



# Strategic Plan

2024-2029



Public  
Participation  
Network  
Limerick



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## Acronyms

|             |  |
|-------------|--|
| <b>BIS</b>  | Business Improvement Solutions                 |
| <b>GDPR</b> | General Data Protection Regulation             |
| <b>JPC</b>  | Joint Policing Committee                       |
| <b>LCCC</b> | Limerick City & County Council                 |
| <b>LCDC</b> | Local Community Development Committee          |
| <b>LECP</b> | Local Economic & Community Plan                |
| <b>LG</b>   | Linkage Group                                  |
| <b>LGBT</b> | Lesbian, Gay, Bisexual and Transgender         |
| <b>MoU</b>  | Memorandum of Understanding                    |
| <b>PPN</b>  | Public Participation Network                   |
| <b>PPNL</b> | Public Participation Network Limerick          |
| <b>SCOT</b> | Strengths, Challenges, Opportunities & Threats |
| <b>SDGs</b> | Sustainable Development Goals                  |
| <b>SPCs</b> | Strategic Policy Committees                    |

# Section 1: Introduction

Public Participation Network Limerick (PPNL) is a countywide network that facilitates people from the community, social inclusion, and environmental pillars to participate in local decision-making and policy-development structures. It is part of the framework for public participation in local government and it has a statutory basis in the Local Government Act 2001 (as amended) (Section 127). PPN Limerick enables the community to be represented in decision-making processes in Limerick City and County Council committees and local public consultation processes. It aims to provide open, inclusive, and transparent representative structures to cultivate a broad range of ideas, experience, and proposals.

To plan for its next stage of growth and development, PPN Limerick commissioned Business Improvement Solutions (BIS) through a public procurement process to develop their 2024-29 Strategic Plan. This strategy will guide the priorities, vision and work plans of PPN Limerick in the years to come. It will ensure that the voices of all voluntary groups in Limerick are heard, and their influence increased in policy decisions at local government level. PPN Limerick are committed to growing the network through this ambitious plan to influence policy, strengthen membership, build capacity, and inform communities throughout Limerick City and County.

## 1.1 Methodology

The work to develop this strategy took place from March to July 2023, and the methodology co-designed with PPN Limerick to meet the terms of reference included.

- A desk review of existing information and data to develop a deeper understanding of PPN Limerick's work.
- Formulation of the strategic and policy context within which PPN Limerick is currently operating.
- Facilitated workshop as part of the PPN Limerick Plenary meeting on April 27<sup>th</sup>, 2023.
- 1-1 semi-structured discussions with members of the PPN Limerick Secretariat.
- Ongoing liaison with the PPN Limerick Resource Worker throughout the process.
- Analysis of an online survey completed by PPN Limerick members.
- Integration of feedback into the final version of the Strategic Plan.
- Presentation of the final Strategic Plan.

The strategic planning process involved consultation with stakeholders over a focused 3month period. Contributions were received from 25 people, reflecting the interagency nature of PPN Limerick’s work. A mixed method data collection process was used to facilitate an inclusive consultation process. It was a disciplined effort to shape and guide what PPN Limerick is, who it serves, what it does, and why it does it, with a focus on the future, sustainability, and relevance. This strategic plan articulates where PPN Limerick is going, the actions needed to make progress and how success will be measured. A further illustration of the approach is offered below.



**Figure 1: PPN Limerick Strategic Planning Process**

Section One provides a background to PPN Limerick, outlining the key roles, functions, and governance structures. It includes an overview of the prevailing strategic and policy context cognisant of the UN Sustainable Development Goals and the Limerick Local Economic and Community Plan.

Section Two is framed around a thematic analysis of the data generated from the stakeholder consultations which assists with the compilation of a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis.

Section Three sets out PPN Limerick’s 2024-2029 strategic plan with objectives, success indicators and key actions. The mission, vision, and values to guide PPN Limerick’s work over the next five years are presented.

## Section 2: About PPN Limerick

This section explores the function and structures of PPN Limerick and provides an overview of the strategic context within which it operates.

