



Líonra Rannpháirtíochta Pobail **Liatroim**
Public Participation Network **Leitrim**



Strategic Plan - **2025 to 2028**



Comhairle Chontae Liatroma
Leitrim County Council



Leitrim
DEVELOPMENT
company



An Roinn Forbartha
Tuaithe agus Pobail
Department of Rural and
Community Development

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Welcome Message

The Leitrim PPN team is committed to delivering on this ambitious Strategic Plan.

It believes passionately in the importance of participative democracy and in ensuring that the community, voluntary, social inclusion and environmental sector groups in the County of Leitrim have a meaningful say in matters that affect the lives of their communities.



This Strategic Plan sets out how the Secretariat alongside the Leitrim PPN team will work systematically over the next four years to fulfil its role as the organising committee of the PPN. It outlines key goals and objectives for the period of the strategy and describes the key actions it will take to deliver on these.



We look forward to working in partnership with the PPN member organisations, Leitrim County Council and all stakeholders in the years to come.



The Leitrim PPN Team

1. Public Participation Networks

1.1. Background to Public Participation Networks [PPNs]

In 2014, the Local Government Act was amended to introduce Public Participation Networks (PPNs).

The PPN recognises the contribution of volunteer led organisations to local economic, social, and environmental capital. It facilitates input by these organisations into local government through a structure that ensures public participation and representation on decision-making committees within local government.

Each of Ireland's 31 local authority areas has a PPN, with a combined membership of over 19,906 local groups and organisations.

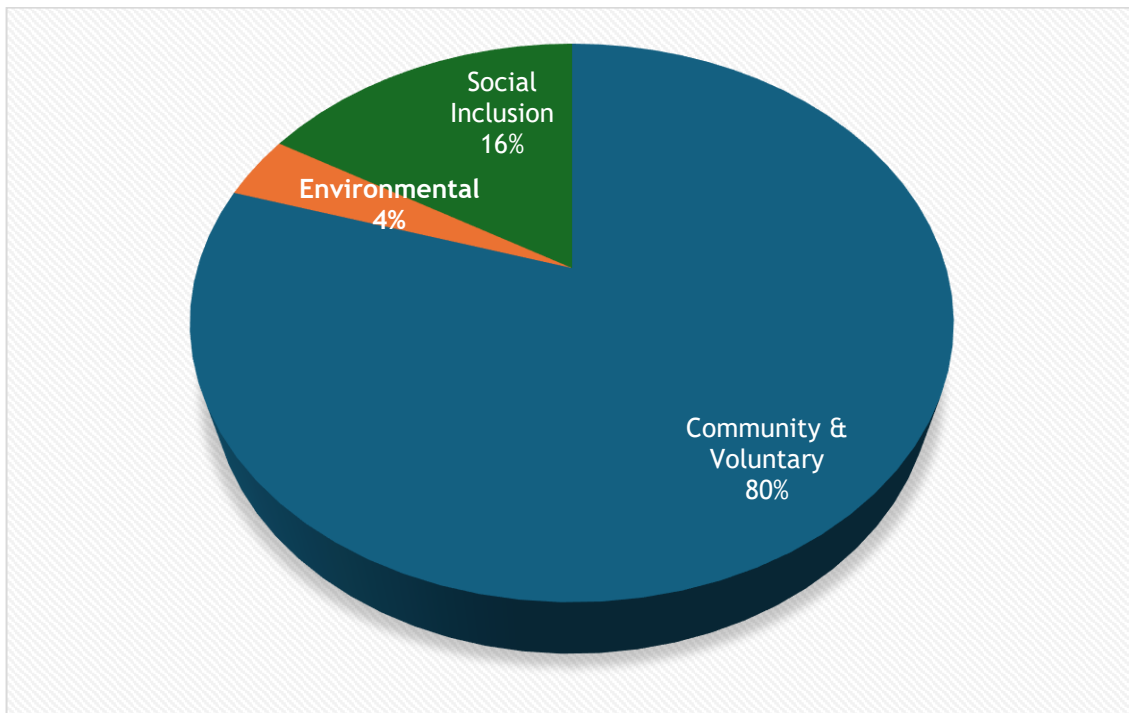


Figure 1: PPN sector breakdown nationally

Countrywide over 901 PPN representatives are elected to 418 local government committees bringing the voice of the community to the decision-making table, facilitating citizens to take a more formal say on a wide range of issues, including those relating to strategic policy, local community development and policing.

The PPNs continue to provide invaluable and necessary supports, displaying resilience and adapting to meet a wide variety of community needs, including the embrace of a new community from Ukraine.

1.2. Benefits of PPN Membership

PPN Membership has many benefits. It provides local groups and organisations with:

- Accessible & relevant information on funding and grants from the Local Authority and other agencies.
- The opportunity to advertise PPN members activities via the PPN newsletter, website, emails and social media platforms.
- The opportunity to participate in capacity building and training events to support members in their work.
- Access to information on decisions and proposals being made in the county & the opportunity to comment and input to them.
- An opportunity to network with and learn from other organisations in the county involved in similar types of projects.
- Ability to be part of a Linkage Groups. Linkage groups bring together organisations with a common interest to discuss their views and interests in a specific policy area.

1.3. Leitrim PPN

1.3.1. PPN Membership

Leitrim PPN is made up of 417 member organisations, from across Leitrim's three Municipal Districts with a very even split across each MD.

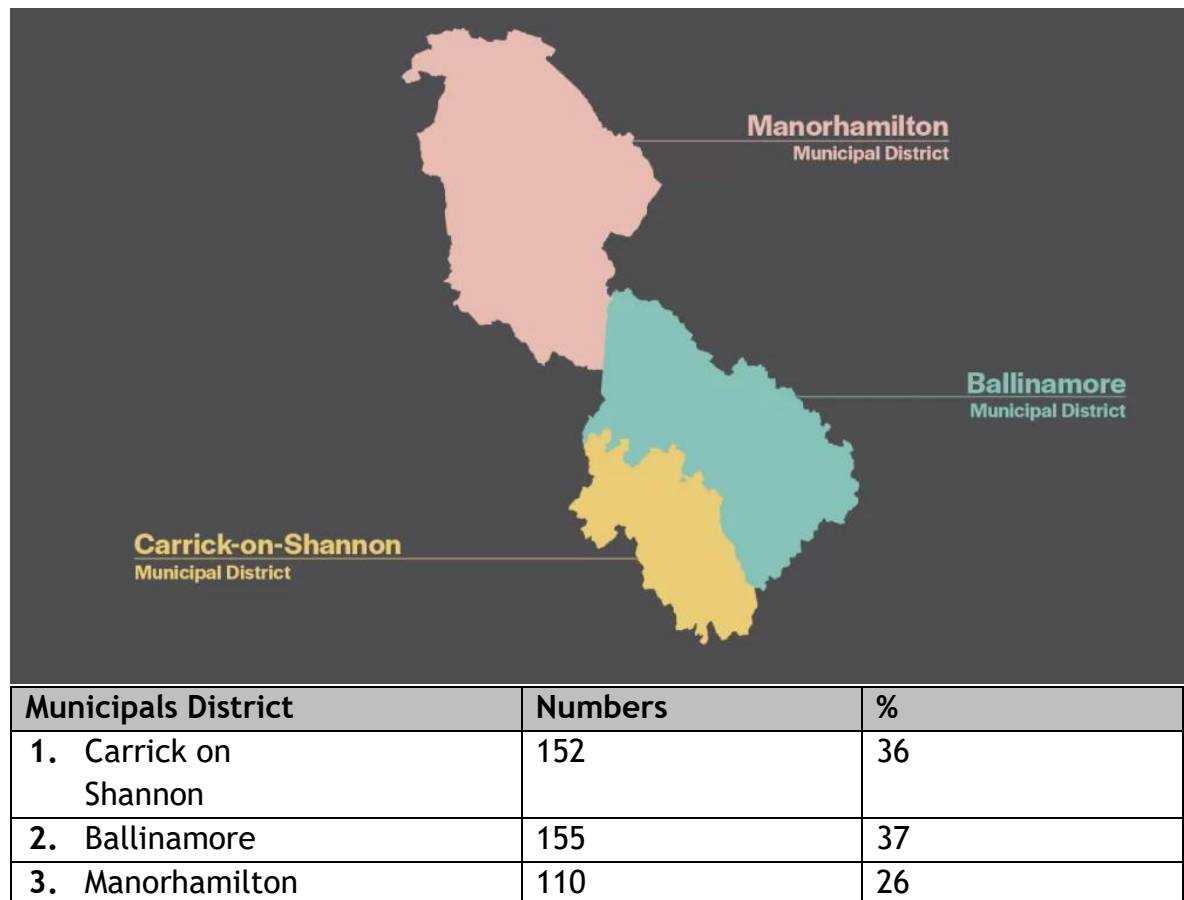


Figure 2: Leitrim's three Municipal Districts Breakdown

Membership is drawn from 3 sectors with a split very much in line with the national picture at Figure 1:



Figure 3: Leitrim's PPN Membership Sector breakdown

1.3.2. Leitrim PPN's Mission, Vision & Values

Leitrim PPN has a very distinct set of Mission, Vision and Values and achieving these is at the forefront of all activities and our Strategic Goals as set out at section 5 of this plan.



