confirmation and reminders to compliment email.
- Increase awareness of the PPN's achievements.
- Keep the council accountable in the operation of its SPCs and increase awareness across the Council of the PPN.
- Create a 'team' culture within the PPN.
- Consider the concept of online forums for PPN members.
- Conduct more outreach on the ground.

- Simplify the explanation of the PPN, the rules for engagement, the approach across the board, the time commitment, etc. Community people are under time and knowledge pressure.

Any other comments on the PPN's strategic planning process?

- Continue a hybrid of online and physical meetings.
- Localise issues more, consider local area PPNs that can deal with more local issues.
- The strategic plan must be climate proofed.
- Some meetings felt corporate and top down, a more citizen centred approach is required.
- Ensure participation in the PPN does not to the detriment of the PPN members commitment to their organisation.
- Work towards making the word 'inclusion' real.
- Invest a lot of time and resources into the development of the next strategic plan.

Summary

This survey provides a high-level overview of various aspects in the operations of the PPN as it relates to the current strategic plan. The perceptions and experiences identified by respondents provides useful insights for the PPN to consider in the review of current actions. These insights may be used in the implementation of outstanding actions of this plan, or to re-align existing actions in this plan.

The respondents provided an overall positive perception and experience of the PPN with plenty of ideas and suggestions on how the PPN can continuously improve.

Summary Status of Actions

#	Name	Status	%	Changes	
1	Grow PPN membership in a planned and sustainable way	Open	60%	Rename action, review measures, additional activity.	Q4 22
2	Increase the operational capacity of the PPN.	Open	100%	Review measures.	Q4 21
3	Operate the network to the highest possible standard.	Open	75%	Review measures, additional activity.	Q4 22
4	Further develop Linkage Groups.	Open	60%	Review measures, additional activity.	Q1 22
5	Showcase our achievements	Open	50%	Complete outstanding actions.	Q4 21
6	Continue to develop communications	Open	50%	Review measures, review activities.	Q4 22
7	Work closely with Fingal County Council in communicating to citizens	Open	50%	Additional activity, complete outstanding action.	Q2 22
8	Further develop relationships between the PPN and Public Representatives	Open	20%	Review measures, review activities.	Q4 22
9	Foster key partnerships and explore further public participation initiatives	Open	33%	Rename action, review measures, review activity.	Q4 22
10	Establish the PPN as a mandatory consultative and participatory structure.	Close	100%	None.	N/A
11	Provide more information sharing opportunities and supports for PPN Representatives	Open	20%	Review measures, remove activity.	Q4 22
12	Develop the Social Inclusion Pillar	Open	60%	Rename action, review measures, review activity.	Q4 22
13	Develop policies to make the PPN more accessible	Open	10%	Review measures.	Q3 22
14	Provide a range of training supports	Open	60%	Review measures, remove activity.	Q4 22
15	Establish an efficient signposting and referral service	Open	75%	Review measures, review activity.	Q4 22
16	Develop an open data membership database online	Close	100%	None.	N/A
17	Collaborate across the Greater Dublin Area	Close	50%	Action not a priority at this time.	N/A

- On average, 57% of actions have been achieved to date.
- It is recommended 3 of the 17 actions are closed with focus shifting to the remaining 14 actions.
- In 3 instances, it is suggested that an action is renamed to provide more appropriate or reflective context to the activity / goal of that action.
- It became clear that the original 'Measures of success' that were agreed were either not appropriate or not measurable. In some cases, the measure was not attainable. Reviewed measures have been suggested to assist in focusing activity to close out actions.
- Some activity had to be removed from actions, in other places, activity was reviewed or added.

The following section of the report reviews each action in detail and provides a recommendation on what is required to fulfil that action and close out the plan. The purpose of this is to provide a reviewed goal or target that is achievable within the next 18 months.

Detailed review of actions

1. Improving our network

An overall strength of the PPN is its engagement with local people and groups and effective communications across members. Fingal PPN will continue to develop its network, increasing the numbers of people involved, and ensuring high quality oversight and governance.

Action 1: Grow PPN membership in a planned and sustainable way.

Action

Grow PPN membership in a planned and sustainable way

1. Not achieved: Include adverts in Parish newsletters, free newspapers and websites (i.e. local events websites).
2. Partially achieved: Further use of public notice boards with eye catching posters.
3. Partially achieved: Conduct social media campaigns, targeted at different demographic profiles of Fingal residents.
4. Partially achieved: Contact all local resident associations and community groups not involved in the PPN to invite them to participate.
5. Achieved: Encourage PPN members to spread the word and support additional engagement of fellow community members.
6. Not achieved: Engage in a 'Getting to Know Us' outreach programme to the towns/villages in Fingal. This programme to be situated in local community centres and be run by current PPN Representatives.
7. Achieved: Greater utilisation of outreach facilities in Fingal such as community centres, libraries, shopping centres, etc.

	<p>8. Achieved: Support and engage with any national campaigns.</p> <p>9. Achieved: Work with relevant support agencies such as the local authority and local development companies, to encourage groups they work with to join the PPN</p>
<p>Measure of success</p>	<ul style="list-style-type: none"> • 20% increase in membership over the period of the strategic plan. • Maintain an active membership of 50% per annum. An active member is anyone who engages with the PPN through an event, Linkage Group, plenary, survey, consultations, at least once per year. <p>Draft note: The original measures for success in this area are note appropriate in reflecting the action undertaken. The activities outlined in this action are better related to membership engagement and awareness as opposed to membership growth.</p>
<p>Outcomes to date</p>	<p>Based on the activities prescribed under this action, this action is 60% achieved: 4 activities were fully achieved (44%), 3 activities were partially achieved (16% of possible 32%) and 2 activities were not achieved (22%).</p> <p>Outreach and engagement</p> <p>Since the launch of the Strategic Plan, the PPN has increased its focus on outreach and promotional activities. The PPN achieved this through utilising local community radio, promoting activity in local print media and leveraging initiatives such as the Fingal Mayor’s Community Volunteer Awards and Fingal Inclusion Week. The PPN got involved in co-administering small national bursary initiatives such as The Big Hello and Africa Day to the benefit of members. The</p>

PPN also collaborated with PPNs across the country on advocating for insurance reform for the community and voluntary sector.

The PPN facilitated key consultative for a such as the Community Integration Advisory Committee and the user experience testing of Fingal.ie. The PPN worked closer with libraries across Fingal in the promotion of its activities and introduced additional features to Plenary meetings such as Fireside Chats and “bring a friend” invitation.

