



Do we need a legal framework to stimulate civic engagement?

The operation of the Public Participation Network in Dún Laoghaire Rathdown

Case study linked to the CHANGE! study visit held in Dún Laoghaire Rathdown, Ireland, on 23-24 January, 2018

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“ *In his many years of working with communities Dave has learned that he must knock on each door to ask people directly, face to face, whether they can see opportunities for improving their local area and whether they would be willing to come to a meeting to discuss ideas. It is often only through personal, face to face contact that residents develop the level of trust required to get them out of the safety of their homes and into a public meeting.* ”

Dave Lawless, project coordinator at Dún Laoghaire Rathdown County Council (quote from the Placemaking Fo(u)r Cities URBACT Transfer Network Baseline Study)



1. How can we keep collaboration at the centre of policy agenda? - why CHANGE! partner cities met in Dún Laoghaire Rathdown

How does transparency, democratic engagement and evidence support the above goal? During the last study visit in Dún Laoghaire Rathdown, CHANGE! partner cities explored the above question through the last stage of the Collaborative Framework entitled as accountability, with a specific focus on engagement.

Dún Laoghaire Rathdown County (approximately 207 000 inhabitants) is one of the four constituent parts of the Dublin Region in its southern part. Dún Laoghaire Rathdown is the smallest, yet one of the most active counties in Ireland. This is because Dún Laoghaire Rathdown is a good place to live: it is close to green spaces, mountains and the sea, as well as to Dublin city centre. Thanks to this, the county is relatively wealthy in Irish context, its inhabitants are more educated than the county' average, and last but not least, the territory's infrastructure is geographically balanced, meaning that, for example, an event organised in the city centre is easily accessible for the majority of the population. Besides the above facts, the strong Irish "partnership culture", the high level of institutional trust and the country's longstanding traditions in volunteering make Dún Laoghaire Rathdown an ideal place to study how community engagement works.

Indeed there are many strong local community and volunteering actions in Dún Laoghaire Rathdown, providing great platform to unlock collaborative capacity in or alongside public services. But on the other side there is a new top-down structure in Ireland aiming to facilitate the participation and representation of communities on decision making bodies. This new structure to mobilise community engagement is the Public Participation Network (PPN), an organisation which all Irish local authorities are now required to establish, as specified in the Local Government Reform Act 2014. PPN has three pillars: social inclusion, community development and volunteering, and environmental issues. When a local authority in Ireland requires community, voluntary, social inclusion or environmental representation on a board or committee, they must source that via the PPN. The PPN is thus the new main link through which the local authority connects with these groups, in addition to usual consultation processes carried out by the local authority. Therefore, similar to all local authorities in Ireland, PPN is an important structure in Dún Laoghaire Rathdown when talking about community engagement. The CHANGE! partner cities in Dún Laoghaire Rathdown analysed some practical initiatives highlighting how engagement works in public services, but they also faced the crucial question how to foster such a sensitive issue like generating community engagement by a top-down structure. In times when even personal sacrifices are much needed to tackle burning societal issues, it seems an important and relevant question.... But is it possible at all to urge such a complex process and force out engagement? Is it indeed needed or should we even knock on doors as well to foster and maintain the level of engagement? Whether PPN as such is an effective tool to stimulate and maintain the level of civic engagement?





2. Community engagement in public services:
some examples from Dún Laoghaire Rathdown

The value of public services is realized when the end-users meet the system, so the front line officer. This is why engagement of residents is a crucial topic when speaking about collaborative public services. The problem is that *“too often engagement is seen as an add-on”* (Kippin, 2015), a nice-to-have policy. How can we make residents indeed interested in engagement and how can we foster and maintain the level of engagement?

This is not just a theoretical question related to collaborative public services, but the most burning issue in – for example - smart city strategies too. Almost all conferences on smart cities, even on the highest professional level end up with the same question: technology is ready to make urban life smarter, finances are also available in most of the cases, but how to foster engagement in all levels of the public administration to mobilise smart people, especially if human beings are indeed social animals.

At a minimum, active engagement in collaborative services means that people are willing to give up their time to contribute to a debate about ways in which their services can be improved. At best people will take charge of the planning and co-creation of services. Yet just asking citizens to give up time and contribute to a debate trends to be difficult, even for a „more advanced” city who can draw on a deep culture of community engagement, resources and strategic commitments towards this goal.

Engagement is the alpha and the omega in collaborative public policies. CHANGE! partner cities went to Dún Laoghaire Rathdown as there are many strong local community and volunteering actions there (see the ones below we visited), but also to see what steps the council made to engage citizens in various fields and discuss how bottom-up initiatives and top-down structures reinforce each other.