Figure 4: Leitrim PPN Vision, Mission & Values

1.3.3. Functions of the PPN

Leitrim PPN fulfil three functions:

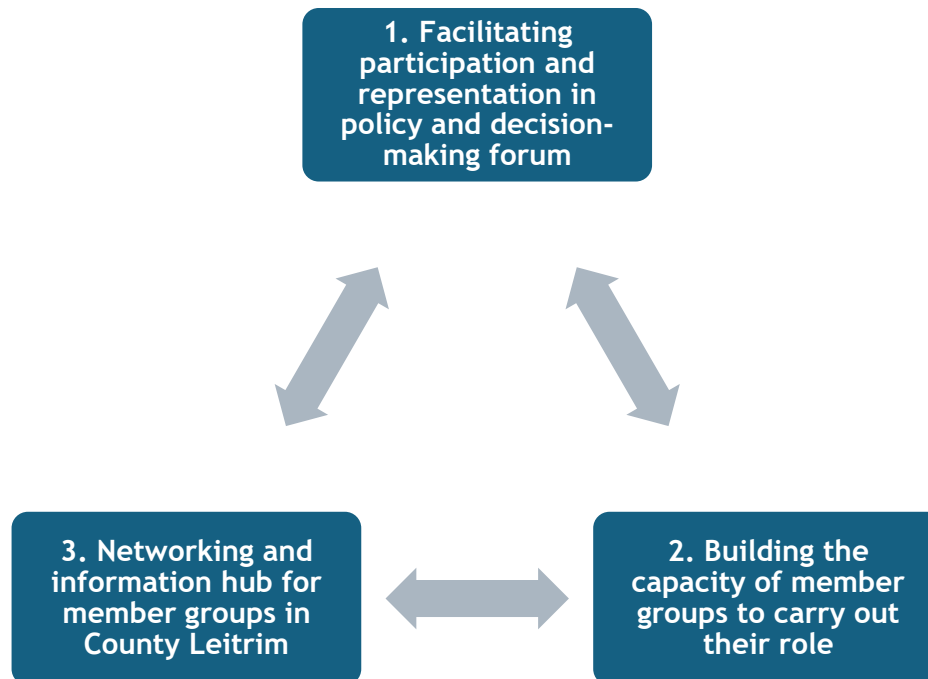


Figure 5: Leitrim PPN 3 functions

1.3.4. Structure & Funding of Leitrim PPN

Leitrim PPN is an independent community network funded by the Department of Rural and Community Development and part funded by Leitrim County Council. It is hosted by Leitrim Development Company in Drumshanbo, County Leitrim.

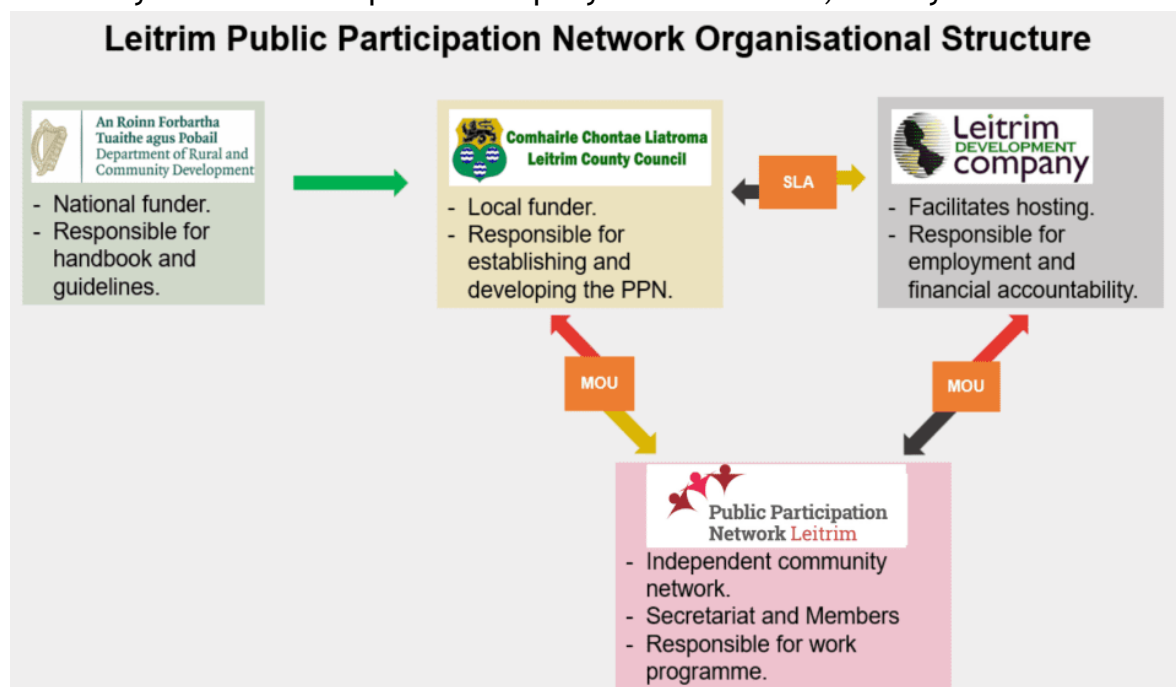


Figure 6: Funding Organisational Structure

The PPN operates a “flat” structure, which helps to ensure that there is equality of participation and that no single voice or member group dominates its work. The aim of this approach is to spread the PPN’s work and decision-making across its membership.

1.3.5. How do Leitrim PPN feed into Local Structures

Leitrim PPN have representatives on 11 different local authority and boards, committees across Leitrim County.

These representatives make sure that the voice of local people is heard on the local committees and fora.

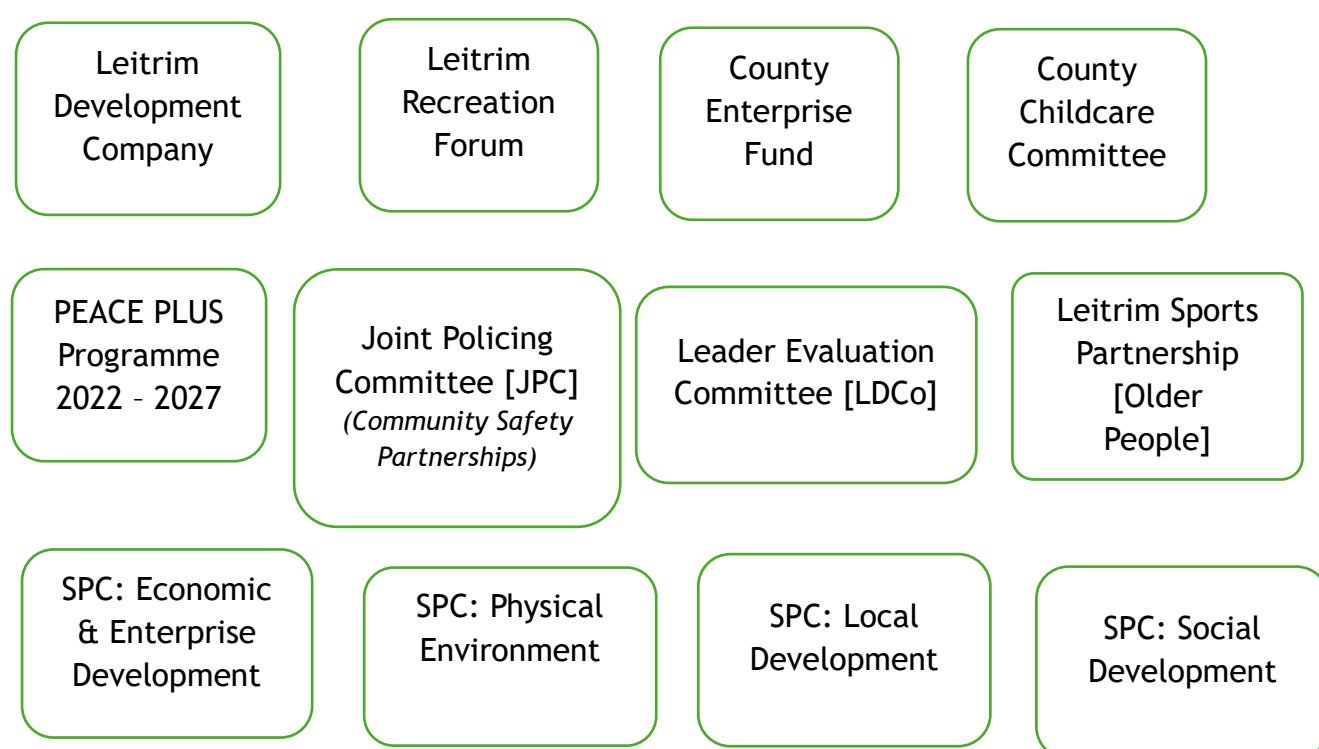


Figure 7 -Committees with PPN representation

Role of Strategic Policy Committees (SPCs)

The remit of the SPCs is to deal with policy matters.

They are strategic in nature with no responsibility for routine operational service delivery matters.

The SPC system is intended to give Councillors and relevant Sectoral Interests an opportunity for full involvement in the council policy decision making process from an early stage.



Figure 8 - Council Decision Making Structure

1.3.6. The Leitrim PPN Team



Figure 9 - Leitrim PPN Staff & Secretariat

Front Row:- Olivia Fitzgerald Murphy Social Inclusion, Brigid Mc Gourty Social Inclusion, Bernie Mulligan Dolan Community and Voluntary, Aedin Mc Loughlin Environment

Back Row:- Gerry Creamer Manorhamilton MD, Mary Mc Keon Co-Ordinator Leitrim PPN, Patrick Mc Greevy Ballinamore MD, Brian Smyth Environment

Missing:- Joan Regan Community and Voluntary, Mary Mc Girl Support Worker Leitrim PPN

Leitrim PPN employs a staff of two people, comprising a PPN Coordinator and a Support Worker. The staff are based in Leitrim Development Company offices in Drumshanbo.

The PPN's administration is supported by a Voluntary Secretariat drawn from the overall membership [2 from each Pillar/College and 1 from each Municipal District].

The secretariat is refreshed at least every 5 years to make sure it is fully represented of the membership and that there is a balance of knowledge and understanding of the PPN work.

The Secretariat meets at least 6 times a year and works closely with the 2 staff members to ensure that the PPN is operating as an effective body and to best practice standards.