### 2.1 Function & Structure

The PPN structure is designed to be a key enabler for open and inclusive policy decision making, improving transparency and accountability, building community capacity, and increased public participation. The PPN provides the structure to facilitate a two-way flow of information between the Local Authority and the Community and Voluntary sector. It is a countywide network that supports member groups from the community, social inclusion, and environmental pillars to participate meaningfully in local decision-making and policy development. The core function of the PPN is to be an independent and formal structure to elect and support community representatives on Local Authority committees, in particular:

1. Strategic Policy Committees (SPC's)
2. Joint Policing Committee (JPC)
3. Limerick Local Community Development Committee (LCDC)

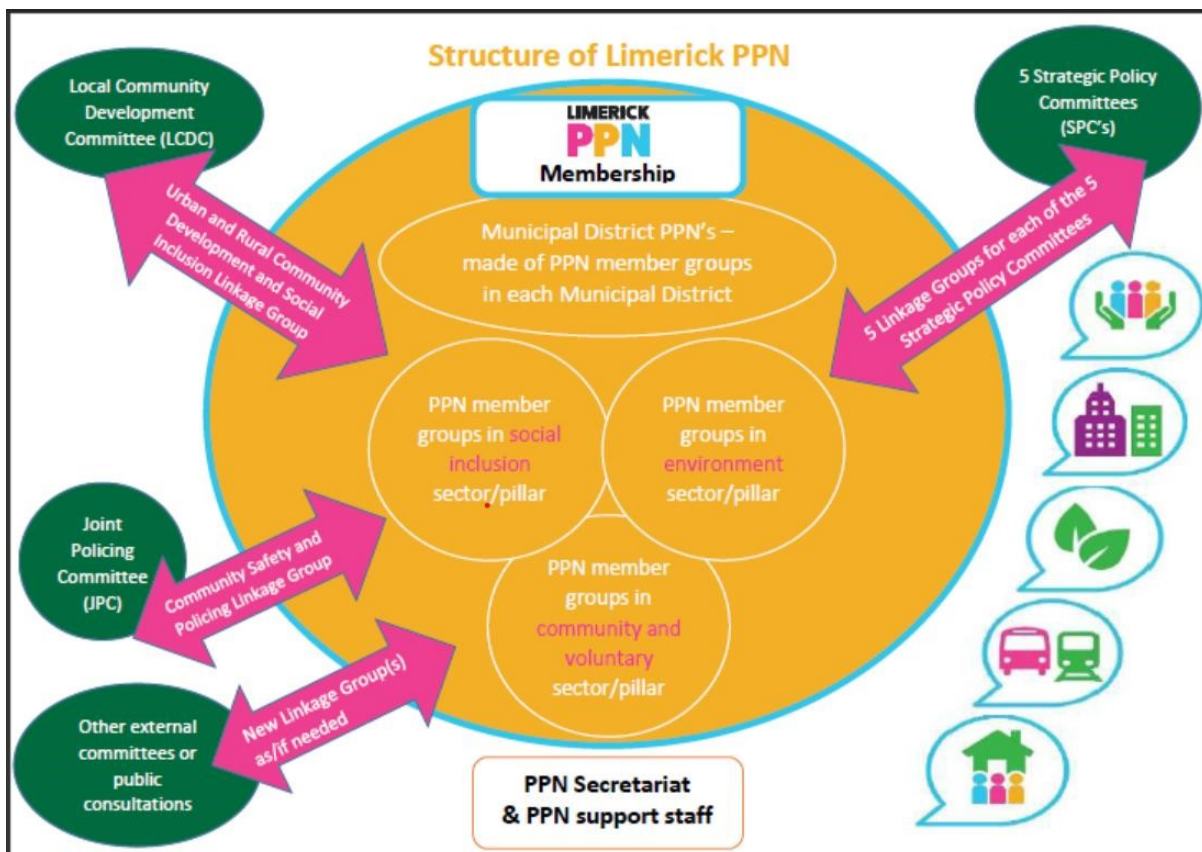


Figure 2: PPN Limerick Structure

The PPN is made up of several interconnecting structures illustrated in Figure 2

1. Plenary: The full membership of the PPN (excluding Associate Members) is referred to as the Plenary and it is the Governing Body with overall responsibility for the PPN. It meets twice a year in Plenary session with one of the sessions including the Annual General Meeting of the membership.
2. Pillars: The PPN membership is divided into three pillars or sectors namely, Environmental, Community/Voluntary and Social Inclusion. Each member organisation/group chooses the Pillar which best represents their primary interest.



Figure 3: PPN Limerick Pillars

3. Secretariat: It is the key day-to-day administrative body within the PPN structure. As the PPN is a flat structure, all Secretariat members are equal, with no offices held by anyone. A Facilitator for the Secretariat meetings is chosen from the members with an agreed term of no more than six months. The Secretariat is made up of 10 members: two from each of the pillars/sectors and one from each of the Municipal Districts. The PPN strives for gender balance in its Secretariat membership.
4. Linkage Groups (LG): An LG for an external committee is a collection of PPN member groups/organisations who have a particular interest or expertise in the issues being discussed by that committee. They ensure that all PPN members play a direct role in choosing their representatives on council committees, can influence policy that affects them and are kept up to date with developments. Linkage Groups are open to all PPN member groups/organisations regardless of which Pillar, Municipal District or Sector they belong to.

