

A Review of Some International Examples of Directly Elected Mayoral Models

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This article will consider some international examples of cases where Mayors in other cities display strategic leadership in developing collaborative projects between public and private sector organisations and provide a vital touchstone for international firms and philanthropic organisations to develop strategic investment projects in the relevant cities. These comparative examples will provide some useful references in the ongoing considerations of directly elected mayoral roles in Irish cities.

The role and development of a Directly Elected Mayor (DEM) model is widely catalogued in a number of international studies. Sadioglu and Dede (2016:xxiii) argue that in the 1990s the issue of leadership in terms of local government reform became more important and the main focus of this was a “stronger and directly elected mayor model” based on the idea that the mayor should be directly elected by the citizens and the mayor should play a strong role in the municipality administration. ‘Strong leadership in local governments is undoubtedly related to other both input-oriented (for political legitimacy) and output-oriented (for economic efficiency) reforms. For this reason, the directly elected mayor model was regarded as an

important reform element completing new tools introduced with new public management, governance and direct democracy paradigms.’ (Sadioglu and Dede, 2016:xxiii)

But, Sadioglu and Dede noted that produced results did not fully comply with the prior justifications suggested. An important point is raised by Keles (2016), where he stresses that although the European Charter of Local Self-Government does not require that the executive organ of local authorities to be directly elected by the people, ‘the number of countries electing their mayors by direct popular vote grew considerably during the 1990s, as in Austria, Germany and Italy. A strong mayor system, where the executive is directly responsible to the voters, instead of the municipal council is becoming more common all over Europe.’ Similarly, In particular, Pleschberger (2016) outlines that ‘the Directly Elected Mayor (DEM) is a prominent manifestation of global efforts to innovate and strengthen local democracy.’ Pleschberger (2016) stresses that ‘according to the established reformist claim, a DEM generates an array of advantages for local democracy (e.g. personalization, visibility of power, an increase in accountability, more inclusion, even direct involvement of citizens in local decision making). The DEM model seems to overcome the democratic deficits of the Indirectly

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Elected Mayor (IEM) model; this is the core assumption of the “difference hypothesis.” Sweeting, (2017), also questions that ‘though mayors directly elected by the residents of a city are so commonplace as to go without comment in the United States and Canada, in many other countries, including England, Germany, and Hungary, they are a recent development, where they have been pitched as an effective, democratically accountable governing option, - is this proposition valid and ‘do directly elected mayors deliver better governance than the alternatives?’ Similarly, Quinlivan (2008:1) emphasises that Magre and Bertrana (2007:181) refer to institutional reforms in local government in Western Europe as leading to significant changes in inter-organic relations and they examine the introduction, in some countries, of directly elected mayors (England, Germany, Italy, Austria, Greece and Portugal) towards institutional convergence in the aforementioned countries.

The historical development of propositions for a directly elected mayor in an Irish context will be lightly discussed in this article at the outset, but, the focus of this article is on the development of a directly elected mayoral model in terms of providing opportunities for strategic collaboration. It should also be noted that there is a range of mayoral models in existence. The examples from the international literature reviewed in this article provide insights along this continuum and allow us to consider the implications of a directly elected mayor model in terms of greater development of strategic collaborations. Section two of this article examines the rationale for types of mayoral governance and strategic collaboration. Section three sets out international examples of mayoral initiatives. The international examples in particular provide useful insights. The article highlights an array of options for developing a directly elected mayoral model of governance in the Capital City to provide greater strategic direction and to enhance co-operation

and collaboration across organisations and jurisdictional lines.

Why do we need a directly elected Mayor, when existing structures are collaborating on socio-economic projects?

In June, 2003, the Dublin City Development Board and Dublin Community Forum organised a well-attended “public trial” (chaired by Vincent Browne) on the topic of directly-elected mayors. All eight members of the jury panel voted for directly-elected mayors and a straw poll of the audience at the end of the trial, recorded 59% voted for directly-elected mayors. Prior to this event, a straw poll had been conducted of 600 members of the public on Grafton Street, asking them if they felt the Lord Mayor of Dublin should be elected by public vote or by the elected members of City Council? No less than 89% of respondents favoured a directly elected mayor. Of these, however, only 55% felt that the Lord Mayor should have decision-making powers and 40% thought the mayor should be a figure-head for the City. (see article: Callanan, M. (2003) p.19, Directly Elected Mayors: To Be or Not To Be? Local Authority Times, Vol 7, No4, Autumn 2003).

A number of options were put forward by Byrne (2013) and discussed by a steering committee for a colloquium on August 29th, 2013:

- Option 1: Directly Elected Executive Mayor
- Option 2: Directly Elected Mayor/ cabinet (collaborative) model
- Option 3: Representational Directly Elected Mayor

These 3 options are based on international examples of Mayoral Governance: UK Model, German Model and USA Model. (see article: Byrne, P., (2013) p.1-5, Directly Elected Mayor for Dublin, Philip Byrne, Local Authority Times, Vol 17, No 3 and 4, 2013)

A private member’s bill proposed a Directly Elected Mayor (DEM) of Dublin and Head of a new regional authority

for the City in 2016. The proposal suggested that a new Regional Authority and a DEM Office would sit above the existing four Dublin Local Authorities in co-ordinating and leadership role within certain defined strategic policy areas: land-use planning; transport; waste management; water services. The new Authority and Office of the DEM will work through and with existing local government structures. Vital roles in planning and managing how the City is going to work and grow; need to move away from just ceremonial role of Mayor; to a more strategic leadership role. Change from current position of rotating between political parties every 12 months, towards a directly elected Mayor for a five-year term of office (with an option of re-election).

Existing socio-economic committees

Local Community Development Committees (LCDC) were created in each of the four local authorities in the Dublin region to bring together local authority members and officials, representatives from State agencies, the Local Development Company and the Public Participation Network. For the purposes of developing, coordinating and implementing a coherent and integrated approach to local and community development in the County. The LCDC and Economic Development Strategic Policy Committee prepared the Local Economic and Community Plans 2016-2021 in each of the local authority areas: to set out, for a six-year period, the objectives and actions needed to promote and support the economic development local and community development of the relevant local authority area; both by itself directly and in partnership with other economic and community development stakeholders.

As structures of collaboration currently exist in each of the four local authority areas (LCDCs, SPC and CPGs, networks and fora), the need for a directly elected Mayor needs to be questioned? It is suggested in the literature that a DEM would bring a greater emphasis on

strategic collaboration. The directly elected Mayor and Office and new Regional Authority will be working with and through the four Dublin Local Authorities (local authorities, officials and Councillors; Local Community Development Committees, Strategic Policy Committees, Voluntary groups and bodies and public sector agencies) to create greater focus and drive key strategic issues. In international examples, a directly elected Mayor is seen as a key touchstone for big business to strategically collaborate with various interest groups on large projects (e.g. Weston development in Toronto).

Norris-Tirrell and Clay (2010:2) emphasise that almost any problem today is too complex to be addressed individually or by organisations working alone in their silos: ‘What in the past would have appeared as a straight forward administrative problem; now more than not requires working with other programs, agencies, citizens, and multiple stakeholders across policy arenas.’ Strategic collaboration is defined as ‘an intentional, collective approach to address public problems or issues through building shared knowledge, designing innovative solutions, and forging consequential change. When used strategically, collaboration produces positive impacts, stakeholders committed to policy or program change, and strengthened capacity of individuals and organisations to effectively work together.’ Specifically, Norris-Tirrell and Clay (2010: xi) stress that ‘for example, a governor or mayor forms an interagency collaboration on infant mortality, sustainability, workforce development, or the “current topic of the day” to make innovative recommendations; however, conveners fail to proactively establish a strategic agenda around the collaboration. Thus the group remains in their comfortable discipline or agency silos and produces limited results... Unquestionably, collaboration is a useful tool, but, one that we argue needs to be used with more intentionality, as public and non-profit administrators wrestle with skilfully engaging in and

facilitating collaborative structures, processes, and outcomes.’

Travers (2011) argues in a presentation entitled ‘Directly Elected Mayors: Guaranteeing Better Urban Governance?’ that ‘it is possible to add directly-elected executive mayors into a very different (democratically conservative) system. London and other British local authorities have generally prospered, but, it is hard to ‘prove’ the benefits.’ He notes that mayors have generally been popular where introduced and it is becoming a trend as a number of cities are introducing this type of office. To provide some empirical evidence to the discussion, Jesus Garcia and Sancino (2016) compared the Italian and Spanish case, discussing the influence of having elected or appointed mayors on local government systems. Their ‘comparative analysis highlights that overall directly elected mayors have ensured better efficiency in terms of quicker provision of decision-making processes, even if mostly at the expense of democratic representation. Having direct or appointed mayors also impacted on accountability and legitimacy patterns. However, all these effects depended not only on other mechanisms, such as, for example, the strong majority prize provided by the electoral law and the bond of coexistence between the mayor and the council.’ Similarly, Pleschberger, 2016 analysed the democratic orientation and styles of actions of the Indirectly Elected Mayors (IEMs) in the city of Vienna from 1973 to 2013 and the citizenry were asked to express their opinion in consultative referenda. ‘The longitudinal study shows the clear preference of the mayors for representative democracy and the majority principle to decide local issues. The analysis provided evidence that indirectly supports the reformist claim promoting the Directly Elected Mayoral (DEM) model in local democracy.’

In an Irish context, there are a number of recent examples cited by politicians for creating a Dublin mayoral office. For instance, the recent National Transport

Authority (NTA) and Dublin City Council disagreement over NTA wanting to build an eastern by-pass across Dublin to complete the M50 ring road. But, Dublin City Councillors voted to remove this from the development plan, urging a greater focus on public transport. But this removal was called into question by the City Council Executive as to its legality. Another example is the Web Summit, which in 2015 moved to Lisbon due to issues of networked infrastructure and transport access. Who is in charge of resolving these types of disputes? It is believed that a Directly Elected Mayor with overriding powers and strategic leadership would help overcome these types of issues. A Directly Elected Mayor could use his role to develop investment opportunities and greater collaborative projects between the public and private sector investors and organisations.

International examples

In this section of the article, some Directly Elected Mayorality-led strategic collaboration projects (involving communities) are reviewed from the international literature (for example, by Mayors in London, Toronto, Los Angeles, New York, and San Francisco).

London

Londoners voted in a referendum in 1998 to create new governance structures for Greater London. A directly elected Mayor of Greater London was created in 2000. This Mayor elected has generally been an elected politician: first Mayor was Ken Livingstone from 2000-2008; Boris Johnston was elected Mayor in 2008-2016 and Sadiq Khan is the current Mayor since May 2016. It is a fixed four-year term and the current Mayor may opt for re-election. Most powers are derived from the Greater London Authority Act 1999 with additional functions coming from the Greater London Authority Act 2007, the Localism Act 2011 and Police Reform and Social Responsibility Act 2011. The High Street Fund was launched in March 2015 to re-energise London’s high streets by embracing the City’s talent for creativity and innovation. It is the first time a Mayor

of any major European City has used civic crowdfunding website (Spacehive) to directly pledge money to community projects. Spacehive is where community groups are able to post their ideas and ask for financial support.

(See: <http://www.london.gov.uk/highstreetfund> and <http://spacehive.com/Initiatives/mayoroflondon>)

Culture on the High Street (July, 2013) highlights some of the ways which councils, high street and town centre teams are collaborating with artists and the creative community to create better and distinctive places. The Mayor's 'Pocket Park' initiative is to create 100 mini-oases (£2million investment from City Hall) by transforming public places (high streets, town centres, parks, rivers and pathways) into vibrant loved places within the City., delivered by Groundwork on behalf of the Mayor to build on the work of Groundwork's Transform initiative which began as a key part of the London 2012 Changing Places programme and has already forged close links with local partners –small community groups www.groundwork.org.uk/london 'Pocket Park' are part of the Mayor's London Great Outdoors programme and since the programme began in 2009, over £250million has been invested in over 78 projects, divided into two key areas – better green and water spaces and better streets.(see: <http://www.London.gov.uk/greatoutdoors>)

On August, 16th, 2016, the new Mayor of London Sadiq Khan marked 100 days in office and spoke about big changes that were required in important areas, such as, housing, transport, culture, skills and equality.

The Mayor heighted a numbers of milestones achieved in 100 days:

- the London Night Tube service running;
- announced a Transport for London (TfL) fares freeze for 4 years and announced a Hopper bus fare (2 bus journeys in an hour for the price of one anywhere in London);

- blocked plans to develop on London's green space;
- created a Homes for Londoners team to ensure genuinely affordable homes to rent and buy;
- focus on real neighbourhood policing with an extra police officer in every ward by 2017;
- put together ambitious plan to tackle air pollution in London;
- working on plans for London's first cultural enterprise zone to support arts and culture;
- published the first gender pay audit at City Hall and a plan to tackle pay inequality

Quinlivan (2008:9) highlights that 'the one lesson Ireland can learn from the United Kingdom is that it is essential to create a clear, unambiguous mayoral model,' as the UK had offered too many options and suffered from a 'double-handicap' as the office of city/county manager did not previously exist. Quinlivan (2008:9) further outlines that 'the main lesson to be learned from the United States is the importance of clarifying relationships. This is clearly evident in the example of the Vision Zero Project summarised below.

Vision Zero Project

A paper entitled, Collaborating across departments to achieve Vision Zero, (2016) (see: <http://www.visionzeronetwork.org>) highlights some useful examples in terms of the instrumental work that can be achieved by cross-collaboration between Mayors, political authorities, city organisations and local communities around key policy issues and goals. As noted in Collaborating across departments to achieve Vision Zero paper (2016) and summarised below, the primary mission of government is to protect the public and Vision Zero sets out a campaign to achieve zero traffic fatalities on city streets. Vision Zero Action Plans are the Cities foundation for ending traffic deaths and injuries on City streets. (see: <http://www.nyc.gov/html/visionzero/pages/home/home.shtml>)

Collaborating across departments to achieve Vision Zero, (2016) paper highlights a number of USA examples that examine specific ways these Vision Zero cities are restructuring their collaboration in long-lasting ways to take meaningful action for safe streets. One of the defining characteristics of Vision Zero is the key focus on breaking down silos and uniting local stakeholders around common goals. Cross-departmental collaboration is a critical basis to a successful Vision Zero commitment. Cities like San Francisco, Los Angeles, Washington, D.C. and New York City have developed ways to bridge unintentional, but, long-standing gaps between key local agencies and identified innovative means to build new organizational architecture to advance Vision Zero.

The Mayor played a critical role in committing a community to Vision Zero, whether through executive order, as a top priority of his or her administration, or in partnership with other city leaders. But once that commitment is made, many mayors have invested resources from their office to mobilize the right agencies and top leaders within the city to activate things in a meaningful way. In New York City, immediately after the release of the Vision Zero Action Plan in February 2014, Mayor Bill de Blasio's Office of Operations held a meeting at City Hall with agency heads to set out the framework for the permanent Vision Zero task force, as well as to identify agency leads to participate. But de Blasio didn't delegate the work, since its inception the Mayor's Office of Operations (Ops) has been the primary convener and consistent catalyst of the Vision Zero initiative. Key city agencies (including transportation, police, health and the mayor's office) appointed by the mayor to lead the strategy and implementation of Vision Zero. The NYC Vision Zero Task Force includes the Police Department, Department of Transportation, Taxi and Limousine Commission, Department of Health and Mental Hygiene, Department of Citywide Administrative Services, Law

Department and Office of Management and Budget. In LA, the Mayor appointed the General Manager of the Department of Transportation and the Chief of Police (or their designees) as co-chairs of the Vision Zero Executive Steering Committee. In D.C., the Mayor tapped the Department of Transportation as the lead agency on the Vision Zero Task Force. Many cities engage community stakeholders in their Task Forces in some way.

In San Francisco, when Vision Zero was first launched in 2014, Mayor Ed Lee's office assigned a dedicated, full-time staff member to assist with convening and mobilizing the city's Vision Zero task force. To ensure the initiative became integral to department operations, that taskforce is staffed with senior city leaders including the Director of Sustainable Streets at the Municipal Transportation Agency; the Director of the Program on Health, Equity and Sustainability at the Department of Public Health; and Traffic Commander at the San Francisco Police Department. San Francisco released an Action Strategy in 2015 and releases a quarterly progress report to coincide with the quarterly Task Force and Vision Zero Committee meetings, which collectively aims to improve transparency and accountability. The Vision Zero SF Two-Year Action Strategy outlines the projects and policy changes the City plans to pursue over two years to build safety and liveability into city streets. The Action Strategy encompasses a range of solutions to address street safety comprehensively and citywide that will bring us closer to achieving the Vision Zero goal of zero deaths on City streets by 2024. <http://visionzerosf.org/about/two-year-action-strategy/>

Multiple City departments collaborate to achieve this ambitious agenda. The goal was to create measurable progress by the end of 2016 and initiate future strategies in two-year increments that focus on reaching the City's policy goal to save lives and reduce serious injuries. The Mayor provides the strategic leadership when he commits the city to Vision

Zero and plays a key role in managing the process to achieve it. Shared goals and inter-agency conversations through cross-sectoral collaboration (task-forces/sub-committees). Community involvement in these committees and taskforce. Regular meetings and tracking progress ensures data is used to drive collaboration. Joint funding and budgeting can also unite departments behind a common goal, as in the case of Vision Zero. In addition to data, dollars are an essential asset to advance Vision Zero. But not just in funding projects and programs; budgeting can also unite departments behind a common goal. It can also lead to innovation, for instance, through Vision Zero a new transportation database was created in Los Angeles.