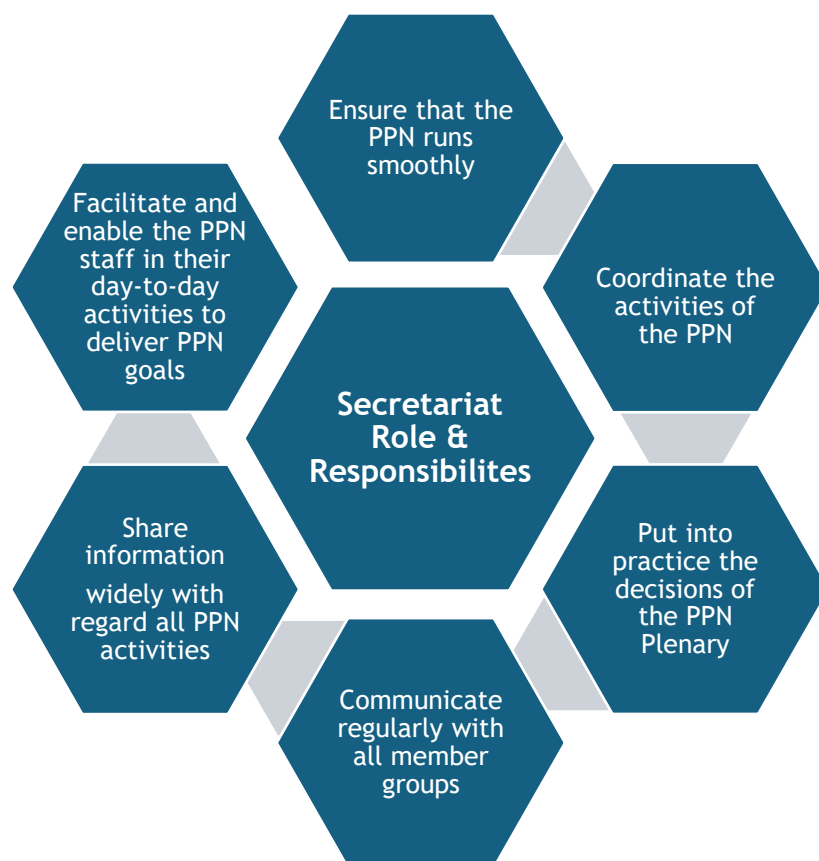


Figure 10 - Secretariat Role

2. Leitrim PPN Strategic Planning Process

In April 2024 Leitrim PPN issued an Invitation to Tender for the development of a 4-year Strategic Plan 2025 - 2028.

On completion of the tendering process in May 2024 Office & Training Solutions was appointed to support Leitrim PPN to undertake this work.

2.1. Methodology Stages

The development of this Strategic Plan has given the PPN an opportunity to reflect and understand what is working well and where improvements are needed and ultimately to consider how to strengthen the PPN role and its' impact.

The development of the plan consisted of five stages as below, all conducted between June and September 2024

1. National PPN Documentation Review
2. Stakeholder Consultation Process
3. Review & Brief Analysis of Leitrim PPN Area Profile
4. Data Analysis /Collection
5. Drafting, Review and Finalising the Plan

The planning process, utilised both qualitative and quantitative research methods. Its findings informed priorities for the next four years and identified key actions to deliver on these priorities and achieve the PPN Vision and Mission.

Key steps involved in each of the stages were:

2.1.1. National PPN Documentation Review

The initial desk research phase consisted of a literature review, and identification of the policy framework within which the Public Participation Network sits.

This included examination of the PPN Handbook¹ and PPN Annual Report 2022². As it is essential Leitrim PPN operate in line with the national vision particular attention was given to Section 6 of the PPN Annual Report which details recommendations for the future development of PPNs.

2.1.2. Stakeholder Consultation Process

A wide and varied consultation took place with members and other stakeholders for their input on how the PPN can develop over the next four years.

The consultation was undertaken using a range of methodologies including an online survey and in person focus groups.

¹ <https://www.gov.ie/pdf/?file=https://assets.gov.ie/97296/79d48b54-0557-493e-9aa1-1d910364d41e.pdf#page=null>

² <https://www.gov.ie/pdf/?file=https://assets.gov.ie/278977/e402fd50-17e3-4c8d-b405-001f8361196b.pdf#page=null>

The purpose of the stakeholder consultation was to:

- Explore how Leitrim PPN operates, examine its purpose & function and understanding of this among our stakeholders.
- Identify the challenges affecting Leitrim PPN.
- Investigate opportunities to optimise organisational effectiveness.
- Examine what it does well and how it rates among its critical stakeholders.
- Ascertain the impact of the PPN to its' stakeholders.
- Determine future goals and actions and ensure this 4-year strategic plan is stakeholder driven.

The first step in the stakeholder consultation process was the design and distribution of a membership survey and stakeholder surveys.



Figure 11 - The Leitrim PPN Stakeholder groups who participated in the consultation process

In addition to the survey distribution an initial community consultation meeting in the form of a SWOT Analysis took place as part of the May 2024 plenary. Subsequently a second workshop took place in June 2024 fully dedicated to completing & finalising a SWOT analysis.

2.1.3. Review & Brief Analysis of Leitrim PPN Area Profile

To gain a greater understanding of Leitrim PPN and the communities and people it represents a brief analysis took place of its area profile to include population, gender, age, dual irish citizens, health, employment, place of birth and disability.

2.1.4. Data Analysis /Collection

Finally, the Strategic Plan was drawn up based on an analysis of all data collated and this analysis is widely narrated at sections 3 & 4 of this plan.

2.1.5. Drafting, Review and Finalising the Plan

A draft plan was drawn up based on an analysis of all data collated and presented to the Secretariat in August 2024 for review and discussion.

This was finalised in September 2024 for launch at the plenary in November 2024.

3. Leitrim County PPN Area Profile

Leitrim County has a strong history of community development, with a myriad of community groups operating throughout the county.

These community groups work with those most marginalised and includes people with disabilities, socially excluded vulnerable older people, groups within the arts, sports clubs, tidy towns, festivals, youth, active age groups, LGBTQ, environment groups protecting wildlife, recycling, environment education and preventing the spread of invasive species.

Many of these rural communities have witnessed closure of key services in recent years. Community/voluntary groups continue to play an essential role and dynamically respond to local needs and step into this void.



3.1. Data Analysis

To gain a greater understanding of Leitrim PPN, & learn more about the communities and people it represents we briefly examined a number of statistics in relation to the Leitrim PPN area - these include:

- Population
- Gender split
- Age by Population
- Dual Irish Citizens
- Health
- Employment
- Place of Birth
- Disability

All data presented is from Census 2022

3.1.1. Population

With a total population of 35,199 in its administrative area the members of Leitrim PPN provide services to a significant number of people, across a broad range of areas already noted.

A few key points to note regarding Leitrim's population:

- ✓ Census 2022 showed the county has had one of *the largest increases in population in the state*, with an increase of just under 10% (3000) since 2016
- ✓ This increase is driven by a *combination of people migrating into the county* who were *born elsewhere in the Republic* (an increase of 1,820 people since Census 2016) & *who were born outside the state* (an increase of just under 1000 people).
- ✓ Population densities in many Leitrim Electoral Districts [ED] are some of *the lowest in the state* with almost *60% of the population in Leitrim live outside towns/population centres*
- ✓ Leitrim is the *most rural county in Ireland* with almost every Electoral District in Leitrim classified as highly rural/remote

Males and Females population split

The gender split in the county is almost 50:50, very much in line with the national gender population split.

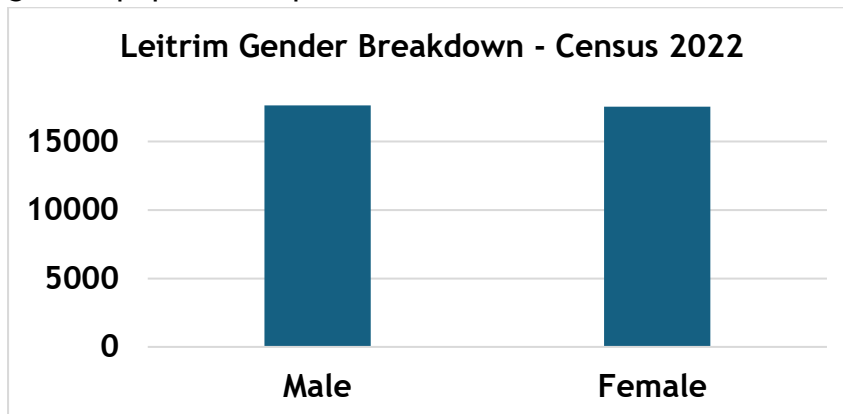


Figure 12 - Leitrim County Gender split

3.1.2. Population by Age

The **average age** of Leitrim's population in April 2022 was **40.7 years**, compared with 39.8 years in April 2016. Nationally, the average age of the population was 38.8, up from 37.4 in April 2016 making Leitrim County home to an older population than the national average.

The number of people **aged 65 and over continues to grow** with this age group increasing by 22% to 6,573 in Leitrim, this is in line with the national increase.

3.1.3. Dual Irish Citizens

The number of dual Irish citizens in County Leitrim almost doubled with an **increase from 603 to 1,146** while **non-Irish citizens accounted for 10%** of the county's population.

Nationally, dual Irish citizenship increased by 63% from 104,784 to 170,597 people and non-Irish citizens made up 12% of the population.

3.1.4. Health

In 2022, **83%** of people in Leitrim stated that **their health was good or very good** compared with 86% in 2016. This reflects an ageing population.

This is a similar trend to the national figures, which showed a 4% decrease in the good/very good categories, from 87% to 83%.

3.1.5. Employment

14,816 people (aged 15 and over) are working [42% of the population]

....an increase of 2,088 people (+16%)

....compared to 313,656 nationally (+16%)

3.1.6. Place of Birth

41% of Leitrim residents (14,436 people) were *born in the county*.

A further 39% (13,587) were born *elsewhere in the State*.