2.1. Age Friendly City

The municipality’s Age Friendly Strategy (www.dlrcoco.ie/agefriendlycounty) is in line with the objectives of Age Friendly Ireland, which was established to coordinate Age Friendly Cities and Counties Programme according to the WHO principles. As Dún Laoghaire Rathdown has the largest oldest population in the country, with 15.9% people over 65 in 2016 compared to 13.3% nationally, the county council has been very active on this field since 2013. The local strategy, truly co-designed with elderly and approved by elderly organisations, is coordinated by the county council, while programmes and actions are run by effective city- and county-based



partnerships, involving senior decision-makers from public, commercial and not-for-profit organizations. In line with the national strategy, through an Older People's Council set up in each participating local authority area, older people exercise a strong, guiding influence on age-friendly local development. The local strategy consists of many innovative methods and approaches, such as Good Morning Service (morning call by volunteers to old people), the Petal Project, which is about displaying of a small sticker with the Age Friendly Petal logo on buildings providing a discreet message to older people that clean and accessible toilet facilities are available without fuss, or more complex ones like Downsizing Schemes, in which the council facilitates older people to change their big flats to smaller ones.

The strategy is built on 9 thematic fields: 1.Outdoor Spaces & Buildings; 2.Transportation; 3.Housing; 4.Social Participation; 5.Respect & Social Inclusion; 6.Civic Participation & Employment; 7.Community Information; 8.Community Support & Health Services and 9.Safety & Security. Among future plans there are initiatives targeting key members of the society to have a proper view about the concept of the age-friendly city (e.g. Age Friendly Business Workshops & Training; Age Friendly Training for frontline staff; Walkability Audits).

Active ageing is a more and more popular collaborative policy across Europe, and Dún Laoghaire Rathdown's well-prepared strategy is worth to check by any municipalities elaborating active ageing policies.

Before & After



2.2. Estate Management Programme

The Estate Management Programme (www.dlrem.ie) was launched as a pilot initiative in 1998, as part of the local government modernisation process, which acknowledged the needs for the citizens to be engaged in decisions that affected their lives and those of their communities. Estate Management began working with four local authority estates in 1999 and has expanded over the past decade to include 12 estates. Dún Laoghaire Rathdown County Council has been proud to

work and resource communities to improve their environment for themselves and their families. They have achieved this through the commitment of the Community Section, working with residents using community development principles aimed at encouraging and promoting ownership and engagement in their own areas. Volunteers representing the 12 estates participating in estate management make up the Fora Committee. The Committee meets regularly to discuss ideas and proposals and council representatives attend the meetings in order to hear the views. Training opportunities for volunteers are provided annually.

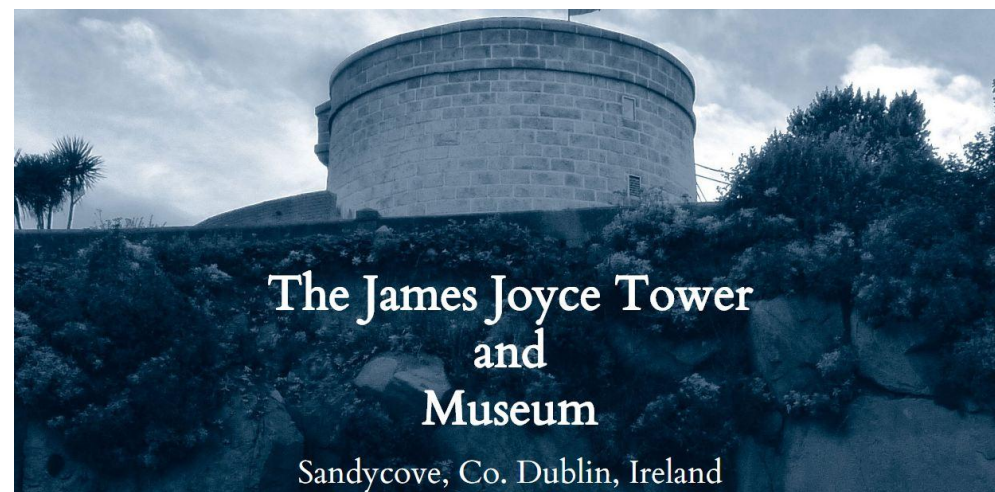
The process is residents-led: their needs are identified through regular consultations. Then a service plan is drawn up, supported by staff from Community Development Section. There are monthly meetings related to the work and other agencies are involved when need arises. Although the program is rather successful, one of the key challenges is the low level of resident involvement in some areas, lack of „new blood” and new ideas.