Linkage Groups are established by the Secretariat following a formal request from Limerick City and County Council, or other agreed external bodies to the Secretariat seeking PPN representation on a specific committee(s) and the numbers of representatives required, including any specific criteria attached. The LG will elect the representative(s) from within its membership.

Linkage Groups operate under the auspices of the PPN Plenary and report to the PPN via the Secretariat. New Linkage Groups may be established by the Secretariat on an issue basis or as requested. A LG lasts the lifetime of the committee it is aligned to (e.g., when the SPC Scheme closes, the LG closes) or a LG formed to feed into a specific public consultation will close when the process is finished.



Figure 4: Linkage Groups

## 2.2 Strategic Context

PPNs were developed on the recommendation of the Working Group on Citizen Engagement in February 2014. PPNs were subsequently established in each County following the enactment of the Local Government Reform Act 2014. By 2020, PPNs had become embedded in civic society in Ireland with a report by the Department of Public Expenditure and Reform articulating how PPNs had developed since they were established, noting the successes and challenges overcome.

PPNs are a network that allows local authorities to connect with community groups and benefit from their knowledge and expertise. PPN Limerick provides open, inclusive, and transparent representative structures to inform a broad range of ideas, experience, suggestions, and proposals from PPN member groups across Limerick City and County

### 2.2.1 UN Sustainable Development Goals

The United Nations and its member states adopted the [UN 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. PPN Limerick are committed to the achievement of these goals by building awareness within member groups and representatives about how communities can work together to contribute towards realising these goals.





Figure 5: UN Sustainable Goals

PPN representatives use their role to ensure decisions and policies progress: sustainable communities; improve quality of life and wellbeing in Limerick City and County; protect the environment; promote equality and inclusion and have respect for human rights.

### 2.2.2 Limerick Local Economic and Community Plan (LECP) 2023-28

The public consultation for the Limerick LECP closed at the end of April 2023 and the plan will be launched in late 2023. PPN Limerick contributed to the public consultation. It is a 6-year plan for local economic and community development across Limerick working to achieve the sustainable development of communities, this means that

- People, wherever they live in Limerick and from whatever backgrounds, can enjoy a good quality of life with access to services they need spaces and places for recreation and have opportunities to participate in community and civic life.
- Limerick is a good place for business and employment, providing good quality jobs for all.
- Limerick has a vibrant living city and towns and villages that are built up from the core and are safe places to visit, to live in, to shop and to work in.
- Limerick’s population can live more sustainably protecting our environment, the natural landscapes and nature, and adapting to the big challenges we face with climate change.
- Limerick is resilient to new and unexpected challenges and can find new ways of doing things and adapt to change.

### 2.2.3 Area Profile

In 2014 Limerick City Council and Limerick County Council amalgamated into one body - Limerick City & County Council. As outlined in the Limerick 2030 Vision: An Economic and Spatial Plan for Limerick report, the objective of this merger was to extend the city boundary to include urbanised parts of the county and was seen as a 'once in a generation opportunity' to drive new levels of employment and economic growth.

Census 2022 shows that the population of Limerick grew by 8% to 209,536, which means the number of people in the county rose by 14,637 between April 2016 and April 2022. Over the same period, Ireland's population grew by 8% from 4,761,865 to 5,149,139. Of Limerick's population, 105,084 were female and 104,452 were male. The average age of Limerick's population in April 2022 was 39.3 years, compared with 37.7 years in April 2016.

The number of people aged 65 and over continues to grow, increasing by 23% to 33,588

In Limerick, the number of dual Irish citizens increased from 3,258 to 5,487 while non-Irish citizens accounted for 11% of the county's population. In 2022, 80% of people in Limerick stated that their health was good or very good compared with 86% in 2016. The number of people (aged three and over) who stated that they could speak Irish in Limerick was 78,172 compared with 77,313 in 2016. Within this figure, 1,853 said they spoke Irish daily while 4,319 spoke Irish weekly.

There were 90,623 people (aged 15 and over) at work in Limerick, an increase of 13,438 people (+17%) between 2016 and 2022. There were 39,474 children aged 15 and under in Limerick in April 2022. Of these, 12,568 (32%) were in childcare, compared with 33% nationally. In 2022, 65% of households in Limerick owned their own home, with a further 27% renting. This compared with 66% of households owning their home nationally and 28% renting.