The remaining 20% (6,840) were born *outside the State*, up from 18.3% in 2016, this is in line with the national trend.

3.1.7. Disability

In Leitrim County more than 7,900 people (22% of the county's population) reported experiencing at least one long-lasting condition or difficulty *to any extent*.

Of these, 2,995 people (8% of the county's population) reported experiencing at least one long-lasting condition or difficulty *to a great extent or a lot*.

A further 4,910 people (14% of the county's population) reported experiencing at least one long-lasting condition or difficulty *to some extent or a little*.

All of the above data gives an insight into the needs of the local population & communities and assists in determining the PPN's future priorities for the next 4 years.

4. Stakeholder Consultation Findings

4.1. Stakeholder Consultation Workshops [SWOT Analysis]

The SWOT Analysis findings are based on the two stakeholders engagement focus groups - May 2024 plenary & June 2024 workshop. We have identified the top and most frequently occurring statements under each category.

STRENGTHS <ul style="list-style-type: none">○ Approachable, knowledgeable, organised, committed & professional staff○ Great communication & level of information○ Committed Secretariat○ Wide range of members○ Involvement in “love where you live awards”○ Good relationship with council & stakeholders○ Great volunteers with skills, experiences, and local links○ Networking activities○ Relevant & free training to include representatives training	WEAKNESSES <ul style="list-style-type: none">○ Poor public awareness of the PPN nationally○ Member groups not always passing on information○ Lack of understanding of the PPN, what PPN do, staff & secretariat roles etc○ Meetings timetable, in person only.○ Getting people to attend meetings○ Grant bureaucracy
OPPORTUNITIES <ul style="list-style-type: none">○ Geographical linkage groups to share knowledge and increase communication i.e. area based/MD based/ group type based e.g. tidy towns, men’s sheds women shed etc○ New councillors○ Invite councillors to plenaries & other events○ Remind reps & other members to share information about what is happening○ PPN lobby on behalf of groups	THREATS <ul style="list-style-type: none">○ Lack of funding & cut in funding by government○ Change in government○ Lack of employment/ Depopulation/immigration - lose membership○ Volunteer Fatigue/ lack of volunteers.○ Loss of key staff○ Another pandemic

Figure 13 - SWOT Analysis Consultation Findings

4.2. Stakeholder & Member Survey Consultation

On 20th June 2024 a consultation process was initiated:

- A consultation survey was distributed to over 400 member groups
- 2 separate [and different] stakeholder surveys were distributed
- All surveys remained open for just over an 8-week period - 20/6/2024 to 18/8/2024
- 57 member groups responded to the members survey [14% return]
- Both stakeholders responded [100% return]

Templates of all 3 surveys available at Appendix 2

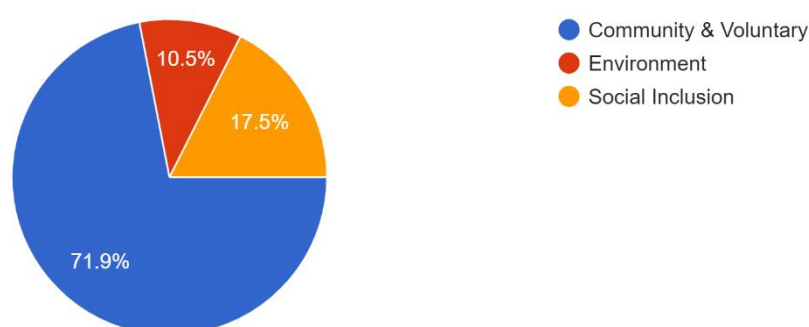
These surveys asked a number of questions with findings detailed below:

4.2.1. PPN Member Survey Findings

Initially 3 questions were asked “**About your Group**”. Findings as follows:

What PPN pillar is your group registered under?

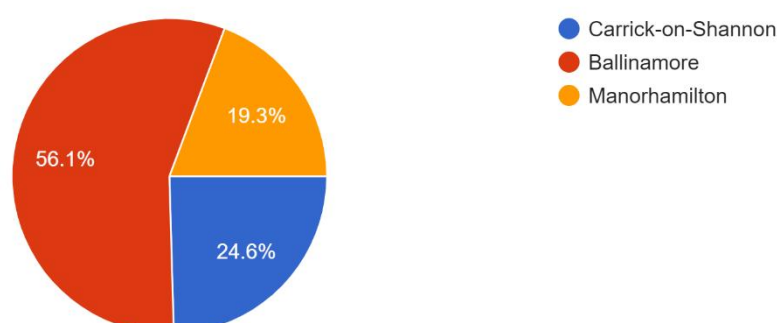
57 responses



The above split reflects closely Leitrim PPN sector member split at Figure 3 with particularly good engagement from the environmental sector on the basis of a 4% membership base.

Which Municipal District is your group based in?

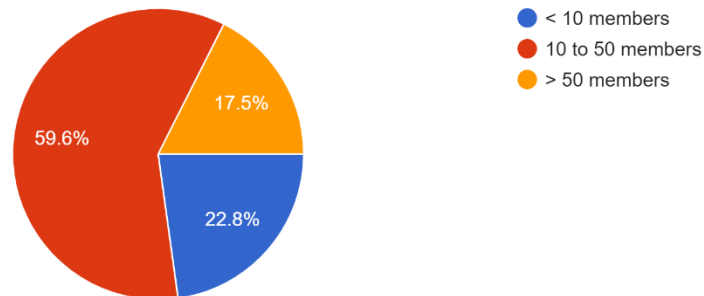
57 responses



The above split does not fully reflect Leitrim PPN MD% split at Figure 2, in particular less engagement from Carrick on Shannon MD than the PPN split of 36%.

Approximately how many members does your group have? Please choose from the following options...

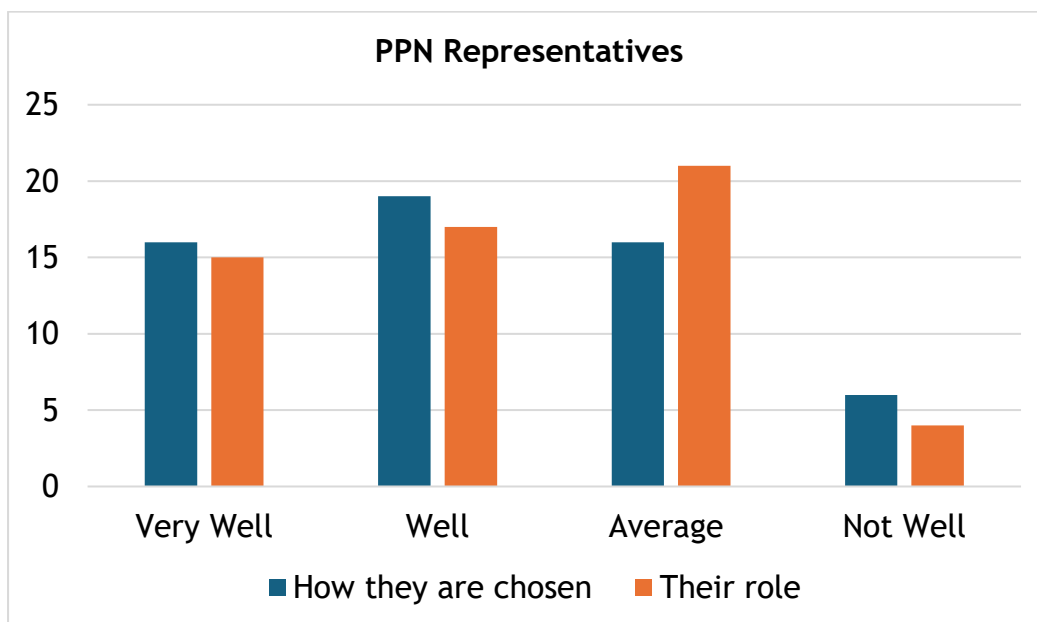
57 responses



Anecdotal figures suggest these membership numbers reflect the overall PPN membership numbers split -the majority of Leitrim PPN groups have 10 to 20 members.

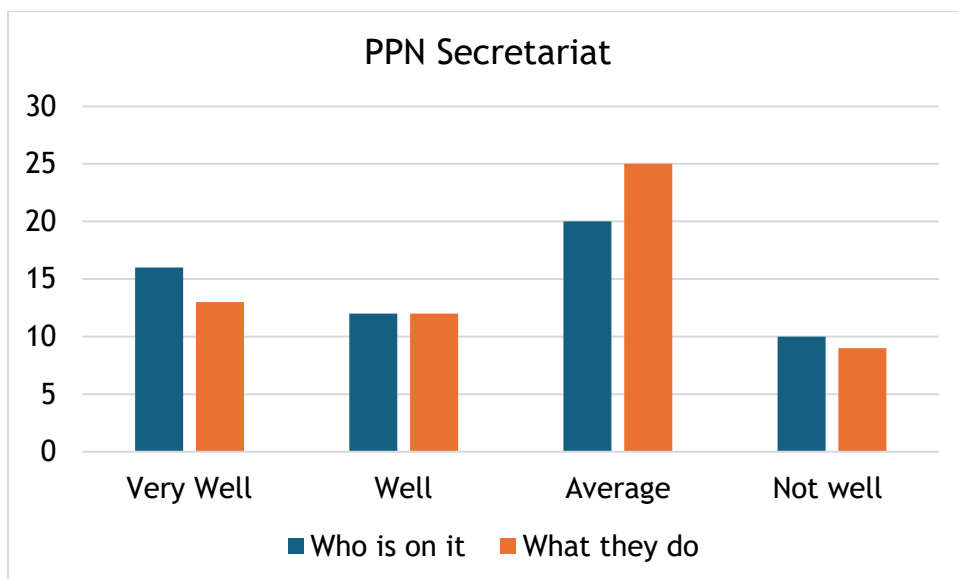
Then 6 questions were asked relating to “**Your Groups Interaction with Leitrim PPN**”³. Findings as follows:

Q. How would you rate your groups’ understanding of the structures and processes of Leitrim PPN:

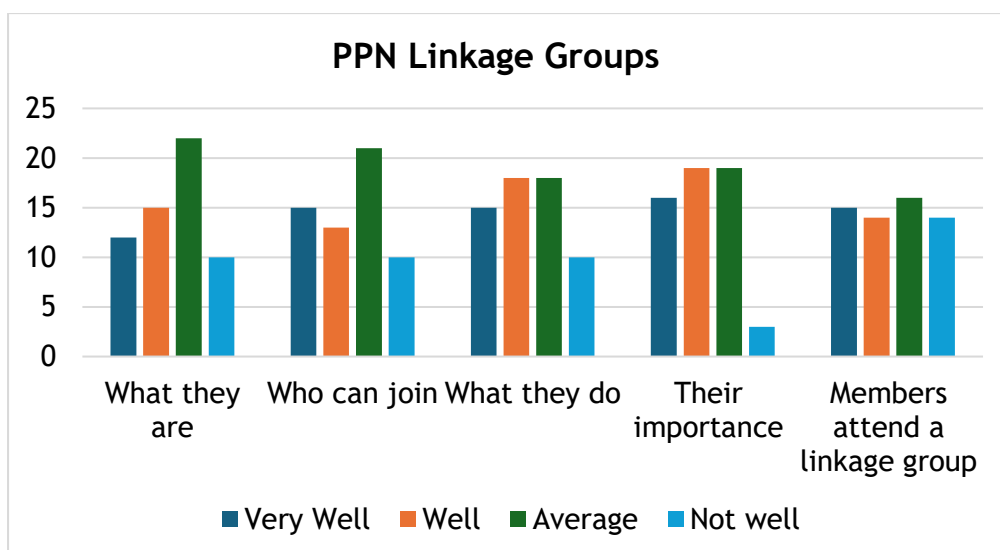


40 - 45% of respondents understanding of PPN Representatives were average or less

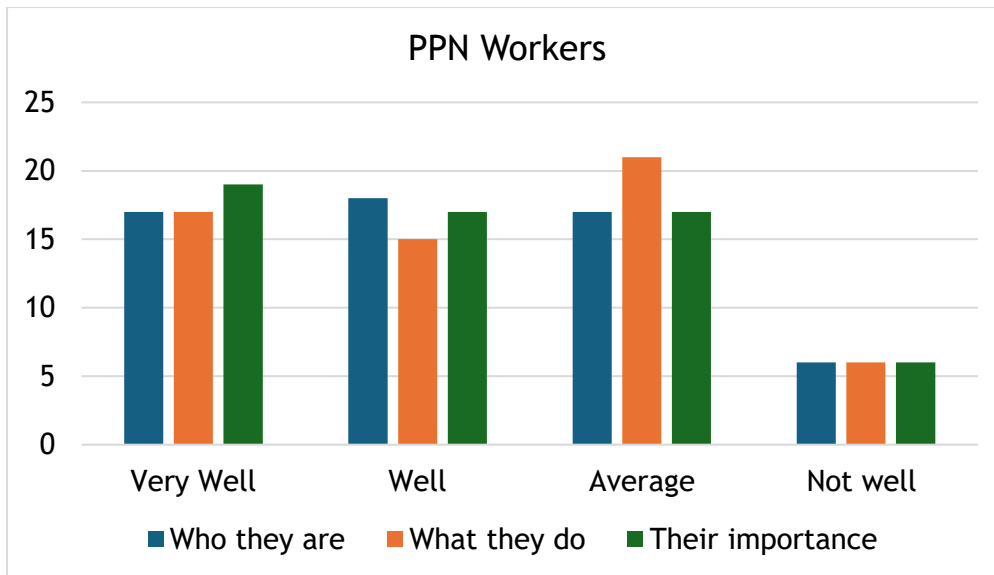
³ Data on the Y Axis [vertical] of all graphs are numbers of the 57 respondents [rather than %]



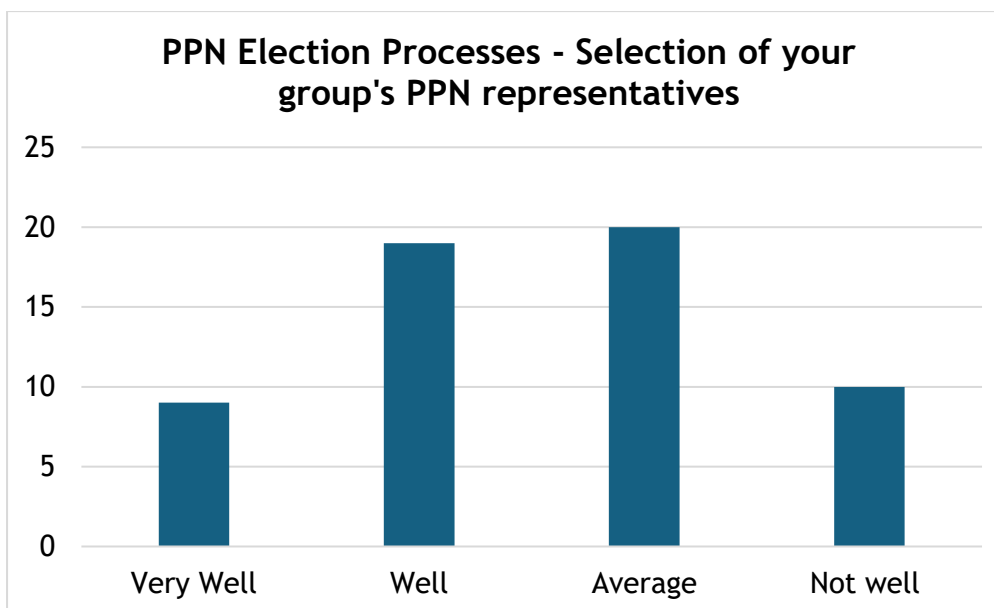
50 - 60% of respondents understanding of the PPN Secretariat were average or less



There are some shortfalls in respondents understanding of PPN Linkage groups [what, who etc..] and there is a number of groups with no members attending a linkage group.

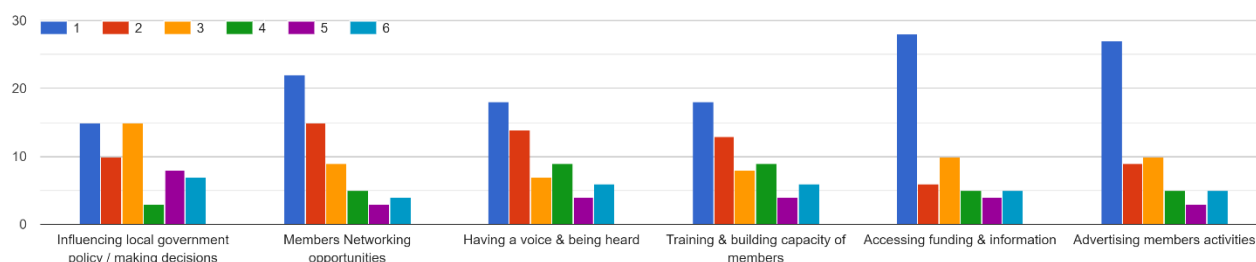


40 - 45% of respondents understanding of PPN Workers were average or less



50% of respondents understanding of how their group's PPN representatives are selected are average or less

Please rank the below benefits Leitrim PPN has had to your group on a scale of 1 to 6 in order of the most and least impact 1 being most impactful / 6 being least impactful



From the above data whilst all activities are highly beneficial to all respondents the greatest benefits reflected are member networking, advertising their activities & accessing funding & information

A question was then asked to support Leitrim PPN develop their 4-year strategic goals and objectives and plan future activities - findings as follows:

Q. To contribute to Leitrim PPNs' plan for future activities please rank the below items 1 to 8 in order of the most and least preference to your group [1 being most important/8 being least important]

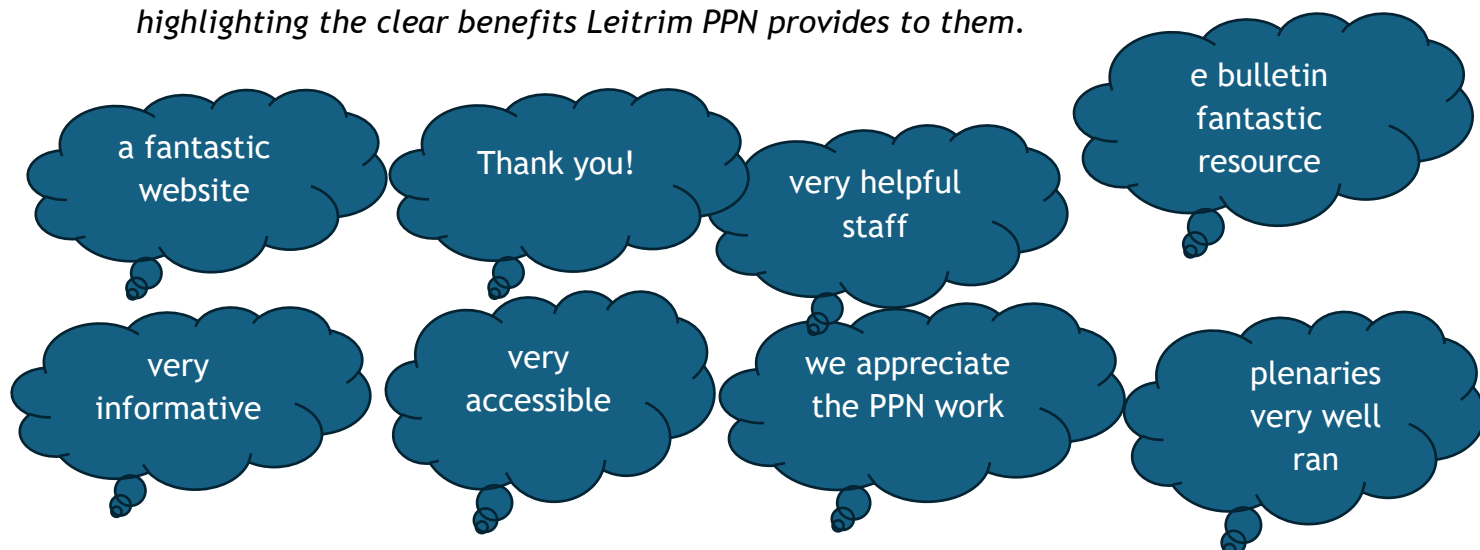
% Ranking of future activities - 1 most preferred/8 least preferred

