



An Roinn Tithíochta,
Rialtais Áitiúil agus Oidhreachta
Department of Housing,
Local Government and Heritage

The Local Authority Elected Members Survey 2021 - Results

Prepared by the Department of Housing, Local Government and Heritage

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Report of the Local Authority Elected Members Survey 2021 Results

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BACKGROUND

The [Local Government Reform Act 2014](#) which came into effect from 1 June 2014, provided for a range of significant changes in the local government system that were first introduced in the [Putting People First - Action Programme for Effective Local Government \(October 2012\)](#).

Those changes included enhanced roles for local authorities in economic and local and community development; the dissolution of local authorities in Limerick, Tipperary and Waterford and the establishment of new merged entities in their place; the dissolution of town councils and the establishment of municipal districts; provision for the reconfiguration of regional structures; and a series of new governance arrangements such as provision for an enhanced policy making role for Elected Members; local authority service delivery plans; stronger oversight powers for the elected council in relation to the implementation of policy; and increased obligations on the executive in relation to the Elected Members.

In 2021 the Department commenced a Review of Putting People First Putting People First - Action Programme for Effective Local Government (2012) in order to assess the implementation of the 2014 reforms across the local government sector and to consider the potential for further devolved powers and other modernisations of the local government system. Alongside this Review, the Department is undertaking an assessment of Municipal Districts to determine the supports and improvements required to enhance their operation and to consider the functions to be devolved within local authorities.

A key component of both processes was conducting a Local Authority Survey to obtain the views from the sector on these matters. The Survey had a particular focus on how the reform measures in the 2014 Act have taken effect across the local government sector and how Municipal Districts are operating currently.

Approach taken to Survey

The survey was directed to all Local Elected Representatives and to the 31 Local Authority Executives separately. The survey was also divided up between local authorities that have a municipal district structure and those that do not were asked questions concerning the operation

of their area committees. This was simply to gain a sense of how area committees operate for our own research and comparison purposes.

The Local Authority Elected Members Survey was designed to gain insight into the practical knowledge and experience of Counsellors of the 2014 Reform Programme, including structures, functions, organisation and service delivery. We also requested information on their experience of the operation of Municipal Districts or Area Committees and the Plenary Council and also sought information in relation to the supports available to Elected Members.

The Survey issued to all 31 local authorities and all Elected Members on the 14 May 2021 by email. The original return date of COB on Friday 11 June 2021 was extended to COB Friday 25 June 2021 to allow all Local Authorities and Elected Members sufficient time to submit their responses given the increasing demands on their time. Overall, 30 Local Authority Executives and 141 Elected Members responded to the Survey. The findings below are based solely on their responses.

Key Findings Arising from the Local Authority Elected Members Survey 2021

1. Of the Elected Members that responded to our survey, 40% report to being satisfied with the operation of the Municipal District System within their Local Authority and almost 9% are very satisfied. However, 20% report to being dissatisfied and 21% feel neutral about the operation of municipal districts. The main issues reported with Municipal Districts concern a lack of autonomy over their discretionary funding and not having enough functions devolved to Municipal Level. The main benefits of having a Municipal District structure reported were that they kept local issues, local and allowed for a more focussed discussion at meetings and put a greater emphasis on local development.
2. There is a mixed response from Elected Members in City area's that do not have Municipal Districts regarding the operation of their Area Committees. Almost 33% report being satisfied with 19% being very satisfied. The main issues highlighted are that Area Committees do not have the authority in themselves to get things done or have any financial discretion and it was stated by some that they would be better resourced

by a Municipal District Structure. The main benefits to having Area Committee's cited were that they forged a good relationship between the Elected Members representing the same area and that they can at times be very productive in getting things done locally.

3. Almost 40% of Counsellors believe that Municipal Districts do not have clearly defined identities and the main reason cited for this is the lack of decision making powers given to MD's. It was also highlighted that Municipal Districts need to be better branded with signage on stationary and maintenance vehicles and perhaps having some signage placed on the roadside when entering into different Municipal District areas.
4. To improve the operation of Municipal Districts, some Elected Members would like to see a more prominent role for the chairperson of the Municipal District and more functions being devolved in order to keep decision making at a local level, in addition to providing Municipal Districts with more financial independence.
5. 66% of the Elected Members report to having a local office in their Municipal District that the public can access. However, there seems to be a huge variance in the services that can be accessed by the general public at Municipal Level across the country. Most services can only be accessed through the County Council Offices. One of the reasons given was that the Municipal Districts themselves are not adequately staffed.
6. There is a very mixed reaction to the establishment of Town Teams in Municipal Districts. 37.5% report to having set up Town Teams with only 12.5% reporting to be satisfied and 8.65% very satisfied with their interactions. The main issues reported were that they can occasionally interfere with the elected member's role, particularly when they have established poor communication channels. However, those that report to be satisfied with their operation credit the involvement of Elected Members as part of the teams and having adequate staffing to support them. Once well-established they prove to be a good support for local events and for carrying out preliminary consultations.