The PPN has worked closer with community centres, increasing membership, promoting PPN activity and supporting the development of a community centre directory. These initiatives increased the PPNs visibility on the ground and the opportunity for outreach with members which was demonstrated by the increase of PPN membership and active members.

As previously described in this document, during the Covid-19 pandemic, the PPN reinforced its position as a focal point in the community sector, providing significant levels of support and direction to members in partnership with Fingal County Council during the pandemic.

Challenges

There may have been periods when the PPNs membership base grew artificially due to the requirement for local community and sporting organisations needing to be registered with the PPN to avail of local grants and programmes.

The Getting To Know Us outreach programme did not proceed as planned, however relationships with community centres across the county improved.

Number of members

At the beginning of this plan, the PPN members stood at 582. By November 2019 this had grown to 876 members and maintained an active membership base of the PPN. In September 2020, the PPN undertook a re-registration process which resulted in approximately 350 members in November 2020. In March 2021, this stood at 435 members.

Recommendation

1. Rename this action to: ~~Grow~~ Engage with PPN membership in a planned and sustainable way

2. Review the measure of success to better reflect the intent. This includes:

- Number of outreach events attended.
- Number of external publications the PPN appears in.
- Number of specific recruitment campaigns carried out.
- The proportion of members that re-register for the PPN.
- The number of new members joining the PPN annually.

3. Reregistration.

- a. Identify the reason for low re-registration in 2020.
- b. Carry out a formal membership recruitment campaign in Q4 2021.
- c. Put in place a targeted plan for 2022 re-registration. \

It is likely the pandemic had an impact on this, due to the changing priorities of PPN members, the scaled down operations of members and the temporary freezing of activity for members.

The next re-registration process is due in late 2022. An opportunity exists to leverage this engagement to commence the development of a new Strategic Plan for 2023 – 2026 and to maximise the re-registration.

Timeline

Q4 2022.

Action 2: Increase the operational capacity of the PPN

Action	<p>Increase the operational capacity of the PPN.</p> <p>At the time the strategic plan was published, the PPN was supported by a full-time Resource Worker and a part time administrator. The action was to:</p> <ul style="list-style-type: none">• Achieved: Review the PPN's staff resources, with the view of having a fulltime PPN Co-ordinator and fulltime PPN Support Worker in place on a permanent basis.
Measure of success	<ul style="list-style-type: none">• Review undertaken and resources secured.
Outcomes to date	<p>Based on the activities prescribed under this action, this action is 100% achieved.</p> <p>The PPN commenced 2018 with 1 full time equivalent (FTE) staff member. Following advocacy from the PPN Plenary in Q4 2017, Fingal County Council increased provided 0.4 FTE administrative support from the end of Q1 2018, bringing staffing to 1.4 FTE.</p> <p>The PPN conducted a resource review in Q4 2018. This formed part of an additional resource request to the Department of Rural and Community Development (DRCD) made by PPNs nationally. In December 2019, the DRCD confirmed additional funding support for PPNs. This brought the PPN resourcing compliment to 2.4 FTEs which is the allocation that exists today with the .4 FTE administrative support provided by Fingal reviewed on a 6-monthly basis.</p>

	<p>In addition to this, the programme budget for the PPN has steadily increased from €24,500 in 2018 to €46,000 in 2021. This is reinforced in the memorandum of understanding (MOU) between Fingal County Council and the PPN, last renewed in 2021.</p> <p>When staffing resources are considered, the budget value of the PPN is in the region of €145,000 which is a significant increase on 2018 spend of €89,000 and 31.8% above the minimum required amount of funding (€110,000) as directed by the DRCD. This places the resources of Fingal PPN among the highest of all PPNs, though this is matched by delivery of objectives.</p> <p>Relating to resources and staffing is the PPN Staff Liaison Group. As part of the handbook review, this was identified as not being active. This should be addressed.</p>
Recommendation	<p>Review the measure of success for this action to:</p> <ol style="list-style-type: none"> 1. Sustain resources and recruit for outstanding vacancy (support worker). 2. Ensure the PPN Staff Liaison Group is active.
Timeline	<p>Q4 2021</p>

Action 3: Operate the network to the highest possible standard

Action	<p>Operate the network to the highest possible standard.</p> <ul style="list-style-type: none">• Partially achieved: Complete the journey towards Governance Code compliance (www.governancecode.ie).• Achieved: Actively participate in the National PPN Advisory Group, the National PPN Workers Network and the regional PPN meetings.
Measure of success	<ul style="list-style-type: none">• Partially achieved: The network self-assesses as completing the Governance Code.
Outcomes to date	<p>Based on the activities prescribed under this action, this action is 75% achieved.</p> <p>The governance landscape of PPNs has changed since this action was originally agreed and it is important to recognise the PPNs efforts in improving its standards of operation.</p> <p>Governance Code</p> <p>As part of this action, the PPN registered with the Governance Code as being 'on the journey' in November 2018. This was a voluntary code developed by an NGO working group. The code was retired in 2019 when the Charities Regulator launched a new 'Charities Governance Code'. The PPN has not registered for this. However, the PPN has implemented a range of measures which would be pertinent under this code. This includes:</p> <ul style="list-style-type: none">• Local MOU <p>The PPN now reviews and resigns a memorandum of understanding on an annual basis with Fingal County Council.</p>

- **PPN Handbook**

In November 2020, the DRCD published a new 'Public Participation Networks Handbook' which is intended to be the main reference point for the governance of PPNs. The PPN has reviewed this handbook and will implement the recommendations of the review.

- **PPN Constitution**

The PPN developed a new constitution in 2019 to replace the constitution from 2015. This included the support of an external facilitator in addition to the plenary mandating a further review by a steering committee made up of a range of PPN members. The review included introducing additional governance around subgroups of the Secretariat (set up, reporting, term) and a complaints policy.

- **Internal Operational Processes:**

- Linkage Groups (Introduction of facilitators and meeting process check list), and
- PPN Membership registration procedures.

- **Governance in a pandemic**

PPN Plenaries have pivoted online during the pandemic and elections have taken place online too. This has ensured the membership of the PPN has continued to mandate the work of the PPN.