New York

One of the central ways to cross-departmental collaboration is the formation of a strong, committed task force that comprises the right stakeholders meeting on an organized, consistent basis. The makeup of such task forces (or steering committees) vary by community but representation from four key areas is critical: the Mayor's office, the Department of Transportation, the Police Department and Public Health Department. Ensuring management-level staff participation from various city departments is also essential to galvanize the buy-in and action necessary to achieve Vision Zero goals. In New York City, the task force is "led" by three agencies — the NYC Police Department, Department of Transportation, and the Taxi and Limousine Commission — but also includes the Department of Health and Mental Hygiene, Department of Citywide Administrative Services, the Law Department and the Office of Management and Budget, along with representatives from the District Attorney's Offices and the Metropolitan Transportation Authority. In many ways, the task force is the hub of the multi-agency effort. It provides a structure to create common goals, share ideas and strategies, problem-solve barriers and build inter-agency trust and new

personal relationships, the task force has the ability — and responsibility — to shift the city's fundamental approach to traffic safety in a profound way. But these groups aren't limited to city government. Many communities also engage advocacy organisations and community stakeholders in their task forces. "Our advocacy community played a big role in the initial convening and goal-setting [for Vision Zero]," states Tom Maguire, Director of Sustainable Streets at the San Francisco Municipal Transportation Agency. "A joint advocacy-agency task force continues to meet, providing transparency into the city's progress." While the task force provides essential leadership, many communities have established subcommittees — or working groups — to delve deeper into the areas most critical to Vision Zero. These subcommittees not only examine important issues, like data collection or engineering, but also provide opportunities for further cross-departmental collaboration and action by convening additional interdisciplinary discussions.

Los Angeles

In Los Angeles, for instance, the full task force is divided into four subcommittees, each aligning with one of the key Vision Zero Issue Areas: Engineering, Enforcement, Education, and Evaluation. Each subcommittee has an assigned chair who is responsible for convening and reporting on clear Executive Directive Action Items, a model practice that lends more accountability and transparency to the work.

San Francisco

San Francisco has a similar approach. Tom Maguire, Director of Sustainable Streets at the San Francisco Municipal Transportation Agency states that *"There are six standing committees — Engineering, Enforcement, Education, Policy, Evaluation, and Budget. Some meet regularly, while others convene on an ad hoc basis. The six committee chairs meet bi-weekly as the Vision Zero Core Group, which I chair."*

In New York City, working groups on Marketing and Data respectively have had a big impact. Geraldine Sweeney, Chief Strategy Advisor in the Mayor's Office of Operations states that *"We have found these to be highly collaborative, producing some innovative deliverables including the Vision Zero View map, an interactive tool that shows detailed information on traffic injury and fatality crashes in New York City and highlights how the City is responding every day to make our streets safer. Another key deliverable from the Marketing Working Group is the interagency marketing plan and unified budget which outlined an educational and marketing strategy to allow us to reach key target audiences effectively. This plan outlines how we will collectively and successfully market the Vision Zero brand and its objectives. And in doing so ensures that all agencies are speaking with one voice."*

Toronto

The Mayor of Toronto is directly elected for a four-year term and may opt for re-election. The City of Toronto Act, 2006 sets out the role of the Mayor as the head of council as follows:

- act as chief executive officer
- provide information and make recommendations to Council with respect to Council's role in ensuring that administrative policies, practices and procedures and controllership policies, practices and procedures are in place to implement the decisions of Council and in ensuring the accountability and transparency of the operations of the City, including the activities of the senior management of the City
- preside over (chaire) meetings of council so that its business can be carried out efficiently and effectively
- provide leadership to council
- represent the City at official functions, and carry out any other duties under the City of Toronto Act, 2006 or any other Act.

Eleven committees report to Toronto City Council. The Mayor is a member of all committees and is entitled to one vote. The Executive Committee is an advisory body chaired by the

mayor. The Executive Committee is composed of the Mayor, Deputy Mayor, and the chairs of the seven standing committees who are appointed by the Mayor and four members appointed by City Council. The role of the Executive Committee is to set the City of Toronto's priorities, manage financial planning and budgeting, labour relations, human resources, and the operation of City Council. The Executive Committee makes recommendations to city council on: strategic policy and priorities; governance policy and structure; financial planning and budgeting; fiscal policy (revenue and tax policies); intergovernmental and international relations; Council operations; human resources and labour relations. Several committees report to the Executive Committee: Budget Committee; Affordable Housing Committee, and Employee and Labour Relations Committee.

On June 22, 2016, Mayor John Tory joined a coalition of partners and Weston community members to announce a vibrant new community development in Toronto's Weston neighbourhood. The ground was broken for a planned transition of the site-currently a parking lot and an adjacent high rise between King and John Streets into a mixed use development (incorporates housing, arts and community spaces and a farmers' market). Weston has been identified by the City of Toronto as a Neighbourhood Improvement Area. Partners in the redevelopment include Rockport Group, the Toronto Parking Authority (TRA), Artscape and Woodbourne Capital Management. For the Toronto Parking Authority, the project is the first that encompasses its newly adopted Community Benefits Policy, which states that the TPA incorporate community benefits whenever establishing, refurbishing or redeveloping its off-street parking facilities. The Weston community development will include, 8,200 square feet dedicated to arts, cultural and community events programming; 370 apartment units, including six affordable rental homes; 12,400 square feet of outdoor publicly accessible space for community gatherings and farmers

markets; and 26 affordable live/work units for artist-led families.

Mayor Tory outlined at the launch that "through this public-private partnership, residents are going to get a complete neighbourhood with mixed housing, public space for farmers markets, and space dedicated for arts and cultural events." The City Council of Toronto stated that it is the first private investment of its type in Weston in 40 years. In January 2015, Mayor John Tory established the Mayor's Task Force on Toronto Community Housing, led by former City of Toronto Mayor, Senator Art Eggleton. An independent six-person Housing Task Force was appointed to take a hard look at how Toronto Community Housing serves the people of Toronto and how it is governed. The Task Force was asked to offer advice on how to strengthen and support the delivery of housing to Toronto Community Housing residents in the areas of operations and delivery, partnerships and innovation, capital revitalization and new development, and governance. The Task Force held five public meetings to hear from Toronto Community Housing residents. On July 15, 2015, the Task Force submitted an interim report to Mayor Tory entitled Improved Living at Toronto Community Housing: Priority Action. The Task Force called on Toronto Community Housing to develop action plans within 60 days to address immediate concerns identified by residents in four key areas: safety and security, building conditions, jobs and opportunities for residents, and training for staff and contractors.

Toronto Community Housing presented its action plans, entitled Getting it done: Real change at Toronto Community Housing, to Mayor Tory and the Task Force on September 10, 2015. The action plans included work that was already underway or planned, plus additional work that could be prioritized immediately or in the short term to bring about sustained positive changes for the benefit of residents. The Task Force delivered a Final Report in January 2016. The final report was tabled by the Mayor at the January 28, 2016 Executive Committee. The Committee

unanimously voted to refer the report to the City Manager for an initial assessment of the recommendations and underlying assumptions and principles. Of the 71 specific projects in the report, 32 were to be completed in 2015 and 19 in 2016. The remaining 20 projects could not be carried out under Toronto Community Housing's current budget and would require additional funding from the City or through partnerships. Bryson, Crosby and Middleton Stone (2006:44) note that cross-sector collaboration occurs for many reasons. 'The first is simply that we live in a shared-power world in which many groups and organisations are involved in, affected by, or have some partial responsibility to act on public challenges. Beyond that, in the United States, advocates of power sharing across sectors are often responding to a long-standing critique of the effectiveness of government when it acts on its own.' (Crosby and Bryson, 2005)

Rationale for Strategic Collaboration

Strategic collaboration is defined by Norris-Tirrell and Clay (2010:2) as 'an intentional, collective approach to address public problems or issues through building shared knowledge, designing innovative solutions, and forging consequential change.' They note that 'when used strategically, collaboration produces positive impacts, stakeholders committed to policy or program change, and strengthened capacity of individuals and organisations to effectively work together.' While it is noted that resource sharing is not a new concept as local government organisations have been working together and sharing resources for many years, at a time of fiscal challenge such as the present it is useful to think in terms of developing a governance model that engenders greater strategic collaboration. A directly elected Mayoral model for our Capital City is seen as a possible opportunity to galvanise these collaborative efforts at local government level.

Given the current economic climate of limited resources, increasing demands on services and complex community expectations, it is important that

councils look at strategic collaborations and partnerships as ways to respond to these challenges. Norris-Tirrell and Clay (2010:2) emphasise that almost any problem today is too complex to be addressed individually or by organisations working alone in their silos: 'What in the past would have appeared as a straight forward administrative problem now more than not requires working with other programs, agencies, citizens, and multiple stakeholders across policy arenas.' They further note that public and non-profit administrators often stumble into collaboration without a strategic orientation:

'For example, a governor or mayor forms an interagency collaboration on infant mortality, sustainability, workforce development, or the "current topic of the day" to make innovative recommendations; however, conveners fail to proactively establish a strategic agenda around the collaboration. Thus the group remains in their comfortable discipline or agency silos and produce limited results...Unquestionably, collaboration is a useful tool, but, one that we argue needs to be used with more intentionality, as public and non-profit administrators wrestle with skilfully engaging in and facilitating collaborative structures, processes, and outcomes.' (Norris-Tirrell and Clay (2010: xi) Furthermore, Bryson, Crosby and Middleton Stone (2006:44) highlight that cross-sector collaboration occurs for many reasons. 'The first is simply that we live in a shared-power world in which many groups and organisations are involved in, affected by, or have some partial responsibility to act on public challenges. Beyond that, in the United States, advocates of power sharing across sectors are often responding to a long-standing critique of the effectiveness of government when it acts on its own.' (Crosby and Bryson, 2005)

The NSW DLG guidance paper on Collaboration and Partnerships between Councils (2007: 6) suggests that 'strategic collaboration is where councils enter into arrangements with each other for mutual benefit'. The guidance paper also emphasises that strategic collaboration is an umbrella term for how councils

work together and that it can take many forms including alliances, partnerships, business clusters, and so on. The paper points out that the purpose of strategic collaboration is to reduce duplication of services, provide cost savings, access innovation, enhance skills development and open the way for local communities to share ideas and connect with others. Strategic collaboration offers participating councils a way to achieve their goals and objectives in cost effective and innovative ways.

Bryson, Crosby and Middleton Stone (2006:45) emphasise that the perceived need to collaborate across sectors has provoked two general responses. 'On the one hand, our own view is that organisational participants in effective cross-sector collaborations typically have to fail into their role in the collaboration. In other words, organisations will only collaborate when they cannot get what they want without collaborating (Hudson et al. 1999; Roberts, 2001). The second response is to assume that collaboration is the Holy Grail of solutions and always best. Often, governments and foundations insist that funding recipients collaborate, even if they have little evidence that it will work (Barringer and Harrison, 2000; Ostrower, 2005).' Similarly, Norris-Tirrell and Clay (2010:73) outline that moving from silos to collaboration requires public and non-profit managers to think differently about working beyond discipline, organisation, and sector boundaries.

As outlined by Norris-Tirrell and Clay (2010:4), collaborative activity, as previously noted, falls on a continuum (from left to right): 'On the far left of the continuum are pure silo-based activities, where issues are seen as solely and appropriately placed with the agency. As boundary-spanning functions increase in magnitude, the activities move to the right along the collaborative continuum, from simple collaborative activities to full-blown strategic collaboration. The issues at hand may require only minimal level of collaboration that is more short-term in nature and simpler in its purpose. In contrast, thorny problems that are

interconnected with other policy arenas and have high investment on the part of other agencies, sectors, and interests may require a strategic approach to forming and building collaboration. All too often, decisions about building or joining a collaboration are not strategic in nature and lead to what can be labelled ad hoc collaboration...This common approach mirrors the notion of “muddling through” and “hoping for the best.”...Unfortunately, collaborative inertia, fatigue, and frustration are the more likely outcomes from this non-strategic approach...To advance public service practice and reach long term solutions, collaborative activity needs to be appreciably more strategic in its approach to assure intentional, systematic, and inclusionary collaboration, as public and non-profit managers wrestle with trying to manage upward, downward, and outward within their particular context.’ (Norris-Tirrell and Clay, 2010:4).

As a result of recent austerity measures, there has been a reduction in budgetary allocations to local authorities in many countries and a modest recovery is evident in 2017. There is a greater focus on collaborations, partnerships and outsourcing as a means to cut costs, improve efficiency and productivity. For example, Jepp (2011) highlights that in the UK, Swansea County Council plans to outsource almost all of its services in order to cut its £1.1billion budget by 30 per cent. Kent and Reigate plan to save £4million through collaborating or linking up on four services (personnel, finance, benefits and revenues and IT). Suffolk County Council is outsourcing adult social services in a £20million per annum plan. Jepp (2011) also emphasises that in the UK as the government continues to make changes to reduce the public deficit, ‘it is likely that the number of local authorities embarking on new and different relationships will rise – along with the breadth of risks they face. If these partnerships are undertaken without proper commissioning and risk management skills, there is every likelihood that costs will rise and service quality will decrease’. Jepp also notes that recent research conducted highlights that only 29 per cent of

public sector leaders felt they were able to deal with the kinds of risks associated with working with other organisations (Tough Choices Report, 2011). In many instances, intergovernmental collaboration allows localities to achieve better results than they could by working alone. A 1994 study of more than 50 instances of community collaboration found that successful collaborations have four major outcomes: they achieve tangible results, generate new processes that lead to solutions where traditional approaches have failed, empower residents and groups, and fundamentally change the way communities deal with complex issues. (NLC, 2006:5-6). It is important to address whether or not organisations have the capabilities (time, staff, finances, structure) to fulfil their end of the agreement. Jepp (2011) notes that ‘it remains to be seen whether outsourcing and partnership working will bring the benefits local authorities hope, and many of the details and legalities have still to be determined. However, risk management should remain a top focus for local authorities.’ A directly elected mayor could be a useful resource to public sector leaders in managing some of these risks associated with collaborations.

Conclusion

This article has reviewed a number of examples of Mayoral models which are encouraging greater co-operation and collaboration across organisations and regions. Ultimately, as the NLC (2006) guide argues it is about making strategic collaboration the norm and from the international examples reviewed in this article, it can be seen that having a directly elected Mayor in a City seems to bring to fruition a greater number of strategic cross-collaborative projects. It is about collaborating across jurisdictional lines becomes the expected approach in dealing with complex issues, not just a one-time event and becomes a natural ingredient in any manager’s set of capabilities. The NLC guide emphasises that collaborations are based on an understanding among leaders and residents alike that challenges facing communities and regions require a crossing of multiple boundaries (political, geographic, economic, racial,

and ethnic). (NLC (2006:53)) The international examples reviewed in this article, highlight that a directly elected mayor provides the strategic leadership to create that space between the various players.

In relation to strategic collaboration, Norris-Tirrell and Clay (2010:314) suggest that it offers an increased likelihood of success and positive outcomes from the collaborative venture as public and non-profit managers become more purposeful about collaboration design and implementation processes, enable collaboration inclusiveness and effectiveness, decrease collaboration fatigue and frustrations, and proactively steer toward positive outcomes. Similarly, the National League of Cities (NLC) Guide to Successful Local Government Collaboration in America’s Regions (2006), report provide a series of steps and tools to assist councils develop effective collaborative arrangements.

As noted in the international literature, and underlined by Pleschberger (2016) ‘the Directly Elected Mayor (DEM) is a prominent manifestation of global efforts to innovate and strengthen local democracy.’ Pleschberger (2016) explains that the established reformist claim, ‘a DEM generates an array of advantages for local democracy (e.g. personalization, visibility of power, an increase in accountability, more inclusion, even direct involvement of citizens in local decision making). The DEM model seems to overcome the democratic deficits of the Indirectly Elected Mayor (IEM) model; this is the core assumption of the “difference hypothesis.”’

This article has reviewed a number of examples of Mayoral models which are encouraging greater co-operation and collaboration across organisations and regions. Ultimately, as the NLC (2006) guide argues it is about making strategic collaboration the norm and from the international examples reviewed in this article, it can be seen that having a directly elected Mayor in a City seems to bring to fruition a greater number of strategic cross-collaborative projects. It is about collaborating across jurisdictional

lines becomes the expected approach in dealing with complex issues, not just a one-time event and becomes a natural ingredient in any manager’s set of capabilities. The NLC guide emphasises that collaborations are based on an understanding among leaders and residents alike that challenges facing communities and regions require a crossing of multiple boundaries (political, geographic, economic, racial, and ethnic). (NLC (2006:53)) The international examples reviewed in this article, highlight that a directly elected mayor provides the strategic leadership to create that space between the various players.

Similarly, Bryson, Crosby and Middleton Stone (2006:52) stress that success in cross-sector collaborations depends on leadership of many different kinds—they highlight leadership roles such as sponsors, champions, boundary spanners, and facilitators. ‘But, Huxham and Vangen (2005:202-212) argue that leadership—in the sense of what “makes things happen”—also occurs through structures and processes. Therefore, the leadership challenge in cross-sector collaboration may be viewed as a challenge of aligning initial conditions, processes, structures, governance, contingencies and constraints, outcomes, and accountabilities such that good things happen in a sustained way over time—indeed, so that public value can be created.’ As has been highlighted by the international examples, a directly elected mayor provides the vital touchstone to harness the potential benefits of cross-sectoral collaborations around agreed policy areas and secure public-private sector investment in necessary infrastructure projects through cross-sectoral taskforces and subcommittees developing innovative structures and processes between international organisations, local authorities, philanthropic and voluntary organisations in the relevant cities.