7. Almost 57% of Elected Members surveyed report to being at least satisfied with the management and operation of Municipal District meetings with 20 % reporting to be very satisfied. It was suggested that in order to improve Municipal District Meetings they should begin and end on time and be more flexible as regards to when they are held, with a preference indicated for more of them to be held in the evening time to facilitate those who work full time. It was also recommended to hold Municipal District meetings within the district where possible. It was also suggested to not have as many presentations and for meetings to be more interactive. Some stated that they would like to have Municipal District meetings more frequently in order to advance projects. A move to hybrid meetings in the future would also be welcome.
8. Almost 51% of Elected Members report cross boundary matters arising at their Municipal or Plenary Council Meetings with the main issues reported being matters such as Roads and Planning or Local Area Development Plans where an area crosses a county or municipal boundary. It was suggested that a forum for structured and regular dialogue between the Elected Members from the relevant Municipal Districts/Local Authorities on cross-boundary issues would be beneficial.
9. Approximately 23% of Elected Members are dissatisfied with the management and operation of Plenary Council meetings. The main problems cited are a lack of decision making ability, set timings not being adhered to and the standing orders needing to be updated. However 68% report to being at least satisfied with the arrangements in place for determining the agenda for Plenary Council meetings including the input of the executive and Elected Members but some expressed that there is not a lot of input given to the Elected Members for the agenda items expect for the ability to put down motions. Some Councillors would also like the CPG meetings to be more transparent and for the minutes to be communicated to them in advance of the Plenary Meetings.
10. 41% of the Councillors surveyed are at a minimum satisfied with the effectiveness of remote meetings where they can attend virtually with 21% being very satisfied. However, 17% report to being dissatisfied with remote meetings, with broadband coverage and lack of technological skills being cited as a particular issues. It was also

stated that not being able to network or properly debate issues were big drawbacks to remote meeting. The need to move to a hybrid facility for meetings post Covid was mentioned but will require upgrading IT equipment accordingly.

11. In order to improve the operation of Plenary Council meetings it was suggested that they would be live streamed to the public and the capacity to allow a hybrid of attending remotely and in person should be facilitated into the future. The timing and the time management of meeting were also put forward as area's that could be improved on for Elected Members.
12. Just over 33% are satisfied with the operation of their Local Community Development Committee and how the Local Economic and Community Plan (LECP) has been executed to date, with almost 6% being very satisfied. Poor communication and too much bureaucracy were cited as the main problems with this process. The majority of Elected Members surveyed report to being very satisfied with the work carried out by their Local Enterprise Offices (LEOs) with most citing the role they have played during the pandemic as a great success and stated that they will be vital as the economy recovers. Most would like to see them receiving increased resources and to have greater communication around their services to raise the public's awareness.
13. Some of the Elected Members reported to not having had any administrative supports put in place their local authority in recent years to improve operational efficiency or service delivery. Several Elected Members would like to have access to office facilities in their Municipal Districts and for secretarial support to be provided on at least a part-time basis to keep up with their administration demands. They would also like to be provided with the necessary equipment to carry out their role more efficiently.
14. Almost 45% of Elected Members surveyed report to having a Customer Relationship Management (CRM) System in place in their Local Authority. The main benefits cited were that it provides a record of contact with the local authority and that the progress of the representation can be tracked. However, some representations still take too long to get a response and some councillors would per a direct interaction with local

authority staff. In order to improve customer service, Elected Members would like to see set timeframes introduced for each Local Authority Department in responding to queries, requests and representations and to introduce out of hours services.

15. 49% Elected Members are at least satisfied that they had access to adequate training to support them in the discharge of their full range of functions during 2019/2020. Information Technology in particular stood out as an area where additional training could be made available, as well as local government law and more in depth training for newly Elected Members. The majority of Elected Members have reported an increase in their workload since the 2014 Local Government Reforms came into effect with almost 70% stating they have more to do with additional meetings and additional demands for their time in the areas of Housing, Economic Development, Tourism, Community and the Environment cited as some of the reasons to the increased work load.

Local Authority Elected Members with Municipal Districts – Summary of Responses**Gender (Optional)**

		Answers	Ratio
Female		19	18.27%
Male		78	75%
Other		0	0%
Prefer not to say		3	2.88%
No Answer		4	3.85%

Age (Optional)

		Answers	Ratio
18-24		0	0%
25-34		9	8.65%
35-44		13	12.5%
45-54		30	28.85%
55-64		33	31.73%
65 or over		13	12.5%
No Answer		6	5.77%

1. How satisfied are you with the operation of the Municipal District System within your Local Authority?

		Answers	Ratio
Very Satisfied		9	8.65%
Satisfied		42	40.38%
Neutral		22	21.15%
Dissatisfied		21	20.19%
Very Dissatisfied		10	9.62%
No Answer		0	0%

Please give a reason for your answer, if you wish.

(Sample of comments received)

1.	Dissatisfied	Lack of any discretionary funding. Updates from different directories unsatisfactory. Need for dedicated staff in MDs - housing and planning especially rather than in county buildings.
2.	Satisfied	We have a good strong, innovative and cohesive group of councillors in the MD. 5 out of 9 were newly elected in 2019.
3.	Very Dissatisfied	Municipal powers of planning, finance, housing etc. removed since 2014
4.	Very Dissatisfied	There is no real decision making authority in the municipal district like there was supposed to be.
5.	Very Satisfied	It works very well as a Semi-formal forum to get answers on local representations without the formality of the full Council.
6.	Very Satisfied	Gives balance when compared to the town council years. Municipal districts working extremely well.
7.	Dissatisfied	Lack of powers, lack of funding, lack of staff
8.	Satisfied	I think it works well and allows a more focused discussion on our LA
9.	Dissatisfied	The geographic area is too big. The reduced number of Councillors means that it's very difficult to get around the whole area. This creates a distance between citizens and local government.
10.	Satisfied	No problems so far
11.	Satisfied	Allows local needs to be dealt with Focus on local development Greater emphasis on development
12.	Very Satisfied	I am extremely satisfied with the MD system all the motion I put down for discussion are pertinent to my local town and its environs so much so that I rarely put down motions for full Council meetings unless it something that will require a response from a government department or has cross county element to it.
13.	Dissatisfied	Our Municipal District is 72km long. It has no large central urban town and therefore lacks attention. Resources and funding which in turn can be distributed in an imbalanced manner.
14.	Neutral	As a new councillor we were bombarded with information on our first few days. There was too much information over a very short time and training was landed on us and it was all too much too fast
15.	Neutral	The MD system works reasonably well but is underfunded. We have 8 MDs in the County and there is not always parity in the services delivered in each.
16.	Neutral	Councillors lack real power to make changes for their community.
17.	Satisfied	Smaller meetings, better personal relationships with staff unique to the MD. Able to monitor and seek progression on works and meetings more orderly and productive.