Rating	% Local/county issues discussion forums	% Policy Development /Influence	% Information Provision	% Membership networking opportunities	% Training & Education	% Support & Advice	% PPN Growth and Sustainability	% Empower Linkage Groups
1	41	45	50	39	42	60	46	38
2	17	22	16	28	25	12	14	21
3	14	10	9	14	12	9	11	10
1 - 3 total	72%	77%	75%	81%	79%	81%	71%	69%
4	8	7	10	5	4	9	5	9
5	7	9	1	5	4	4	5	2
6	3	3	7	4	3	1	3	6
7	3	2	2	0	5	0	5	9
8	7	2	5	5	5	5	11	5

From the above data whilst all activities are of high preference to all respondents the top 3 are networking, training/education and support & advice. These almost mirror the benefits and will feature in the strategic goals and objectives

Other Comments from PPN Members

It is also worth noting some of the highly positive comments from Members highlighting the clear benefits Leitrim PPN provides to them.



Leitrim's Vision for Community Wellbeing - in preparation for developing Leitrim's Vision for Community Wellbeing respondents were then asked to *describe what "wellbeing" means to their group and community* across the six interconnected domains:



Figure 14 - Vision for Community Wellbeing

Very insightful feedback was received and an overview of this across all 6 domains is provided at Appendix 3. This feedback is a solid basis for the development of the Leitrim Wellbeing Statement, which is one of the strategic actions over the next 4 years.

As a summary to the member survey a final question was asked “How would you rate your overall experience of Membership of Leitrim PPN”

A highly positive response was received with almost 85% of respondents rating their membership experience as very good or excellent

4.2.2. Other Stakeholder Consultations

Two key stakeholders were consulted - findings as below:

Stakeholder 1 Survey feedback

Questions asked included:

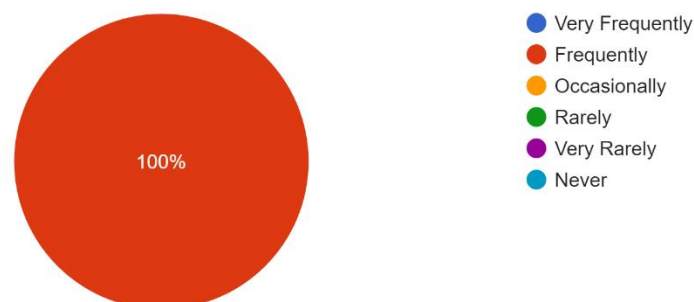
Q. Please indicate your level of agreement to a number of statements:

Function	Rating
Assistance with the organization of <i>The Love Where You Live Awards and other community events</i>	Agree
Linking stakeholders with members.	Disagree
Sharing of relevant stakeholder information	Disagree
Nomination and election of PPN Reps on Council committees	Agree
Collaboration with stakeholder staff in different sections	Agree

Whilst the above feedback is very positive some more work is needed to link stakeholders with members & share relevant information. This is reflected in the strategic objectives.

How frequently do you engage with Leitrim PPN?

1 response

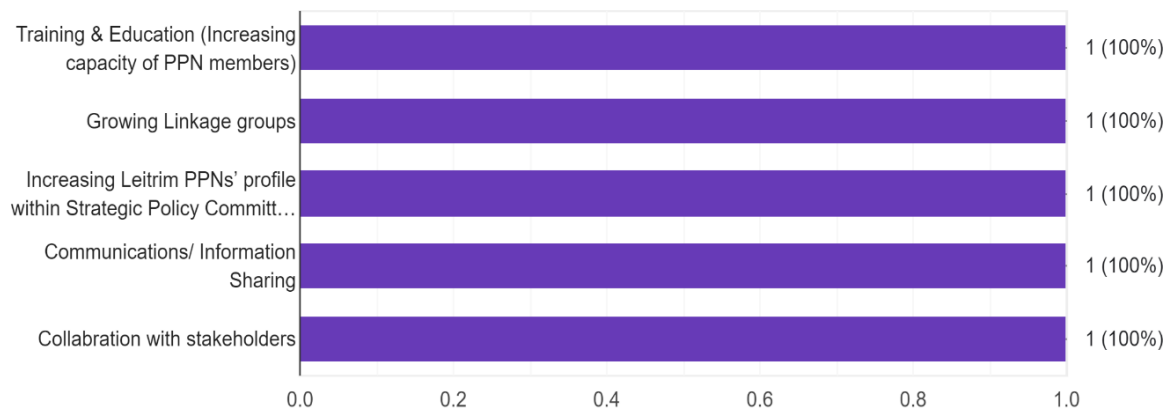


The above feedback is highly positive and speaks for itself with frequent engagement between Leitrim PPN and this stakeholder

A question was asked to support Leitrim PPN develop their 4-year strategic goals and objectives and plan future activities - findings as follows:

To contribute to Leitrim PPNs' main priorities for the next 4 years please tick as many of the the below that apply in your view. Feel free to add to this list.

1 response

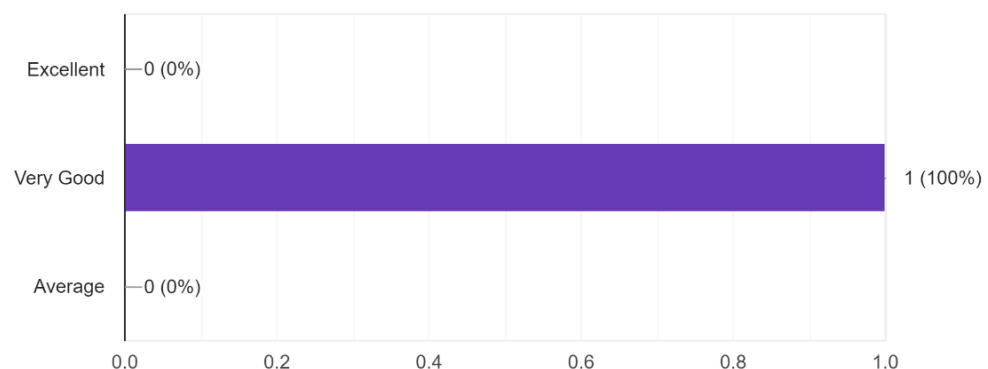


The above feedback is very helpful to Leitrim PPN in the development of its strategic goals.

A final summary question was asked:


How would you rate your overall impression of Leitrim PPN in the County since 2022 (when it was up and running again)

1 response




The above feedback speaks for itself and is very positive!

Other comments: the below comments reflect great support and advice from this key stakeholder



Leitrim PPN are supportive of us as a stakeholder - our departments should use PPN and their linkage groups as a tool for consultation



Ensure no overlap of delivery of services between the PPN & all stakeholders- as a stakeholder we have a comprehensive community development and capacity training programme following consultation with the PPN and other stakeholders

Stakeholder 2 Survey feedback

Questions asked included:

Q. Please outline what benefits [if any] the stakeholder has gained from hosting Leitrim PPN

- Closer links with the PPN especially in relation to ensuring that our target groups are represented on the PPN pillars.
- Closer networking as we are in the same building/ staff networking.
- Coordination of events, training and ensuring that there is no duplication.
- Good working relationship with PPN Secretariat

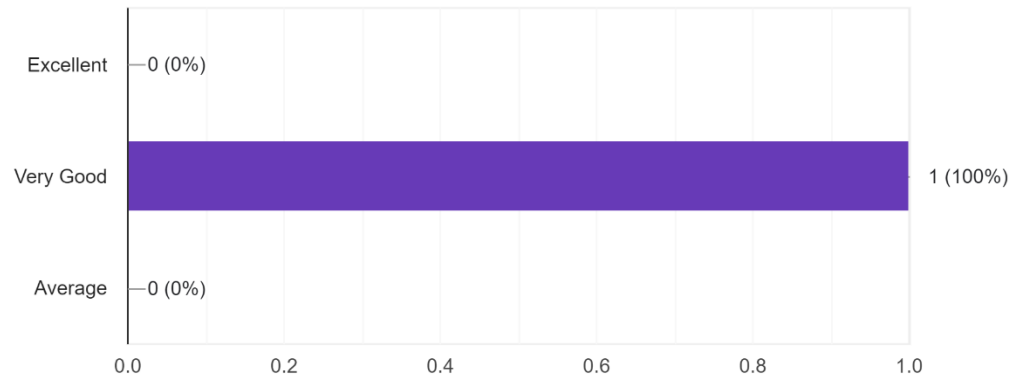
Q. From your perspective please outline the benefits it feels Leitrim PPN brings to the Community, Voluntary & Charitable sector

- Good information on grants and funding
- Provides a good platform for information dissemination to community groups.

A final summary question was asked:

How would you rate your overall impression of Leitrim PPN in the County since 2022 (when it was up and running again)

1 response



The above feedback speaks for itself and is very positive!

Other Comments: the below comment reflects great support & collaboration from this key stakeholder

a good
working
relationship

the PPN work
complements
and supports our
work

good
understanding
of our social
inclusion work

the PPN has a good
understanding of
our capacity
building work

Our new groups
are encouraged
to register with
the PPN

5. Leitrim PPN Goals, Objectives and Actions

Having analysed the findings from the desk research, area profile, stakeholder engagement/consultation and the SWOT Analysis, this section sets out Leitrim PPN's Strategy for the period 2025-28 inclusive.