The core question regarding this fantastic programme is upscaling and accelerating: whether it is possible to adapt this initiative with such a long tradition to other areas, and based on its success whether it is possible to mobilise residents in other thematic fields (support for young people, etc.) alongside other branches of public services.

2.3. James Joyce Tower and Museum

This is a typical example of community assets reclaimed back by the community. Due to austerity measures, in 2012 Dún Laoghaire Rathdown County Council decided to close the iconic James Joyce Tower and Museum operating in a former Martello tower on the picturesque coastline. This is a small, but iconic museum as the first paragraphs of the Ulysses take place here. Although the original plan was not to completely close it, but to open the museum only upon request, the local community organised itself and now the entire operation is done by volunteers, while maintenance costs are still paid by the council. The process generated a win-win-win situation: the asset is still working, most likely on a higher professional level as the James Joyce Tower some years ago got the “best voluntary programme” award in Ireland, while the community spirit has increased as well.

The core question here is how to manage such a process by a municipality in cases when the asset is not so iconic. How to mobilise and empower less interested local people, enabling them to reclaim back a public assets?



2.4. Parkrun in Dún Laoghaire Rathdown

Parkrun is an international movement offering free, weekly, 5 km run for all, organised by volunteers for the local community to promote healthy lifestyle (there is also a junior Parkrun event – see the pictures). The main aim of the movement is to help to break down the barriers to physical activity. It is completely based on participation, the county council pays the yearly registration on parkrun.com and assists the volunteers to organise the events (e.g. permission, etc.).


What we Celebrate.... everything Smiles, Volunteers, community, milestones



Sport is a great tool to change lives and communities and a municipality can facilitate the process enabling all residents including disadvantaged communities to meet sports on streets. Dún Laoghaire' County Sports Participation Strategy 2013-2017 (www.dlrsportspartnership.ie) is a great example. This interagency plan, also coordinated by the county council, aims at maximising available resources to increase the participation in physical activity and sport in Dún Laoghaire Rathdown. The whole strategy is guided by the local Sport Partnership. This strategy is about making people active, giving them the opportunity to be fit, as well as raising awareness. The county council coordinates the network of local, mainly volunteer-led sport organisations, provides information and education for volunteers, runs some specific projects and organises networking events.

It is worth mentioning at this point the StreetGames charity in the UK (www.streetgames.org) which was set up by half a dozen organizers of neighbourhood sports projects. In 2005 they came together to make sport more widely available for disadvantaged young people and to maximize the power of sport to change young lives and to change disadvantaged communities

3. Invitation is stronger than intervention: we need systems to make collaboration work



I heard it through the grape
Vine...
These vines have been planted on
our sunniest, south facing slope.
There are both wine and eating
varieties but all have been selected
as they grow well in cool climates.

During the different study visits organised within the CHANGE! network partner cities have so far analysed many different institutionalised top-down systems around the Collaborative Framework with the aim to stimulate collaboration (just to name a few):

- Regarding *insight* we saw how Community Organisers in the UK, the WeEindhoven model in the Netherlands or round-tables in Forli, Italy try to get more proper insight of what local people really need by knocking the doors and start public service reform at the kitchen table in an informal way and through a truly equal role.
- We analysed how Cities of Service requires a comprehensive *co-design* of public services in the frame of a service plan, focusing on high impact areas through meaningful partnerships and cross-sector collaboration. We also saw how Gdansk puts the end-user into the centre of the *design process* through Local Participatory Public Policy Creation and Implementation.
- We also learnt from SPICE Time Credits that *incentivising* local people to collaborate makes a sense and it is possible to install such a collaborative tool by using a central model.
- Regarding *resources* we got to know the Centre for Social Action Innovation Fund at Nesta, London which is an institute to accelerate people-helping-people initiatives across the UK.
- CHANGE! partner cities are also familiar with Co-operative Councils Innovation Network which has committed to putting *engagement* and *democracy* at the heart of their public service reform strategy. These councils are attempting to reshape commissioning and service provision through engaging more meaningfully with the community to co-design the services they receive.
- Last but not least, we visited the Centre for Innovation in Aarhus efficiently stimulating and prototyping public service *innovation* within the organisation.