Appendix 1:

18.	Satisfied	Our MD works extremely well, however it is extremely difficult to get work carried out. The only funding stream that we have access to is the LPT which comes around once per year. The difficulty here is that immediate problems can take months to a year to resolve, then there is a prioritisation element and a lot of projects are never completed.
19.	Neutral	While the committee level is useful to focus on at the local area level, the consequences of a larger plenary council are that it is over-sized and in general, the council is under-resourced to deal with the number of elected members and representations via reps.
20.	Satisfied	It has widened the spectrum of services across the district and not just the towns.
21.	Satisfied	The members of our District Council work very well together as there are only 5 members. We agreed at an early stage to leave party politics at the door and tend to work together to achieve the best we can for our area.
22.	Dissatisfied	Devolution of work to MD level is still very much a work in progress. Examples of this include the Development Plan process where members from another MD were abstaining on voting on issues in our MD due to lack of familiarity with locality (reasonable choice) -- a large fraction of the CDP process can be devolved (local settlement plans, rezoning).
23.	Neutral	Lack of communication. If we knew what was coming ahead of time we could let the local residents know. Road Works etc. Not enough council ground staff. Not enough planners, to verify new building/extensions. Going for Retention is like a way to get around planning after the fact...
24.	Neutral	I feel that there's more that could be delegated to municipal district level.
25.	Neutral	Need stronger bye laws to deal with disruptive members Could do with a logging system for queries and be able to follow actions taken
26.	Satisfied	I feel the establishment of Municipal Districts gave more focus on rural villages than there had been previously.
27.	Dissatisfied	Too much changes in personnel
28.	Satisfied	I Feel sometimes we could get more done at these meetings, regarding community problems
29.	Dissatisfied	No input from elected members
30.	Very Satisfied	The district is where all the work of councillors is done. It is the grass roots of our job. The full council is really for policy and implementation of projects. But meetings are too long and agendas take up too much time District is local

2. How satisfied are you that the Municipal District system has improved representational effectiveness, accountability and responsiveness to the local needs of the citizen?

		Answers	Ratio
Very Satisfied		11	10.58%
Satisfied		40	38.46%
Neutral		21	20.19%
Dissatisfied		18	17.31%
Very Dissatisfied		12	11.54%
No Answer		2	1.92%

3. How satisfied are you that the Municipal District System has enabled improved decision-making at local level by Elected Members?

		Answers	Ratio
Very Satisfied		7	6.73%
Satisfied		36	34.62%
Neutral		25	24.04%
Dissatisfied		22	21.15%
Very Dissatisfied		13	12.5%
No Answer		1	0.96%

4. Do you think that the Municipal Districts in your Local Authority area have clearly defined identities?

		Answers	Ratio
Yes		59	56.73%
No		40	38.46%
Don't Know		5	4.81%
No Answer		0	0%

5. In your opinion, has your local authority carried out work to distinguish for the citizen the different roles of the Municipal Districts from that of the County Council?

		Answers	Ratio
Yes		24	23.08%
No		65	62.5%
Don't Know		15	14.42%
No Answer		0	0%

Please provide details:

(Sample of comments received)

1.	No	No interest at CE level in boosting powers of MDs
2.	Don't Know	I'm not sure people understand the MD structure. I didn't understand it before I was elected.
3.	Yes	Community Enhancement Grants are allocated by M.D. Housing applications are dealt with by an M.D. section in the Council. Roads and other services are delivered by M.D.
4.	Yes	In media, people interested in politics will know
5.	Yes	Prior to the setting up of the municipal districts our county council set out the role envisaged for the municipals with extensive articles in the local press and radio particularly in the lead up to the local elections of 2014.
6.	No	The PPN has performed nearly all the heavy lifting on this matter but due to the nature of our MD forming a sense of identity is impossible
7.	No	We were never explained the decision making rules by MD. They make decisions without the councillor's knowledge or input.
8.	No	Because of social media updates, etc. from councillors, citizens who are interested are slowly becoming aware of the concept of the Municipal District in which they live.
9.	No	Very few people in this county know what MDs are never mind how they work or how they are distinguished.
10.	No	Lack of clarity/awareness from members of the public between the differences of full council and MDs
11.	Yes	I think that most of the public think of council services in terms of the role of the MD decisions.
12.	No	Too much control is centred in county hall
13.	No	We still have work to do to explain MDs to the public. This will become clearer as we devolve more, in my opinion.
14.	No	Believe projects funded by the Municipal should be promoted better with signage or even potential projects
15.	No	The person on the street doesn't see any difference. And those who knew of the Town Council system assume that this has not changed.