National and Regional Participation

For two years of this Strategic Plan, the Fingal PPN resource worker sat on the national advisory group, contributing to the development of a range of initiatives such as the National Reporting Framework, the enhancement of the PPN Salesforce membership management system, the National Conference, the development of PPN resources and the setup of the National PPN Secretariat's Network. Fingal PPN has been actively participating in the National PPN

	<p>Secretariat's Network since its establishment in 2019, sharing practice and advocating for issues on behalf of PPNs. PPN staff continue to be involved in the PPN Resource Worker's network. Regional PPN collaboration has not been a priority regionally recently.</p>
<p>Recommendation</p>	<p>1. Change the measure of success to:</p> <ul style="list-style-type: none"> • Operate as set out by the PPN Handbook. • Implement the handbook review recommendations. • Participate in at least 75% of: the PPN Resource Worker Meetings, National PPN Secretariat meetings, Regional PPN meetings and the National PPN Conference. <p>2. Additional Activity: PPN Review</p> <p>The Department of Rural and Community Development is currently undertaking a structural review of PPNs. This should be complete by Q4 2021. The PPN should provide sufficient allowance in the 2022 work programme and budget to implement Governance changes that are anticipated from this piece of work.</p>
<p>Timeline</p>	<p>Q4 2022</p>

Action 4: Further develop Linkage Groups

Action

Further develop Linkage Groups.

1. Achieved: Each Linkage Group to have a nominated lead facilitator for giving feedback and supporting meetings to function.
2. Partially achieved: These facilitators to receive training and mentoring.
3. Not achieved: To develop work-plans that have significant membership support. Work plans to include specific projects that can be achieved at a local level, and which benefit the local community.
4. Achieved: To establish a fund to support Linkage Groups to manage specific action-based projects. The PPN will also aim to facilitate necessary supports from relevant agencies to assist the achievement of action-based projects.
5. Achieved: Expand the brief of Linkage Groups beyond the SPCs, JPC and LCDC to allow engagement with other state agencies such as Irish Rail, the OPW, Dublin Bus, the HSE and other relevant Government Departments and bodies.
6. Not achieved: Upload PPN representative's reports prior to meetings and using the Linkage Groups for question and answers rather than reading out updates.
7. Partially achieved: Pilot and review use of technology to support people to participate in meetings from their home or local community centre.
8. Not achieved: Use, review and update the PPN Community Issues Paper on an on-going basis, at least annually.

Measure of success

1. Partially achieved: Linkage Groups report that facilitators improve meetings.
2. Achieved: Positive engagement between the Linkage Groups and other decision-making structures.
3. Partially achieved: There are clear contributions and policy/practice outcomes from PPN engagement at any new forums.
4. Partially achieved: Brief information sheet on the technology engagement pilot.
5. Not achieved: Each Linkage Group has a simple work plan and projects that result in specific measurable outcomes for the community.

Outcomes to date

Based on the activities prescribed under this action, this action is 60% achieved.

Significant PPN resources are invested in the long-term development of Linkage Groups. This has resulted in a vibrant offering of 5 Linkage Groups across the PPN.

Some key measures that have been introduced include:

- The appointment of Facilitators for each Linkage Group.
- The establishment of a Linkage Group fund and dedicated budget line (though this has not been used to date).
- The expansion of the focus of Linkage Groups to issues beyond the remit of Fingal County Council, to include advocating with other state bodies such as Irish Rail, the Environmental Protection Agency and others.
- Linkage Groups taking on and leading projects and subgroups, relevant to their goals such as Social Inclusion Week, Fingal Integration Forum and Climate Conversations; and
- Linkage Groups being the primary focus for the PPN Support Worker.

- The publication of the PPN Issues Paper in 2018.

Motions and Policy Issues

Linkage Groups have continued to engage with relevant SPCs on specific motions of interest to members. The PPN issues paper has not been reviewed. The Linkage Groups have pursued a range of policy initiatives. An example of this includes:

- Coastal Defence Proposals for Portrane & Rush
- Consultation on General Scheme of the Housing and Planning and Development Bill 2019
- Dart West Expansion Plan
- Donabate Urban Framework Plan
- Draft National Volunteering Strategy
- Draft Polling Scheme 2020
- Draft Local Area Plan for Kellystown, Dublin 15
- Fingal County Council Biodiversity Action Plan
- Fingal Heritage Plan
- Kellystown Road – Non-statutory Public Engagement
- PPN User Guide
- Review of Sustainable Mobility Policy
- The Forest of Fingal, A Tree Strategy for Fingal

Digital Engagement

The Covid-19 pandemic introduced an opportunity to accelerate the piloting of digital tools and technology in the functioning of Linkage Groups. The digital approach to Linkage Groups has provided the opportunity for them to continue their work during the pandemic. Anecdotally, it has removed geographical barriers to participation and has proven more accessible for members who have more time commitments outside the PPN.

The digital approach to Linkage Groups has also presented some challenges. In particular, members have reporting missing out on the social aspect of the meetings, some members may not have access to the appropriate digital tools, broadband or data, and digital skills literacy levels would also be a barrier.

Recommendation

Add the following activities to this action:

- Explore a hybrid model of Linkage Groups where Linkage Groups can meet physically, and video conferencing solutions can be incorporated into the meeting for those who wish to join remotely.
- Dedicate a full round of Linkage Group meetings to workshop feedback on the operations of Linkage Groups considering survey feedback in this report.
- (Reviewed action) Each Linkage Group has a simple work plan, **budget** and projects that result in specific measurable outcomes for the community.

Review measures of success to include baseline data such as:

- Number of Linkage Groups with an annual work plan.
- Number of Linkage Groups that have reviewed the relevant section of the PPN Issues Paper.
- Number of motions submitted by each Linkage Group annually.

	<ul style="list-style-type: none"> • Number of consultation submissions made by each Linkage Group annually. • Number of projects led by Linkage Groups. • Confirmation annual training has been provided to facilitators. • Number of external engagements with Linkage Groups (external body presenting to Linkage Group). • Percentage of PPN Representative reports submitted in advance of Linkage Group meetings annually. • Publication of a review in using virtual conferencing tools in the operation of Linkage Groups, include in this the activity above exploring a hybrid model.
Timeline	Q1 2022

2. Improving Our Communications

The PPN is considered by those involved to be an important and effective way for local people to influence local planning and decision making. Good communications across the membership and between the PPN and other stakeholders is key to ensuring the success of this work. This section outlines how the PPN will build on its communication structures and processes.