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Quality Customer Service Annual Conference

The Annual Customer Service Conference will take place on the morning of Tuesday, 5 December in the Ballroom of Farmleigh House in the Phoenix Park, Dublin. This year's event will be of interest to all those who deal with customer service issues in the Public Service. This free conference will have a diverse range of speakers, and include presentations on innovative service design and on the effective delivery of online services. The conference keynote address will be given by Minister of State Patrick O'Donovan. The draft conference programme is set out below, and registration is now open here at <https://www.eventbrite.ie/e/qcs-annual-conference-2017-tickets-38834978466> Note: free onsite parking is available. If you are attending by Taxi it is advisable to book your return journey in advance.



Annual Customer Service Conference
The Ballroom, Farmleigh House, Castleknock, Dublin 15
Tuesday, 5 December, 2017

- 9:15** Registration
- 10:00** Conference Opening Welcome by Declan Rigney, Assistant Secretary, Office of the Revenue Commissioners and Chair of the Quality Customer Service Officers' Network
- 10:05** Opening Address – including presentation on Our Public Service 2020, Dr Lucy Fallon-Byrne, Programme Director, Reform and Delivery Office, Department of Public Expenditure and Reform
- 10:15** Adult Passport Renewal Online, Fiona Penollar, Department of Foreign Affairs and Trade
- 10:30** Ensuring Quality Customer Service and continuity of support in the roll out of the Housing Assistance Payment, Tom Gallagher, Department of Housing, Planning and Local Government
- 10:45** Service rePublic; building user-centred services, Heather Madden, Project Leader, Cork Institute of Technology and Noelle Desmond, Service Designer, Cork County Council
- 11:00** Panel Discussion hosted by Declan Rigney, including use of Sli.do technology
- 11:20** Networking Break
- 11:50** Enhancing the Digital Experience for Our Customers, Owen Harrison, Office of the Government Chief Information Officer
- 12:05** Customer Services – The Limerick Approach, Christy O'Connor, Senior Executive Officer, Limerick City and County Council
- 12:20** Panel Discussion, hosted by Dr Lucy Fallon-Byrne including use of Sli.do technology
- 12:40** Closing Address by Mr Patrick O'Donovan T.D., Minister of State at the Department of Finance and the Department of Public Expenditure and Reform with special responsibility for Public Procurement, Open Government and eGovernment
- 12:50** Closing Remarks
- 13:00** Conference Ends

REWARDING EXCELLENCE
IN CITIES & REGIONS' INTERNATIONAL ACTION

PLATFORMA WARDS

PLATFORMA is rewarding the best city to city and region to region international cooperation projects



21 MARCH 2018

BRUSSELS

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#PLATFORMAwards






By 2035, the number of people living in cities will double in Africa and by 2050, 70% of the world's population will be urban. The sustainable development and urbanisation of partner countries is one of the most pressing world challenges. European local and regional governments are key actors to accompany and support partner cities and regions to implement the Sustainable Development Goals (SDGs).

Our Award aims at promoting development cooperation projects and collecting data and indicators from the best European practices, thus offering cities and regions worldwide easily replicable solutions for sustainable development.

Send your application form to awards@platformawards.eu or apply on www.platformawards.eu before Friday 15 December 2017

HOW CAN I APPLY?

ADMISSION CRITERIA

- You are a **European** town, city, province or region cooperating with at least one local or regional government from a partner country in Africa, Asia, South America...
- Your **partnership** contributes to your mutual development and to several of the selection criteria listed below.
- Your project is **replicable** elsewhere.

TIMELINE



SELECTION CRITERIA

Members of the jury select three winners from among the nominees. The following themes will be particularly monitored:

- Local democracy
- Multi-stakeholder approach
- Strategic approach
- Development effectiveness and policy coherence
- Gender equality
- Innovation and creativity

WHY SHOULD I APPLY?

- To win the production of a video to promote your cooperation project (first prize)
- To give visibility to your development cooperation culture, expertise and projects
- To win a trip to Brussels to discover the EU district with your project counterpart
- To get access to the PLATFORMA network and expertise in workshops and conferences



THE JURY

To guarantee a transparent and fair selection, we set up an independent jury to choose the winners among short-listed candidates. The jury is composed of European elected representatives and high level practitioners of development cooperation:



European Commission
A representative from the Directorate-General for International Cooperation and Development (DEVCO)



European Committee of the Regions
Mr François DECOSTER
Vice-chair of the Commission for Citizenship, Governance, Institutional and External affairs (CIVEX)



European Parliament
Ms Linda MCAVAN
MEP, Chair of the Committee on Development (DEVE)



European Parliament
Mr Bogdan WENTA
MEP, Coordinator of the Committee on Development (DEVE)



United Nations Development Program
Mr Johannes KRASSNITZER
Coordinator of the UNDP ART initiative



Congress of Local and Regional Authorities of the Council of Europe
Mr Andreas KIEFER
Secretary General



Jury Committee Chair:
Mr Frédéric VALLIER
CEMR Secretary General

Supported by their experience and a criteria grid, jury members will select projects and announce the winners of the PLATFORMAwards **during a ceremony in Brussels on 21 March 2018.**



About PLATFORMA

The PLATFORMAwards are organised by PLATFORMA, the European coalition of local and regional governments – and their associations – active in city to city and region to region development cooperation. Since its creation in 2008, PLATFORMA has been representing more than 100,000 local and regional governments. All are key players in international cooperation for sustainable development.

The diversity of PLATFORMA's partners is what makes the network unique. PLATFORMA reflects the diversity of local and regional governments' realities in Europe and across the world.

The aim of PLATFORMA is to facilitate the exchange of knowledge and mutual learning, but also to strengthen the specific role of local and regional governments in development policies.

In 2015, PLATFORMA signed a Framework Partnership Agreement (FPA) with the European Commission. Its signatories commit to take actions based on common values and objectives to tackle global poverty and inequalities, while promoting local democracy and sustainable development.

Other projects by PLATFORMA and its partners:

- **CONNECT:** it is an innovative mechanism that connects international partners to exchange experiences, knowledge and skills. Its main asset is its «colleague-to-colleague» approach.

More information: platforma-dev.eu/connect

- **The European Days of Local Solidarity (EDLS):** launched in 2016, they aim to inform and raise European citizens' awareness on the need to combine the efforts of local and regional governments to build a more sustainable and inclusive world. The 2017 edition is taking place from 10 to 24 November in a dozen of European cities and regions.

More information: localsolidaritydays.eu



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PLATFORMAwards

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PLATFORMAwards

We invite you to participate to the PLATFORMAwards (<http://www.platformawards.eu/>). These awards aim to reward the best city-to-city or region-to-region development cooperation projects, promoting decentralised cooperation and collecting data and indicators from the best European practices.

Online applications are open on www.platformawards.eu until 15 December 2017. Apply now!

We want this Award to be a success for you and for your members, and we want you to be a part of it, until the final ceremony on 21 March 2018 in Brussels. Save the date on your agenda!

The PLATFORMAwards are a great opportunity to raise the visibility of your local and regional governments' expertise, provide other local and regional governments with relevant tools and contribute to the multiplier effect we urgently need for global sustainable development.

Therefore we invite you to disseminate this message to your membership, but also to mobilise your “champion” local or regional governments active in international cooperation to apply.

To help us making the PLATFORMAwards a success, we need your support! If you need more information on the PLATFORMAwards, don't hesitate to contact PLATFORMA Communication officer Hervé Devavry (email: herve.devavry@ccre-cemr.org).

Source: Georgina Mombo Rasero, Press Officer, Council of European Municipalities and Regions (CEMR), email: georgina.mombo@ccre-cemr.org or www.ccre.org; Twitter @ccre-cemr

Our Public Service 2020 will build responsive and agile public service organisations to deliver better outcomes

The Department of Public Expenditure and Reform is now progressing a successor to the 2014-2016 Reform Plan entitled *Our Public Service 2020*, which proposes 20 draft actions to implement in order to deliver better outcomes for the public and to build responsive and agile public service organisations. The Framework is based on the following three pillars: Delivering for our Public; Innovating for our Future and Developing our People and Organisations. It is anticipated that this third Plan will be launched in November 2017, as the public consultation finished on Monday, September 4th, 2017. The benefits of this approach include better public transparency around the consultation process, and the ability to allow stakeholders to comment on other submissions. Members of the public were invited to submit their views on the proposed approach and the draft actions for the framework. Submissions were made via a dedicated consultation portal, by email to ourpublicservice2020@per.gov.ie, or by post to 'Public Consultation', Reform and Delivery Office, Department of Public Expenditure and Reform, 7-9 Merrion Row, Dublin 2, D02 V223. Commenting on the public consultation, Minister of State Patrick O'Donovan T.D. underlined that "it is important that we hear as many voices as possible from members of the public. This is an opportunity to have your say on the proposed actions." This is a public consultation so we want to hear from as many people as possible. The consultation ran over seven weeks from July 13 - September 4, 2017. **We will also be working through the Public Participation Networks within the local government system. These networks enable the public and organisations to voice their views and interests.**

In the following sections, the public consultation document outlines the outline framework for *Our Public Service 2020*:

Public consultation on Public Service Development and Innovation Framework

We are working to improve our Public Service and want your views

We are preparing a new framework to improve and develop our Public Services. We want to hear your views on our general direction and the 20 actions we propose to implement across the Public Service by 2020. Please take part in this online consultation, or send a written submission to Our Public Service 2020 submissions, Reform and Delivery Office, Department of Public Expenditure and Reform, 7-9 Merrion Row, Dublin 2, D02 V223 or email us at: ourpublicservice2020@per.gov.ie

What is the Public Service?

The Public Service covers a broad range of organisations in Ireland. There are more than 300,000 public servants including:

- teachers,
- civil servants,
- nurses,
- doctors,
- local authority workers,
- the defence forces, and
- an Garda Síochána

Our public servants have a unique responsibility to the people of Ireland - to work towards the common good of all. The overall success of the Public Service is rooted in the decisions, actions and behaviours of these people. We

want to support and develop our public servants so that they are exceptional in their roles. We want to put citizens at the heart of what we do. We want to strive to do our best every day in meeting the needs of the public. We want to take pride in our Public Service.

What is the consultation about?

Reforming the Public Service was a central part of the Government's response to the economic challenges our country faced in recent years. Considerable progress has been made in that time to improve the quality, efficiency and effectiveness of services. Please see our latest progress report at <http://www.per.gov.ie/en/public-service-reform/> for information on the most recent round of reforms and achievements.

A new development and innovation framework, *Our Public Service 2020*, provides direction and guidance for public servants and organisations on this new phase. It will be published in late 2017. We want to improve our capacity to meet the needs of the public, to collaborate better across the Public Service and to communicate more effectively the good work that we do.

The actions are grouped under three key themes:

1. Delivering for our Public - what we are trying to deliver for the public;
2. Innovating for our Future - how we are trying to do it; and
3. Developing our People and Organisations - who will do it.

Our Public Service 2020

OUR GOALS:
Deliver Better Outcomes for the Public
Build Resilient and Agile Public Service Organisations



What?

We will design 'Better Service Delivery' actions to improve:

- the accessibility of our services;
- the quality of our service;
- how we use technology and data; and
- how we listen to, and communicate with, the Irish public.

These actions will help us to:

- reduce costs and increase efficiencies; while
- improving services and maintaining quality.

With our 'Innovation and Strategy' actions, we aim to make sure that the strategies and policies that direct the delivery of public services:

- can adjust to new challenges;
- are rooted in evidence and experience; and
- are always focused on the real impact of our policies and programmes on the public.
- With our 'People and Organisations' actions, we aim to support the 300,000 individual public servants and the many organisations they work in. We will do this to make sure we have effective leadership and management, and the right mix of skills and tools to allow our public servants to deliver quality services.

What do we want to know?

We want to know if you:

- agree with the direction we've set out;
- have other ideas about what we should be doing; and
- have any ideas about how we can do better.

The 20 Actions in the Public Services Development and Innovation Framework under the three key themes:

KEY THEME 1: Delivering for our Public

1 Drive efficiency and effectiveness in service delivery

We will improve our administration

processes and continue to progress efficiency measures already underway. These include:

- extending shared services such as common payroll and HR systems across the public service;
- centralising Government procurement of goods and services;
- embedding business process improvement; and
- exploiting alternative methods of service delivery

We will do this to support the efficient and effective delivery of Public Services.

Please tell us

Do you have any views on how we could improve the effectiveness and efficiency of Public Services?

2 Accelerate digital delivery

We will make more Public Services available online which will work in the same way as Revenue Online; Motor Tax Online; and Passports Online. We will help citizens to access Public Services that are available online. One example of this is the Getting Citizens Online Programme which focuses on encouraging and empowering citizens to participate fully in Ireland's digital economy and society.

Please tell us

What is your experience of our online Public Services?

Do you have ideas about how we could improve our online services?

3 Optimise the use of data to provide services

We will use and fully exploit our data to design better policy and services. This includes building:

- the National Data Infrastructure;

a set of management practices to govern a reliable data system for the Public Service which will improve its handling of data and benefit citizens; and

- an Open Data Strategy: a strategy to make Government data more accessible ('open') which would result in new opportunities for research, innovation, transparency, engagement and greater efficiency

Please tell us

How can we use data better to deliver more effective Public Services?

4 Professionalise customer service

We want to provide the highest standards of customer service to our citizens. We will do this by continuing to:

- share and embed good practices
- implement the standards of service set out under customer charters;
- provide training for our staff; and
- conduct quality checks and survey customer satisfaction.

Please tell us

Have you experienced positive and professional customer service from Public Services?

What was it about your experience that was positive?

Or, was your experience less than positive? How can we improve?

5 Make services more accessible

We aim to increase accessibility of Public Services. Our Public Services should be accessible to all. We will make information as clear and as understandable as possible, considering the diverse needs of our public. For example, the Universal Design Toolkit for Customer Engagement sets out how

to best communicate in writing, orally and online with citizens

Please tell us

How do you think we can make our Public Services more accessible to all?

6 Engage more with the public

We aim to involve the public in designing ways to deliver frontline services. We want greater engagement between our Public Service organisations and our citizens. We will listen to citizens to understand their views and expectations so we can provide the best public services and solutions. We will seek to engage more with citizens through:

- public consultations;
- open policy discussions, involving academics, experts and members of the public;
- customer surveys; and
- public participation networks: networks that enable the public and organisations to voice their views and interests within the local government system.

Please tell us

What ideas do you have for greater engagement between Public Services organisations and citizens?

7 Significantly improve communication

We want to improve how we explain what we do and what we offer to the public.

We will communicate using clear language to:

- explain our Public Services; and
- help build public understanding around policy and resource decisions.

Please tell us

Do you have suggestions about how we can communicate better?

KEY THEME 2: Innovating for our future

8 Establish a Public Service Innovation Centre

We will develop ways to encourage new thinking and innovative ideas about how to do things better. We will establish a Public Service Innovation Centre. We will do this to support problem-solving and innovation in service delivery.

Please tell us

What Public Services innovations are you aware of in Ireland or elsewhere?

Do you have examples of innovation in your organisation or your community?

Do you have ideas on particular systems or services that could be done better?

9 Strengthen whole-of-Government collaboration

We will develop ways of working together across our Public Services, to deliver better coordinated Public Services and public policy.

We will do this using:

- existing whole-of-Government cooperation initiatives, such as the National Action Plan on Jobs;
- networks at local level such as Local Community and Development Committees (LCDCs), and at national level such as Cabinet Committees.

Please tell us

What improvements do you think we could make to coordinate and collaborate more across the Public Service?

Do you have ideas about how we could improve our online services?

10 Embed programme and project management

We aim to strengthen how well we manage programmes and projects.

Well-managed programmes and projects are critical to how we work, to the successful achievement of Government priorities, the management of public finances and the delivery of public services.

Project management helps identify priorities and effective allocation of resources, monitoring of progress and delivery of results.

We will encourage people to use more project and programme management skills and methodology to:

- improve how we work; and
- deliver better and more measurable outcomes.

Please tell us

Do you think programmes are delivered and projects carried out well by the Public Service? Where is it carried out well? Can we learn from best practice?

11 Prioritise evidence and evaluation

We will measure and use evidence of success or failure in existing policy and programmes to learn from our experiences and inform how we deliver Public Services with better outcomes for citizens.

Please tell us

How can we measure the real impact of services we deliver?

12 Build strategic planning capability

We aim to significantly strengthen how well we define our strategy direction, make decisions and allocate resources. We will strive to overcome any barriers to putting these plans in place. We want to further develop the skills that allow us to think strategically so we can:

- plan for challenges and opportunities facing the Public Service;
- make sure long-term planning is effective; and
- make sure our plans are flexible enough to adjust to new and unexpected developments.

Please tell us

What important long-term challenges do you think the Public Service needs to prepare for? What should our priorities be in relation to strategic planning?

KEY THEME 3: Developing our People and Organisations

13 Embed strategic human resources management in the Public Service

We want to make sure that human resources support the achievement of the priorities and organisational strategies of Public Service organisations. This will help us to deliver the best possible Public Services and solutions for citizens.

Please tell us

What improvements do you think we can make to ensure strategic HRM is meeting the needs of the Public Service?

14 Mainstream strategic workforce planning in the Public Service

We need to identify what future skills are required across the Public Service, as well as where and when. Workforce planning allows for succession planning to deal with potential loss of knowledge and essential skills as well as identifying the opportunities to embed new skills.

Please tell us

What important challenges and opportunities do you think strategic workforce planning could help the Public Service meet?

15 Build capability and skills

We will identify training needs and opportunities to make sure staff have the right skills to perform the job they need to do, at the right time.

We will also develop our training capacity, to develop skills in areas like:

- information and communications technology (ICT);
- human resources (HR);
- data analysis; and
- leadership and management

Please tell us

What skills do you think should be a priority for the Public Services?

16 Strengthen performance management

We want to manage the development of employees' skills and performance so that they can perform at their best.