16.	No	I believe the citizen hasn't got a clue about these different roles
17.	No	The divided the district's on a numbers basis putting some villages in district's the should never have been
18.	No	The public only see the councillor and the council as one entity. They are not aware of districts and the differences between work carried out at local level and what can actually be achievable. They also assume councillors can achieve anything. There is a huge expectation that we can fix every problem immediately. They are not aware of the complexities of different roles and departments within the council structure and having to work with all these departments and staff to achieve objectives and projects. As a wild guess I would say that 60% of people are not aware of different roles within the district or the hierarchy involved
19.	No	There is certainly an element of confusion amongst constituents around the defining roles of Municipal Districts as against the plenary Council and the reserved functions of elected members in general.
20.	Yes	Yes, they have done local MD projects but some still are at a county level.
21.	No	Municipal Districts are very big geographically and do not reflect the local needs of the people on the Ground. At Election time Voters were looking for candidates on the ballot who are in a different area.
22.	No	Local citizens are generally unaware of the differences between Municipal and county council
23.	No	I think that some work has taken place from a high-level perspective as in branding and clearly labelling properties as MD specific however I feel that there is confusion on the ground with people as to what the difference is between the council as a whole and the municipal district role wise.
24.	Yes	Major Town refurbishment projects. Christmas festivities. Town Park refurbishment

6. Have you any suggestions on ways to improve the identity of your Municipal District or ways to differentiate each Municipal District in your Local Authority?

(Sample of comments received)

1.	Funding, staffing. More effective decision making and powers at MD level.
2.	Yes, give the municipal districts real decision making powers
3.	Give us more say in deployment of services and spending. The local people will identify with having local services delivered locally
4.	More powers to Cllrs
5.	Yes. As above, brand each MD in the first instance as the primary level of local government. I'd include stationary, even the maintenance vehicles. All activities that are deemed the role of the MD, should be executed by the MD, and it should be very visible that there's an MD.
6.	Let the Municipal districts generate their own funds like keeping car parking charges.
7.	Perhaps a better profile for the chair person, small chain of office, proper PR media briefing of the work we do, our role etc.
8.	Attach a bigger Portion budget to be used and develop plans that reflect local needs while fitting in with plans for the main council

9.	The MD should remain but possible divided into two electoral districts such as North West and South West. It should also be noted that the MD is the most rural of all the districts in Wicklow and therefore some rural branding or identity needs to be created to form linkages between the towns and villages.
10.	No. The MDs are characterless. They're just administrative regions. The identity is with the county.
11.	Simple, better communications strategies with the general public, social media etc.
12.	<ol style="list-style-type: none"> 1. Council press releases unique to the particular MD detailing work/announcements etc. 2. Opportunities to hold MD meetings in the actual MD on a number of occasions throughout the year. 3. A unique CRM system for each MD and not the general one. 4. More individualised branding in letterheads/emails unique to each MD
13.	The legislation outlines that there are Cathaoirligh for some MDs and Mayors for others. The general public understand the term and role of Mayor rather than Cathaoirleach. I would say all MDs should have the option of choosing Cathaoirleach or Mayor. This would make the MD a clearer decision and representational body than it is at present.
14.	More recognition of the district chairperson. More control over local funding.
15.	As above, a public information campaign to differentiate between the old and the new.
16.	<p>Communication. MD are short of staff, to be able to do their job properly and not be overloaded with work.</p> <p>More correspondence with the area residents. Monthly Updates on work done or what's coming down the line.</p>
17.	I would like to see an analysis of the roles of council v district with a view to determining which functions of council could be devolved to district level in the interests of bringing decision making closer to the citizen.
18.	We need stronger identities and possibly distinctive roles to distinguish the MD from the Co. Council in the minds of the general public.
19.	I believed our meetings should be streamlined for the public , but in saying that there could be legal implications
20.	Better use of both social and local media to promote the work being done at Municipal District level with the existing limited resources.
21.	<p>Education - work with primary schools by having 'Politics Week' inviting Councillors to visit schools.</p> <p>Set up mini councils at primary school level like Comhairle na Nóg. Get school children to send in reps to local representatives or to visit a Council meeting.</p> <p>Education among adult population could include 'meet and greet days' - open council meetings, TV programmes/education material to make people aware of our roles.</p> <p>Also need to break down 'myth' of being a councillor especially for young women in politics - we should not be seen as 'available 24 hours', we have family lives and need our boundaries respected, need to be education on managing expectations of what Councillors can do as we are regularly being asked to address national issues which are more suited for TDs/Senators etc...</p>
22.	More items from an Economic Development basis to be put through the MD's. Likewise with Tourism.... And Community Development. At present, most of these items go through County Council level or LAG level when it comes to Community Development.
23.	In my opinion, there needs to be a re-think of the Council and MD model, where accountability and budgets reside and authority for decision making - currently too centralised.

24.	Explainer leaflets to every home, newspaper adverts, advertorials, local radio
25.	People find it difficult to associate with multi-electoral area MDs.
26.	Not at the moment.
27.	Each area should have the title of mayor and not caithelach.
28.	I think small things at Municipal level could make a difference, specific involvement for people at town/local level in council sponsored initiatives or competitions that citizens could be part or direct engagement between the council and residents at a local level to address local problems or to garner opinion on issues.
29.	I honestly think if we do Local well and some are very simply tangible projects that people are seeking - well then nationally we will be better too. I mean basic stuff for example, better safer roads, from local to regional roads, also roads not taken in charge by the council and that are only done via the Local Improvement Scheme. This year approx. 237 applications for the LIS and only approx. 28 applications got approved. The roads I visited are atrocious and not fit to traverse by foot or vehicle! Local Property Tax was marketed as the tax to get stuff done, I and many others seen no change since its introduction in 2013.
30.	More prominent role for Chairperson: Mayor
31.	We are lucky that we have a principal town in each of our districts. This works well.
32.	More recognition for the role of the Municipal Chairperson. Currently the Chair doesn't attend CPG meetings or don't have a Chain of Office
33.	Yes-- Empower the councillors to run their district in full consultation with the full executive. Any ad hoc committees must be fully responsible to the elected member. Decisions effecting the district on all matters must be part of the councillor's brief. The councillor is the democratically elected person in the district, nothing should be organised or done to undermine this. All issues must be part of meeting agenda's, if this means an additional meeting then there should be an additional meeting. There needs to be a proper diary of public and or business events must be kept and the councillors properly informed and collectively promoted by the district office for attendance. This is an area that has been diluted over recent years. In my view no-one has the right to undermine the democratic process. I am very interested in discussing all or any of what I am talking about in any forum.