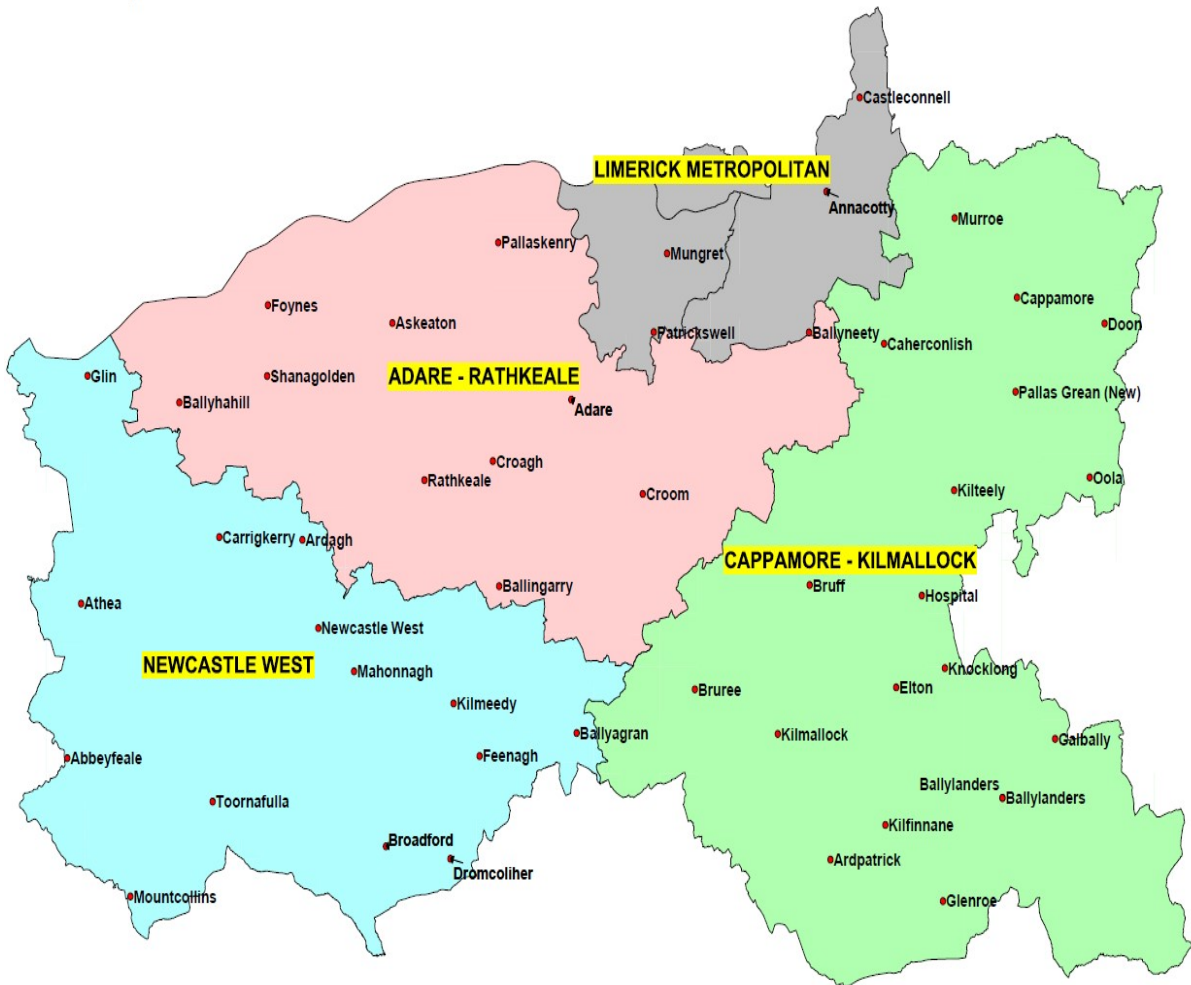


Figure 6: Limerick City & County Municipal Districts

The City and County of Limerick comprises of four Municipal Districts: Limerick Metropolitan, Adare-Rathkeale, Cappamore-Kilmallock and Newcastle West. A PPN member’s Municipal District is determined by where they primarily operate or their official address.

# Section 3: Stakeholder Consultation

This section presents a thematic analysis of the themes emerging from the stakeholder consultation involving, PPN Limerick Resource Worker, the Secretariat and PPN members. The questions underpinning the consultation are illustrated in Figure 7.



Figure 7: Consultation Questions

### 3.1 *PPN Limerick Effectiveness*

Contributors highlighted that PPN Limerick has built trust and credibility. There is a definite sense there is confidence in PPN Limerick and that it is doing a lot of things very well and is ambitious about what it can achieve in the future.

PPN Limerick governance is robust; they sign a Memorandum of Understanding (MoU) with LCCC annually and have a good relationship with the liaison. Since LCCC assumed overall responsibility for staffing the PPN in 2019, there has been full compliance with the MoU. The Secretariat oversees the day-to-day running of the PPN.