Under the Public Services Stability Agreement 2017 (draft agreement reached between Government and the public service unions), if ratified,

every Public Service body will have an employee performance management system in place by 1 January 2019.

Please tell us

Do you think that having performance management will help deliver better quality public services?

17 Promote equality, diversity and inclusion

We will build a Public Service that:

- values diversity;
- promotes equality;
- promotes and protects human rights;
- allows everyone to have a voice and to be listened to; and
- represents the wider population.

Please tell us

Do you think the Public Service is sufficiently representative of our population?

What improvements could we make?

How can we better fulfil our public-sector duty to promote human rights and equality and prevent discrimination both for our customers and our staff?

18 Articulate Public Service vision and values

At the heart of good public sector governance is the desire to serve the public interest and work for the greater good of all citizens. Values are the cornerstone of good governance. An overarching Public Service vision and values will inform the direction of the Public Service. This will enable us to clearly explain who we are, what we stand for and what we aim to achieve.

Please tell us

What do you think our Public Service Vision should be? What do you see as the most important Public Service values?

19 Increase employee engagement

We want to measure and increase Public Service employee engagement.

This means, we want to:

- listen better to our employees;
- consider their opinions;
- value their contributions; and
- make sure their views are taken on board.

Please tell us

Do you have ideas about how we could engage more with and listen better to our employees?

20 Review Public Service culture and values

We aim to measure organisational culture through culture and values reviews.

Organisational culture describes the organisational values, assumptions and beliefs that govern how people think and behave in their organisations. We want a thriving, dynamic, positive, inclusive and supportive organisational culture. In such a culture, employees are valued and supported in their jobs to do their best, so that they can deliver the best Public Services for our citizens.

Please tell us

Are there improvements Public Service organisations can make to improve their organisational culture?

Who are we consulting?

This is a public consultation so we want to hear from as many people as possible. The consultation ran over seven weeks from July 13 – September 4, 2017. We will also be working through the Public Participation Networks within the local government system. These networks enable the public and organisations to voice their views and interests

What will happen?

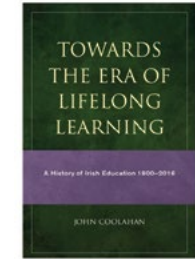
We will take all the submissions we receive during the consultation into consideration for the final version of the framework. We will publish a report with the results of the consultation and the key issues raised. After we incorporate the views of the public, a final version of the Framework will be launched in late 2017.

Join the conversation!

Follow us on Twitter at @IRLDeptPER or at the hashtag #ourpublicservice2020

Source:

<http://www.oireachtas.ie/parliament/mediazone/pressreleases/2016/name-38464-en.html>



ISBN: 978-1-910393-18-5 €20.00

This history of Irish education traces and analyses all facets of formal education as it developed over a 200-year time span. Part I focuses on the four foundational pillars – primary, secondary, vocational/technical and university education – up to 1960. Part II, covering the period 1960 to 1980, focuses on a major transitional phase when the state took a much more proactive reforming role in educational provision, linked to its realisation that education was crucial to its policy for economic and social development. The period from 1980 to 2016 is examined as a paradigm shift in policy as the state gradually opts for education as a lifelong learning experience. It incorporates provision from early childhood learning through all life's stages to old age, with a qualifications authority facilitating accumulated achievements. The book contains a broad overview of this eventful era and examines in detail, through seven chapters, the policies and developments that have taken place in each sector of the system.

Throughout the study reference is made to the extensive source material on which the analysis is based. This material is listed in the references for individual chapters and in the extensive bibliography covering the entire period under review.

As the study covers all aspects of the formal education system over such a long and formative era, it is hoped that it will meet the needs of many readers – teachers, education students, educational leaders, policy-makers, researchers, parents, industrialists and students of comparative education.

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Civil Service Renewal: Third Progress Report launched

On Friday, June, 30th, 2017, the Minister for Finance and Public Expenditure and Reform, Paschal Donohoe T.D., published the Third Progress Report on the implementation of Civil Service Renewal, <http://www.per.gov.ie/en/civil-service-renewal/> This large-scale transformation programme supports a more unified, professional, responsive, open and accountable civil service.

Speaking at an event to mark the launch of the report the Minister commented: ‘I am very pleased to see the significant progress that has been made during the latest phase of implementation of the Civil Service Renewal Plan. We are seeing the real impact of the changes throughout the civil service which is focused on developing the capability and capacity of the civil service. This is being achieved through a number of actions to enable a more unified, professional, responsive, open and accountable civil service.’ The Minister also noted that: ‘If we are to meet future challenges effectively, we need the civil service to deliver policy objectives through modern processes and systems and also through innovative ways of working within and across Government Departments. The actions that are being delivered under the plan are helping to achieve this’.

At the launch, Mr. Robert Watt, Secretary General of the Department of Public Expenditure and Reform stated that: ‘The Civil Service has gone through an enormous period of change, and this latest progress report on the implementation of the Renewal Plan reflects very positively on the civil service around a whole suite of issues. Staff are critical to achieving the ambition in the plan. Departments are implementing various initiatives in response to the first-ever Civil Service-

wide Employee Engagement Survey. The development of a new Civil Service People Strategy is an example of the new HR initiatives that support high levels of performance, to meet current and future business needs’.

The Plan itself represents a very comprehensive and ambitious change programme for the civil service and its staff. The Minister highlighted his appreciation for the support that has been shown for the agenda across the wider civil service saying: ‘I would like to acknowledge the continuing engagement of staff on the Renewal Plan and their willingness to embrace the actions in the plan. I also want to commend the Civil Service Management Board (CSMB) for collectively overseeing the delivery of the plan and their strong leadership on this agenda.’ The Third Progress Report includes details on the priority initiatives that have been progressed and the progress made since the commencement of the Renewal Plan in late 2014.

The actions prioritised for the third phase of implementation were:

Whole-of-Government pathfinder learning outcomes (Action 5)

Three pathfinder projects are piloting new ways for delivering Whole-of-Government work.

Develop strategic HR capability (Action 7)

A Civil Service People Strategy has been finalised and approved by the Civil Service Management Board (CSMB). This strategy will strengthen strategic HR capability across all civil service organisations and sets the strategic HR agenda for 2017 to 2020.

Establish a new shared model for delivering learning and development (Action 9)

Significant progress has been made in preparing for the introduction of the new shared Learning and Development model.

Introduce talent management programmes (Action 10)

Pilot executive leadership programmes for Senior Public Service and Principal Officer levels were introduced as part of a new talent management initiative.

Improve project management capacity (Action 17)

The Civil Service Project Management Leaders and Advisory Service (PMLAS) and a Project Managers’ Network was established to improve project management capacity.

Strengthen policy-making skills (Action 22)

Work is advancing on the development of a guidance framework for policy-making to support Departments. This will provide support for Departments on the fundamental stages of policy-making and will ensure a consistent approach to policy-making is embedded throughout the civil service.

Key Messages on the Third Progress Report:

On October 30th, 2014 the Minister for Public Expenditure and Reform and the Taoiseach launched the Civil Service Renewal Plan. This ambitious plan incorporated a vision and a three-year action plan to renew the Irish Civil

Service. The Renewal Plan delivers on a key Programme for Government commitment, and represents a fundamental new vision and direction for the Civil Service. The Plan is the culmination of over 12 months work by two separate but related groups: the Independent Panel on strengthening Civil Service Accountability and Performance, <http://www.per.gov.ie/civil-service-accountability-consultation-process/> and a Civil Service Renewal Taskforce, <http://www.per.gov.ie/?p=15607> made up of civil servants from all Government Departments. The engagement process for the renewal programme involved face-to-face consultations with almost 2,000 staff and stakeholders to gauge their views on what works well in the Civil Service, and what is in need of change. Government Ministers and members of both Houses of the Oireachtas were also asked for their views; in addition to contributions from the heads of Departments and Offices of State, members of the public, international parties, and expert bodies.

The Renewal Plan focuses on driving practical change through 25 specific actions in four key areas:

1. Unified – Managing the Civil Service as a single unified organisation
2. Professional – Maximising the performance and potential of all civil service employees and organisations
3. Responsive – Changing our culture, structure and processes so that we become more agile, flexible and responsive
4. Open and Accountable – Continuously learning and improving by being open to external ideas, challenge and debate.

The Programme Management Office in the Department of Public Expenditure and Reform has been operational throughout the development of all these plans and the work is led by the Civil Service Management Board. Good progress has been made on both priority and non-priority actions: from October 2014 – July 2015, 23 out of the

25 major Actions were implemented; and of the 104 specific sub-actions, 14 completed and 54 at least partially underway. Work has also started on the development of a new shared model for Learning and Development, on establishing recognition of staff excellence and innovation through an annual Awards ceremony, and the hosting of open policy debates.

Third Progress Report on the Implementation of the Civil Service Renewal Plan:

- Third Progress Report, <http://www.per.gov.ie/wp-content/uploads/Third-Progress-Report-pdf>
- Third Progress Report Key Messages, <http://www.per.gov.ie/wp-content/uploads/Third-Progress-Report-Key-Messages.pdf>

Second Progress Report on the Implementation of the Civil Service Renewal Plan:

- Second Progress Report, <http://www.per.gov.ie/wp-content/uploads/Second-Progress-Report-pdf>
- Second Progress Report Key Messages, <http://www.per.gov.ie/wp-content/uploads/Second-Progress-Report-Key-Messages.pdf>

DPER are keen to continue hearing from all stakeholders, especially the public. If you have any views or comments on the plan or its implementation please submit your views: by email to: csrenewal@per.gov.ie or by post to: Civil Service Renewal Department of Public Expenditure and Reform 7/9 Merrion Row Dublin 2.

A full copy of the plan is available to download: <http://www.per.gov.ie/wp-content/uploads/The-Civil-Service-Renewal-Plan-October-2014.pdf>

The remaining action points will be implemented during the fourth (and final) phase of delivery, which will bring the cycle up to end December 2017.

Source:

<http://www.per.gov.ie/en/minister-launches-third-progress-report-on-civil-service-renewal-ambitious-action-plan-is-delivering-major-change/>



With over 40,000 copies sold since its inception, this fully updated fifth edition of the highly successful *Human Resource Management in Ireland* draws on contemporary research evidence and data on human resource management (HRM) and employment relations (ER) in Ireland, while also incorporating key international advancements in the field.

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- Investigates the impact of ICT on HRM practice, focusing on the use of HR analytics to inform HR decision-making
- Examines contemporary events in the Irish labour market and the implications for HRM
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- the UN Sustainable Development Goals



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Cohesion policy

An article by Pierre Vander Auwera, Communication Advisor in CEMR's latest October newsletter raises some interesting aspects of Cohesion Policy.

EU Commission proves our point: 'cohesion policy needs to be stronger and more relevant'

You know it. We believe a strong cohesion policy needs to be at the heart of the future of Europe. Cohesion policy needs a stronger "place-based approach": an approach that leaves no town or region behind. We should not view cohesion policy from a closed, sectoral point of view, but approach territorial development as a whole, and address every aspect upon which it touches. But don't just take our word for it: on 9 October, the European Commission published the 7th Cohesion Report, which proves our point in many ways. Our adviser on the issue, Marlène Siméon, walks you through it.

Cohesion generates jobs and skills

The report also shows that cohesion policy created the right environment for jobs and skills and boosted the economy when needed. In fact, the Commission says that skills should be one of the investment priorities for cohesion policy in the future and we could not agree more. Commenting on this, Marlène stresses that better skills for citizens means better chances of finding jobs and generating growth. Enhanced skills also help reduce poverty, youth unemployment and social exclusion. With a strong cohesion policy and training, this becomes possible.

Cohesion should help address the challenge of depopulation

For the first time, in 2015, deaths outnumbered births in the EU. As striking as this is for the whole continent, explains Marlène, not all

regions are equal when it comes to population growth. Some face serious difficulties with depopulation. But we have high expectations: with a strong cohesion policy, these regions can build innovative solutions and develop the necessary services and facilities for jobs and well-being, thereby attracting more investments and people. We are convinced that this focus would narrow down territorial disparities.

Investment rules should be more flexible

Some people claim that municipalities and regions should invest more. But how are they supposed to do that when EU fiscal rules prevent them from investing? When local governments borrow, their investments count as government debt, so they're not allowed to invest. If we want our economies to grow, the co-financing for structural funds should not be counted in the debt, as it is dedicated to productive investments.

Focus on the future

More positive developments, indicates Marlène: the report underlines the need for a single set of rules for all structural and investment funds to ensure more coherent investments and simplification. CEMR and its associations have always supported this. That's the way cohesion policy should move forward in the future.

Getting back in touch with territorial reality

At the moment, the priorities of cohesion policy are often out of touch with the real needs of municipalities and cities. Priorities should be clearly identified

according to local specific needs. For example, a municipality might need funds for social inclusion through sport and culture, and not just technological innovation. Also, to increase the impact of the funds and the money being used, the EU should focus on strengthening the capacity of all municipalities and regions (and not only Managing Authorities).

Finally, if you live in a European municipality or region, you are directly affected by cohesion policy. CEMR believes the debate on the future of cohesion policy should go beyond the EU institutions' halls. It should take place in the territories themselves, the ones cohesion policy is actually about. That's why we are proud to be launching local dialogues with the support of DG REGIO: a cycle of 60 debates on cohesion policy taking place across European regions in eight Member states in the coming months.

Why focus on beyond 2020?

The amount of money the EU spends in different fields is defined within the Multiannual Financial Framework (MFF) which covers a period of seven years. The next seven-year MFF period (the EU's spending plan) will start in 2021. It is a huge step, and we want to make sure it includes a strong cohesion policy, for all our municipalities and regions.

Source:

Pierre Vander Auwera, Communication Advisor, The Council of European Municipalities and Regions (CEMR) October 2017 Newsletter,

<http://ccre.org/en/actualites/view/3598> or email: pierre.vanderauwera@ccre-cemr.org

Fingal County Council adopts progressive budget of €227m

On November 7th, 2017, Fingal County Council adopted a progressive budget for 2018 which will see an increased investment of €11.3m from last year to ensure the Council keeps pace with the increased demands of a county that has the fastest growing and youngest population in Ireland.

Fingal County Council is the Local Authority for the administrative county of Fingal. Fingal is located to the north of Dublin City and is also bordered by South County Dublin, Meath and Kildare, and to the east by the Irish Sea. The county covers an area of c. 448 sq. km. Fingal has a population of 296,214,

making it the third most populous local authority area in the country. Fingal is Ireland's fastest growing county having seen its population grow by 8.1 per cent since 2011 and almost double over a 25-year period, from 152,766 in 1991 to 296,214 in 2016. Fingal's significant economic advantages includes Dublin Airport, fast access to Dublin Port, rail, road, power and telecommunications infrastructure and the availability of serviced and unserviced land for development. Proximity to Dublin city centre and its location on the Dublin-Belfast economic corridor, ensures continued future growth for Fingal.

The Budgetary Process

The budgetary process is a statutory process, undertaken annually by all local authorities. The process defines the income and expenditure for the Council for the coming year. Budgetary policy is determined in consultation with elected members, officials and with consideration to the estimates of funding available through the Department of Housing, Planning, Community and Local Government and in particular the Local Property Tax allocation. There is also a public consultation process in relation to the Local Property Tax.

The elected members of Fingal County Council have a number of key functions in relation to the budgetary process:

Adoption of the Budget

Members may adopt the Budget with or without amendment and must approve the sums provided for transfer to the Capital Account

Local Property Tax

The Members have the power to vary the Local Property Tax Rate (Local Adjustment Factor) by plus / minus 15 per cent

Commercial Rates

Members decide on the determination of Annual Rateable Valuation which decides the Commercial Rate which is charged to local businesses.

Rates on Vacant Properties

The members also have the power to determine the proportion of rates refunds which will apply to vacant commercial properties.

The €227m budget specially targets investment in five key areas of the Council's overall strategy which will ultimately benefit all citizens of Fingal. These are Housing and Homelessness, Economic Development, Services to Citizens, Building Communities and Growing Tourism. Expenditure on housing and homelessness rises by almost 11 per cent to €61m while the Council's road works programme will increase by nine per cent to almost €26m.

Spending on Economic Development and Tourism will also be up by nine per cent to €21m and there is a five per cent increase in community investment. The Council's planned expenditure of €227,268,000 next year will fund its day-to-day operations as well as contributing to the advancement of Fingal's Capital Programme which will cost €502m over a three-year period (2018-2020).

The 2018 Budget represents a spend of

€767.25 for every one of the county's 296,214 citizens and is a major stimulus to the local economy. For every €1 spent by the Council, an additional €1.72 is spent downstream in the economy and this means that the total contribution to economic output is over €0.5 billion. The employment impact is also substantial and for every position directly employed within the council, an additional three jobs are supported as a result. This means that the total employment contribution from Budget 2018 is over 4,000 jobs.

Councillors opted to reduce the basic rate of Local Property Tax (LPT) by 10 per cent at a meeting on September 11 which yielded an extra €1.9m in discretionary income and this has been ring-fenced for spending in key areas.

This will see an additional €730,000 being invested in library services, community events and facilities and the arts programme and €500,000 being used to fund the Council's initiatives to tackle homelessness. A further €113,000 will be spent on the Council's housing stock, €250,000 will be invested in parks, open spaces and playgrounds with €200,000 going towards additional street lighting and road maintenance. The remaining €116,000 will be spent on tourism promotion and funding for events throughout the county.

For the first time since 2009, Councillors voted to increase Commercial Rates by two per cent. This is the first increase in rates in Fingal since 2009 and follows a number of rate decreases in the early part of this decade. Fingal, which has the highest compliance of rate payment in Ireland at 95.63% for 2016, also retains the distinction of having the lowest rate among the four Dublin Local Authorities. The rate increase will provide an additional €2.47m in spending for the Council and this too

will be ring-fenced for spending across key areas.