7. How satisfied are you with the delivery of Local Authority services in your Municipal District?

		Answers	Ratio
Very Satisfied		12	11.54%
Satisfied		45	43.27%
Neutral		21	20.19%
Dissatisfied		18	17.31%
Very Dissatisfied		8	7.69%
No Answer		0	0%

Please give a reason for your answer, if you wish.

(Sample of comments received)

1.	Dissatisfied	Lack of feedback. Queries have to be chased up constantly.
2.	Dissatisfied	No funding to deliver any services
3.	Very Satisfied	Our CE has recently changed the role of the MD by putting a SEO in charge of strategic development which has ensured a more long term outlook
4.	Very Dissatisfied	Staff reductions and lack of interest.
5.	Very Satisfied	I feel that we have a good group of Elected Councillors who work as a team and we are lucky to also have a very good council staff who engage well. I feel that there is a lot of planned large projects mainly for the urban area but the staff and backup may be lacking to deliver this. Some additional resources should be considered from the private sector when needed
6.	Very Dissatisfied	Little to any care from officials. Bins overflowing regularly and not changed. Bottle banks the same and the local recycling centre closed for 11 days in a row over Christmas, the busiest period. Over 20 times we called for flowers on the Main Street in town and the council continuously avoided committing to erecting them even though we have a town gardener! Why is everything a battle?
7.	Satisfied	Good engagement from staff attached to the MA. I would like to see a special office, meeting rooms etc.
8.	Dissatisfied	Under resourced. Empty posts - key staff not available to progress applications. Missing out on badly needed investment as don't have the workforce available to put necessary applications together.
9.	Dissatisfied	As a weaker M.D. with many villages and less rate payers there is more dereliction, when compared to the larger towns.
10.	Satisfied	No problems so far
11.	Satisfied	With the Director of Services and the Area Engineer in attendance at all of the municipal district meetings I find that service delivery is very focused and usually carried out within in a reasonable timeframe from the conclusion of a particular meeting.
12.	Neutral	Varied experiences from different departments in relation to representations and work progression. Simply put, some departments are strong and some are weak.
13.	Neutral	The area engineers office dealing with roads, footpaths etc. works very well. We do not get much attention outside of this i.e. housing, parks, environment etc.
14.	Neutral	The council work has increased but not kept pace with the expectations set by competing councillors.
15.	Satisfied	Since the municipal council was formed more funds have been approved to my area which has raised the profile of the LA.
16.	Satisfied	I would have to say satisfied as the staff are doing their best with what they have to work with. The office is cramped and they are all working on top of each other. More group staff.
17.	Neutral	Not enough funding to carry out works, not enough outdoor staff. Big difference from county to county with funding, not a level playing field

Appendix 1:

18.	Satisfied	We are fortunate to have an excellent District Manager and Engineers working in our district. The difference between effective people in these roles and those who are ineffective can have a strong detrimental impact on the MD.
19.	Satisfied	I believe we could do with more manpower in different sections within our MD
20.	Very Dissatisfied	Not in the county town too far away from central authority completely out in the cold
21.	Satisfied	The Staff are excellent but it's hard work
22.	Satisfied	We deliver services based on the funding available, which is not sufficient. As with all districts we operate within budgets.
23.	Satisfied	Excellent contributions from staff, local engineers, District Administrator etc. to meet the demands of a growing District, in spite of the lack of adequate resources from County buildings and central Government. Successful applications for various funding streams have helped deliver significant projects on the ground.
24.	Dissatisfied	We do not have enough outdoor staff even though we are a big Town. As a result, bins are not being emptied quickly enough, they are overflowing, not enough public toilets to address the huge increase in population and rise in tourism in the area.
25.	Dissatisfied	Responses are too slow and many go unanswered
26.	Satisfied	I'm satisfied as opposed to very satisfied, I see small changes in how are parks are kept, less outdoor staff, less people able to make decisions on small issues at municipal level, too much emphasis on HQ and I feel people a little bit removed from situations are making decisions about services that would be better made at a more local level, with the local knowledge that only staff working on the ground have, as a result of this I don't think councillors' views are as well represented in decisions as they would be, if local decisions were made by local members of staff, particularly in response to councillor representations, which merely reflect the views of the public.
27.	Satisfied	Staff are slow to respond to requests.
28.	Very Dissatisfied	Executive are not accountable enough to elected Councillors.
29.	Neutral	The quality of work is great but my problem is with efficiency in responding to the needs. Rather than continue to repeat I will refer you to previous answers that capture the issues.
30.	Dissatisfied	Funding only appears to be available for projects in the Urban area or if in the other areas only in the peripheral areas on the edge of the Urban Areas. We now have Regional Growth Centre status that extends across two of the Municipal Districts. The funding is all centred on the RGC area.
31.	Very Dissatisfied	Budgets allocated to the MD makes it impossible for the MD staff and Councillors to deliver a proper service