The Resource Worker is part a national network with staff from other PPNs, operates from the Community Culture and Tourism Directorate and has regular engagement with the PPN Secretariat. In the absence of a national PPN structure access to supports for Facilitators is difficult. A review of existing code of conduct for members for both inside and outside PPN settings was suggested alongside policies on, grievance, right to reply, integrity, respect, and extreme ideology

In terms of the business of the PPN, getting “bogged down” on procedural matters limits the time available for discussing policy development. Simplifying participation for groups by standardising procedure for Linkage Groups and how they should operate was proposed. A "champion" within the PPN Secretariat / Support structure should be established to support the Linkage Groups which are the key debate forums for policy issues.

Governance training and insistence on groups having verifiable governance and legitimacy based on community support would enhance effectiveness. It is dispiriting for well organised groups to work hard to achieve good governance and then see groups without any proper governance get equal footing. Using numbers of organisations in the PPN as a metric of effectiveness should not be a goal. Concentrating on ensuring their capacity, competence and community support base is fit for purpose should be a priority for the Secretariat.

### 3.2 *Community Wellbeing*

Notable positive impacts made by the PPN on important issues were highlighted namely, air quality, strategy for inclusion of underrepresented groups, elected mayor, M20 motorway, autism friendly initiatives, community response to drugs. Supporting community representatives on Council committees such as the, Strategic Policy Committees SPC, Joint Policing Committee JPC and Limerick Local Community Development Committee (LCDC) is a tangible demonstration of how PPN Limerick is making a difference to community wellbeing.

There are currently in the region of 200 member groups, each of which are committed to the betterment of the community that they serve covering a broad spectrum of need<sup>1</sup>. Much of the work of PPN Limerick in respect of Social Inclusion and Community/Voluntary is cross cutting with some feeling that the difference between these two pillars is negligible to the point that they could be integrated. It was pointed out that though Linkage Groups must have a theme, they can still have input into other LG themes. It was highlighted that mapping the work of each member group against the 17 UN Sustainable Goals would showcase the impact and reach of PPN Limerick's membership.

The impact of the PPN for the County Council is not adequately captured or recognised. They should be the "go-to" for local authorities to tap into the knowledge and expertise of groups. PPN representation on Council committees provides an insight into the thoughts and feelings of people across the County in a manner that could not be replicated by Councils through mediums such as surveys or public meetings. This is also hugely beneficial for the Department of Rural and Community Development.

PPN Limericks constitution was first adapted in 2021 and members are still not fully conversant with it. This can impede innovation but also the boundaries that members must observe and work within. Due to gaps in knowledge and capacity, it was felt that the PPN is perhaps not delivering the full scope granted to it through legislation and the PPN handbook.

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<sup>1</sup> A Directory of Members is available on the PPN Limerick website.

### **3.3 Representation**

There was a broad consensus that the public are motivated by change rather than joining committees. Establishing Linkage Groups on an issue basis could tap into the latent activism of existing and prospective members. Capacity building and engagement initiatives for environmental activists was suggested to motivate like-minded individuals to come together and form Linkage Groups. PPN membership and participation is lower in rural areas where the costs associated with travel and transport are significant.

Challenging the assertion that social exclusion, poverty, and substance misuse is more embedded in urban areas could be a catalyst for more Linkage Groups emerging in rural areas. It was highlighted that PPN Limerick covers a large urban and rural area within a single PPN while in comparison Dublin has three PPNs and Cork two, each with their own funding, budget, and Staff Resources.

The PPN is restricted in that it is not a funding body and cannot assist community groups who in many cases are chronically underfunded. The pull factors of membership such as networking, sharing of information on funding, grants, and initiatives, availing of free and low-cost support and training and a sense of solidarity and collective action across the City and County must be reinforced.

The strategy for inclusion of underrepresented groups and its recommendations was emphasised as a crucial component of PPN Limerick's work to be more inclusive and diverse. The strategy identified gaps in representation among, women, youth groups, people with disabilities, ethnic minorities, travellers and LGBTQIA+ community groups and geographically in the municipal districts of, Adare-Rathkeale and Newcastle West.

### 3.4 Communication

Constructive feedback emerged from the consultation in respect of internal and external communication. Secretariat members felt that they needed to engage more with Linkage Groups with the suggestion of having a rotation of secretariat members attending Linkage Groups to gain insights into what's going on and get feedback. Communicating to the membership on how LG activities benefit the community through contributing to policy making in the Council is still the staple message that needs to be reinforced.