There will be an additional €650,000 spent on public lighting, traffic, footpaths and bridge maintenance and a similar amount will be used to fund remedial and refurbishment works on community centres throughout the County. A further €650,000 will be used to provide funds for capital works on the Council's housing stock including heating system upgrades and the replacement of items such as doors and windows.

A further €250,000 will go towards economic development promotion and improvement works at the Dublin Enterprise Zone, while €270,000 is to be spent on refurbishing bottle banks throughout Fingal and improvement works at the Council's two recycling centres in Coolmine and Swords.

Within the 2018 Budget, a total of €61.1m will be spent on Housing and Building with €42.7m budgeted for Environment and €42.5m for Recreation and Amenity. Road Transportation & Safety will receive €25.8m and Water Services €20.7m while €21.1m has been set aside for Development Incentives and Controls.

Welcoming the adoption of the 2018 Budget by Councillors, who voted by 30 votes to four in favour, the Chief Executive of Fingal County Council, Paul Reid, outlined that "this is one of the most progressive budgets adopted by any Irish Local Authority and allows the Council to continue to meet the growing demands of having to cater for a county that has the fastest growing and youngest population in the country as well as a rapidly growing local economy. This has brought challenges, such as the housing and homelessness crisis, but the extra funding we will obtain from Local Property Tax and Commercial Rates has allowed us to increase our spending by over five per cent and invest more into key areas of our overall strategy."

A copy of the draft 2018 Annual Budget can be viewed at <http://fingal.ie/media/DRAFT%20BUDGET%202018.pdf>

For further information contact press@fingal.ie

Description	Expenditure €'000	Increase/ Decrease on 2017 Budget
Housing & Building	61,107	+10.9%
Road Transportation & Safety	25,857	+9.0%
Water Supply & Sewerage	20,727	-2.0%
Development Incentives & Controls	21,108	+9.3%
Environmental Protection	42,728	+2.3%
Recreation & Amenity	42,519	+5.4%
Agriculture, Education & Health & Welfare	1,060	+13.0%
Miscellaneous Services	12,164	-10.9%
TOTAL	227,270	+5.2%

Mid-Term Review of the Capital Plan: Report to inform future capital funding priorities

On Thursday, September 13th, 2017, the Minister for Finance and Public Expenditure & Reform, Paschal Donohoe T.D., published the Report of the Mid-Term Review of the Capital Plan: Building on Recovery 2016-21, <http://www.per.gov.ie/wp-content/uploads/capital-plan-review-2016-2021.pdf>. The Report sets the scene for decisions by Government on the allocation of the additional €4.1 billion in Estimates 2018, for capital investment over the period 2018-2021, and the preparation of a new 10-year National Investment Plan to sustain national economic and social progress over the longer term. The review draws on an evidence base that includes detailed submissions by Departments and Offices, <http://www.per.gov.ie/review-of-the-capital-plan-2016-2021/>, and an extensive public consultation, <http://www.per.gov.ie/public-submissions-to-the-review-of-the-capital-plan/>, as well as an Infrastructure Capacity and Demand Analysis, <http://www.per.gov.ie/wp-content/uploads/infrastructure-demand-capacity-analysis-full-draft-01-09-17-final.pdf> completed by the Irish Government Economic and Evaluation Service (IGEES) in the Department of Public Expenditure and Reform.

Minister Donohoe welcomed the publication of the Mid-Term Review of the Capital Plan which as particularly timely given that the context for public capital investment has changed dramatically in the relatively short period since Building on Recovery was published in 2015. The Minister outlined that 'the significant progress made in restoring the public finances and the transformation in economic performance over the past two years has enabled Government to increase capital expenditure by a further €4.1 billion over the remaining period of the Capital Plan. This is in addition to the €2.2 billion already committed to support the

delivery of the Action Plan for Housing along with other commitments made in Estimates 2017. An assessment of the quality and capacity of existing public infrastructure and the main drivers of future demand for public investment were core elements of the review. This is crucial in providing evidence to inform decision-making on the allocation of the substantial additional resources available for public investment in Estimates 2018'.

Based on the analysis, the review of *the Capital Plan has identified a number of key sectors as priorities for investment, including transport, education and housing*. These findings provide a detailed evidence base which will assist Government in selecting priorities for the allocation of the €4.1 billion of additional funding now available over the period to 2021.

Minister Donohoe concluded: 'From a longer-term perspective, the review of the Capital Plan will provide a significant input into the development of a new long-term 10-year investment plan, to be published in conjunction with the Minister for Housing, Planning and Local Government's new National Planning Framework (NPF) - the objectives of which are fundamental to the achievement of long-term economic, social and environmental sustainability'. The forthcoming National Planning Framework (NPF) has a critical role to play in influencing the pattern of future investment in public infrastructure, to underpin future growth on a balanced regional basis with a particular focus on the development of Ireland's regional cities.

Next Steps

The Government will make final decisions on the allocation of the additional funding available for public investment over the period 2018-2021

in the context of the 2018 Estimates. Building on this investment, the Minister will publish a new 10-year National Investment Plan for the period 2018-2027 alongside, and in support of, the forthcoming new National Planning Framework. The 10-year National Investment Plan will also include proposals for structural reform of public investment in terms of the planning, selection and delivery of capital projects. This will be informed by the Public Investment Management Assessment (PIMA) undertaken by the IMF in July 2017.

The Capital Plan, which was published in 2015 (<http://www.per.gov.ie/wp-content/uploads/capital-plan-final.pdf>), set out a six-year framework for substantial infrastructural investment in Ireland out to 2021.

Since then, an additional **€5.14 billion** in Exchequer capital investment was originally allocated in the 2016 Summer Economic Statement (SES) in June 2016 for increased public capital investment over the period of the Capital Plan.

A further **€1.5 billion** has been allocated by Government from the Rainy Day Fund, as set out in the 2017 SES, over the period 2019-2021.

Taking account of the significant resources of **€2.2 billion** which have been provided to support the delivery of the Action Plan for Housing over the period and other commitments made in Estimates 2017 with implications for 2018 and 2019, **€4.1 billion in additional capital expenditure is to be allocated on the basis of this review in Estimates 2018**.

Source:

<http://www.per.gov.ie/en/minister-donohoe-publishes-mid-term-review-of-the-capital-plan-2016-2021/>

New North West Strategic Growth Partnership

A strong momentum to promote continued growth and prosperity in the North West City Region was on display at the second meeting of the recently established North West Strategic Growth Partnership which took place in the Radisson Hotel in Letterkenny at the end of June, 2017.

In addition to the two Council Chief Executives, the Mayor of Derry City and Strabane District Council and An Cathaoirleach of Donegal County Council, the chair and co-chair of the North West Regional Development Group, government representatives from all the Government Departments in Northern Ireland and the Republic of Ireland were in attendance:

Republic of Ireland
 Department of the Taoiseach
 Department for Public Expenditure and Reform
 Department for Housing, Planning and Local Government
 Department for Social Protection
 Department for Foreign Affairs and Trade
 Department for Regional Development, Rural Affairs, Arts and the Gaeltacht
 Department of Education & Skills
 Department of Jobs, Enterprise & Innovation
 Department of Health

Northern Ireland
 Department for Communities
 Department for Finance
 Department for Infrastructure
 Department for Education
 Department for Health
 Department for Agriculture, Environment and Rural Affairs
 Department for the Economy
 NI Executive Office

This Partnership, which held its inaugural meeting in December 2016,

is the first of its kind on the island of Ireland and represents a new and exciting approach to joined up government that has the potential to bring about real and positive change for the region. Jointly led by Donegal County Council and Derry City & Strabane District Council, the Partnership has been endorsed by both governments through the North South Ministerial Council and is made up of senior government officials from all Government departments in the Republic of Ireland and Northern Ireland working together to collectively resource the regions key priorities for growth and development with a commitment to building a more resilient economy in the North West City Region.

The Partnership which is being supported by the International Centre for Local and Regional Development (ICLRD) heard from the Chief Executives of both Donegal County Council and Derry City & Strabane District Council on the ongoing work in the Donegal County Development Plan process and the Strategic Growth Plan for the Derry and Strabane area. The importance of these strategic planning frameworks was highlighted in terms of informing the priorities of the Partnership with a view to driving forward the economic, environmental and social regeneration of the region.

Discussions ensued around a number of key strategic priority areas for the region including critical transport infrastructure requirements, industry, the economy and the associated skills needs, and realising the regions cultural and heritage tourism potential particularly in light of the upcoming European Year of Cultural Heritage.

Speaking following the meeting, Cathaoirleach of Donegal County Council Cllr. Gerry McMonagle

acknowledged the importance of having the various departmental representatives around the table saying “their input and co-operation is vital if we are to realise the potential of the entire region by focusing on key critical areas that will be instrumental in achieving meaningful progress. I am delighted with the level of positive engagement at today’s meeting and of the willingness of all those involved to go work with us across a number of fronts. There is a genuine sense of momentum among all the members of the Partnership to achieving a vision of growth and prosperity for the region.” Mayor of Derry City and Strabane District Council Cllr. Maoliosa McHugh believes that this new North West Strategic Growth Partnership is shining a light on the North West City Region and is hugely significant for this area. “This new partnership structure is building on the existing strong working relationship between both Councils and to have every Government departments both north and south represented at a senior level means that there is a concerted, focused and collaborative approach at all levels of government when it comes to joint planning and the resourcing of our strategic priorities.”

Acknowledging the growing momentum around the North West Strategic Partnership and in particular, the strong commitment shown by the senior officials to this process, Seamus Neely, Chief Executive of Donegal County Council emphasised that “this is all about facilitating greater day to day joint working across the administrations and local government through shared approaches and co-ordinated planning and delivery focusing on the three key pillars of economic growth and investment, physical and environmental development and social and community cohesion and wellbeing. Discussions at today’s meeting were extremely

positive and engaging and there was a clear sense of commitment to helping us drive forward our strategic priorities.” Similarly, Derry City and Strabane District Council Chief Executive John Kelpie believes that the opportunities presented by this unique and innovative Partnership approach will allow the region to realise the full potential of the opportunities that exist. “This approach is about working collaboratively at a local, regional and central government level to achieve the strategic priorities

of the region using a bottom up or grass roots planning process. This region is unique in its offering. Derry is the fourth largest city on the island of Ireland, we have a history of strong cross border connections, as a region we are renowned for our rich heritage, culture and tourism offerings and we have a growing reputation as a compelling investment proposition across many industries. This Partnership is about enabling the region to grow and prosper, it is about developing our resilience in

a rapidly changing environment and it is about ensuring that the region is in a strong position to respond to the challenges and opportunities presented post-brexit.”

Source:

Anne Marie Conlon, Communications Officer, Donegal County Council, email: amconlon@donegalcoco.ie



Seamus Neely, Chief Executive of Donegal County Council; Cathaoirleach of Donegal County Council Cllr. Gerry McMonagle; Derry City and Strabane District Council Chief Executive John Kelpie; Mayor of Derry City and Strabane District Council Cllr. Maoliosa McHugh; the chair and co-chair of the North West Regional Development Group, and government representatives from all the Government Departments in Northern Ireland and the Republic of Ireland pictured at the meeting of the new North West Strategic Growth Partnership



Cork County Council launches Ireland's first public service design centre Service rePublic

Cork County Council, in a unique partnership with highly regarded third level institution Cork Institute of Technology, has established Ireland's first public sector service design centre - Service rePublic - based in County Hall, Cork. Its mission is to help people to have better lives by delivering the best services for all. The centre, called Service rePublic, will create better services by engaging with users and identifying what matters to them. Service rePublic was established in January 2017, and was officially launched in May 2017. The collaboration between third level institution Cork Institute of Technology (CIT), the first in Ireland to offer a dedicated Special Purpose Award in Designing Innovative Services, and Cork County Council, the second largest local authority in the Republic of Ireland, marks the beginning of a new, exciting approach to service delivery in the public sector in Ireland. Service rePublic aims to transform how Cork County Council operates, by looking outwards rather than inwards, by engaging with citizens, users, elected representatives, communities, businesses and other stakeholders (public and private).

Service rePublic use an all-inclusive approach to co-designing and co-creating better services.

Service rePublic is:

- creating better services for citizens and users by designing them using a collaborative approach
- developing opportunities for citizens, communities and business (by leading and facilitating elements of the Cork County Local Economic & Community Plan)
- co-designing new futures (tackling societal challenges, e.g. ageing population)
- adopting a developmental view of local government

- Cork County Council and CIT will benefit by sharing resources and expertise and delivering live projects through Service rePublic

Speaking at the launch in May, Mayor of the County of Cork, Cllr Séamus McGrath noted the opportunities available to the people of Cork County to be a part of, and have their say in, the future of Council services, "Service rePublic will engage with citizens, users, elected members, communities, businesses, public and private stakeholders enabling them to be a part of the design, and creation of, better services. Service rePublic is a transformation of customer services. It will fundamentally change how services are delivered by placing a more innovative focus on those who use these services and on how outcomes can be delivered as efficiently as possible." Chief Executive of Cork County Council, Tim Lucey also spoke of the prospects that Service rePublic offers and the very meaningful changes it would mean to Council customers and staff, "Service rePublic will streamline services for our citizens by improving access to information and incorporating services to our online portal, YourCouncil.ie. It will enable the Council to better understand their needs."

Cork County Council has led this initiative together with the active support and engagement of Cork Institute of Technology. Both organisations face similar challenges in terms of improving access to services and increasing satisfaction levels among users. Speaking of the collaboration, Ms. Orla Flynn, Vice President for External Affairs CIT commented, "CIT are delighted to partner with Cork County Council on this open, collaborative and vibrant approach to delivering user-centred services in both organisations.

By developing our collective expertise in Service Design, we are cultivating skills, ideas and knowledge and building a community of service designers in Cork". Mr. Lucey went on to say, "This is a first in Ireland. Service rePublic will produce a fundamental change in how our services will be delivered. I am confident that these changes will improve our service offerings. I look forward to showcasing the benefits that will have been realised in Cork at an international conference that we will be hosting here in September 2017.

On Tuesday 26th September, 2017, Service rePublic hosted the 'International Service Design Experience' at Fota Island Resort in Cork. The event was organised by Cork County Council (CCC) and Cork Institute of Technology (CIT) in conjunction with the Service Design Network (SDN) which represents the global service design community internationally. This is the first event of its kind in Ireland and was opportunity for 400 delegates from all sectors interested in service design and design thinking to meet and share their ideas and experience. It is a unique opportunity for delegates to hear first-hand from an array of highly influential and respected speakers about the growing range of service design initiatives that are underway in both the public and private sectors. Design is a major factor in contributing to the transformation of products and services for all types of organisations. It allows companies to become more competitive and innovative and to deliver value to their customers. Design led innovation can make services more efficient, effective and at the same time deliver faster, clearer services that people actually want. Design can help to change employee behaviour and solve practical problems by shaping the customer experience over time. Service



Pictured at the launch of rePublic are Tim Lucey, Chief Executive of Cork County Council, Orla Flynn, Vice-President for External Affairs, CIT, and Cllr Seamus McGrath, Mayor of County Cork.

Design is the set of tools and techniques, such as stakeholder mapping, service blueprinting, customer journey mapping, which can help to solve problems by making the services delivered more useful, usable, efficient and user-centred.

Service Design promotes a design-led approach to transforming services and aims to develop better services by working with service users to understand their needs. September 26th saw national and international design and innovation leaders converge in Cork to discuss service design policies and perspectives in an international context and present best-practice exemplars of service design in both the public and private sectors. This is the first event of its kind in Ireland and will be an exciting conference for people from all sectors interested in Service Design and design thinking, to meet and share their ideas and experience. The format includes rapid-fire presentations and expert panel discussions along with opportunities for delegates to network with national and international leaders in Service Design. Speaking ahead of the conference, Tim Lucey, Chief Executive of Cork County Council, stated that "Cork County Council is excited to be leading the way

in the public sector in Ireland by using Service Design for transforming our services with the public. We are proud of our strong connections with citizens, businesses and communities across Cork county, and we are in a unique position to use and develop these relationships to improve services and make people's lives better." Conference delegates will learn about the innovative and transformative ways that Service Design is having an impact in Ireland and internationally. It is a unique opportunity for delegates to hear first-hand from an array of highly influential and respected speakers about the growing range of Service Design initiatives that are underway in both the public and private sectors. International speakers included Prof. Birgit Mager, President of the Service Design Network; Louise Downe, Head of Service Design for the UK Government & Government Digital Services; and Sarah Drummond, Co-Founder and Managing Director of Snook, Award winning Service Design Consultancy. National speakers included Pat McLoughlin, Chairperson of the National Oversight and Audit Commission (NOAC).

Service rePublic comprises a dedicated, multi-disciplinary team of staff specially trained in Service Design and

citizen engagement, and is based in Cork County Council's Head Offices in County Hall, Cork. The centre represents a unique partnership between local government and a third level institution, and marks the beginning of a new, exciting approach to service delivery in the public sector in Ireland. Speaking about the collaboration between Cork County Council and CIT, Dr Orla Flynn, Vice President for External Affairs, CIT, said "CIT is delighted to be involved in the Service rePublic partnership with Cork County Council. We look forward to working together to raise awareness of service design and design thinking, and indeed to enhancing our own services in CIT through Service rePublic."