8. Do you have a local office in your Municipal District that the public can access?

		Answers	Ratio
Yes		66	63.46%
No		35	33.65%
Don't Know		2	1.92%
No Answer		1	0.96%

9. What services can the general public access at Municipal District level? (Tick all that apply)

		Answers	Ratio
Housing Applications		54	51.92%
Local Authority Tenant Services		50	48.08%
Housing Grants		41	39.42%
Planning Applications		34	32.69%
Motor Tax		34	32.69%
Business Supports		28	26.92%
Community Supports		44	42.31%
Library Services		67	64.42%
Fire Services		48	46.15%
Road Issues and Complaints		68	65.38%
Parking Fines		45	43.27%
Waste Management Service		28	26.92%
Environment Protection Services		29	27.88%
Animal Control		21	20.19%
Dog Licenses		18	17.31%
Other		13	12.5%
No Answer		8	7.69%

If answer is 'other', please specify

(Sample of comments received)

1.	All at county level county hall
2.	All services are accessed through the County Council. We have no stand-alone Municipal District Office
3.	Application forms for services are available where possible. Otherwise its head office
4.	As far as I am aware at MD level none of these services. You would need to go into County Hall to avail of all these services or the Post Office for Dogs License.
5.	Essentially more and more services are becoming computerised and the idea of "One Stop Shops" is almost redundant as everything can be done from the comfort of your own home.
6.	Hedge and verge trimming, issues relating to trees considered to be in a dangerous condition along a public roads
7.	<p>I have not 'ticked' any under 9. My reason is most of the items listed would be referred to the county council. Most of the issues would not be dealt with at district office. A reason for this is there is not enough staff to deal with all of these issues. I fully understand how organisation works so I do not have my 'head in the sand', but the structure is all wrong. The district manager at best is a part time role and is carried out by a director of service. I would say the administrator who is the key member under the current structure is probably overworked.</p> <p>This also demonstrates the way the district councils have been structured. It is really not acceptable and requires urgent attention. I don't know will be done with this survey, I hope it gets attention. I would welcome the opportunity to review my submission with someone. I believe it is important enough to go before the public accounts committee.</p>
8.	Most are online
9.	Note: this is only the case because the county council headquarters is in the Municipal District and therefore all services are available. This universal access would not be available in most MDs countrywide.
10.	Reception office refers query to correct department which is centralised.
11.	Some of the forms are available through libraries.
12.	Some of these functions are present in name but not in actual delivery.
13.	The main Council office is located in my MD area. There is also a MD office which provides few services
14.	These are all provided through the local authority
15.	These services are provided in HQ as it is only 17 miles from my base.
16.	Various issues are usually brought to the MD office some of the above and some not...
17.	We only have a Library, with a population of over 35k and no public transport connecting within our Municipal District or directly to our Local Authority Offices are situated. No services locally
18.	Would like to expand other services but I am sure that is a staffing problem.

10. Are you satisfied with how the General Municipal Allocation (GMA) in your Municipal District is spent?

		Answers	Ratio
Very Satisfied		12	11.54%
Satisfied		44	42.31%
Neutral		27	25.96%
Dissatisfied		11	10.58%
Very Dissatisfied		9	8.65%
No Answer		1	0.96%

Do you have any suggestions to improve this system?

(Sample of comments received)

1.	Very Dissatisfied	Needs to be focused more to address the issues rather than on population.
2.	Satisfied	Our GMA for this MD is allocated out individually by each councillor. This allows for a very targeted approach from each councillor
3.	Dissatisfied	We have a serious lack of funding
4.	Satisfied	More investment in strategic projects as opposed to vote getting allocations is essential. Joined up thinking on public money and expenditure from GMA, to grants, to Wind farm funds etc. should be created to leave lasting legacies of society and not a set of jerseys for a football club.
5.	Neutral	There should be a neater means of raising funds for the GMA (link it to revenue raised from parking charges, for example). Some of my dissatisfaction stems from the budgetary process, which is really the fault elected councillors, not the system!
6.	Very Dissatisfied	With the smallest district 6 Councillors we get €70k per Councillors €420k, yet we give €1 million to council in Car parking and don't get any money for other projects
7.	Neutral	Would like more funding to provide better services
8.	Neutral	It's fine. Community groups are highly dependent on this annual fund. There is never enough money to go around. Tidy Towns groups are given very solid financial support. In return, they do what many of us feel is at least in part the work of the Council.
9.	Neutral	There is a sense that legacy higher spending in some services in some MDs has not been matched in other MDs. Calls for equalisation has not materialised in some cases.
10.	Satisfied	Nowhere near enough funds to cover applications unlike other LAs.

