



County Wexford PPN Strategic Plan 2023 to 2025

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Glossary of Terms

Term/acronym	Full phrase	Meaning
MOU	Memorandum of Understanding	A type of agreement between two (bilateral) or more (multilateral) parties. It expresses a convergence of will between the parties, indicating an intended common line of action.
Member Organisation		Any organisation, group, club or entity that has registered as a member of the PPN
PPN	Public Participation Network	A structure that brings together Community and Voluntary, Environmental and Social Inclusion groups in each local authority area.
Strategic intent		A Strategic intent is more than a simple aim or ambition. It encompasses a proactive approach that focuses the organisation on the core of what it is doing over time and keeps it focused by avoiding doing things that are someone's else business.
Strategy		Strategy is the grand design or an overall 'plan' which an organisation chooses in order to move or react towards a set of objectives
Paradigm		System of beliefs, ideas, values, and habits that is a way of thinking about the real world
UN	United Nations	
EU	European Union	
Secretariat		The Secretariat is elected by the PPN members, to be representative of the different geographical areas and the three colleges
Representatives		Local bodies have a range of Committees and Boards to support them in their work and policy development by involving external expertise. This expertise can be drawn from sectoral interests such as employers, farmers, trades unions, and the public, who primarily consist of members of the PPN. The representation of Environmental, Social Inclusion, Community and Voluntary voices on decision making and advisory bodies is a core function of PPNs. The member groups elect PPN representatives to Boards or Committees, receive feedback from those representatives, and direct their activity.
Municipal District		Each county is organised into Municipal Districts by the County Council, each Municipal District should also have a PPN Representative on the Secretariat who can deal with locally based administrative matters. A PPN Municipal District is made up of all the member groups with a postal address in that Municipal District
Linkage groups		Linkage Groups are the way that PPN member organisations can have a real input into policy in their area of operation. Linkage Groups bring together stakeholder organisations with a common interest to discuss their diverse views and interests in a specific policy area.

1. Introduction

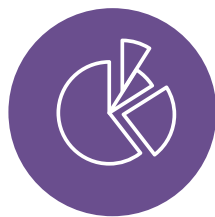
The Wexford PPN engaged the services of external consultants to develop a Strategic Plan for the period 2023 to 2025. As a starting point it was agreed to have a meeting between the Consultants and the Secretariat to agree the focus and parameters of the work.

The Secretariat undertook the following activities in order to develop the Plan:

- Participated in planning and review sessions with the consultants.
- Reviewed discussion document and draft plans produced by the consultants.
- Distributed a survey questionnaire to the member organisations.
- Reviewed the data from the survey.
- Assisted in the organisation of Focus Groups of member organisation to input to the development of the Strategic Plan.
- Adopted the final Strategic Plan.

In undertaking this work, the Secretariat also invited PPN Representatives to collaborate in the exercise and subsequently the Secretariat agreed the following steps in order to complete the Plan:

Steps for this process



MISSION
OR VISION



STRATEGIC
INTENTS



KEY THEMES
& ISSUES

Figure 1: Strategic plan stages of development

The Secretariat agreed to develop a series of actions to implement the mission, strategic intents, and themes of the plan each month or quarter and organise a regular review of the plan each quarter.

2. Key Elements of the Plan

The strategic plan will have three basic elements, namely: Strategic Implementation Statement; Strategic Intents; and Themes. Actions would be developed under each theme on a monthly and or quarterly basis beginning with some of the indicative actions outlined in the list of actions and outcomes in this document. The required actions were identified in the discussions with the Secretariat and from the online consultation and focus groups.

2.1 Strategic Statement

The draft Strategic Statement for the plan 2023 to 2025 is:

The PPN will ensure that it represents the voice of its members organisations in the various structures to which it is aligned and in the community of Wexford at large. In order to achieve this the PPN will strengthen its local structures by creating strong networking and sharing fora.