Action 5: Showcase our achievements

Action	Showcase our Achievements <ol style="list-style-type: none">1. Not achieved: To have a section added to the website which succinctly highlights the achievements of each Linkage Group.2. Achieved: To continue to develop and disseminate six monthly update reports (in poster format), using infographics to highlight the achievements of the PPN.3. Partially achieved: Use case studies in the six-monthly reports and on the website to highlight our success and impact.
Measure of success	<ol style="list-style-type: none">1. Partially achieved: Achievements are recorded and visible on the website.2. Achieved: Numbers of reports / newsletters / etc. showcasing achievements published.
Outcomes to date	Based on the activities prescribed under this action, this action is 50% achieved. PPN Activity Report

	<ul style="list-style-type: none"> • The PPN activity report continues to be published every six months and is enhanced on an iterative basis. The report now has “PPN Progress and Achievements” section, a comprehensive Linkage Group update section and a variety of key project updates. These reports continue to be distributed digitally to the Plenary and published on the PPN website. • The PPN published a standalone case study on the PPNs response to Covid-19. <p>The PPN has developed a micro-site for each individual Linkage Group for information on PPN Reps, relevant publications and a way to contact the PPN. These microsites included headshots (pre-Covid-19) of each PPN Rep and an individual email for each PPN Rep as well. These microsites could be further enhanced and utilised.</p>
Recommendation	Achieving outstanding actions: <ul style="list-style-type: none"> • Improve the use of Linkage Group microsites to include uploading meeting reports, advertising meeting dates, updating head shots for all PPN Reps and publishing Linkage Group specific achievements. • While the PPN Activity Report includes high level achievements and summarises the work of Linkage Group, it could introduce an additional focus on the achievements of the PPN through case studies of completed activities.
Timeline	Q4 2021

Action 6: Continue to develop communications

Action	Continue to develop communications <ol style="list-style-type: none">1. Achieved: Website functionality to be reviewed annually and improved where possible. Potential improvements to be reviewed as part of this include the use of interactive apps such as online voting, polling and an events calendar.2. Achieved: The development of an interactive map and directory of local groups and organisations. This directory to be shared with other local information and signposting projects that can benefit from it.3. Achieved: Continue to promote funding opportunities through the website and newsletters.4. Partially achieved: Expand recipients of the monthly PPN Newsletters to include local agency stakeholders and elected representatives.5. Not achieved: Engage with Comhairle na nÓg to explore how PPN communications can be more youth friendly and engaging.6. Not achieved: Develop a communications strategy
Measure of success	<ul style="list-style-type: none">• Partially achieved: A 50% improvement across all online communication analytics within 2 years.• Achieved: Increased number of followers and engagements on social media.• Not achieved: Rise in number of subscribers to the PPN Newsletter.• Achieved: Greater footprint on internet search engines.• Not achieved: Communications strategy developed and implemented.

Status

Based on the activities prescribed under this action, this action is 50% achieved.

Social Media

PPN followership on Facebook grew almost 500% between 2018 (100) and May 2021 (592). PPN followership on Titter grew almost 400% between 2018 (180 and May 2021 (695). In both cases, this is a result of a demonstrable increase in platform activity during that period. Up to 2018, social media channels were primarily used to promote PPN activity such as Plenary meetings and other key events. These channels now provide a much wider range of information, including the promotion of public health guidelines, the amplification of Fingal County Council notices and more general Government Announcements relating to the community sector. In 2020 the PPN planned to roll out a 'get to know us campaign' on social media but this was postponed.

Website

A new www.fingalppn.ie was developed by a working group of the Secretariat and launched in 2019. The new website included the launch of the Fingal County Community Register, an enhanced news and events sections. A dedicated resources section and microsites for PPN Linkage Groups. The website also supported the PPN's response to Covid-19 with the rollout of an interactive Covid-19 Community Response Map, a Coronavirus Response diary and a Covid-19 Information and News section. A simple Google search will demonstrate the enhanced digital footprint of the PPN.

Analytics for website usage are only available from May 2020 onwards. Therefore 15 May 2020 to 15 May 2021 shall be used as a baseline. From May 2020 to June 2021, the PPN website had 13,430 users who viewed 40,984 pages in total. 54% of users arrive at the website through an organic web search. 33% arrive at the website by direct link, 10% arrive via social media with just over 1% arriving at the website through referral from another website (such as fingal.ie).

Aside from the home page, the most popular sections of the website are the member database, Fingal Inclusion Week, latest news, registration and resources.

Branding and Marketing

The PPN continued to develop its branding, reinforcing the logo chosen by members in 2016 and utilising the colour and links throughout PPN publications and making efforts to minimise the corporate feel of the identity. The PPN has invested in a range of marketing materials such as prominent pop-up signage and conference backdrop. PPN logo pins were distributed to PPN Reps to wear as part of their day to day PPN representation activity and to provide an acknowledgement of their service and role. Where the PPN co-delivered on initiatives with third parties, the PPN logo and colours would generally feature prominently, such as Social Inclusion Week and the Fingal Mayor's Community Volunteer Awards. The PPN also availed of an opportunity to work with Technological University Dublin in Blanchardstown through their Creative Digital Media course, where a student developed plain English explainer posters about different organs of the PPN.

Newsletter

The PPN continues to issue regular newsletters to its membership. These include updates about the PPNs work, Public Service Announcements, Consultation and General News. The information is collated from a range of sources including Member Groups, Fingal County Council, The Wheel and Active Link.

Recommendation

Review activities under this action to include:

- Continue developing the website iteratively based on need and priority.

- Monitor the PPNs digital reach more systemically (i.e. gather data every six months on followers, user behaviours, etc.).
- Identify if opportunities exist with TUDublin in the Creative Digital Media space to support development of additional communication resources.
- Implement planned 'getting to know us campaign' on social media.

Remove Comhairle na nÓg action.

Review measure of success to be:

- 10% annual improvement on website analytics based on 2020 – 2021 data.
- 10% annual increased in number of followers and engagements on social media.
- Annual increase of number of non-PPN members receiving the PPN Newsletter.
- Simple communications strategy developed, implemented, and reviewed annually.
- Use analytics from 'getting to know us campaign' as a baseline for future social media-based campaigns.