Appendix 1:

11.	Very Dissatisfied	Councillors have no discretionary money as opposed to other Councils
12.	Neutral	I feel for the size of our county we are 'short changed' on resources given to the largest county.
13.	Satisfied	Elected representatives have strong input into the GMA. More funding would always be welcome from Central Government earmarked specifically for MDs.
14.	Satisfied	Absolutely. It needs to be increased. The allocation is not sufficient. My district is huge as it's a combination of two areas. With one municipal office. The funding needs a significant increase.
15.	Satisfied	The GMA allocation should reflect monies generated in the District from LPT and from development levies, to help provide new and improve existing general infrastructure projects.
16.	Neutral	Less bureaucracy....It was to be a one stop shop [PPF] but it's not....should be a dedicated person to act as a go between to all divisions of council, for public Rep and Citizen alike.
17.	Very Satisfied	No, we are working it very well at present.....
18.	Very Dissatisfied	More focus on the outlying towns
19.	Neutral	This sum is often a huge bone of contention. Finding efficiencies is often the victim to finding agreement.
20.	Dissatisfied	A line by line budget for the Municipal area agreed on by the municipal district councillors at the budget meeting. The current Municipal budget meeting is merely a box ticking exercise to comply with the legislation and has no real meaning or relevance.
21.	Neutral	Council should suggest projects where they see a need in an area.
22.	Very Dissatisfied	The money needs to be ring-fenced and there needs to be quarterly updates on GMA projects.
23.	Satisfied	I am satisfied for what it is. Under the TC structure we had a separate budget and went through the same budgetary process as the county council. Now we are given an allocation through the county process and we try to make the best use we can of it! Is it the optimum way to finance MDs? Absolutely not!
24.	Very Satisfied	We were the first LA to increase the LPT by 15%
25.	Very Satisfied	More discretion for Town and Village partners
26.	Dissatisfied	Councillors are supposed to have full control over the GMA and allocate it at their discretion, but, unfortunately, officials dictate to a large extent how the GMA is spent. To make the system fair, the GMA should be allocated to councillors per capita and it should be up to councillors to combine their fair shares towards a project/projects if and as necessary.
27.	Neutral	Councillors are given a pre-budget to approve. Councillors have no powers
28.	Very Satisfied	Works well for us.
29.	Neutral	Insufficient scope for elected members to influence spending.
30.	Satisfied	Needs to be more to make a significant impact locally
31.	Dissatisfied	There is not enough for a fast growing County population wise

32.	Dissatisfied	Elected members should be given more say in how the money should be spent at Municipal District Level. Each municipal district should have their own Budget and this should be calculated on a matrix of Population, Members and Geographical area.
33.	Satisfied	Over the past 2 years councillors have voted to vary the LPT by 10%. 5% of this increase goes into the GMA which for our MD gives an additional €158,000 to distribute. Some councillors have always voted against the increase in LPT and that is their right, but then they claim credit for getting various groups grants through the GMA.

11. Have Municipal Districts in your Local Authority established “Town Teams” to drive and support town, village and rural development for their areas?

		Answers	Ratio
Yes		39	37.5%
No		52	50%
Don't Know		11	10.58%
No Answer		2	1.92%

If yes, please set out the key achievements of these teams in your areas.

(Sample of comments received)

1.	Yes	Town Team have delivered a significant amount of Community projects.
2.	Yes	Develop a community development plan for the town and implementing it in conjunction with the LA
3.	Yes	Our local Town Team have been very proactive in working with the Municipal District and the County Council’s Regeneration team in making application for funding under Town and Village Renewal, the RRDF programme the ORIS scheme attempt CLAR programme, and although the Town Team is not yet two years in existence they have been very successful with the majority of the applications.
4.	No	During Covid last year, the Council initiated Project ACT. That involved collaboration between the MDO and a few key members from each of the two towns in the MD to identify projects that would assist with enhancing the outdoor town environment, including providing additional seating, safe exercising, social distancing, etc. That was quite successful. The team ceased to meet when the Project ACT actions were over.
5.	No	I have initiated these, however due to Town Renewal Plans commencing and COVID delays these Town Teams have been put on ice
6.	Yes	We have established town and village renewal team in the Council which is funded by LPT.
7.	No	It is not clear. The roads area engineers are supported in project basis by the public realm team,

8.	Yes	Project act has been a success I would worry going forward about this model as some individuals use this as self-promotion.
9.	Yes	I don't believe in concept of Town Teams. It cuts out the elected member.
10.	Yes	One, established in 2015 was very effective in getting local engagement and getting grants until Covid - the other started in Jan 2020 but Covid got in the way of it progressing. I think specific funding earmarked for Town Teams for towns with a population greater than 1,500 should be considered.
11.	Yes	In My town we have a great committee , and well supported by our community development officers at MD level and Plenary level, We are currently looking at town renewal and to date have received funding in the excess of 125000 euros
12.	No	Set up in some of the bigger villages as part of community development.
13.	Yes	Town teams engage in general business supports schemes in the Districts and play a vital role in identifying public realm type projects and applying for funding under various financial support schemes such as RRDF, URDF, Town & Village Renewal, etc. They also help organise local events such as Christmas lights 'switch on' ceremonies St Patrick's Day parades, summer festivals etc. They play a vital role in the promotion of tourism in the respective areas. Host regular meetings with business groups, Municipal District staff and community volunteer groups, local Gardaí etc. to advance various town improvement projects.
14.	Yes	These are some of the unelected forums I referred to earlier. They are set up as a mirror image of the district council. A council executive is arranging meetings, setting agenda's, organising members. Your Q 11 is what local councillors are democratically elected to do. This is where the real undermining of the councillor is happening. This is an issue with councillors all over the country. The majority of the public have no clue of this. This is the silent creeping attack on the role of the councillor.
15.	Yes	Town Teams have been established in the rural MDs and have been useful in terms of drawing down funding, etc. However, we have opted against them in the Town Area as we believe that it would lead to a lot of repetition and procrastination.
16.	Yes	Tidy towns. Sporting facilities and Recreational
17.	Yes	Pedestrian use of Town square's, cycling infrastructure,
18.	Yes	Covid stopped it in its tracks
19.	Yes	Tentative steps to setting them up
20.	Yes	Directors of Service have been allocated certain areas/city/towns geographically with limited associated staff (engineers etc.) along with their own DOS responsibilities but they don't effectively operate as anything more than area based staff. They certainly don't 'drive' anything.