The Secretariat should engage as regularly as possible with each group to grasp and understand their issues and concerns. Individual groups should take responsibility to attend and contribute to the LG meetings. Secretariat members recognised the need to work with and communicate more effectively with PPN reps in addition to the three monthly meetings that they hold. Reps must be aware that their participation in Linkage Groups is to represent communities within the pillar and not their own member groups. Linkage Groups are not aware of each other's work hence more connection between Linkage Groups would create the potential for collaboration and joint working.

The County Council have a role to play in ensuring that agendas in advance and minutes afterwards are circulated in a timely manner for the SPC meetings. The absence of an agenda for an LG meeting leads to lack of trust between PPN and LCCC which hampers working relationships. The County Councillors are not recognising and accruing the considerable benefits from cooperating with PPN reps and their refusal to engage with the PPN was felt by some to be disrespectful. The Secretariat needs to meet with LCCC and have an open and honest discussion on what is working and what is not. LCCC and the Secretariat can then monitor the situation, this can only be done by continuous engagement with the reps.

The consensus was that the PPN Limerick website is effective, Google Analytics and Search Engine Optimisation could be used to enhance its reach and monitor traffic. During and after Covid 19, online mediums have been predominantly used by PPN Limerick. This perhaps has contributed to reduced connection with groups. Creating community LG ambassadors to promote the PPN, having an open day in LCCC and asking County Councillors to mobilise groups were among the suggestions offered. The monthly PPN Limerick newsletters are well received as were initiatives such as the voices of PPN Limerick podcast which was funded by the PPN. Members felt that outputs and outcomes achieved by PPN Limerick could be showcased in an annual report.



### 3.5 SWOT Analysis

The SWOT Analysis is based on the findings from desk research and the stakeholder engagement.

|  |   |
|--|---|
| <p style="text-align: center;"><b>Strengths</b></p> <ul style="list-style-type: none"> <li>- Long established in Limerick</li> <li>- Is trusted</li> <li>- Professional Staff hosted by the Local authority</li> <li>- Committed and competent Secretariat</li> <li>- Range of membership</li> <li>- PPN Limerick Website</li> <li>- Governance</li> <li>- Benefits of PPN membership</li> </ul>   | <p style="text-align: center;"><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>- Staff capacity</li> <li>- Potential staff burnout</li> <li>- PPN membership reliance on volunteers</li> <li>- Too dependent on online platforms to engage with members</li> <li>- No process in place to capture the community outcomes attributable to PPN Limerick</li> </ul>   |
| <p style="text-align: center;"><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>- To build solidarity among PPN groups</li> <li>- To promote the PPN through PR, Marketing &amp; Digital platforms.</li> <li>- For greater collaboration with and among member groups.</li> <li>- To work more closely with the three Local Development Companies</li> <li>- For real and meaningful engagement at local government level, including elected Councillors</li> </ul> | <p style="text-align: center;"><b>Threats</b></p> <ul style="list-style-type: none"> <li>- Non engagement of marginalized groups may compromise diversity.</li> <li>- No national PPN structure for facilitator</li> <li>- Insufficient capacity to deliver the Strategic Plan 2023-28</li> <li>- Dominance of urban over rural issues due to concentration of members</li> <li>- Inertia and apathy</li> <li>- Maverick Groups</li> <li>- Not developing positive working relationships with elected officials.</li> </ul> |

## Section 4: Strategic Plan 2024-29

Having analysed the findings from the strategic context, area profile, stakeholder engagement and the SWOT Analysis, this section will set out PPN Limerick's strategic plan for the period 2024-29.

### **Wellbeing Statement**

The PPN Limerick Wellbeing Statements is comprised of a collective purpose and thematic areas relating to health and wellbeing.

#### *Collective purpose*

PPN Limerick and all its members collectively aim to improve quality of life and wellbeing of all citizens and communities in Limerick. It is committed to supporting *Healthy Ireland*, the national framework for improved health and wellbeing and understands health and its determinants in terms of this national policy.

#### *Health*

Health is much more than an absence of disease or disability, and individual health, and that of the population of the city and county of Limerick, affects the quality of everyone's lived experience. Health is an essential resource for everyday life, a public good, and an asset for health and human development.

#### *Wellbeing*

Wellbeing is an integral part of this definition of health. It reflects the quality of life and the various factors which can influence it over the course of a person's life. Wellbeing also reflects the concept of positive mental health, in which a person can realise their abilities, cope with the normal stresses of life, work productively and fruitfully, and be able to contribute to their community. Consideration of health and wellbeing requires a shift in focus from what can go wrong in people's lives, to focusing on what makes their lives go well.