Service Design Case-studies

A Tale of Two Coffee Shops

What makes people choose one coffee shop over another when both offer the exact same coffee for the same price? And what makes them come back, again and again? Here is a short video explaining why putting people at the heart of the experience, embracing co-creation, and taking a holistic approach is what Service Design is all about: <https://vimeo.com/212939377>

Fjord—Finnair
The Finnair digital customer experience vision helps the airline navigate through the complexities of the aviation business with business in mind and with the traveller at heart. They delivered an award winning digital customer experience through close collaboration with Fjord and Finnair. On a high level the vision was to provide Finnair's customers with the best digital travel experience, or more eloquently put, to build peace of mind for air travellers. It became their objective and destination. They then put together a roadmap and a digital service blueprint to help get them there. See: <https://www.fjordnet.com/workdetail/a-north-star-for-better-customer-experience/>

SNOOK—Future Housing Services
Snook worked with Wheatley Group who provide homes and services to over 200,000 people in 17 local authority areas across Central Scotland. They're committed to supporting people and helping communities to thrive. With an increasing population, diverse both geographically and demographically, planning for the future is crucial to prepare services for the changing needs of customers. Through a fast-paced 8-week research sprint, they set off to explore what current and future customers need from social housing, now and in the future. See: <https://wearesnook.com/projects/wheatley-group/>

MACMILLAN Cancer Support Scotland
From the initial fear in diagnosis to the hope that treatment gives. From the sometimes brutal reality that treatments impart upon the individual and their life transforming after effects to the provision of end of life care, the voices of experience convey the reality of cancer. That's why they should be listened to and embedded within any services created. Patient. Carer. Survivor. Mother. Father. Sibling.

Scientist. Nurse. Engineer. Whatever. The voices of the Cancer Experience Panel (CEP) pretty much cover them all and every experience in between. See: <https://macmillanscotland.com/2016/04/30/cancer-experience-panel/>

Mayoral welcome for Friendliest Place Award

On November 14th, 2017, the Mayors of Ennis and Clare welcomed the naming of Ennis as winner of the Retail Excellence Ireland Friendliest Place Award 2017.

Ennis was nominated for the award by the Economic Development Directorate of Clare County Council and beat off competition from the other finalists (Swords, Limerick City, Trim and Waterford City). Each County and City Council across Ireland was invited to enter their city, town or village in the annual nationwide competition which is run in association with Barclaycard. In early August retail experts undertook 'Mystery Shops' of a number of Ennis businesses where they judged customer service, store appearance externally, internal layout and staff helpfulness. Individual stores which achieve a combined score of 80% or over will be awarded the Retail Excellence Ireland Mark of Excellence to display.

Welcoming the news, Mayor of Ennis, Councillor Paul Murphy emphasised that "being named Ireland's Friendliest Place is testament to the high quality visitor and shopping experience on offer in Ennis and is a vote of confidence in the partnership approach adopted by the Economic Development Directorate of Clare County Council, Ennis Chamber and local businesses to promoting the town. I also want to

Source:
<http://www.servicedesignireland.com>
<http://www.corkcoco.ie/sites/cork-cms/files/Service%20Design%20Experience%202017%20A4.pdf>

congratulate Jean McCabe and her staff of Willow on being named one of the top five shops of 2018 in Ireland. Ennis' success in this awards scheme will further raise awareness of the town's attractiveness as a shopping destination and visitor location. This award is complemented by the recent awarding of 'Coach Friendly Destination' status to Ennis by the Coach Tourism and Transport Council of Ireland." Brian McCarthy, Acting Director of Economic Development, Clare County Council stated, "Entering the awards scheme presents a good opportunity to promote the town and have it evaluated by key retail professionals. Our success in being shortlisted is an endorsement of the high standards and quality our local retailers provide to their customers. Clare County Council, through the Local Enterprise Office, and Ennis Chamber are working together to promote the development of a vibrant and competitive retail sector in the town. It is important that local business development and support organisations continue to collaborate in order to reinforce and build on the positive momentum made in the local retail sector in recent years.

Source:
Mark Dunphy, Communications Officer, Corporate Services Department, Clare County Council, email: mdunphy@clarecoco.ie

Toolbox 2017 edition - Quality of Public administration

The Toolbox aims to support, guide and encourage those who want to modernise public administrations in support of prosperous, fair and resilient societies. It is intended as a reference and resource by pointing readers to existing EU policies and international practices, illustrated by inspirational case studies.

The 2017 edition builds on user feedback and demand for more detailed information, as well as wider coverage of topics. It includes more recent policy developments and refreshed case studies.

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- Principles and values of good governance
- Theme 1:** Policy-making, implementation and innovation
- Theme 2:** Ethics, openness & anti-corruption [in Section 2.5.1, includes example of Protected Disclosures Act 2014 from Ireland]
- Theme 3:** Government structures - organisation, cooperation and coordination [Irish examples are in Section 3.2.2&3.3.2, of the Merger of North & South Tipperary County Councils; the Property Registration Authority and DPER Reform and Delivery Office]
- Theme 4:** Organisations - managing performance, quality and people [Irish examples are highlighted in Sections 4.21, 4.3.1, 4.3.3 and 4.3.4 from Workforce Planning in the Property Registration Authority to the Public Appointments Service Online recruitment & selection and employee engagement survey]
- Theme 5:** Service delivery and digitalisation [in Section 5.4.1, includes an example of

- Purchasing public certificates online in Ireland]
- Theme 6:** Business environment
- Theme 7:** Quality justice systems [in Section 7.1.2, includes an example of Quality Justice System in Ireland]
- Theme 8:** Public finance, procurement and EU funds management [in Section 8.1.2, includes an example of Ireland's Public Spending Code]
- Theme 9:** Public administration reform - making positive change happen

Some Considerations on Managing Thematic Objective 11

Both the detailed chapters (full version) can be downloaded and the abridged version is available in one single file (scroll down and download)

here: <http://ec.europa.eu/social/main.jsp?catId=738&langId=en&pubId=8055&type=2&furtherPubs=noainjsp?catId=738&langId=en&pubId=8055&type=2&fur>

Source:

Nick Thijs, European Institute of Public Administration



Quality of Public Administration

A Toolbox for Practitioners
2017 edition

ABRIDGED VERSION



News items

Financial Incentive for European Green Capital and European Green Leaf Awards

For the first time, in order to celebrate the 10th year of the European Green Capital competition, the European Commission will award a financial incentive of €350,000 to the winning city of the 2020 European Green Capital title (cities having more than 100,000 inhabitants) and of €75,000 to the winner of the European Green Leaf 2019 title (cities of smaller size, above 20,000 inhabitants)¹. The European Green Capital Award is presented to a city that is at the forefront of environmentally friendly urban living. A panel of independent experts assesses the performance of the competing cities against 12 environmental criteria. The Jury comprises representatives from the European Commission, the European Parliament, the Committee of the Regions, the European Environment Agency, ICLEI - Local Governments for Sustainability, the Covenant of Mayors Office and the European Environmental Bureau. This jury then evaluates their commitment to ongoing environmental improvement and sustainable development, as well as their skills in communication, and the extent to which they could act as a role model, spreading the European Green Capital and European Green Leaf model further. In addition to providing inspiration to other cities, the winner benefits from an increased profile, which serves to enhance the city's reputation and makes it attractive as a destination for people to visit, work and live in.

To date, ten cities have been awarded the title of European Green Capital since its inception in 2010. Stockholm, Sweden won the inaugural title, followed by Hamburg, Germany (2011); Vitoria Gasteiz, Spain (2012); Nantes, France (2013); Copenhagen, Denmark (2014); Bristol, UK (2015); Ljubljana, Slovenia (2016); Essen, Germany (2017); and Nijmegen, Netherlands (2018).

The 2019 European Green Capital, Oslo, was announced at an awards ceremony in Essen on 2 June 2017. Following the success of the European Green Capital Award, many smaller cities seek EU recognition for their efforts and commitment in the areas of sustainability and environment. In response, the European Commission has launched the European Green Leaf (EGL) initiative. The competition ran again in 2016 with Galway, Ireland, becoming the third Green Leaf after two were awarded in 2015.

Winning Green Capital and Green Leaf cities have enjoyed increased levels of tourism, positive international media coverage, increased international profiles, networks and alliance opportunities, foreign investment, public financial support emphasis on environmental projects and momentum to continue improving their environmental sustainability.

EU Commissioner for the Environment, Maritime Affairs and Fisheries, Mr Karmenu Vella outlines that "the European Green Capital and Green Leaf Awards are becoming increasingly important as we strive to manage our cities and towns against the challenges of population growth, pressure on resources and our responsibilities to manage climate change. With more than two thirds of Europeans now living in our towns and cities we must continue to innovate and find new and better environmentally sustainable solutions to manage how we live, how we travel, how we eat and to develop 'green' jobs. European Green Capitals and Green Leafs provide vital inspiration and motivation to help other cities find solutions, on both a European and a global stage." Both the European Green Capital and European Green Leaf Awards are open to cities in EU Member States, EU Candidate Countries, Iceland, Liechtenstein, Norway and Switzerland. For both awards, cities can seek more

information and apply through the European Green Capital Award website. The deadline for applications for the 2020 European Green Capital and 2019 European Green Leaf Awards was the 18 October 2017.

¹ Subject to the approval of the EU 2018 Budget and approval by the College of the 2018 Financing Decision for the EU LIFE Programme

For more information:
 Website: <http://ec.europa.eu/environment/europeangreencapital>
 Facebook: www.facebook.com/EuropeanGreenCapitalAward
 Twitter: @EU_GreenCapital
 LinkedIn: European Green Capital Award
 EU policy on Urban Environment : http://ec.europa.eu/environment/urban/index_en.htm

Source:

Barry Walsh, Communications Co-ordinator, Secretariat for the European Green Capital and European Green Leaf Awards, email: info@europeangreencapital.eu

Project to boost Maritime Opportunities for Clare's Young People

In November, 2017, in partnership with four other EU local authority areas Clare County Council has received European Union (EU) funding totalling €388,000 to increase participation in maritime activities and to encourage young people across Clare to consider maritime related careers.

The Local Authority's Social Development Directorate, through its remit to increase overall participation levels in sport and physical activity in Clare, has been awarded the EU Erasmus+ programme funding as part of the 'Atlantic Youth Project'. Tim Forde, Head of Sport & Recreation, Clare County Council explains that "as the only Irish partner in the European-wide

project, Clare County Council is tasked with encouraging and developing the maritime culture of young Europeans, through the practise of water sports and maritime education at school. Over the three-year term of this project, the Local Authority will facilitate the involvement of a significant number of second level school children with opportunities to participate in water sports in our county whilst also participating in organised maritime education opportunities that will be EU-funded." Mr. Forde and Liam Conneally, Director of Social Development, Clare County Council, represented the Local Authority at the project launch and inaugural meeting of the participating partners which was held recently in Viana do Castelo, Portugal, home to the Lead Partner, Cim Alto Minho. Mr. Conneally noted that Clare had been selected to participate in the 'Atlantic Youth Project' due to its "ready access to sea and river waters surrounding the County, maritime heritage, existing maritime infrastructure for hosting project activities, and Clare County Council's lengthy track record of delivering education outreach programmes. With partners in Spain, Portugal, France, UK and Ireland (Clare County Council), the Atlantic Youth Project will also contribute to the implementation of the EU's Atlantic Maritime Strategy, through the development of a maritime culture among young people which in turn will encourage the upcoming generation to consider maritime sport, recreation and industry as a career path." Over the coming months Clare County Council will be working with sporting and educational stakeholders across the County and will confirm details of the rollout of the 'Atlantic Youth Project' in County Clare in early 2018.

Source:

Mark Dunphy Communications Officer, Corporate Services Department, Clare County Council, email: mdunphy@clarecoco.ie

Improved energy performance paying off in Donegal County Council

This year to date, Donegal County Council has achieved savings in the region of €14,000 in electricity usage in the Council's five public service centres and in the County House in Lifford. This amounts to a 10% reduction in the amount of electricity used in these buildings. In addition, thermal energy consumption has also reduced for the first nine months of 2017, compared to the same period in 2016, from 999,826kWh to 882,212 kWh representing a reduction of almost 12%. This is part of the Council's drive to improve energy performance throughout all its operations in line with its ISO 50001 accredited Energy Management System.

Paddy Mullen, Facilities Manager outlines that "this has been achieved simply by being more mindful about how we use electricity and I would like to commend our staff in each of these buildings who have taken on board our commitment to improving energy performance. Small changes in our behaviour, such as making sure lights are turned off when we leave a room or switching off monitors at lunchtime, have made a considerable impact on our energy consumption. We also introduced a new Driver Awareness Campaign targeting our own drivers and raising awareness on how they can improve energy performance. Our fleet of 200 vehicles was identified as one of

a number of significant energy users within the organisation and we have been working closely with our drivers raising awareness on issues affecting energy efficiency such as idling and over revving of vehicles. Initial feedback suggests that this campaign is having a positive impact with substantial reductions in fuel consumption expected by the end of 2017. A number of street lighting projects have also been completed in 2017. Over 1,000 street lights have been changed to LEDs at approximately 60 locations across the county. This is resulting in energy savings of up to 50% or more, depending on the type of lamp being replaced. Also, as the number of LED lights increase, the maintenance costs are reduced, as LED's have considerably longer life expectancy than traditional SOX/SON lamps. While significant progress has been made in the past year, further projects are planned which will deliver substantial savings in energy consumption for the council, reducing the overall annual operating costs as well as delivering on our commitment for continuous improvement in energy performance. Before the end of the year the lighting in the Carndonagh and Dungloe Public Service Centres will be replaced with LED fittings and it is expected that this will realise further significant savings while plans are afoot to continue upgrading street lights in various locations across Donegal."



Council staff in Letterkenny Public Services Centre taking part in the Energy Awareness Information Session which has resulted in improved energy performance in the building.

In line with the requirements of ISO 50001 accreditation, two surveillance audits have been undertaken this year by Certification Europe, the latest of which took place at the end of September and Donegal County Council has retained this important accreditation for its Energy Management System which was first achieved in October 2016. Mr. Mullen notes that “this energy management system is all about continuous improvement and engaging with our own staff is critical to its success. We are working with the OPW’s Optimising Power @ Work programme and will be setting up Energy Teams in our offices in the coming months. These teams will be made up of staff across a range of services and grades and they will be the champions in each of their own buildings on raising awareness of the importance of improving our energy performance so that we can all play our part in contributing to a carbon neutral society. We have a long way to go to achieving our ultimate goal but I think we have made a great start in 2017.”

Source:

Anne Marie Conlon, Communications Officer, Donegal County Council, email: amconlon@donegalcoco.ie

MEDIA RELEASE
Tuesday, 07 November 2017

Cool Route project expanded to include Clare

Clare County Council has welcomed the inclusion of County Clare into the marketing programme for the Cool Route project which aims to grow numbers of private craft, super-yachts and passenger liners visiting the coastlines of Ireland, Northern Ireland, Scotland, the Faroe islands and Norway. The Cool Route Project is funded by Interreg VB Northern Periphery and Arctic Programme. Its Irish partners include Cork Institute of Technology, Údarás na Gaeltachta and The Irish Sailing Association.

Discussions led by the Harbour Master at the Port of Galway, Captain Brian Sheridan, led to the inclusion of an

additional 150 nautical miles of Irish coastline incorporating the coastlines of Clare, Galway and Mayo, into the bi-directional yacht cruising route. Kilrush Marina is one of 6 locations being promoted as part of the Cool Route marketing campaign.

Mayor of Clare, Councillor Tom McNamara emphasised that County Clare will now be promoted to a growing marine visitor clientele as part of a wider Cool Route marketing programme. “This new sea route is being marketed internationally and will have a common branding, booking and information system. Clare’s coastal locations already have well-developed land-side tourism infrastructure and therefore, have plenty to offer marine visitors in terms of scenery, attractions and marine visitors.” Brian McCarthy, Acting Director of Economic Development, at Clare County Council, noted that “the inclusion of the Clare coastline represents a very significant addition to the route in terms of its overall visitor offerings. Kilrush Marina is located close to Scattery Island which recently won an EDEN award and it is an ideal base from which to explore the waters of the Shannon Estuary and the Clare coastline up to the Cliffs of Moher.” Clare tourism operators interested in promoting their products or services as part of the Cool Route marketing campaign are invited to register at <https://arcg.is/0zPWn1> Full information on the Cool Route project is available at www.sailcoolroute.eu.

Source:

Mark Dunphy Communications Officer, Corporate Services Department, Clare County Council, email: mdunphy@clarecoco.ie

Get Your Business Listed on the ‘Cool Route’

Also in October, 2017, Donegal businesses were being urged to link in with a new Information and Booking Platform that will link their businesses to their local ports providing information

to marine tourists on what’s available in the port locality, by way of food and drink, entertainment, things to do and see and places to visit. This new Information and Booking Platform has been launched as part of the Cool Route Project which Donegal County Council is a partner of and which is about promoting Marine Tourism on Europe’s North Western Seaboard.

The self-registration process is free, fast and simple to complete in a few minutes and includes automatic mapping of your location, details of your products and services and a direct link to your own business or community website. Since the commencement of the Cool Route Project in 2015, Marine Tourism is expanding at an encouraging rate and just recently Boat International, one of the most prestigious superyacht magazines described the Cool Route as the Most Adventurous Cruising Route in the world.

<https://www.boatinternational.com/destinations/rest-of-the-world-yacht-destinations/new-frontiers-adventurous-destinations-to-visit-by-superyacht-31175>

Visits to the Cool Route by private yachts and liners, as well as superyacht are steadily increasing on the Cool Route Coasts, stretching north westerly from Cork in Ireland as far as Tromsø in Norway. Coastlines include South and West of Ireland, Northern Ireland, Western and Northern Scotland, the Faroe Island and Western Norway. Cool Route aims to promote these unique sailing grounds in North West Europe, encouraging sailing visitors to enjoy some of the most scenic, challenging and culturally diverse coastlines on our planet.