2.2 Mission or Vision

1. The PPN has an existing Wellbeing Vision and an Annual Work Plan.
2. The Well Being statement, outlined in an information booklet is: Wexford’s strong natural resources and heritage complement a vibrant, inclusive, and changing County, where there are supports and opportunities for all, and all work together to achieve them”.
3. The same documents outline in great details the goals and values of the PPN.
4. The PPN states on its website it has three core functions:
 - Informing
 - Developing
 - Representing

2.3 Themes

During the process of developing the Plan, four themes were identified as the key development areas of the work of the Secretariat:

Themes

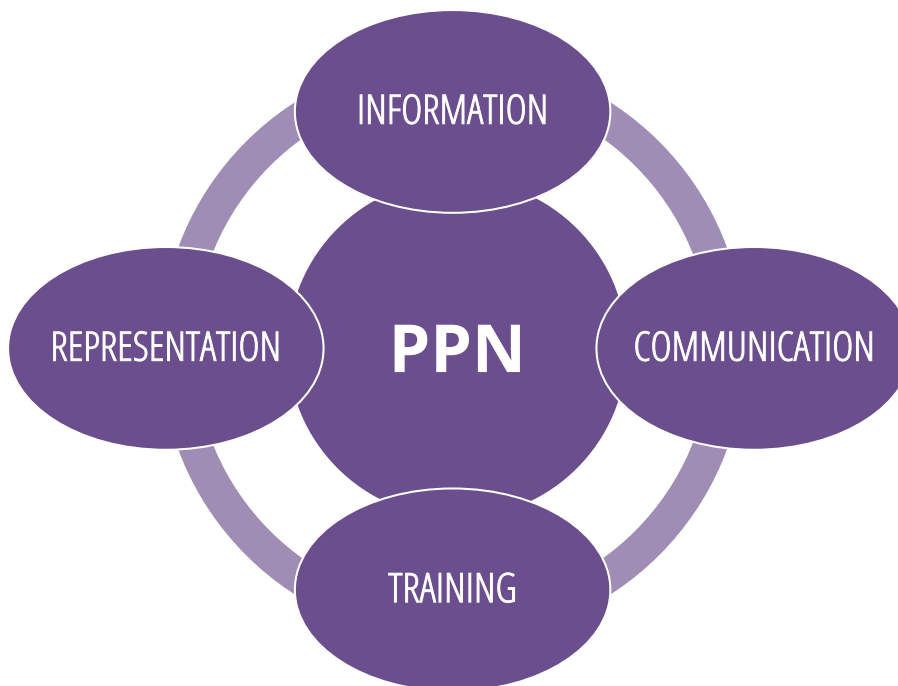


Figure 2: thematic work areas for focus of strategic plan

2.4 Strategic Intents

In implementing the Strategic Statement, the PPN will always be informed by the following Strategic Intents:

- Operate in a way that adds value, not work, for its member organisations.
- Maximise existing resources to ensure value for money and attempt to attract or access additional resources to add value to its work.
- Support the PPN representatives on various committees.
- Support member organisations to access resources to enhance their work at community level.
- Promote the development of common policy positions and/or agreed actions between its member organisations on matters of mutual interest to facilitate inter organisational action on these policies.

3. Realising the Strategic Intents

To ensure the effective and efficient implementation of the Strategic Plan and integrate it into the day-to-day work of the PPN, a revised operational approach and way of working needs to be developed and agreed. In effect this means that the secretariat needs to have a new paradigm for its approach to how it operates. The system for this is outlined in Appendix 1: roles and relationships p. 12.

In essence this involves the Secretariat using a **Critical Action Cycle** to its plans, actions and reviews. The basis of this approach is laid out in this diagram:

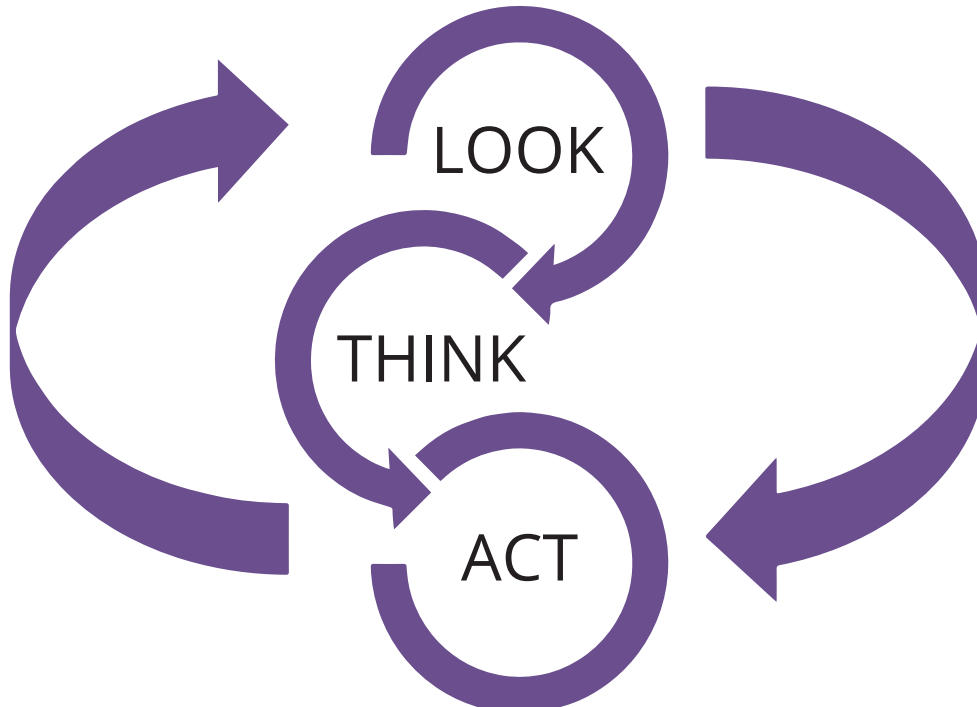


Figure 3: Critical Action Cycle

This approach involves identifying the situation that exists at any given time, examining this in terms of strengths, weaknesses, opportunities challenges and only then deciding on actions. The cycle is then repeated every quarter.

To implement the Strategic Plan, the following will happen under each theme:

List of Required Strategic Actions & Desired Outcomes

Theme	ID	STRATEGIC ACTION	OUTCOMES
Information	11.	Develop a central interactive information hub.	Member organisations are empowered to engage with the PPN and each other.
	12.	Create an electronic (linked to website) and a physical library.	
	13.	Document and offer an accessible Policy and Legislation database, collating and sorting information from UN, EU, National and Local member organisations.	Member organisations are knowledgeable of social policies and practices that impact their work.
	14.	Develop a basic Community Development Toolkit as a resource for all member organisations.	The membership organisations are viewing their work as developmental and empowering communities and interacting with the PPN on this.
	15.	Continue to improve the Newsletter, Website and Social Media channels by presenting information and news under the 3 pillars – Social Inclusion, Environment & Community & Voluntary Sector.	The membership is better informed about the wider context of community work and are actively encouraged to participate and share information and news.
	16.	Provide space for wider based material on issues affecting the member organisations' communities such as affiliated newsletters and available funding.	



Theme	ID	STRATEGIC ACTION	OUTCOMES
Development: Communication	C1	Develop and put into practice a comprehensive communication plan with feedback loops between the member organisations, the Secretariat, and the Representatives to allow for the successful flow of information and the building of stronger relationships among all concerned	Member organisations, the Secretariat and the Representatives are connected and informed regarding representation, PPN business and member organisations activity and needs.
	C2	To ensure that members of the Secretariat have access to contact details of the member organisations they are representing by researching how other counties have achieved this, possible through "legitimate interest".	Secretariat members can contact the member organisations they are representing.
	C3	Develop linkages among groups that have a shared interest. Target emails and information to the specific interests of member organisations.	All information and emails are specifically targeted to those with an interest in the content
	C4	Organise a series of sessions where a shared understanding of the values, role and operation of the Secretariat, Representatives and Staff is developed.	All members of the Secretariat, Representatives and Staff are clear about the purpose and limitations of the PPN process, and the intentional actions of the Strategic Plan
	C5	Design a Consultation Strategy to enable the Secretariat to consult with various groups on matters of concern in a timely manner when the need arises.	Networking Platforms are established for groups to raise issues regularly and for these to be attended by the relevant representatives. The Municipal District meetings have been revamped and are a supportive and networking space for local groups.
	C6	Develop an awareness plan to: <ul style="list-style-type: none"> Raise awareness of the purpose and value of the PPN as part of the democratic process, as well as funding information and support Create improved relationships among all stakeholders. Show the value of the work in relation to grassroots input into decision making. <p>The Plan would be targeted at</p> <ul style="list-style-type: none"> Member organisations. The Secretariat and Representatives. The County Council and its staff and elected officials. The general public. 	Greater awareness with the public and member organisations of the purpose, the structure, powers, and the representation role of the PPN The Secretariat and Representatives are agreed on the positions and policies that they are representing.
	C7	Develop an up-to-date website separate that is functional, relevant, interesting, and linked to all social media platforms. Share successes and issues from the PPN and the member organisations and link to the Newsletter which should not have lots of information but signpost people to the website for further information.	An independent PPN website linked to active social media platforms is up and running and regularly updated. Uploading of meeting reports from Secretariat & Representatives. Links for various service providers and contact lists for Secretariat members and Representatives. Tailored information for each of the pillars.
	C8	Continue to use local radio and newspapers where appropriate.	Continuation and building of awareness of Co. Wexford PPN.