This strategy includes 4 top strategic goals, their objectives and actions to achieve these objectives.

5.1. Strategic Goals

Strategic Goal 1:	Maximise Membership Support, Networking & Capacity Building for enhanced effectiveness
Strategic Goal 2:	Provision of relevant and accessible Membership Information & Communications
Strategic Goal 3:	Facilitate Effective Participation & Representation and strengthen the voice of the sectors of our members in Leitrim
Strategic Goal 4:	Maintain Robust Governance & Operations to support the achievement of Leitrim PPNs' Mission, Vision and Strategic Objectives

5.1.1. Strategic Goal 1 - Membership Support, Networking & Capacity Building

Strategic Goal 1 - Maximise Membership Support, Networking & Capacity Building for enhanced effectiveness	
Objective 1.1	Provide training and supports to build the capacity of our member groups and enable them to influence policy and engage effectively in public participation in local democratic structures.
Objective 1.2	Consolidate and strengthen the membership base of Leitrim PPN and continue the development of Leitrim PPN as a networking hub for member organisations.
Objective 1.3	Through the provision of targeted training programmes and networking opportunities, build the capacity of member organisations to improve their effectiveness and overall impact in their local communities.
Key Actions We Will Deliver Under Goal 1	
<ul style="list-style-type: none">• Deliver effective training, workshops, information seminars based on members' needs to include representative's role in collaboration with LCC.• Encourage members [to include representatives] to get to know each other & advertise each other's activities - via the <i>plenary, networking events, PPN social media platforms</i>• Participate in PPN Networking meetings and events at a regional & national level• Facilitate the collaboration of groups countywide [i.e. tidy towns, men's sheds, women shed etc] to share knowledge and increase communication.• Collaborate with community & statutory organisations to enhance the capacity of member groups• Hold a minimum of two plenary meetings annually with the agenda facilitating capacity building for member groups.• Use the Vision for Community Wellbeing statement to shape and inform capacity building for groups	

5.1.2. Strategic Goal 2 - Membership Information & Communication

Strategic Goal 2 - Provision of relevant and accessible Membership Information & Communications	
Objective 2.1	Enhance communication with our members on the PPN's role and activities
Objective 2.2	Keep our members and stakeholders informed in an accessible manner on relevant issues relating to the social inclusion, community/voluntary and environmental sectors.
Objective 2.3	Develop strategic relationships with key actors in the not-for-profit sector across Leitrim County to further the goals of the PPN, and overall sector.
Key Actions We Will Deliver Under Goal 2	
<ul style="list-style-type: none">• Enhance the current focus of activities & postings on social media platforms to detail the PPN, what it does, its functions, structures etc..• Ensure relevant and accessible information is disseminated to members and stakeholders through mediums with maximum reach in order to increase readership of PPN communications.• Develop a bank of <i>Frequently Asked Questions</i> [FAQs] to provide clarity on the roles & functions of the PPN secretariat, workers, linkage groups & representatives election processes.• Participate in activities that increase opportunities to introduce the PPN to more communities and groups across the county/region and country.	

5.1.3. Strategic Goal 3 - Participation & Representation

Strategic Goal 3 - Facilitate Effective Participation & Representation and strengthen the voice of the sectors of our members in Leitrim	
Objective 3.1	Facilitate and support PPN members and representatives to understand and develop their role and capacity in local decision-making
Objective 3.2	Ensure the work of the PPN is underpinned by robust, accountable & transparent representative structures & processes
Objective 3.3	Build strong, effective working partnerships with our stakeholders
Key Actions We Will Deliver Under Goal 3	
<ul style="list-style-type: none">• Profile the current Leitrim PPN membership (inc. Secretariat) and based on the findings develop a strategy for inclusion of underrepresented groups• Participate in all public consultations relevant to the Leitrim PPN community• Ensure full PPN representation across all member groups and MDs on the SPCs, the LCDC, JPC, PEACE PLUS and all other committees & boards.• Engage with Leitrim County Councillors including them in plenary meetings• Ensure all Leitrim PPN participation & representation activities are inclusive and accessible to all to include meeting locations/forums.• Hold representative training in collaboration with LCC.	

5.1.4. Strategic Goal 4 - Governance & Operations

Strategic Goal 4 - Maintain Robust Governance & Operations to support the achievement of Leitrim PPNs' Mission, Vision and Strategic Objectives	
Objective 4.1	Establish and implement a governance reviewing process to ensure Leitrim PPN policies, procedures and operating protocols are robust, up to date, compliant & best practice standards
Objective 4.2	Ensure Leitrim PPN decision-making structures are inclusive, transparent, and accountable.
Objective 4.3	Develop and implement annual operational work plans and review, evaluation processes to achieve strategic objectives.
Key Actions We Will Deliver Under Goal 4	
<ul style="list-style-type: none">• Review policies and procedures annually against the National PPN Handbook and Mandatory Checklist• Hold the number of secretariat meetings as required in the PPN Handbook and Leitrim PPN Constitution.• Adopt the Strategic Plan and incorporate into ongoing management practices and report on it at the Secretariat meetings.• Continue to use the Leitrim PPN website as a medium to share relevant information• Conduct flat structure training for the Secretariat• Ensure to have effective succession planning in place for the PPN secretariat and staff• Develop Leitrim Wellbeing Statement• Carry out staff appraisals and enhance development opportunities for staff	

5.2. Visions for Community Wellbeing

In implementing this Strategic Plan, we will align our goals with our *Vision for Community Wellbeing* which sets out what our member organisations want to see achieved under the 6 interconnecting domains.

Substantial work had been completed and solid feedback accessed from members [Appendix 3], this will be developed as part of Leitrim PPN strategic process.

Crucially, we are committed to building awareness within our member groups and representatives of how communities can work together to contribute towards achieving our *Vision for Community Wellbeing*.



5.3. Sustainable Development Goals

The United Nations and its member states adopted the Sustainable Development Goals in September 2015, setting targets to be achieved by 2030.

These goals address global challenges, including inequality, prosperity, peace & justice, poverty, climate and environmental degradation.

These goals belong to everyone, across all countries and communities and are not the sole responsibilities of government or environmental lobbyists.

The work the PPN does, contributes to the achievement of these goals, and will be clearly identified in the wellbeing statements once completed.

Over the period of this plan Leitrim Public Participation Network are committed to working hand-in-hand with our partners to aid the achievement of these goals within our county by mapping them across our strategic goals and the work we do.



5.4. Implementing the Strategic Plan

This Strategic Plan will guide the work of the PPN over the next four years. Each year, the Secretariat alongside the team will produce a work plan which will outline achievement of the actions as set out at section 5.1 in the form of accountability and timelines. This work plan will help the PPN to ensure that activities are consistent with Leitrim PPN Vision, Mission and Values.

Appendix 1 - Glossary of Terms used in this Document

Handbook: A composite set of Guidelines and advice issued in November 2020 and regularly updated to assist PPN and other stakeholders, replacing the previous User Guide.

Joint Policing Committee [JPC]: A Local Authority Committee comprised of councillors, TDs, Senators, the Gardaí and external stakeholders such as PPNs which makes policy proposals on policing issues. Section 36 of the Garda Síochána Act provided for the establishment of JPCs in each Local Authority administrative area and as part of the Local Government structures.

Local Community Safety Partnerships (LCSPs) will bring all services and the community together at local authority level, replacing the existing Joint Policing Committees, to serve as a forum for discussion and decisions on community priorities. The local Community Safety Partnerships aim to foster sustained community involvement in identifying needs and co-designing solutions, and sustained commitment from services in working together to address those needs. The Local Community Safety Partnership will be responsible for developing a tailored and prioritised local community safety plan in conjunction with both community and public services.

Strategic Policy Committees [SPC]: Following the local elections held in June 2024, each Local Authority is required to establish new Strategic Policy Committees in line with the revised Guidelines published by the Department of Housing, Local Government and Heritage in June 2024. The Council is and remains the decision-making Authority, and it is the task of SPCs, as committees of the Council, to advise and assist the Council in the formulation, development and review of policy. The remit of an SPC is to deal only with policy matters and as such they are strategic in nature. They have no remit in relation to routine operational matters in relation to delivery of services. The SPC system is intended to give Elected Members and relevant Sectoral Interests an opportunity for full involvement in the policy making process from an early stage.

Linkage Group: A group of PPN stakeholders with a particular issue who meet to make policy recommendations and work closely with a PPN representative on a relevant Board or Committee

Municipal District (MD): A subdivision of a Local Authority area. Councillors meet at Municipal District level as well as in full council. MDs were established following the Local Government Reform Act in 2014

Plenary: The plenary is the main decision-making body of the PPN (i.e. all the independent member groups) which should meet at least twice every year to review the workings of the PPN and set the agenda for the coming period.

A PPN Representative is elected for a fixed term to represent the issues of PPN members on a particular Board or Committee. They are elected to a Board or Committee by members of the PPN. A PPN Representative does not represent the group they are a member of, they represent the PPN and are guided by their linkage group.

Stakeholders: all people, groups, state bodies, and local and national government departments impacted by or with an interest in the operation and function of the PPN

SWOT Analysis: a study undertaken by an organisation to identify its internal strengths and weaknesses and its external opportunities and threats.

The Department of Rural and Community Development (DRCD) - was established in July 2017 to promote rural and community development and to support vibrant, inclusive and sustainable communities throughout Ireland. In relation to PPNs, the Department is the majority funder, provides the Chair of the National Advisory Group and has overall responsibility for the development and oversight of PPNs.