The primary objective of the Cool Route project is to bring new business opportunities to a wide range of small enterprises that provide quality goods and services. The Cool Route Information and Booking System allows a direct link between the community and enterprises and the visiting vessels. Businesses can register their details at <https://arcg.is/0zPWn1>.

Full information on the Cool Route project is available at www.sailcoolroute.eu. The Cool Route project is funded under the Northern Periphery and Arctic Programme 2014 – 2020. You can follow the project on <https://www.facebook.com/eucolroute> and Twitter #eucolroute

Source:

Anne Marie Conlon, Communications Officer, Donegal County Council, email: amconlon@donegalcoco.ie

Donegal & Derry to host major European seminar on Digital Innovation Hubs

On Tuesday, October 17th and Wednesday October 18th, 2017, over 60 attendees from 6 European countries visited Donegal and Derry for a two-day event exploring how best to connect Digital Hubs and Innovation Centres across Europe. This event enabled the coming together of representatives from Finland, France, Hungary, Ireland, Italy, Slovenia and Sweden as well as experts from the European Commission DG AGRI to explore the role that digital innovation hubs can play in the socioeconomic development of the regions.

This event was hosted as part of the EU funded ERUDITE project.

- ERUDITE is a project funded under the Interreg Europe Programme and aims to assist rural and more marginal urban regions across Europe to develop, design, implement and improve digital services that capitalise on the potential offered by High Speed Broadband Networks and catalyse regional innovation capacity.
- ERNACT is a network of regions and cities which works collaboratively to ensure that it’s regions are well positioned to identify and respond to rapidly evolving innovation trends including smart cities, open public services and use of digital



Members of the ERUDITE Project who will be among those attending a European seminar on Digital Innovation Hubs in Derry and Donegal next week.

technology in the low-carbon economy. Donegal County Council and Derry City & Strabane District Council are members of ERNACT. ERNACT is a partner in the ERUDITE project.

Colm McColgan, General Manager with ERNACT believes that this type of an event presents a great opportunity for the north west region, “it is a great coup for the North West region to secure an event of this kind and we are delighted to have the opportunity to showcase the strong working relationship between both Donegal County Council and Derry City & Strabane District Council and to share with our counterparts in other European countries the impact that our own Innovation Centres and Digital Hubs have had on our region”.

The first day of the event was held in the Catalyst Inc Innovation Centre in Derry with the second day of the event being held in Áislann Ghaioth Dobhair. As well as hearing from experts the event was complemented with several site visits to top class innovation centres in the north west including the CoLab in Letterkenny and Áislann in Ghaioth Dobhair as well as the Catalyst Innovation Centre, C-TRIC, Eighty81 Hub and the Nerve Centre in Derry. Participants of this two-day event heard from other inspiring

Digital Innovation Hubs and models in Europe, ranging from business-oriented privately-owned initiatives (Ludgate), to university-led like the Maker labs network in Slovenia or socially oriented like the Lab Altobello in Venice (Italy). The event also allowed those attending to explore the vision for a Peripheral Digital Innovation Hubs Network that would work with other main Innovation Centres of Competence.

Source:

Anne Marie Conlon, Communications Officer, Donegal County Council, email: amconlon@donegalcoco.ie

People Strategy 2017-2020 and the Senior Public Service Leadership Development Strategy 2017-2020 launched

On Thursday, October 19th, 2017, the Minister for Finance and Public Expenditure and Reform, Paschal Donohoe TD, launched the People Strategy 2017-2020, <http://www.per.gov.ie/wp-content/uploads/people-strategy-for-the-civil-service-2017-2020.pdf> and the Senior Public Service Leadership Strategy 2017-2020, <http://www.per.gov.ie/wp-content/uploads/senior-public-service-leadership-development->

strategy-2017-2020.pdf in the Aviva Stadium, at the first of what is intended to be an annual People Management Conference for the civil service. The Civil Service People Strategy sets the overarching strategic HR agenda for the civil service to 2020. The Strategy builds on what has been achieved under the Civil Service Renewal Plan in terms of improving how civil servants work for and engage with the people to whom they deliver services. The fundamental aim of the Strategy is to create the right conditions to improve the capability and performance of all civil servants, and to create a high-performing civil service by focusing on four key strategic HR priorities shared by all Departments and Offices:

- **Be an employer of choice;**
 - **Build the workforce of the future; and**
 - **Build, support and value managers as people developers;**
- all of which are underpinned by
- **Positioning HR as a strategic driver.**

The Senior Public Service Leadership Development Strategy will support the People Strategy through providing a framework, within which initiatives to strengthen high performance, collaboration and continuous personal and professional development across the civil service leadership cohort are delivered. The Conference included sessions on “Excellence through our People” and “Enhancing Leadership Capability” which encapsulate the key aims of the Strategies, and which generated considerable debate among the speakers and attendees.

In launching the Strategies, Minister Donohoe underlined ‘both the People Strategy and the Senior Public Service Leadership Development Strategy are focused on ensuring that the civil service has the capacity and capability to meet the challenges facing us. They are a roadmap which will help us to build on achievements under the Renewal and Reform Programmes and develop a high performing Civil Service that delivers better services for the public.’ Robert Watt, Secretary-General of the

Department of Public Expenditure and Reform, who led the session on “Excellence through our People”, noted that: ‘The key resource of the Civil Service is our people. It is vital that all civil servants are supported to perform to the very best of their ability, that we attract people with the skills that we need to meet current and future challenges, who are from diverse backgrounds and with diverse life experiences so that we have a civil service that is sufficiently agile and innovative to effectively serve the State.’

For further information on the People Strategy, see: www.hr.per.gov.ie. For further information on the SPS, see: www.sps.gov.ie.

Source:

<http://www.per.gov.ie/en/minister-donohoe-launches-people-strategy-2017-2020-and-senior-public-service-leadership-development-strategy-2017-2020/>

ERNACT meeting in Donegal Town

Donegal County Council is a founding member of ERNACT which is a Europe wide network of regions. This network works collaboratively to ensure that it's regions and cities are well positioned to identify and respond to rapidly evolving innovation trends including smart cities, open public services and use of

digital technology in the low-carbon economy.

In mid-September, 2017, Leas Cathaoirleach Cllr Noel Jordan welcomed delegates from four European regions to the ERNACT Interregional Management Committee in Donegal Town. Cllr Jordan stated that he was delighted ERNACT had chosen to host their Interregional Management Committee meeting in Donegal Town and that the delegates were taking the time out of their busy schedule to visit and experience the spectacular scenery and hospitality of the Donegal Municipal District. Head of Information Systems with Donegal County Council Brian Boyle is the current chair of the ERNACT International Management Committee and believes that this type of network is essential for Donegal to enable the county to add value to the regions Digital agenda and smart specialisation plans. “ERNACT is currently implementing seven international projects across 35 European regions and cities. Being a core region within ERNACT provides Donegal with the opportunity to influence its policy and strategy, while at the same time engaging meaningfully with various regions on a project by project basis sharing learning and best practice and introducing innovative solutions to areas such as public service delivery, energy efficiency and enterprise development”.



Cllr Noel Jordan, Leas Cathaoirleach Donegal County Council with Cllr Niamh Kennedy, Cllr Rena Donaghey, Brian Boyle Head of Information Systems Donegal County Council and Colm McColgan, General Manager of ERNACT along with staff and delegates at the ERNACT Interregional Management Committee meeting held last week in Donegal Town Public Service Centre..

The meeting reviewed progress on the delivery of various EU funded programmes and proposals and scoped project concepts and proposals for the upcoming calls in the Atlantic, Northern Periphery and North West Europe programmes. Delegates from

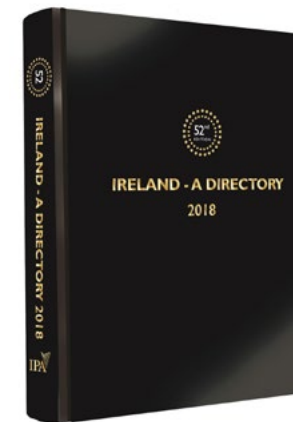
Vasternorrland in Sweden, Cantabria and San Sebastian in the North of Spain, West Romania and Derry City & Strabane District Council attended the meeting and representatives from South Ostrobothnia in Finland joined the meeting by Skype. ERNACT regions

include Newfoundland & Labrador, Canada, South Ostrobothnia, Finland, Donegal, West Romania, Banat Serbia, Cantabria, Spain, San Sebastián, Spain, Vasternorrlands, Sweden, Derry City & Strabane.

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British Irish Chamber of Commerce Infrastructure Committee Publishes Policy Paper on Brexit

On Friday, November 10th, 2017, the British Irish Chamber of Commerce Infrastructure Committee published a policy paper that assesses the challenges and opportunities that Brexit presents to the sector. The Committee, chaired by Sean Finlay, Director, Business Development at Geoscience Ireland, makes a series of recommendations – including investment in port infrastructure and transport links; prioritisation of the roll out of the National Broadband Plan; and the establishment of a formal UK-Ireland Transport and Infrastructure Forum to address areas of mutual concern in light of Brexit. The report, which has been published today is available to read here at: <http://www.britishirishchamber.com/wp-content/uploads/2017/11/infrastructure-policy-paper-final-nov2017.pdf>

An article on the Report's recommendations is available here: <https://www.independent.ie/business/brexit/truckers-to-face-9km-tailbacks-at-dublin-port-after-brexit-36306545.html>

Source:

Catherine Coffey, British-Irish Chamber of Commerce, <http://www.britishirishchamber.com/2017/11/10/infrastructure-committee-publishes-policy-paper/>

Launch of New online Corporate Social Responsibility (CSR) platform, created by the American Chamber of Commerce

According to research carried out by the Chamber in 2016, over 7,300 community projects are supported by US companies in Ireland.

The CSR platform aims to highlight the CSR work being carried out around the country and to promote best practice and knowledge-sharing in this

space. It also contains an innovative social impact activity wall that allows American Chamber member companies to showcase in real time a whole range of innovative social impact programmes as well as testimonials from companies and their Irish charity partners. Companies can access the portal on the www.Amcham.ie/socialimpact website and also using the hashtag #AmCham4Impact.

At the launch, the Tánaiste was joined at the event by a number of Irish based US EMEA companies including Dropbox, Accenture, Intel and representatives from the American Chamber to launch the new platform at the offices of Workday in Dublin. The Tánaiste and Minister for Business, Enterprise and Innovation Frances Fitzgerald TD congratulated the American Chamber of Commerce Ireland on their new online CSR platform which will showcase the valuable contribution social impact programmes make to improving lives across Ireland. She stated that “Recently, I set out the Government’s National Plan on CSR encouraging organisations to put responsible business practice at the heart of their business strategy. It is now important we move ahead and promote more collaboration among enterprises to fulfil our ambition to make Ireland a global centre of excellence for CSR. I welcome the thought leadership provided by the American Chamber membership in this space with initiative like this. It helps to build a more inclusive Ireland; to make Ireland a better place in which to do business, and benefit local communities and the environment.”

Mark Redmond, American Chamber CEO stated that “using this platform, Chamber members will be able to highlight their Social Impact and CSR programmes to broaden awareness of action and impact. Many Chamber members already play a crucial role in this area, from the STEM programmes in schools right through to supporting training schemes, and promoting upskilling and access back into the workforce. This platform is the next step on the pathway to more collaboration.”

Source:

Conor Neylan, Communications Manager, American Chamber of Commerce Ireland, email c.neylan@amcham.ie <http://www.amcham.ie/news/news-room/an-tanaiste-launches-new-online-csr-platform-creat.aspx>

Launch of the Open Data Engagement Fund 2017-18

At the beginning of October, Patrick O’Donovan T.D., Minister of State for Public Procurement, Open Government and eGovernment at the Department of Public Expenditure and Reform and the Department of Finance, announced details of the 2017/2018 Open Data Engagement Fund.

The Open Data Engagement Fund (a fund of €30,000), has been developed in conjunction with the Open Data Governance Board (ODGB) (<https://data.gov.ie/resources/open-data-governance-board>), which was established in 2015 to provide leadership in implementing Ireland’s Open Data Initiative. This is a competitive fund designed to provide support towards promoting the use of open data on the national Open Data portal (<https://data.gov.ie/data>) The portal currently links to some 5,400 public service datasets in open format.

The challenge of building more open, transparent and accountable public governance in Ireland is a key objective in the Irish Public Service and progress is being achieved through a range of reform initiatives. The Open Data Initiative (<http://www.per.gov.ie/en/open-data/>) is a key part of these reform activities. The concept of Open Data is about making data held by public bodies available and easily accessible online for reuse and redistribution. This initiative is closely aligned with the Public Service Reform Programme, the eGovernment Strategy, the Civil Service Renewal Plan and the proposed National Data Infrastructure. Internationally, it is a core element of the EU-wide approach to the “Re-Use of Public Sector Information”, which has been transposed by Ireland. It is also central to Ireland’s participation in the Open Government Partnership (OGP).

Since the onset of the Open Data initiative in 2014 significant progress has been made. The national portal (<https://data.gov.ie/data>) is in place and currently links to some 5,400 government datasets in open format from some 100 publishers. Now that there are a significant number of datasets available for reuse, and as set out in the national Open Data Strategy 2017-2022 ([https://data.gov.ie/sites/default/files/files/final_strategy_online_version\(1\).pdf](https://data.gov.ie/sites/default/files/files/final_strategy_online_version(1).pdf)) the Open Data Governance Board is concentrating on promoting the use of the data, and the competitive Open Data Engagement fund is an innovative way to achieve this. This is the second year of the fund, and it is designed to provide support for improving the availability and usage of data on the national open data portal (<https://data.gov.ie/data>).

Applications can be made for funding to support a variety of Open Data-related activities. These include the organisation of outreach and engagement activities (for example, seminars, competitions and hackathons), the building of applications and development of visualisations to demonstrate the use that can be made of open data, or specific research on open government datasets, with a view to arriving at outcomes that help create efficiencies in the public service or assist in government decision-making.

In welcoming the announcement, Minister of State O’Donovan outlined that ‘promoting use of the data on the open data portal (<https://data.gov.ie/data>) is a key theme in the national Open Data Strategy 2017-2022, that was launched in July this year. Our vision is for Ireland to become a leader in Open Data. Opening up government data provides new opportunities for research, innovation, engagement and greater efficiency for all sectors of the economy.’ ([https://data.gov.ie/sites/default/files/files/final_strategy_online_version\(1\).pdf](https://data.gov.ie/sites/default/files/files/final_strategy_online_version(1).pdf))

Details of the Fund are available here: <http://www.per.gov.ie/wp-content/uploads/final-open-data-engagement-fund.pdf> The application form is

available here: <http://www.per.gov.ie/wp-content/uploads/application-for-funding-under-the-open-data-engagement-fund-1.docx> Applications can be made by any organisation or individual. This includes, inter alia, a public body, business, research body, educational body, and civil society group. Successful applicants will report on their activity (for example via a blog post) and where applicable, will be required to have their project developed into a showcase (<https://data.gov.ie/showcase>) for promotion of the open data initiative or other promotional activity as determined by the Open Data Governance Board.

Source:

<http://www.per.gov.ie/en/launch-of-open-data-engagement-fund-20172018/>

GSI, SFI and the Marine Institute announce €2m for marine geoscience research on tsunami threat and Irish corals

On Thursday, September 21st, 2017, new research projects were launched, funded under Science Foundation Ireland’s Investigators Programme awards. This year, the awards include two projects co-funded by SFI, Geological Survey Ireland (GSI) and the Marine Institute (MI), looking at new cutting technologies and methodologies to study the deep seabed including tsunami threat and climate change impacts on our cold water corals.

The two projects build on existing Irish Government investment in INFOMAR seabed mapping and SFI co-funded marine equipment. Prof. Andy Wheeler (University College Cork) will use the latest robotic technology of the MI’s Holland I to study Ireland’s coldwater corals including how they may be affected by climate change. Prof. Sergei Lebedev (Dublin Institute for Advanced Studies) will use Ocean Bottom Seismometers (OBS), sensors placed at water depths of up to several kilometres, to look deep into our offshore geology and also monitor our ocean processes

including potential tsunami generating landslides.

Koen Verbruggen, Director, Geological Survey Ireland outlined that “Ireland’s offshore territory is ten times the size of our land and we continue to learn more about its geology and processes and how this impacts our lives. Through programmes like the INFOMAR seabed mapping project we are constantly improving the maps and images, however, these new research projects will help us further understand the continental crust and seafloor and how they form and influence our natural resources, habitats and ocean dynamics.” Minister for Natural Resources, Seán Kyne T.D. stated that “it is reassuring to see some of our leading scientific researchers developing new knowledge and supporting our marine based economies through projects such as these. It is essential that we carefully manage all our natural resources, including those in the marine area. However, to do this we need to better understand the natural processes affecting such environments. This will allow us to plan for our future, both in terms of sustainability and mitigating potential hazards.”

Both projects will use data collected by the Geological Survey Ireland and Marine Institute as part of the INFOMAR marine mapping programme which is funded by the Department of Communications, Climate Action and Environment. This data and related products are freely available online: <http://www.infomar.ie/data/RealMaps.php>

Prof. Wheeler (UCC): Mapping, Modelling and Monitoring Key Processes and Controls on Cold-water Coral Habitats in Submarine Canyons

The Irish Porcupine Bank Canyon supports deep-water coral reefs that will be studied using advanced robotic technology and novel 3D visualisation tools. The project will explore and monitor the canyon and define seabed processes that dictate where corals occur

and their sensitivity to climate change and fisheries/oil industry impacts. The aim is to make recommendations for sustainable responsible fisheries and hydrocarbon activity and for effective management during climate change.