Along with the elaboration of the Local Economic and Community Plan (as the result of the Local Government Reform Act in 2014 each council has to prepare such a document – LECP - listing all municipal action with community focus) Dún Laoghaire Rathdown County Council has lastly developed two systems to better monitor and measure impact of community actions and also to provide transparency. One of them is an online tool linked to the LECP, asking all community action owners clearly stated in the LECP to quarterly monitor the progress on this platform. The second one is the Economic and Community Monitor. It is a free website created by an external company on behalf of the council, aiming to measure territorial impact along 15 themes in the county (it collects and unifies different data sources).

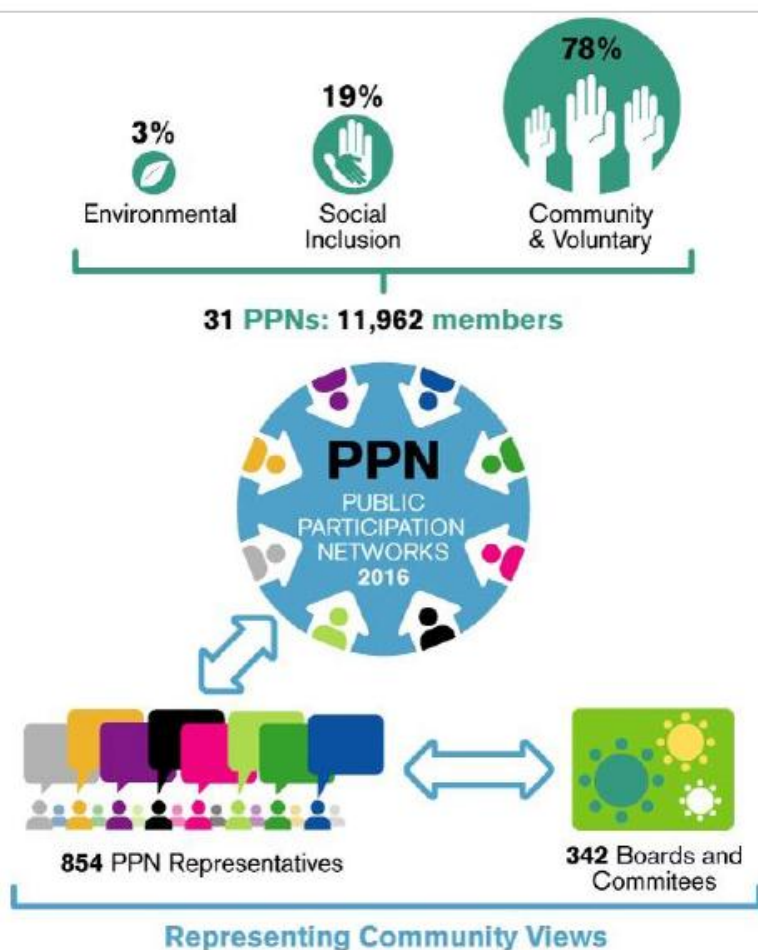
All in all, it seems that top-down structures established with the aim to simulate different aspects of collaboration have reason for existence and they can be efficient if managed well.



4. A system facilitating the representation of communities on decision making bodies: the Public Participation Network



PPNs 2016 at a glance



“International institutions such as the EU and OECD highlight that the participation of citizens in public life and their right to influence the decisions that affect their lives and communities are at the centre of democracy. Open and inclusive policy-making increases public participation, enhances transparency and accountability, builds civic capacity and leads to increased buy-in and better decision-making. The PPN structure is designed to be a key element in delivering this vision in Ireland (PPN Annual Report 2016).” As part of the reform of Local Government in Ireland, a working group on Citizen Engagement was established in 2013 to make recommendations for increasing the participation by people and communities in decision-making process at local government level. The result is the Public Participation Network which aims to:

- facilitate the participation and representation of communities in a fair, equitable and transparent manner through the environmental, social inclusion & voluntary sectors on decision making bodies;
- strengthen the capacity of communities and of the environmental, social inclusion & voluntary groups to contribute positively to the community in which they reside/participate;
- provide information relevant to the environmental, social inclusion & voluntary sector and acts as a hub around which information is distributed and received.

Each local authority in Ireland was instructed to develop a PPN in June 2014, in line with the commencement of Local Government reform. A formal budget line of €80,000 was allocated in mid-2015 to enable PPNs to employ a so called Resource Worker (local network manager) and fund their activities. At the same time a National PPN Advisory Group was established in early 2016.

Membership of the PPN is open to volunteer-led not for profit organisations within a city or county. Groups are divided into three colleges based on their main area of interest: 1. Environment, 2. Social Inclusion, 3. Community and Voluntary. The breakdown by college in 2016 is shown on the left, with the Community and Voluntary college having 78% of groups and the environmental college at 3%. Social Inclusion groups comprise 19% of those registered.