Appendix 2 - Surveys



Member Survey
Questions .pdf



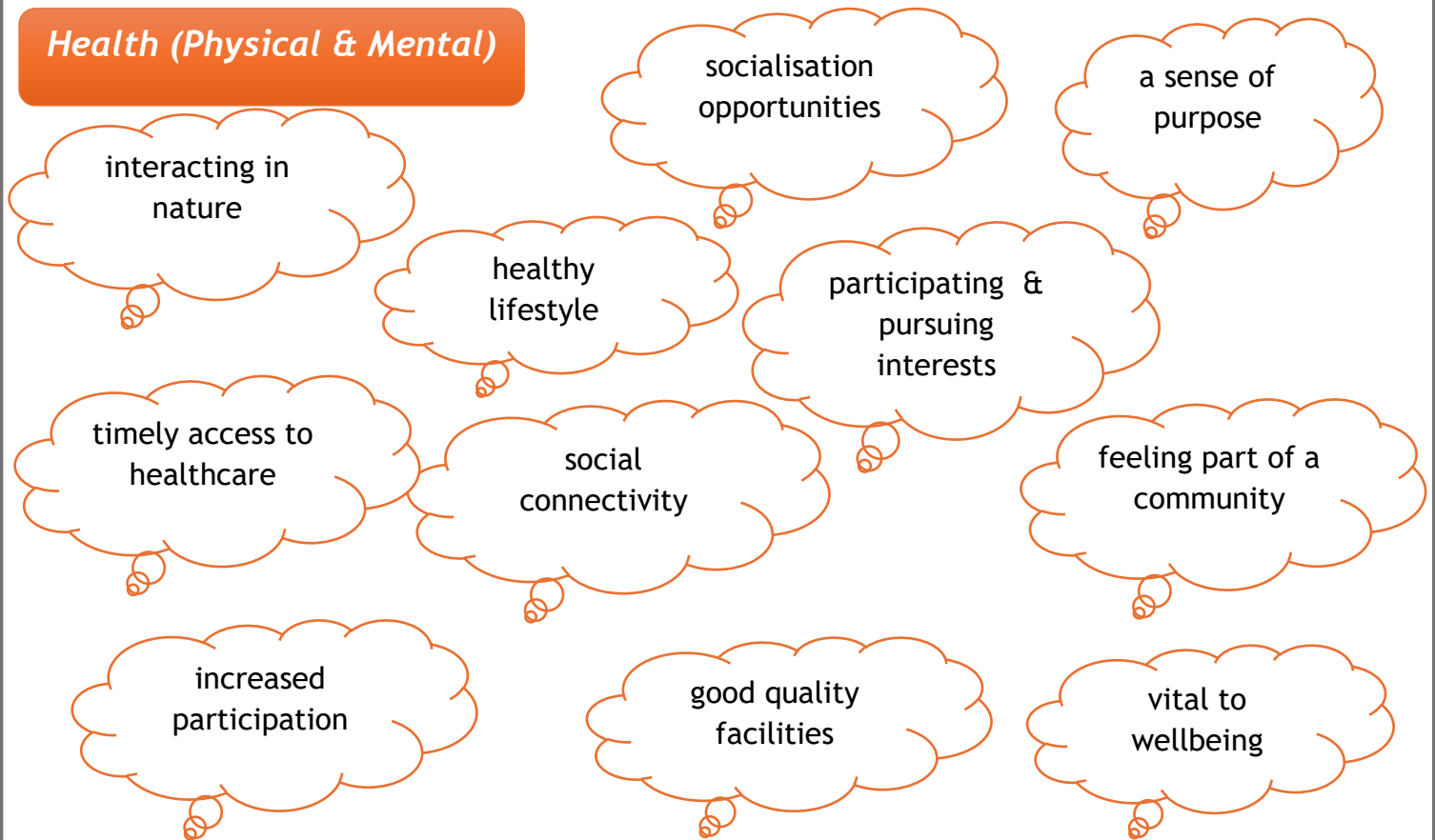
Stakeholder Survey
2 Questions_ LDC.pc



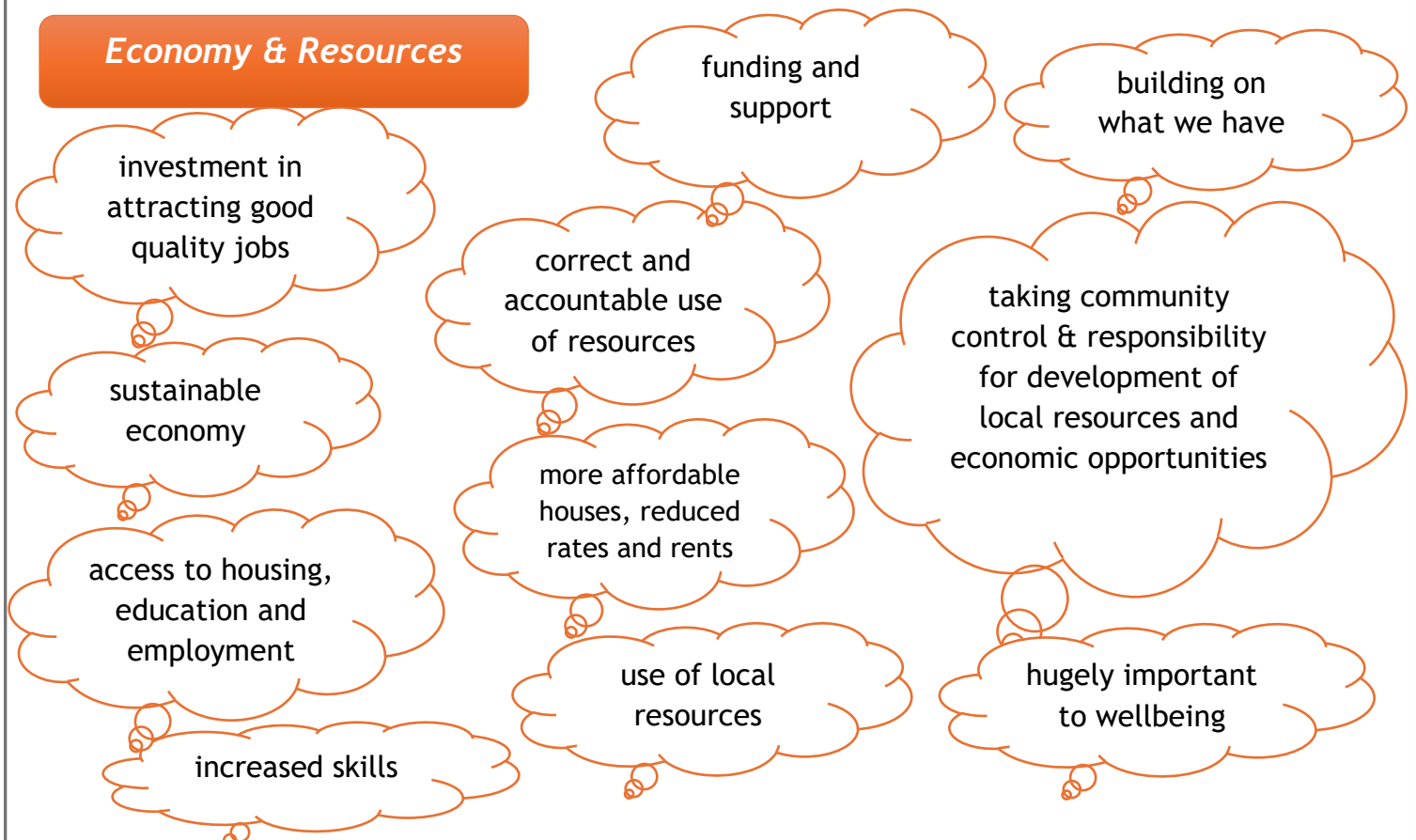
Stakeholder Survey
1 Questions LCC.pdf

Appendix 3 Vision for Community Well Being - Summary Feedback from PPN Members

Health (Physical & Mental)



Economy & Resources



encouraging and supporting people to take an active part in their community

dialogue with disabled persons' organisations not just service providers

an inclusive community

embrace equally everyone living in our community

recognition of voluntary work

fostering strong social connections and relationships within the community

empowering community groups and members

make space for the younger generation and incomers to the community

promotion of volunteering and it's beneficial impact in our communities

enhancing the well-being and quality of life for all of group members

being part of a community is vital for well-being

Participation, Democracy & Good Governance

effective
collective dialogue

increasing
participation in
voluntary groups

allow people to
have their
say/being heard

trust the processes
and believe that
organisations are
fundamentally
impartial

having a voice
on local
decision-making
platforms

groups change and
evolve and are
willing to do so
within the
community

People from different
backgrounds, gender
and/or nationalities to
be included and
encouraged to
participate in local
politics

total
transparency

having good
governance and
democracy

everyone has a
level playing field
in all aspects of
the communities

engaging in
community
discussion

representation of
disabled persons'
lived experiences

keeping traditions
alive, music,
legends, folklore

learn about
the culture

A community where
wellbeing is the goal,
local history, culture
& folklore is
celebrated, and new
communities &
emerging cultures

a community
which values
togetherness

a fundamental
part of Irish
culture is
hospitality

our cultural
heritage offers an
enormous sense of
belonging within
the community

respect for
other cultures
and values

we value our
culture of
befriending, and
helping combat
isolation

social inclusion for
all cultures within
our communities

promotion of all aspects
of Irish culture, Irish
language & Irish Music

Environmental & Sustainability

initiatives to
protect the
environment

unspoilt
landscape

support to
become more
sustainable and
environmentally
friendly

involve kids
from a young
age

access to grants
and schemes that
supports the
environment and
sustainability

having a healthy
environment enables
each individual to
become part of that
which enhances their
wellbeing

actively
promoting
environmental
awareness

farmers doing a
good job as
environmentalists

re-cycling items
and growing own
fruit and
vegetables

human wellbeing is
intrinsically
connected to the
health and integrity
of the natural world

Leitrim is a very
special place to
live because of
the environment