Prof. Lebedev (DIAS): **Structure, evolution and seismic hazard of the Irish offshore: An investigation using the first broadband, ocean-bottom seismometer deployment offshore Ireland**

The Irish underwater territory contains vast natural resources but also hazards: Ireland's offshore earthquakes are its largest and can trigger undersea landslides, causing tsunamis. This project will deploy, for the first time, a cluster of ocean-bottom, broadband seismometers offshore Ireland. Together with existing onshore seismometers, the entire Irish territory will be monitored. The unique new data will yield important insights into geological processes, the origins of the volcanism that formed the Giant's Causeway and other geological landmarks, the offshore-seismicity distribution and hazard, and the development of conventional and geothermal energy resources.

For further information please contact: Aoife Braiden, Research Manager, Geological Survey Ireland, email: aoife.braiden@gsi.ie

For further information on the SFI Investigators Programme, see: <http://www.sfi.ie/funding/funding-calls/sfi-investigators-programme/>

Source:

<http://www.per.gov.ie/en/launch-of-open-data-engagement-fund-20172018/>

Clare Economic Advisory Group's response to the draft National Planning Framework

Some of Clare's leading figures and organisations in the areas of business, tourism, education and Local Government have outlined their shared

vision for the economic development of the County in the context of the draft National Planning Framework (NPF). The newly established Clare Economic Advisory Group met on Wednesday, 01 November 2017 to discuss the Government plan and to consider the county's role in future regional development. Clare County Council's Elected Members also attended a briefing on the Draft National Planning Framework (NPF) at Áras Contae an Chláir in Ennis.

Along the key targets outlined by the Group, which includes representatives of Clare County Council, LIT, UL, IDA Ireland, Enterprise Ireland, Shannon Group and private enterprise, **is the expansion of the Clare campus of the University of Limerick, the development of a conference centre within the county, securing Shannon Airport as the designated airport for the Wild Atlantic Way, and promoting indigenous industry in rural areas.**

The Clare Economic Advisory Group has agreed the following critical success factors ahead of preparing an Economic Development Strategy for Clare.

SHANNON

- Expanded role for Shannon International Airport as part of the National Aviation Policy.
- Build momentum for the International Aviation Services Centre (IASC).
- Secure redevelopment of land bank at Shannon.
- Drive the airport status as the designated airport for the Wild Atlantic Way.

SHANNON ESTUARY

- Secure the development of the zoned sites in Clare for marine related industry.
- Engage and collaborate with partners to deliver on the wider potential of the Shannon Estuary.

UNIVERSITY OF LIMERICK - CLARE CAMPUS

- Secure the designation of a strategic development zone for the Clare

- Campus lands.
- Progress the development of the Erina Canal and the delivery of the Limerick Northern Distributor Route (LNDR) as part of the overall development.
- Engage with educational institutions to deliver a co-located campus in Clare providing academic and enterprise facilities.

TOURISM AND THE WILD ATLANTIC WAY

- Maximise the benefit of the Wild Atlantic Way including the development of loops off the main route;
- Secure the development of new tourism product including the development of a Conference Centre within the county;
- Through partnership with Shannon International Airport, undertake co-operative marketing and promotion to increase the number of visitors to the county.

RURAL ECONOMY

- Attract and avail of opportunities in the renewable energy sector to deliver new industry to rural areas.
- Promote the attractiveness of rural areas for quality of life and indigenous industry.

ENNIS

- Identify strategic sites and secure their development.
- Assess the retail offer and identify the retail and commercial opportunities that exist.

Speaking on behalf of members, Group Chairperson and Chief Executive of Clare County Council Pat Dowling expressed concern that the draft NPF "does little to redress the existing economic imbalance across the country and in its current form, will undermine future investment in County Clare and the wider region." Mr. Dowling, who also is Chair of the Mid West Chief Executive's Group, confirmed that the Mid West Region's three local authorities would shortly be making a joint submission to Government stressing the need for the NPF to correct economic

imbalances across the island. He explained, "The members of the Clare Economic Advisory Group are conscious of the important role that Clare has to play in the future development of the wider region and of the country. In order to fulfil such a role however, Clare must develop and implement an ambitious Economic Strategy that seeks to maximise the county's economic assets which include the Shannon Free Zone and Shannon International Airport, University of Limerick - Clare Campus, the Shannon Estuary, Wild Atlantic Way and its tourist attractions." Mr. Dowling continued, "This Strategy must also ensure Ennis and Shannon continue to develop their drive for economic growth in Clare and the region, facilitate the diversification of the county's rural economy and encourage micro-enterprise activity, and ensure the benefits of economic growth and prosperity are spread to all parts of the county considering projected increases in our population. Through its implementation of the Strategy, the Clare Economic Advisory Group also will support the marketing of Clare as an economic destination to communicate compelling messages to attract jobs and future investment" Furthermore, Mr. Dowling emphasised that "collaboration is key to success. The recently launched Clare Rural Development Strategy underlines the positive impact of agencies and communities working together and it is important that this model of partnership is instilled in our efforts to develop and implement an Economic Strategy for County Clare."

Source:

Mark Dunphy, Communications Officer, Corporate Services Department, Clare County Council, email: mdunphy@clarecoco.ie

Clare County Council eyes large-scale Data Centre developments for Clare

Clare County Council is seeking expressions of interest from landowners, companies and developers who own or can identify sites which will support the development of one or more large scale

Data Centres in County Clare by 2023. The call has been issued by the Local Authority's Economic Development Directorate which has already identified a number of potential sites which could support Data Centre projects, including in Ennis, Scarriff, Clarecastle and Shannon. Clare County Council says it is seeking to identify additional sites or properties with land-banks of up to 50 acres in size and which should be easily developable with the potential for future expansion possibilities.

"With a newly adopted statutory land-use and economic Clare County Development Plan up to 2023, Clare County Council is seeking through its economic promotion and infrastructural development remit, companies and partners to identify sites which could credibly support the needs of such projects of scale and deliver one or a number data centres," explained Pat Dowling, Chief Executive of Clare County Council. Mr. Dowling underlined that Clare's wealth of natural resources, geographic and infrastructural advantages and significant number of developable land-banks 'uniquely positions the county as a prime location' for the development of data centres. He explained, "An overall net producer of electricity, County Clare with its cool temperate climate, located on the Atlantic Seaboard and Shannon Estuary has a secure, uninterrupted and renewable energy supply and is Ireland's leader in low carbon and renewable energy generation. With access to talent of half a million people within a 1-hour commute and a highly-educated workforce, the County has a long track record as a location for global business. Clare is home to the world's leading companies, all of which have been attracted to the area by the exceptional pro-business environment, direct access to EU markets and fibre optic connectivity to the US and the rest of Europe." Similarly, Brian McCarthy, Acting Director of Economic Development, stated "through the preparation and adoption of the Clare County Development Plan 2017-2023 the Local Authority has a remit to secure its economic and land use objectives based on a strategic planning framework. By facilitating, coordinating and encouraging the development

and delivery of a range of physical and economic infrastructure, including Data Centres, Clare County Council is a key driver of economic development and competitiveness in Clare, the Mid West Region and Ireland." Commenting on the Expressions of Interest process, Mr. McCarthy stated that "once the sites are identified the company or partner will be required to identify and market the sites and potential opportunities to global companies and data centre clients. The outcome is the entering into a joint venture through partnership with Clare County Council and other stakeholders, and crucially the delivery of a Data Centre in County Clare before 2023."

The Call for Expressions of Interest from landowners and developers has been advertised on the eTenders website, www.etenders.gov.ie. The closing date for receipt of Expressions of Interest is Friday 19th January 2018.

Source:

Mark Dunphy, Communications Officer, Corporate Services Department, Clare County Council, email: mdunphy@clarecoco.ie

European Investment Bank: Country and sector-specific initiatives

The European Investment Bank provide targeted financial solutions to assist EU and Accession countries to develop their risk capital markets and to foster the regional SMEs lending sector. It aims to identify and address market failures and are committed to providing support to SMEs in less developed regions across the EU. Striving to respond to the particular needs of specific regions in Europe, the EIF is involved in a number of initiatives to promote regional business development and to use its expertise and experience to create market impact through local implementation of financial instruments.

EIF has been promoting regional development and EU cohesion policy through:

- JEREMIE (Joint European Resources for Micro to Medium Enterprises, http://www.eif.org/what_we_do/resources/jeremie/index.htm)

- Country and sector specific initiatives, http://www.eif.org/what_we_do/resources/funds_of_funds/index.htm

Going forward, EIF intends to expand its regional development activity capitalising on the experience acquired through its involvement in the management of financial engineered instruments co-financed by Structural Funds and fund-of-funds managers and through strategic partnerships established during the programming period 2007-2013. EIF will also intensify partnerships with national promotional institutions to collectively develop and deliver effective financing solutions for European SMEs.

Currently, under the programming period 2014-2020, EIF is managing the SME initiative http://www.eif.org/what_we_do/guarantees/sme_initiatives/index.htm blending European Structural & Financial Instruments (ESIF) resources and the centralised EU guarantee budget to support lending to SMEs.

European Fund for Strategic Investments (EFSI): Boosting jobs and growth

European Fund for Strategic Investments (EFSI) is an initiative launched jointly by the EIB Group – European Investment Bank (EIB) <http://www.eib.org/efsi/index.htm> and EIF – the European Commission to help overcome the current investment gap in the EU by mobilising private financing for strategic investments. EFSI is one of the three pillars of the Investment Plan for Europe, that aims to revive investment in strategic projects around Europe to ensure that money reaches the real economy. http://ec.europa.eu/priorities/jobs-growth-investment-plan/index_en.htm

EFSI should unlock additional investment of at least EUR 315 billion over a three year period. EFSI is a EUR 16

billion guarantee from the EU budget, complemented by a EUR 5 billion allocation of the EIB's own capital.

EFSI has two components to support projects with wide sector eligibility:

1. the **Infrastructure and Innovation Window**, deployed through the EIB, and
2. the **SME Window**, implemented through EIF. The financial instruments used for the purposes of the EFSI SME Window are mainly guarantees and equity investments.

EFSI has its own dedicated governance structure which has been set in place to ensure that investments made under EFSI remain focused on the specific objective of addressing the market failure in risk-taking which hinders investment in Europe. In doing so, EFSI is increasing the volume of higher risk projects supported by the EIB Group.

Read how to apply for EFSI financing, http://www.eif.org/what_we_do/efsi/how_to_apply_for_efsi_financing/index.htm

How does EIF contribute to EFSI?

As part of the EIB Group, EIF is committed to the implementation of EFSI. The investment volume expected to be triggered under the EFSI SME Window by summer 2018 amounts to EUR 75bn. This entails an estimated fifteen-fold leverage, meaning that every EUR 1 guaranteed by EIF would generate EUR 15 of investment in the real economy, at the level of SMEs and mid-caps. Year-end 2015 results lend support to the accuracy of this initial prudent estimate. EIF is delivering impressive results in favour of smaller businesses as part of the Investment Plan for Europe.

The resources under EFSI are enabling EIF to deploy its existing support for SMEs at a higher and faster rate than initially anticipated and to increase

its response to a very strong market demand. Initial EFSI resources under the SME Window are used to accelerate and enhance the deployment of existing EU flagship programmes - COSME and InnovFin - which EIF manages on behalf of the European Commission and to significantly increase by EUR 2.5bn the Risk Capital Resources (RCR) http://www.eif.org/what_we_do/resources/rcr/index.htm mandate for equity investments, which EIB has entrusted to EIF.

Through the EIF-NPI Equity Investment Platform, a non-binding governance framework http://www.eif.org/what_we_do/equity/mpi/index.htm, EIF offers the possibility for National Promotional Institutions (NPIs) to match the total budget of investments under the EFSI SME Window on a 1:1 basis. In addition, through the EIF-NPI Securitisation Initiative (ENSI) http://www.eif.org/what_we_do/guarantees/ensi/index.htm - a cooperation and risk sharing platform with several NPIs - EIF aims at providing more funding to SMEs by revitalizing the SME Securitisation market while catalysing resources from the private sector. These initiatives are an opportunity for EIF and NPIs to establish a closer, more coordinated operational interaction, reflecting the spirit of EFSI aiming to achieve a much wider outreach in support of SMEs. Under EFSI, EIF is now implementing a new set of equity financial instruments to support more vulnerable entities within the EU ecosystem, encompassing micro, small and medium enterprises, social enterprises, social sector organisations and small mid-caps, in specific EU policy areas.

Read more about EFSI equity at: http://www.eif.org/what_we_do/equity/efsi/index.htm

Source:

<http://www.eif.org/>

Palgrave Executive Politics and Governance series Public Sector Reform in Ireland: Countering Crisis

In September 2017, the latest edition to the Palgrave Executive Politics and Governance series Public Sector Reform in Ireland: Countering Crisis by Dr Muiris MacCarthaigh of Queen's University Belfast was launched. The launch took place in the Royal Irish Academy, Dawson Street, Dublin 2, on Friday 8th September at 5.30 p.m. The book was launched by Professor Walter Kickert, Professor of Public Management at the Department of Public Administration, Erasmus

University Rotterdam. The event was also be addressed by the Minister for Finance and Public Expenditure and Reform Paschal Donohoe T.D., Secretary-General at the Department of Public Expenditure and Reform Robert Watt, and former Minister for Public Expenditure and Reform, Brendan Howlin T.D.

Public Sector Reform in Ireland: Countering Crisis is based on a two year Research Fellowship which sought to

capture the creation of the Department of Public Expenditure and Reform following the 2011 General Election, and to study the development and implementation of its wide-ranging reform agenda during that period.

Chapter themes include: shrinking the Irish state; renegotiating the political-administrative bargain; expenditure reforms; administrative culture reforms; and political reforms.

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Public Sector Reform in Ireland: Countering Crisis

Series: Executive Politics and Governance

- Provides unique 'insider' insights on public sector reform by giving a voice to those charged with reform implementation
- Captures a wide range of reform initiatives, and presents them in thematic perspective
- Contributes to international literatures on executive politics, public sector reform, and cutback management
- In-depth examination of how public sector reform played an essential role in the Irish state's response to the global financial crisis

This book provides a thematic case-study analysis of the wide-ranging public sector reforms introduced in one of the states most deeply affected by the global financial crisis: the Republic of Ireland. It presents a timely and apposite examination of how a crisis can be used to overcome barriers and facilitate new reform agendas. The study draws upon unique insider access to the centre of Irish government, as well as interviews with over 60 key figures, to examine the implementation of those reforms over the 2011-16 period. The book opens with a contextual analysis of the creation of the Department of Public Expenditure and Reform. Subsequent chapters explore the process of shrinking the Irish state, renegotiating the political-administrative bargain, expenditure reforms, administrative culture reforms, and political reforms. This rich 'in action' study of a reform agenda undertaken during a period of crisis will appeal not only to students of executive politics, cutback management and public sector reform, but also to practitioners seeking to implement administrative reforms.

'This well-crafted book offers a 'thick' description of how the Irish state manufactured and delivered its administrative reforms after the 2008 financial crisis. It provides an invaluable exploration of how domestic and international influences shaped new thinking on issues such as shrinking the state, reforming public service employment, cutting expenditure, developing performance reforms and transparency initiatives.'
- Philippe Bezes, Centre for European Studies, Science Po, France

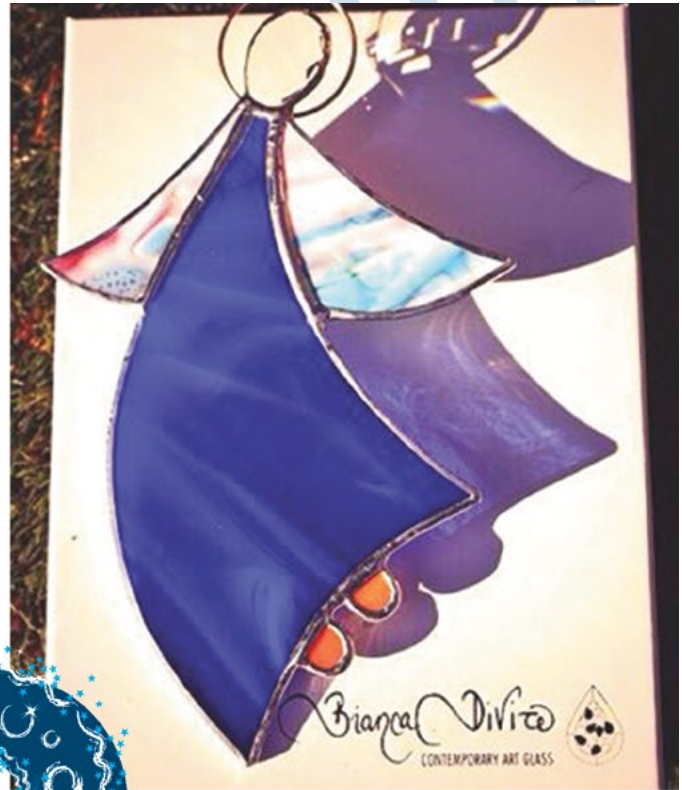
'This masterly and insightful analysis addresses the policy choices faced by the Irish government as it sought to undertake substantial public administration reforms in the midst of the global financial crisis. Both practitioners and scholars will benefit from reading this account of reform in action - not only in Ireland but also on a global scale.'
- Tiina Randma-Liiv, Tallinn University of Technology, Estonia, and Walter Kickert, Erasmus University Rotterdam, the Netherlands

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Happy Christmas and
a Healthy, Happy and
Prosperous 2018 for
you and your
families.**



We are always interested in your views, so if you have any comments, suggestions or ideas for topics that we should address in future issues, please do not hesitate to let us know. **Local Authority Times** is also published on the IPA website: www.ipa.ie

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