According to the legislation PPNs are charged to operate as a Flat Structure, when all groups in the PPN have an equal voice and an equal input into decision making. *“There is no leader, no overall spokesperson or chairperson. It is truly a collective, accommodating a wide range of diverse views and perspectives. It supports each member to develop new skills and contribute in an equal way to the organisation. The Plenary is the decision making body and there are no permanent officers (i.e. Chair, Treasurer, Secretary), and decisions are made, where possible, by consensus. To implement the flat structure, the majority of PPNs had a rotating chair / facilitator for meetings. The meeting facilitator is regularly rotated: either every meeting, every three meetings or every six months. The majority of PPNs use a subgroup structure, with secretariats operating between one and nine subgroups. Some of the subgroups were permanent while others were set up for a specific task (e.g. organising an Awards Event)”* - PPN Annual Report 2016. Whatever structure is followed by a PPN, according to the legislation each PPN should employ a resource worker or a full-time equivalent, reporting to the Secretariat, to support them and the Plenary in their work. The elected Secretariat is responsible for the administration of the PPN between plenary meetings. Another key structure within PPNs is the existence of Municipal District PPNs and Linkage Groups (see below). In addition, each PPN should agree a Memorandum of Understanding and an annual workplan with the Local Authority. These agreements are a measure of the active commitment of the PPN and the local authority to work together.

The central government allocated each PPN up to €50,000 in 2016, which was to be matched by at least €30,000 by the local authority. The average expenditure in 2016 was €73,225, the lowest amount spent was €32,995 (possibly down to start-up date) while the highest was €108,591. The PPN guidelines also state that networks must *“actively support inclusion of socially excluded groups, communities experiencing high levels of poverty, communities experiencing discrimination, including Travellers to enable them to participate at local and county level”*. As PPNs have a college on Social Inclusion electing community representatives to bring that voice to various boards and committees – this seems basic. But most PPNs target to promote social inclusion in various others ways (e.g. holding roadshows and events in community venues in areas with a high level of deprivation; the network coordinator provides specific supports for representatives from socially excluded groups; training for PPN members on social inclusion topics).

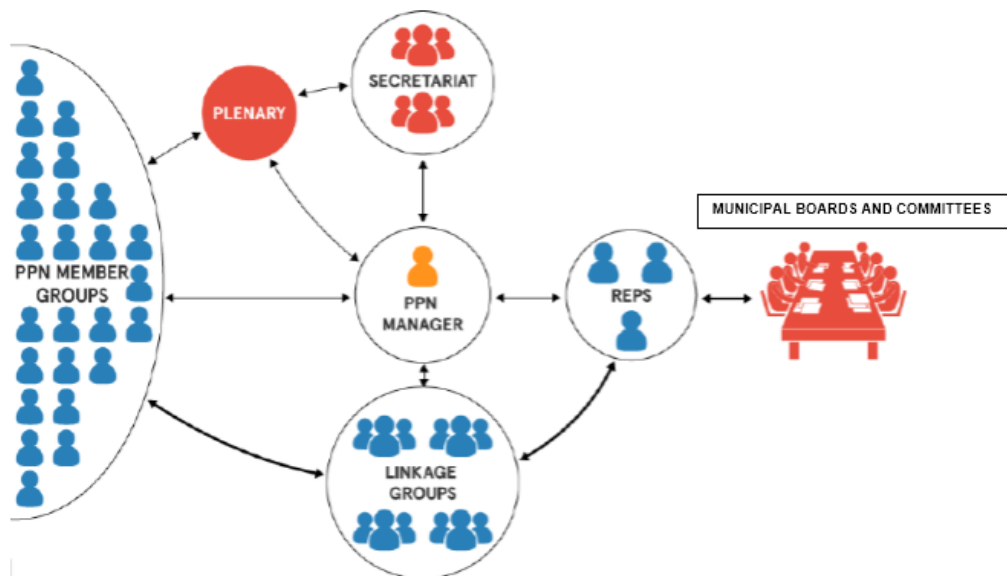


4.1. How PPN facilitates the representation of communities in decision making

“One of the core objectives of a PPN is to facilitate the participation and representation of communities in a fair, equitable and transparent manner through the environmental, social inclusion & voluntary colleges on decision making bodies”. When a Local Authority requires community, voluntary, social inclusion or environmental representation on a municipal board or committee, they must source that via the PPN. Thus, PPN members can play a part in policy development and decision making within their county/city.