Timeline

Q4 2022

Amber 7:

Commented [JM1]: Needs input / confirmation from FCC

Action	<p>Work closely with Fingal County Council in communicating to citizens</p> <ul style="list-style-type: none">• Achieved: Support the streamlining of communications on important day to day public information.• Not achieved: Develop a communications protocol between Fingal County Council and the PPN. This will be particularly beneficial during periods of emergency response (i.e. severe weather warnings) and when major works are on-going.• Partially achieved: Offer suggestions and on-going feedback on improving the accessibility of the Council's communications.
Measure of success	<ul style="list-style-type: none">• Achieved: Marked improvement in efficiency of communications between the PPN and Fingal County Council.• Partially achieved: Effective co-ordination between the PPN and Fingal County Council during major incidents and emergency response, as judged between senior staff feedback.
Status	<p>Based on the activities prescribed under this action, this action is 50% achieved.</p> <p>This action was originally developed following Storm Ophelia in October 2017 and Storm Emma, or the 'Beast from the East', in March 2018. These periods of severe weather highlighted the emergency role of the local authority and its</p>

	<p>effective communication with citizens, along with the role of the PPN, supporting communities with the necessary information from a trusted source. There has been limited activity in this area.</p> <p>This action committed to developing a communications protocol between Fingal County Council and the PPN which would be particularly beneficial during an emergency response, such as the onset of Covid-19.</p> <p>More generally, there has been an increase of requests to the PPN to circulate information from functional areas across the council and it is building a good reputation as a key conduit for disseminating information to community groups. The PPN facilitated multiple user experience focus groups on the development of the new Fingal County Council website.</p>
<p>Recommendation</p>	<p>Expand this action to include PPN actions in Fingal Digital Strategy:</p> <p>The PPN is a supporting actor in several Fingal Digital Strategy actions. This may be a good platform to support the achievement of this overall action. The PPN should provide appropriate support the Community Office and Libraries in undertaking relevant actions.</p> <p>To fulfil this action:</p> <ul style="list-style-type: none"> • Agree communication protocol with Fingal County Council. • Support relevant actions in the Fingal Digital Strategy where they are implemented by the lead agency.
<p>Timeline</p>	<p>Q2 2022</p>

3. Improving Our Representation

The PPN was considered by those involved to be an important and effective way for local people to influence local planning and decision making. Good communications across the membership and between the PPN and other stakeholders is key to ensuring the success of this work. This section outlines how PPN will build on its communication structures and processes.

Action 8: Further develop relationships between the PPN and Public Representatives

Action	Further develop relationships between the PPN and Public Representatives. <ul style="list-style-type: none">• Not achieved: Establish a system for PPN Linkage Group Representatives to meet the SPC / LCDC / JPC chairpersons prior to meetings, as needed, in order to build productive professional relationships.• Not achieved: Seek support from public representatives, where relevant, when progressing community issues.• Achieved: Ensure Public Representatives are kept up to date on PPN activity through circulating newsletters and activity reports.• Not achieved: Coming up to local elections the PPN to organise 'meet the candidate' events for PPN members
Measure of success	<ul style="list-style-type: none">• Not achieved: A survey and/or interviews to be undertaken with public representatives at mid-point and end of the strategy.
Status	Based on the activities prescribed under this action, this action is 20% achieved. This action has not materially progressed.

The PPN has increased its interface with the office of the Mayor of Fingal County Council as demonstrated by initiatives such as the Fingal Mayor's Community Volunteer Awards as well as collaborations on initiatives such as Social Inclusion Week. Mayor Healy also attended a recent PPN Plenary meeting.

The PPN newsletter is distributed to Councillors on a regular basis.

Recommendation

Change activities to:

- Facilitate an annual forum for PPN Representatives to meet the SPC / LCDC / JPC chairpersons with a view to this taking place twice a year over time.
- Identify one community issue per year to seek support from public representatives on and work with public representatives in pursuing the matter.
- Ensure Public Representatives are kept up to date on PPN activity through circulating newsletters and activity reports (include Cllrs, TDs, Senators and MEPs).

Remove action on hosting 'meet the candidate' events as this is not relevant through to the end of this strategic plan.

Change measure of success to:

An improvement annually in the number:

- Number of newsletters and publications circulated to Councillors, TDs, Senators and MEPs annually.
- Forum with SPC Chairs is established and meets at least annually.
- At least one case study on collaboration between the PPN and Public Representatives.

Action 9: Foster key partnerships and explore further public participation initiatives

Action	<p>Foster key partnerships and explore further public participation initiatives.</p> <ul style="list-style-type: none">• The PPN will gain agreement to have PPN representation on key committees in areas of strategic interest to the PPN, for instance in community development, health services and heritage.• The PPN will explore innovative public participation initiatives taking place in Ireland and the European Union with a view to learning from these and introducing enhanced participative democracy measures in Fingal (such as developing a Participation Unit, trialling Online Democracy and Participatory Budgeting, etc.).• New and existing partnerships need to be fostered on an on-going basis.
Measure of success	<ul style="list-style-type: none">• Achieved: Increase representation on relevant local authority committees and consultation processes.• Not achieved: There are new representative roles on non-local authority decision making forums.• Not achieved: New participatory democracy initiatives trialled.
Status	<p>Based on the activities prescribed under this action, this action is 33% achieved.</p> <p>The PPN has made progress in this action with increased its representation on Council committees, including:</p> <ul style="list-style-type: none">• An additional seat on the Community Development, Heritage, Culture and Creativity SPC.• Two seats on the Fingal Heritage Forum.• One seat on the Fingal Sports Partnership.• One seat on the Fingal Healthy Ireland committee.

The PPN has not established representative roles on non-Council committees to date.

The PPN has participated in non-council participatory initiatives by invitation, such as:

- Smart Cities Conference
- EirGrid Civil Society Forum on Shaping Our Electricity Future

The PPN has delivered a range of training and capacity building measures in this space, including:

- Supporting and facilitating the setup of the Fingal Integration Forum, a forum for representatives of the new and existing communities in Fingal to collaborate, network and be a common voice of the communities towards achieving social inclusion, integration, and participation in the decision-making process. The PPN also secured funding for this forum.
- Hosting a Strengthening Communities seminar aimed at reducing anti-social behaviour and creating positive partnerships.
- Hosting a Sustainable Energy Communities workshop with SEAI.