#### *Social Determinants of Health*

PPN Limerick fully endorses the social determinants approach to health. The social determinants of health are the range of factors that impact upon health and wellbeing. These include the circumstances in which people are born, grow up, live, work and age. These factors, illustrated in the graphic below are not usually the direct causes of illness but are described as "the causes of the causes". This approach to health means focusing on the social, physical, and economic environment rather than simply on people's individual behaviours.

## Vision

The Vision of the Limerick Public Participation Network is that it will be an effective:

1. Link through which Limerick City and County Council connects with the community and voluntary sector and vice versa
2. Link through which key stakeholders of the *Limerick Local Economic Plan (LECP)* may be able to engage with the community and voluntary sector in Limerick and vice versa.
3. Route for member groups to receive information regarding capacity building, grant, and consultation opportunities.

## Principles

Limerick Public Participation Network is underpinned by the following principles:

1. **Good governance:** implementing the Charities Governance Code as far as possible and applicable to PPN Limerick, including compliance with all relevant legislation (e.g., GDPR).
2. **Inclusive:** of volunteer-led organisations in Limerick, and actively seeking the inclusion of groups which may traditionally be marginalised. PPN Limerick recognises that it relies on volunteers and seeks to accommodate this diverse and active population in how it organises its business and activities.
3. **Participatory,** open, welcoming, respectful, collaborative and facilitatory. Some of the ways this is actioned are:
  - a) The PPN encourages participation by members in all aspects of its operations and is a flat structure.
  - b) Using methods in meetings which encourage everyone to participate equally and equitably.
  - c) Clear and agreed communications to and from members using a variety of traditional and new mechanisms are used.
  - d) The PPN supports new or inexperienced representatives of PPN member groups/organisations to develop their skills and capacity
  - e) The PPN is committed to having its meetings and events as accessible as possible for its membership (including: accessible meeting venues with suitable facilities for people with disabilities; option of large-print written materials; presentations sent out in advance to people with visual impairment; option of ISL interpretation services (subject to availability); location(s) to suit city and county membership).
  - f) Holding meetings at different times and in rotating or central locations so that a variety of people can attend.

1. **Independence:** from the Local Authority and of any vested interests. Open, flat, and participatory working structures support this.
2. **Valuing of Diversity:** and recognising that the pillars (see Section 6.3) are broad and made up of people with many different opinions. It is not expected that the PPN will come up with a 'one voice response' but that it will feedback the issues and suggestions raised by a broad range of environmental, social inclusion and community and voluntary groups.
3. **Accountable and transparent:** in its processes, procedures and in its dealings with member groups, PPN representatives, Limerick City and County Council, the Department of Rural and Community Development and other stakeholders.
4. **Clarity of purpose:** PPN Limerick is focused on its core functions and does not duplicate the work of other organisations in Limerick. PPN Limerick, however, encourages and signposts members to engage with relevant opportunities delivered by members, Associate Members, and other organisations whose ethos is compatible with that of PPN Limerick.
5. **Committed to the Sustainable Development Goals:** PPN Limerick is committed in its practices to implementing the Sustainable Development Goals.

## 4.1 Strategic Priorities

The data collated has facilitated a clear understanding of the strategic issues while the policy context has helped to shape PPN Limerick's direction in response to a changing external environment. Continuing effective operations for PPN Limerick underpins Strategic Objective 1. Maximising participation and influence of PPN Limerick in local decisionmaking structures and positioning PPN Limerick as the go to voice for the community and voluntary sector in Limerick underpin Strategic Objectives 2 and 3.

The infrastructure to deliver this strategic plan spans all three Strategic Objectives through, prudent budget management, raising awareness, increasing influence, and being a responsible and supportive employer with good governance and operations. Achieving all the strategic objectives will meet the ambitions of PPN Limerick to be a resilient and sustainable network rooted within the community.

Progress towards achieving the strategic plan targets will be reported via the annual workplan on to the Secretariat. Many of the actions are a continuation of business as usual, these are the things stakeholders have told us are working well. The actions and initiatives which are new reflect the aspiration to enhance PPN Limerick in operations, representation, membership, messaging, and community wellbeing.

PPN Limerick recognise the challenges in planning work over a five-year period. The context within which the plan is implemented will change and evolve over the course of its lifespan with annual work planning, review, and updates to reflect the changing environment. The following section outlines the success indicators and specific actions to be delivered to achieve each strategic objective.

## Strategic Objective 1

### Ensure effective operations for PPN Limerick

#### Success Indicators

- Compliance with National PPN Handbook and Mandatory Checklist.
- Competent, motivated, and trained staff.
- High performing Secretariat.
- Robust policies and procedures.
- Annual workplan targets achieved.
- Memorandum of Understanding with LCCC agreed annually.
- Outcomes achieved for the communities of Limerick.
- Number of public consultations participated in.