Regarding the involvement in policy making, the most important structure within PPNs is the Linkage Group. “Linkage Groups bring together stakeholder organisations with a common interest to discuss their diverse views and interests in a specific policy area. These groups elect PPN representatives to boards and committees, receive feedback from those representatives, and direct their activity. They may also set policy priorities and input into consultations etc. on behalf of PPN. This in turn, helps the member organisations to gain a deeper understanding of the local policy process. It is important to note that the role of a Linkage Group is to facilitate and enable organisations to articulate a diverse range of views and interests within the local government system, not to reduce or homogenise this diversity. Linkage Groups should be established when representatives are being selected. In the beginning, facilitation of the Linkage Group is likely to be by the Resource Worker, but as time goes on, each Linkage Group should become self-facilitating”.

Structure of Public Participation Networks



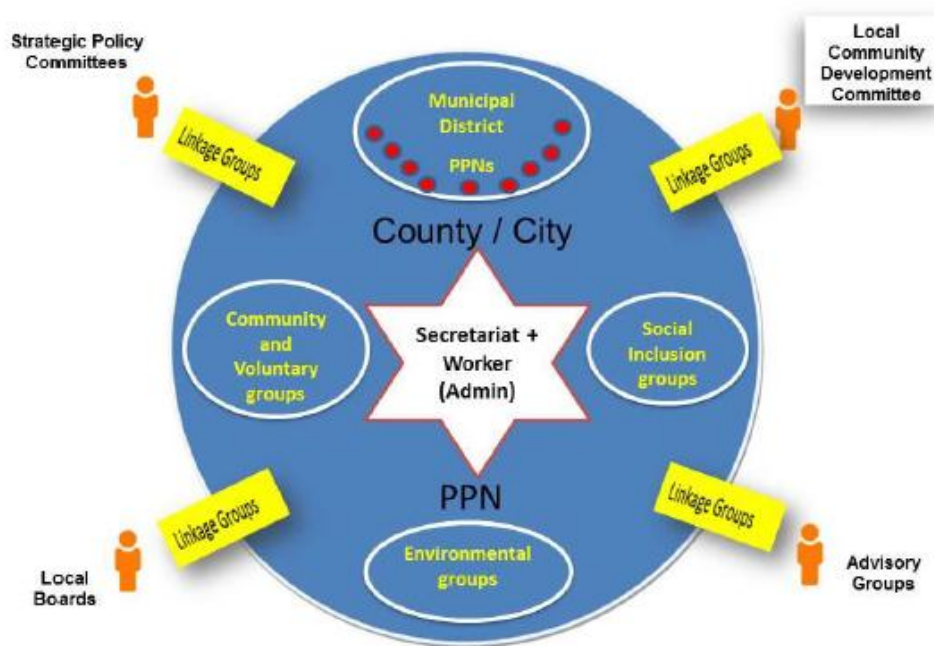
In 2016 councils involved PPN delegates into a whole range of boards and committees (among others): Local Community Development Committees, Strategic Policy Committees (typically 4-5 per local authority), Joint Policing Committee, Traveller Interagency Committee, Sports Partnership, Children and Young People’s Services Committee, Tourism Board, Transport Co-ordination Unit, Drug and Alcohol Task Force, Mental Health Group, Healthy County, Childcare Committee, Rural Development Forum, Smart City, Heritage Forum, Citizen Information Service, URBACT (!), Age Friendly County, Adult Education Advisory Board, Volunteer Centre, Covenant of Mayors Sustainability Group, Various county specific groups.

“PPN representatives contributed to the workings of the boards or committees in a variety of ways including active participation in discussions and decisions, membership of subgroups and task groups, creating links between agencies and the community, supporting consultations etc. Fourteen PPNs reported in 2016 that their representatives had brought forward formal proposals to the various boards or committees on which they sit. Examples of these included restructuring community grants, inputs on homelessness, disability, older people etc., proposed changes to byelaws, creation of town teams etc. Local authorities reported general satisfaction with the contribution of PPN representatives to the committees on which they participate” (PPN Annual Report 2016).

Linkage Group structure also supports that PPN representatives bring forward the views of the PPN and not their own personal views. PPN representatives consult with their Linkage Group and each other before each meeting to discuss agenda items and their inputs. After the meeting, they complete a summary template of the outcomes which is disseminated to the Linkage Group. This builds capacity and understanding of the policy process within the community.