Recommendation

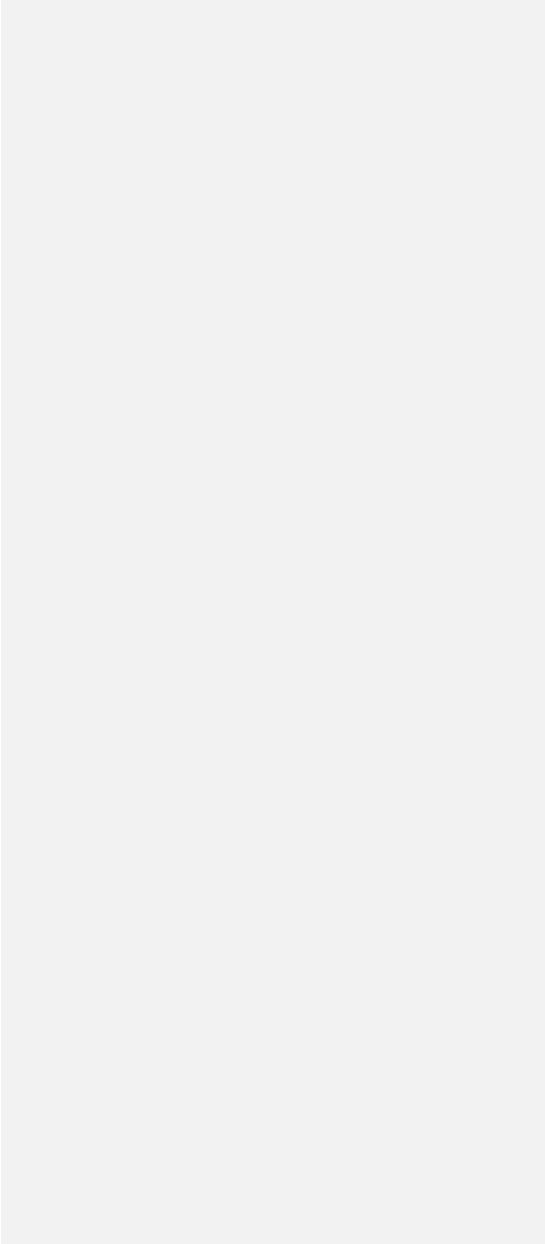
Change action headline to:

Facilitate opportunities for community collaboration and increasing PPN representation where possible.

Change activities to:

- Increase number of PPN Representative roles on committees as opportunities arise.
- Facilitate consultation initiatives and engagement opportunities between PPN members and non-Council agencies.

	<p>Change measures of success to:</p> <ul style="list-style-type: none"> • List of new committees with PPN representation. • List of non-local authority consultation and engagement activities the PPN has been involved in. <p>Remove activity:</p> <ul style="list-style-type: none"> • The PPN will explore innovative public participation initiatives taking place in Ireland and the European Union with a view to learning from these and introducing enhanced participative democracy measures in Fingal (such as developing a Participation Unit, trialling Online Democracy and Participatory Budgeting, etc.).
Timeline	Q4 2022



Action 10: Establish the PPN as a mandatory consultative and participatory structure.

Action	Establish the PPN as a mandatory consultative and participatory structure. <ul style="list-style-type: none">• Achieved: The PPN will advocate that the Irish Government requires all consultations to notify PPNs in the areas affected by their policy development
Measure of success	<ul style="list-style-type: none">• Achieved: A statement or circular is issued from the government regarding the requirement to notify PPNs of consultations in a timely manner.• Achieved: Increase in number of consultations coming through the PPN.
Status	Based on the activities prescribed under this action, this action is 100% achieved. <p>The increasingly important role of PPNs is demonstrated by the growing references in national policy as a consultative forum:</p> <ul style="list-style-type: none">• The Migrant Integration Strategy 2017 to 2020• The Sustainable Development Goals National Implementation Plan 2018 – 2020• Department of Rural and Community Development Statement of Strategy 2021 - 2023• NESC Community Call: Learning for the Future• Climate Action Plan 2019• Our Public Service Public Participation Network Case Study

	<p>The Linkage Groups in Fingal PPN have a firmly established reputation as a go-to consultative forum and this is clear from engagement in recent years with functions across Fingal County Council.</p> <p>The PPN is increasingly included on consultation requests locally.</p> <p>PPN has also fed into the Fingal County Council Corporate Plan with the PPN Strategic Plan to be included as reference document supported by the Corporate Plan.</p>
Recommendation	Close out this action. This is also an action not within the full control of the PPN.
Timeline	N/A

Action 11: Provide more information sharing opportunities and supports for PPN Representatives

Action	<p>Provide more information sharing opportunities and supports for PPN Representatives.</p> <ul style="list-style-type: none"> • Partially achieved: Provide information sharing and learning opportunities for PPN Representatives through a forum. • Not achieved: Provide an opportunity for PPN Representatives to engage in a personal development plan to include training and mentoring supports. • Not achieved: Work with other PPNs to provide collective opportunities for Linkage Group representatives to meet to discuss synergies across shared topic areas. • Not achieved: Explore with other PPNs the chance for representatives to meet nationally once a year.
Measure of success	<ul style="list-style-type: none"> • Partially achieved: PPN Representatives Forum established. • Not achieved: PPN Representatives engage and progress through Personal Development Plans. • Not achieved: Regional and national meetings of Representatives considered useful and thus recurring. • Partially achieved: Positive feedback from new representatives on the revised induction programme.
Status	<p>Based on the activities prescribed under this action, this action is 20% achieved.</p> <ul style="list-style-type: none"> • PPN Rep forum was established in 2018 and was active in 2019 but has not actively met in 2020 or 2021. • PPN Reps were offered the opportunity to pro-actively identify training in 2018 and 2019. Some PPN Reps did avail of sponsored opportunities to participate in facilitation training and conferences, separate to PPN organised training. • Anecdotally, PPN Reps found induction very useful. This formal induction has not been taken place since May 2019.

Recommendation	<p>The PPN Reps Forum should be reconvened without delay.</p> <p>Revise measure of success to be:</p> <ul style="list-style-type: none"> • Number of PPN Rep Forums held annually. • Number of training, workshops and networking events attended facilitated by Social Justice Ireland and the Department of Rural and Community Development for PPN Reps. • Implement the PPN Handbook Recommendation of introducing a PPN Representative Journey framework. <p>Remove activities not in the exclusive control of Fingal PPN:</p> <ul style="list-style-type: none"> • Work with other PPNs to provide collective opportunities for Linkage Group representatives to meet to discuss synergies across shared topic areas. • Explore with other PPNs the chance for representatives to meet nationally once a year.
Timeline	<p>Q4 2022</p>

Action 12: Develop the Social Inclusion Pillar

Action	Develop the Social Inclusion Pillar <ul style="list-style-type: none">• Not achieved: Develop a Social Inclusion Pillar Toolkit• Partially achieved: Support the Engagement of Special Interest Groups• Partially achieved: Setup a Social Inclusion Pillar Group
Measure of success	<ul style="list-style-type: none">• Not achieved: Toolkit agreed by all stakeholders by end 2018.• Not achieved: Toolkit considered useful by people operating in support roles.• Partially achieved: Increasing participation from social inclusion groups from 10% to 30% by 2021.• Not achieved: Positive feedback from social inclusion group members on the supports and the feedback they receive, as judged on surveys at 18 months and 3 years.• Partially achieved: Key agencies sign up to support roles.
Status	Based on the activities prescribed under this action, this action is 60% achieved. Social Inclusion Pillar Toolkit <p>There has been no progress on the Social Inclusion Pillar toolkit.</p> Setup of Social Inclusion Pillar Group

The PPN has not setup a Social Inclusion Pillar Group to date. The PPN has setup a Linkage Group, a portion of which covers social inclusion and has led out on significant social inclusion initiatives.