#### Key Actions

- Review policies and procedures annually against the National PPN Handbook and Mandatory Checklist and develop a proforma template to record same.
- In 2024, explore gender and diversity mainstreaming of all policies and practice.
- Develop a risk register.
- Hold two plenary and nine Secretariat meetings per year.
- Support National advocacy to increase staffing resources for PPN's.
- Produce and disseminate the PPN Limerick annual report.
- Develop an annual workplan framed around the strategic objectives and report on it at the Secretariat meetings.
- Map the Sustainable Development Goals (SDGs) that PPN Limerick are progressing through their strategic and workplans.
- Review community wellbeing statements in 2024.
- In 2024, develop a community wellbeing outcomes framework and in subsequent years, collect the information and data required to populate same.
- Continue to use the Resources section on the PPN Limerick website as the medium to share, minutes of Secretariat and Plenary meetings, Statements of Outcomes.

from PPN representatives, protocols, agreements, and funding information.

- Coordinate and participate in public consultations.
- Create a code of conduct for members.
- Ensure all budget management targets are achieved.

#### Outcomes

- A more effective PPN Limerick.
- PPN Limerick has compliant and robust governance.
- PPN Limerick in a position to share their best practice policies with colleague PPN's.
- PPN Limerick is making a difference to the lives of people in Limerick City & County.

## **Strategic Objective 2:**

### **Strengthen participation and influence of PPN Limerick in local decision-making structures**

#### Success Indicators

- Full PPN representation for Secretariat, SPC's and Committees.
- Increase membership.
- Number of themed Linkage Groups.
- Number of cross Linkage Groups.
- Number and type of training programmes delivered.
- New policy issues brought forward for discussion.
- Numbers of training participants.
- Youth (18–25-year-old) representation on the Secretariat.

#### Key Actions

- Designate champion" within the PPN Secretariat to support the Linkage Groups.
- Develop more theme based Linkage Groups (environment, social inclusion, disability, gender mainstreaming)
- In 2024, pilot Cross Linkage Group/ pillar meetings to build the collective voice of the PPN in Limerick.
- Investigate the potential for thematic sub committees.
- Facilitate Linkage Groups to develop policy issues for discussion.
- Seek to attract new members through open days and promotional campaigns.
- Customise awareness raising campaigns to attract underrepresented groups.
- Disseminate an annual survey to groups to identify training and capacity needs and the outcomes they wish to achieve through membership.
- Explore the possibility of a reps' network as a vehicle to strengthen peer support.
- Provide training and support which build the capacity of member groups to influence policy and to engage effectively in public participation.
- Engage directly with youth organisations to ensure representation on PPN Limerick structures.
- Encourage communication initiatives between member groups.

#### Outcomes

- PPN Limerick is at the cutting edge of local decision making.
- PPN Limerick is more engaged with its members.
- PPN Limerick is more diverse and innovative.

### **Strategic Objective 3:**

## **Establish PPN Limerick as a leading voice of the Community Sector in Limerick**

### Success Indicators -

- Website traffic.
- Social Media traffic.
- No. of staff/ reps/ members who are social media trained and competent.
- Google Analytics data.
- PPN Limerick articles in external publications.
- No. of presentations/talks delivered by PPN Limerick staff/ reps/ members.
- Impact of communications strategy in terms of increased awareness, footfall, and number of service users.
- Reach across 18-25 age profiles.
- Representation on forums and structures.
- Number of new collaborations.

### Key Actions

- Develop a communications strategy in alignment with that of the National PPN.
- Build presence on social media platforms.
- Conduct an annual review of the website content and effectiveness.
- Revitalise the brand and identity of PPN Limerick.
- Ongoing publication and sharing of Fundingpoint (in conjunction with Limerick City and County Council and The Wheel)
- Continue to publish the monthly newsletter.
- Consider the creation of Ambassador roles as a mechanism to increase influence and awareness of PPN Limerick.
- Invite communities across Limerick to the launch of the PPN Limerick 2024-2029 strategic plan.
- Map the forums/structures that PPN Limerick are represented on and if representation gaps are evident and seek to address these.
- Undertake a stakeholder analysis and from this, identify collaborations and partnerships to be pursued.

### Outcomes

- Increased awareness of PPN Limerick.
- Greater presence on social media platforms.
- PPN Limerick exert a greater influence in local policy and strategy development.
- More vibrant PPN Limerick.
- Improved inter agency and collaborative working.





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**Public Participation  
Network Limerick**



Comhairle Cathrach  
& Contae **Luimnigh**  
**Limerick** City  
& County Council



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