Theme	ID	STRATEGIC ACTION	OUTCOMES
Development: Training	T1	Complete a training and education needs analysis with member organisations and other stakeholders. and develop an annual training plan giving opportunities on a number of levels: <ul style="list-style-type: none"> • Member organisations • Secretariat and Representatives • Co. Council Employees • Other relevant stakeholders 	The Secretariat, Representatives and member organisations are upskilled and engaged in a culture of engaging in collective action, informed by an agreed set of values.
	T2	Training to include: Develop a training video for existing Member organisations in order that they understand the function, activities, and limitations of the PPN. Develop an induction event for new groups when they join and include the video above.	
	T3	Design training for member organisations on sharing information, forming alliances, and bringing issues forward collectively.	
	T4	Each member of the Secretariat, Staff and Representatives to undertake training offered by Social Justice Ireland	
	T5	Develop a database of trainers with identified skills and expertise from within the member organisations and create linkages with groups that have training needs.	The PPN is adding value to the member organisations and is contributing to the organisational development of the member organisations.
	T6	Develop a resource bank of experts e.g., finance, law, planning that would be available to member organisations.	There is increased sharing and networking amongst member organisations.



Theme	ID	STRATEGIC ACTION	OUTCOMES
Representation	R1	Develop clear guidelines on how the PPN Representatives are mandated to perform their roles.	The member organisations are communicating with, informing, and supporting the PPN Representatives
	R2	Design a clear reporting mechanism from the PPN Representatives to the Secretariat and to the member organisations that appointed them.	The PPN Representatives are presenting a collective and hold mandated positions on community issues on the structures on which they sit.
	R3	Develop a new Memorandum of Understanding in collaboration with the County Council	The PPN have an updated MOU with the County Council
	R4	To work towards obtaining dedicated slots to discuss issues of relevance to the member organisations, on the agendas of the various committees that PPN Representatives attend.	The PPN Representatives have increased speaking slots.
	R5	To build relationships with District Managers and the Chief Executive to obtain information in advance where possible, to create an annual schedule of District and Council meetings that the PPN will be represented at. This will then be available to member organisations through the website.	An annual schedule of meetings exists and is available
	R6	Prepare in advance for the re-election of County Councillors (every 4 years) by requesting seats on the appropriate committees in advance.	The PPN representatives have increased speaking slots.



Appendix 1: Roles & Relationships

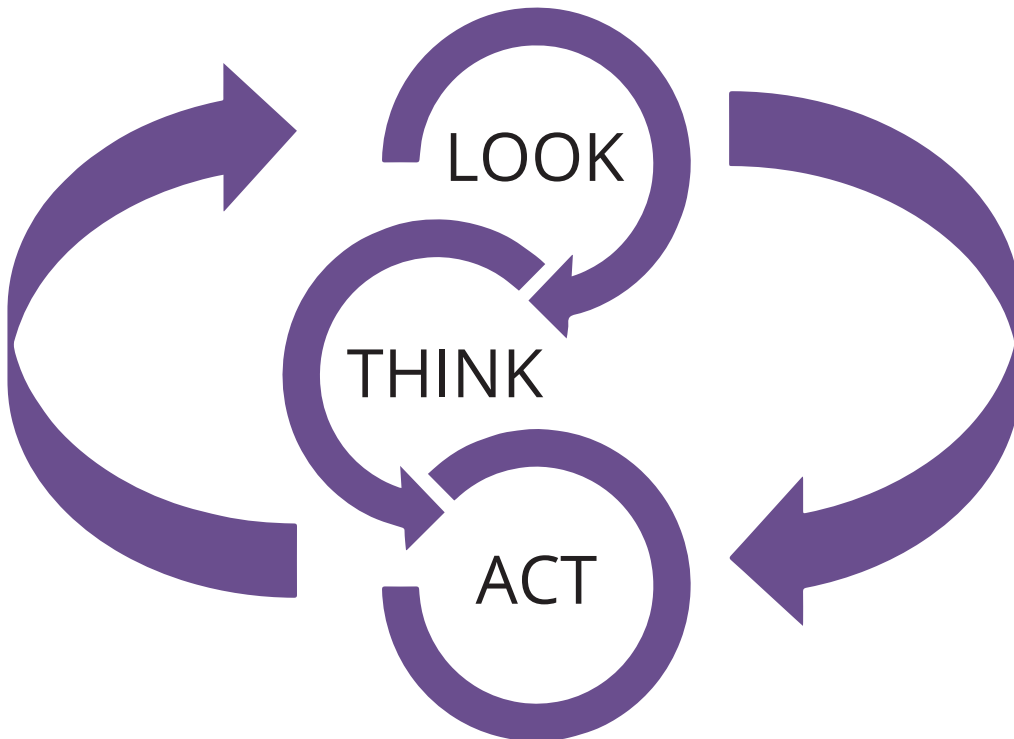
In relation to Planning and Review system outlined in Appendix 2: Planning and review system: A critical action cycle approach the following needs to be explored by the secretariat:

Issues

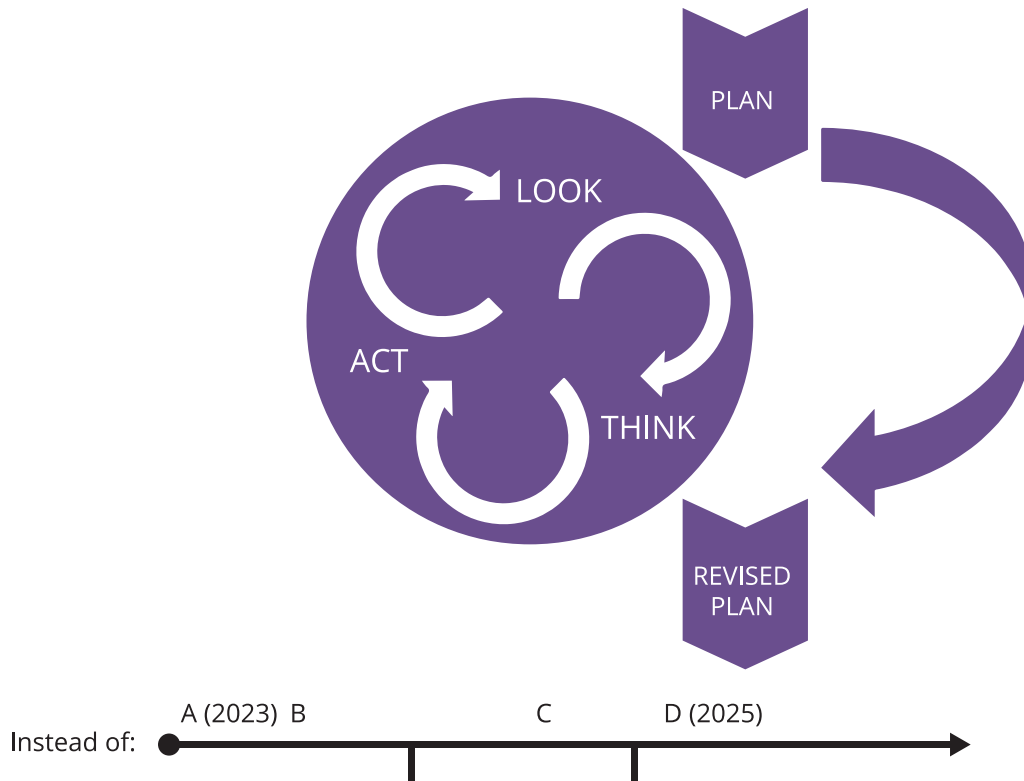
- Change the culture of engagement with Members
- Decide on leadership, style, who.
- Who owns the Plan
- Agree a new planning and review procedure.

Appendix 2: Planning & Review System: A Critical Action Cycle Approach

In undertaking a quarterly review, the Secretariat would use the process of critical reflection outlined in the chosen critical action planning cycle as opposed to the traditional linear planning approach which is featured underneath.



Action Planning Cycle



Appendix 3: Strategic Intent Review

The template below would be used as part of the quarterly review of the work to be undertaken by the Secretariat.

Review

Did this activity dovetail with our strategic intents?

	Yes	No	Comments
Operate in a way that adds value, not work, for its member organisations			
Maximise existing resources to ensure value for money and attempt to attract or access additional resources to add value to its work			
Support the PPN representatives on various bodies			
Support member organisations to access resources to enhance their work at community level			
Promote the development of common policy positions and/or agreed actions between its member organisations on matters of mutual interest to facilitate inter organisational action on these policies			

SUSTAINABLE DEVELOPMENT GOALS



Wexford PPN is committed to raising awareness and supporting our members to incorporate the Sustainable Development Goals in their work and values.







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