Support the Engagement of Special Interest Groups

The PPN has made significant progress in engaging with Special Interest Groups through a range of initiatives overseen by the Social Inclusion, Rural Development, Youth and Enterprise Linkage Group.

- **Fingal Inclusion Week**

Fingal Inclusion Week was launched in 2019 and continued into 2020 and will take place again in 2021. This is a partnership between Fingal County Council and Fingal PPN. It is an evolution of a previous programme named Social Inclusion Week, which had not been active with some time in Fingal.

In 2019, the programme consisted of 108 events and €15,000 in bursaries to participating organisations. In 2020, due to Covid19, approximately 40 virtual events took place. The reach of Social Inclusion Week is extraordinary and has resulted in groups who have never engaged in the PPN, engaging with the PPN for the first time, and going on to get more involved.

- **Africa Day**

In 2019, Fingal County Council and Fingal PPN worked together to host Africa Day in Fingal. This involved applying to the Department of Foreign Affairs for funding, resulting in 8 events across Fingal with bursaries of €1,000 for each community-based host. Participation across all events was excellent. Africa Day was held virtually in 2020 due to Covid19.

- **Fingal Migrant Integration Forum**

Fingal PPN was a key enabler in the setup of the Migrant Integration Forum with an inaugural event taking place

during Fingal Inclusion Week 2019. The PPN later attained funding of €20,000 from Fingal County Council for 2020 to support the setup of the forum and were further awarded funding of €22,500 by the Department of Justice for 2021 for 3 key work programmes. External consultants supported the forum in 2020 with a handover occurring to a newly recruited Integration Officer in Fingal County Council.

- **Engagement with PPN members**

The PPN has increased the participation of Social Inclusion members across PPN Activity, including key voices in the sector such as Fingal Ethnic Network and Blanchardstown Centre for Independent Living. The PPN has offered Transport (pre-Covid19) to anyone who requires it for Plenary meetings. The PPN has also been engaged with Traveller organisations, youth groups, Fingal Senior Citizens Network and Fingal Age Friendly on a regular basis as relationships are cultivated in the space of social inclusion.

Recommendation

While the activity under this action is not limited to what was prescribed, it is important to sufficiently acknowledge the work carried out by the PPN in this area. Proposing this action should be reframed to acknowledge progress to date on other social inclusion initiatives and focus on the capacity building of the Social Inclusion Linkage Group.

It is not clear if the PPN has the capacity to deliver a Social Inclusion Toolkit, or if it is for the PPN to deliver this alone.

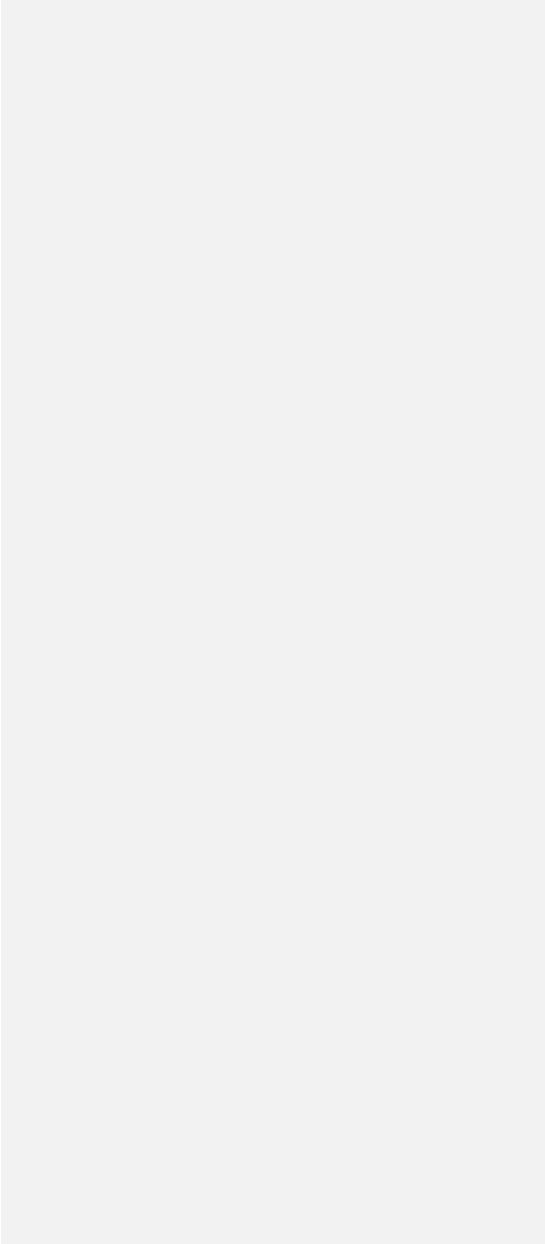
Revised action:

Name: Setup a Linkage Group focusing exclusively on Social Inclusion.

Activity:

- Support and where relevant lead on Social Inclusion activity.

	<ul style="list-style-type: none"> • Advocate on social inclusion issues. • Increase the proportion of social inclusion members involved in the PPN. <p>Measure of success:</p> <ul style="list-style-type: none"> • Linkage Group setup • Number of initiatives supported • Number of advocacy actions taken • Case studies on PPNs enabling of social inclusion activities.
Timeline	Q4 22



Action 13: Develop policies to make the PPN more accessible

Action	Develop policies to make the PPN more accessible. <ul style="list-style-type: none">• Not achieved: The PPN will develop and implement a series of policies, starting with a Gender Equality policy (focusing on women’s participation) and a Volunteer Management policy (focusing on supporting volunteers).
Measure of success	<ul style="list-style-type: none">• Not achieved: Policies developed, and targets agreed as part of the policy.• Not achieved: Targets are met.
Status	Based on the activities prescribed under this action, this action is 10% achieved. <p>A pilot “access and participation fund” was agreed by the PPN in late 2019 as part of its 2020 budget allocation. This has been carried over to 2021. PPN reps have participated in Fingal County Council led initiatives in relation to ‘Women in Leadership in Community Development’. The Community Development Office is currently working on a programme to develop Women’s Leadership in Fingal and the PPN may wish to be involved in this.</p> <p>No substantial action has been progressed to date.</p>
Recommendation	Given the limited time and resources available to close out this strategic plan, it is recommended that the PPN engages with relevant partners to close out this action. The measure of success should be:

	<ul style="list-style-type: none">• Volunteer management policy developed with assistance from the local volunteer centre and implemented by the PPN.• Gender equality policy developed with assistance from Fingal County Council. <p>'Targets are met' should be removed.</p>
Timeline	Q3 2022.