Besides some very operational ones that are strictly linked to PPNs, the 2016 Annual Report on PPNs emphasises to enhance the local authority capacity with regard to public participation, and it is highly valid in a much broader context too. Enhancing capacities regarding the PPN structure includes:

- A review of the Strategic Policy Committee structure to make it more effective (this core committee advises the elected members of the council about specific policies), meaning that the current structure does not work properly, and it is one of the key issues for PPNs. “At the moment they do not achieve much - the way they are structured and operate favours elected members and the local authority, who maybe do not want them to achieve much” – sums up Laura Howe, network manager of the Dún Laoghaire Rathdown PPN.
- Improved consultations processes, including direct feedback to those who have made submissions, and longer timelines to facilitate member groups;
- Training for local authority staff and representatives.



4.2. Whether a top-down structure can be efficient to stimulate engagement? – behind the scenes in Dún Laoghaire Rathdown

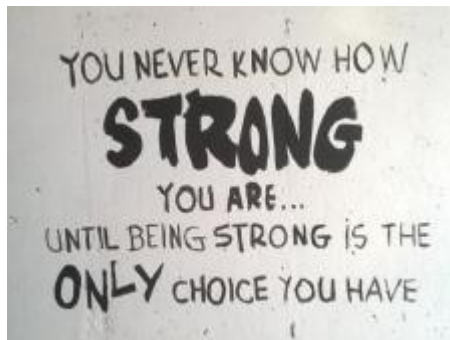
However PPNs as top-down structures are still very new, the core question - whether they are effective tools to stimulate civic engagement in public policies – can be preliminarily analysed. And this analysis might provide important messages. So what has changed with the existence of PPN in Dún Laoghaire Rathdown?

Although Ireland in general is a country where participation is on a high level in comparison with other EU regions, *“setting up and working with the PPNs in a participatory and collaborative way has been a challenge for local authorities, and it has required, and will continue to require a change of mind-set and culture within the local authorities. Also, you cannot just turn to citizens and say 'ok, participate' - it takes education and a change in thinking for citizens to be able to understand how to participate and to get used to claiming their right to participate”* – summed up by Laura.

The 2016 report on PPNs in Ireland is generally satisfied with the operation of PPNs, however it is rather generic. According to Laura, the fact that the national government has recognised that there is a need for participatory democracy at local level in Ireland and is willing to fund it is very positive. Engagement of communities has indeed increased due to this legal framework, PPNs can provide a space for community voices to be listened in policy making.



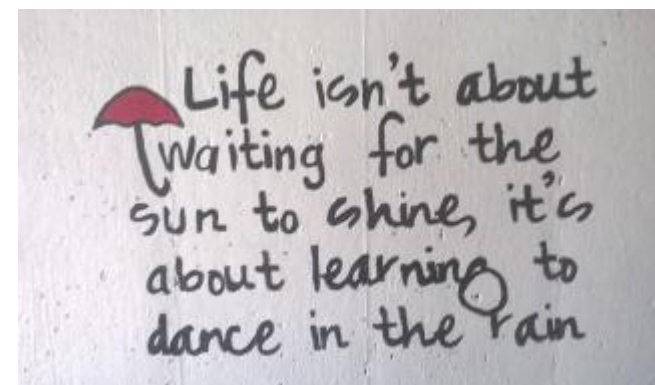
On the other side, it is also true that at the moment the government does not fund the system enough to have the impact it could and should have. For instance, at the moment the PPN system does not cover the entire community as they are under-resourced to do this.



Among the success factors in Dún Laoghaire Rathdown Laura highlights the local authority's general intention to recognise the value of the PPN and that it wants the PPN to work. But prepared and trained PPN members are also key as they are confident enough to demand meaningful participation from the local authority through PPN. On the other side better communication about what the PPN does – should be important as so far there has been no national awareness raising campaign so a lot of people don't know about the PPN. It is also important to notice that PPN does not provide any guarantees that community voice goes through the system and community views are embedded to policies. It "just" provides a legal framework for community voices being listened. The success depends on the particular committee and the particular chairperson.

"A big piece of work for the PPNs is to work with the local authorities to make sure our representatives are able to participate fully. On the other hand we also need to educate our representatives about how to participate - they need to grow the confidence to fully embrace their right to participate". Also, there is no guarantee in the system that the most powerful community representatives are elected in boards. It is up to powerful community representatives to want to be elected onto the boards and then up to PPN members to elect that person. But PPN representatives are there to represent the varied views of PPN members, not to communicate their own opinion.