4. Improving Our Membership Supports

The training and supports offered to members were appreciated and well regarded across the network. The overall focus of the next strategic period is to continue to build the capacity of groups and representatives to engage with the public policy making process through awareness raising, mentoring and training.

Action 14: Provide a range of training supports

Action	Provide a range of training supports. <ul style="list-style-type: none">Partially achieved: The PPN will continue to offer a range of training supports to members in partnership with relevant organisations.Achieved: These will focus on two broad areas, the first is the ability of PPN members to be more effective advocates; the second is for PPN members to build the capacity of their groups.Not achieved: The PPN will also aim to become the central hub in the provision of training supports to community groups through the development of a coordinated booking system for the majority of training offered to community groups in Fingal.
Measure of success	<ul style="list-style-type: none">Achieved: Positive feedback from attendees highlighting an increase in skills and confidence.Not achieved: Development and growth of training hub.
Status	Based on the activities prescribed under this action, this action is 60% achieved.

Anecdotally, feedback from members regarding training supports is excellent with good participation across the board. Formal recorded feedback was not available at the time of this review. Training is regularly offered to PPN members with needs identified through member feedback and emerging sectoral themes.

No formal progression has been made on delivering a 'training hub' - a coordinated community group training booking system between all agencies delivering community group training in Fingal.

Whilst the PPN co-delivered training supports in 2018 and 2019 co-funded by the SICAP programme (Empower) and the Community Development Office, this has not occurred in 2020 or 2021 to date.

An example of the range of topics covered by training offered by the PPN recently include: Charities Governance Code Principles, GDPR, Media Relations, Using social media to promote your work during a crisis, Cyber Security issues & COVID-19, Communicating your Cause and Diversity and Anti-Racism, Inclusion and Diversity Training and Zoom training.

Recommendation

The PPN may wish to consider the efficient use of the PPN budget and resources in relation to the delivery of training supports and if partnership opportunities exist to maximise impact and minimise effort to free up resources.

The PPN may wish to reconsider the feasibility of a coordinated training hub for communities given the resources that this would require, the number of actors involved and the competing priorities of locations and organisations.

Change measure of success to:

- Number of training sessions delivered exclusively by the PPN annually.
- Number of training sessions delivered in partnership with a 3rd party annually.

	<ul style="list-style-type: none">• Annual training needs survey completed. <p>Remove development of training hub.</p>
Timeline	Q4 2022

Action 15: Establish an efficient signposting and referral service

Action	Establish an efficient signposting and referral service. <ul style="list-style-type: none">• Achieved: Provide information on council grants, and relevant support personnel in Fingal County Council, SICAP services and other organisations, as well as online resources.• Partially achieved: Develop the PPN website to include signposting to a range of resources.
Measure of success	<ul style="list-style-type: none">• Achieved: Feedback on member survey at mid-point and end of strategy on the usefulness of the website.
Status	Based on the activities prescribed under this action, this action is 75% achieved. <p>The PPN refers members on a regular basis to relevant supports and services when contacted by member groups.</p> <p>The PPN has developed a ‘resources’ section on the website which is currently focused on PPN resources for the majority but does include relevant signposting information on Grants, Training and PPN Newsletters.</p> <p>Feedback from member groups in this area is excellent and highly complementary of the PPN.</p>
Recommendation	Reframe this action to take account of offline signposting. Change activities to include:

	<ul style="list-style-type: none"> • The PPN will implement an internal signpost logging framework in Salesforce to measure and track signposting of member support requests / signposting by Q1 2022. This capacity exists within Salesforce already. • The PPN will conduct a feasibility report to establish the scope of work involved in and cost of developing an online information signposting system by Q4 2022. <p>Change measure of success to include:</p> <ul style="list-style-type: none"> • Logging framework implemented and baseline data available for 2022. • Feasibility report completed and considered as part of the next strategic planning process.
Timeline	Q1 – Q4 2022

Action 16: Develop an open data membership database online

Action	<p>Develop an open data membership database online</p> <ul style="list-style-type: none"> • Develop a live open data membership database with Fingal County Council.
Measure of success	<ul style="list-style-type: none"> • Achieved: The database is developed and updated annually. • Achieved: Analytics on this aspect of the website show increasing usage and inform further development.

Status	<p>Based on the activities prescribed under this action, this action is 100% achieved.</p> <p>This action is complete. The Fingal Community County Register is live online and is updated in real time. Basic functionality surpassed what was expected originally and there are no obvious further developments identified at this time. It is one of the most popular sections used on the PPN website.</p>
Recommendation	The PPN may wish to close this action.
Timeline	Complete.

Action 17: Collaborate across the Greater Dublin Area

Action	<p>Collaborate across the Greater Dublin Area</p> <ul style="list-style-type: none"> • Work with all Greater Dublin Area PPNs to provide collective opportunities for our member groups and Linkage Group representatives to meet to discuss synergies across shared topic areas, particularly, on topics where policies are made at county level.
Measure of success	<ul style="list-style-type: none"> • Recording of activity between PPNs and feedback from members

Status	<p>Based on the activities prescribed under this action, this action is 50% achieved.</p> <p>Regular meetings across the Greater Dublin Area PPNs with PPN Resource Workers and Secretariat Reps took place over 2018 and 2019. These meetings focused on information and experience sharing.</p> <p>Due to the Covid19 pandemic and a turnover of staff in all Greater Dublin Area PPNs, no meetings have taken place in 2020 or 2021.</p>
Recommendation	<p>The PPN may wish to close this action for the remainder of the current plan to focus resources locally. Collaboration across the Greater Dublin area may continue informally or when opportunities arise.</p>
Timeline	<p>N/A</p>