The first steps are promising, but according to Laura it is felt within PPNs on a national level that at some stage in the future the structures of the PPN will need to be reviewed and changes made to have broader impact on the way how municipalities work together with local communities. For this, training and capacity building on both sides is crucial.



5. Moving forward: Dún Laoghaire Rathdown County Council's Integrated Action Plan

In the beginning of the CHANGE! network the key questions in Dún Laoghaire Rathdown towards the network's theme were *"How to make PPN a core business, and how to create an efficient bridging effect between the policy structures set up and bottom-up volunteering and community actions? How can these levels mutually reinforce each other? What kind of conscious internal structure can be organised and managed by Dún Laoghaire Rathdown County Council to make bottom-up actions flourish?"* In line with this, the Urbact Local Group in Dún Laoghaire Rathdown was an experimental platform, a driving force linked to the utilisation of the legislative framework, with a special focus on greater citizen participation in or alongside public services. After analysing the most important local questions, the ULG organised several workshops related to collaboration: Social Innovation Centres and Collaborative Practice; Collaboration for Safer Neighbourhoods; Collaboration for CHANGE; Volunteer Managers Event, Collaboration for a Healthy County. Through these workshops and also based on the exchange and learning activities the ULG identified four themes which impact and a number of objectives which would support enhanced collaboration in DLR – the main focus of the IAP:

1. Education and Experimentation: there is a lack of imagination and creativity to address gaps and improve services. There is a fear of failure in our organisations that also is linked to staff's feelings of disempowerment and that leads to apathy hindering service delivery. The related objective is to promote volunteering and explore ways of teaching and promoting creativity in communities and organisations.
2. Communication and Information Sharing to tackle "traditionally" weak collaboration between agencies and organisations. The objective here is to support creative initiatives, improve communications about services needed and innovative ways of delivery.
3. Limited resources: it is always an issue, but due to the financial crisis impact it is still there in terms of reductions in staff numbers and contraction of budgets. How to help providers and community organisations and find synergies to increase resources available for services?
4. Impact of Politic and Agendas: political agendas determine where, when, how and by whom services will be improved. Such influences on setting priorities can sometimes lead to results at odds. Thus the objective is to support change makers who can engage senior managers on shared responsibilities, explore methods to appropriately measure impacts of effective collaboration.

The action plan intends to merge these questions (having a learning platform towards more collaborative services) with the development of the local PPN. Through its action plan Dún Laoghaire Rathdown County Council intends to create a constant learning platform for collaboration to be embedded into the development of the PPN, with the ambition to be able to transfer it to other councils in Ireland.

6. Conclusion: engagement is always a two-way street where clear traffic signs are very much needed

Explore new ways of innovative service delivery! Explore new ways of teaching and promoting creativity in communities! Improve communications about services needed! Support change makers! We often tend to speak about engagement like a one-way street: communities are always keen on cooperation with public agencies, but they bump into closed doors or vice versa, public agencies want to involve residents, but due to several reasons cannot. Well, it seems that engagement is an evergreen story in all European countries, and both parties (communities and public agencies) seriously need motivation, stimulation and capacity building to explore collaborative ways of service delivery. This is even more important now to solve burning and ever increasing societal challenges.

Yes, it is not possible to “force out” engagement from the public, but we learnt in Dún Laoghaire Rathdown that there is a need for a top-down system enhancing engagement and collaboration in both sides and there is also a need to knock on doors, both residents’ and policy makers’ doors. We need a system to create situations in which collaborative methods such as people-helping-people approaches can be better understood. And because system learning needs time, in line with URBACT recommendations, we need municipalities indeed acting as matchmakers, and providing joint learning experience, just as Dún Laoghaire Rathdown intends to do that through its action plan.



7. Credits

- Dr Henry Kippin: Collaborative capacity in public service delivery – Towards a framework for practice, UNDP Global Centre for Public Service Excellence, Singapore, 2015
- Jamie Moore's presentation on PPNs
- Interview with Laura Howe, network manager of Dún Laoghaire Rathdown PPN
- Public Participation Networks Annual Report 2016; Department of Rural and Community Development
- Public Participation Networks – A User Guide, 2016; Environment, Community and Local Government
- Laura Howe's presentation made in Aarhus in 2017
- Presentation on the Age Friendly Strategy, 24 January 2018, CHANGE! study visit
- Presentation on Monitoring and Transparency in DLR; 23 January 2018, CHANGE! study visit
- Presentation on the Estate Management Programme; 24 January 2018, CHANGE! study visit
- Presentation on the ParkRun initiative; 24 January 2018, CHANGE! study visit