12. How satisfied are you with the interactions between "Town Teams" and Municipal District members?

		Answers	Ratio
Very Satisfied	■	9	8.65%

Satisfied		13	12.5%
Neutral		19	18.27%
Dissatisfied		9	8.65%
Very Dissatisfied		7	6.73%
Not Applicable		42	40.38%
No Answer		5	4.81%

Please expand on your answer, if you wish

(Sample of comments received)

1.	Neutral	No formal interaction. Volunteers driven town's team.
2.	Dissatisfied	Town teams reduce need for councillors. Why bother running for election, just take over committees like these. Not really democratic in my opinion
3.	Very Satisfied	It has three LA members and works well with the other members
4.	Satisfied	Regular meetings and positive engagement with elected members, town team and officials. A team based approach to resolving issues rather than a blame game is the primary focus of the work.
5.	Dissatisfied	The two basically operate in silos.
6.	Dissatisfied	Would be a disaster, with 2 groups, 1 elected the other not and both looking for the same funding to spend on different priorities and projects. Leave them out.
7.	Satisfied	Elected members serve on Town Teams.
8.	Dissatisfied	Town teams are not specifically established, in some villages a town team was set up as part of Town and Village applications
9.	Very Satisfied	Excellent engagement with Town teams and Municipal District's staff, offering broad support and advice.
10.	Neutral	It has only recently been established but so far the communications are good and there's good representation on the Teams including Cllrs on different Committees.
11.	Very Dissatisfied	There is no interaction. In some instances there might be a councillor on it but it is more of an accident than a design. There is no interaction with the full district council. More officials attend these meetings than attends the district council meeting. All I have said above applies.
12.	Neutral	Should be meeting more often to discuss and plan going forward
13.	Dissatisfied	No direct experience but wary of concept.
14.	Very Satisfied	I am happy with the work the teams are doing but they need more staff.

15.	Neutral	As stated above, we don't have TTs in my area but in so far as the engagement is in other areas it's been largely positive. However, TTs cannot be a replacement for democratically elected councillors and must not exceed their function. They must know that the overall policy and decision making role must always remain with the body of elected members. They are useful as a consultation group
16.	Very Dissatisfied	No effort to link the activity of the town team with all Municipal District members.
17.	Neutral	Some members support enthusiastically, other feel it's interference in the elected members role
18.	Very Dissatisfied	Town forum does not include councillors, despite numerous requests from councillors to be a part of it.
19.	Neutral	Staff don't really interact with Councillors. They take reps but there is no effective follow up or recording of issues the members wish resolved. This leads to a lot of repetition with issues having to be raised again and again. Council executive often engage in activity with members kept in the dark. I'm thinking specifically for example of council buying turnkey estates without the knowledge of members. Land purchases should require the same Council approval as does land disposal. Councils are notoriously hands off and adopt a head in the sand attitude to social estate management. There are lots of rules (tree cutting/noise nuisance etc.) that are effectively unenforceable when push comes to shove. Councils have neither the will, the expertise nor the resources to carry out many of their actual roles.

13. Where are meetings of your County's Municipal Districts held?

		Answers	Ratio
Municipal District Buildings		52	50%
County Council Buildings		34	32.69%
Other		17	16.35%
No Answer		1	0.96%

If answer is 'other', please specify.

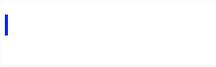
(Sample of comments received)

1.	Municipal District Buildings	Usually in MD building but online/ larger community centre because of Covid.
2.	Other	Very bad...in the local library room, Very poor room, small, not effective.
3.	Other	COVID response- online
4.	Other	Generally in chairs home area.
5.	Other	Local Library
6.	Other	Our local library has an excellent meeting room.

7.	Other	Public buildings
8.	Other	Generally in the former County council buildings but via Zoom since September 2020 due to Covid.
9.	Other	Mostly County Council HQ, some meetings in local area.
10.	County Council Buildings	Because the office cannot even hold the current staff at the MD building we have to meet in County Hall.
11.	Other	Zoom etc.
12.	Other	online at the moment but at County buildings
13.	County Council Buildings	Normally but online at present.
14.	Other	At the moment via teams. Pre Covid, in the Council chamber.
15.	Other	Prior COVID it was at the MD buildings. Now it is in the main county chamber building due to COVID and social distancing.
16.	Other	Zoom at present
17.	County Council Buildings	Mostly online as a result of pandemic.
18.	County Council Buildings	Virtual at present.
19.	Municipal District Buildings	This is pre Covid, now we meet either in County Hall or on zoom
20.	Other	Local Hotel
21.	County Council Buildings	Meetings are held in a council Building in another Municipal District as we have no Council offices in our Municipal District.
22.	County Council Buildings	Currently due to Covid in county council buildings normally in city hall.
23.	Municipal District Buildings	On Zoom over the past year or so. The sooner we get back to physical meetings the better!
24.	County Council Buildings	They were previously held in the Municipal district building prior to covid-19 and it is envisioned that they will revert to that when it is safe to do so.
25.	Other	Generally in the MD office but due to Covid they are via zoom or in the Co. Council office
26.	Municipal District Buildings	In a poorly laid out room which is cold in the winter and too hot in the summer and was not designed for MD meetings.

14. How satisfied are you with the management and operation of Municipal District meetings?

		Answers	Ratio
Very Satisfied		21	20.19%
Satisfied		59	56.73%
Neutral		12	11.54%
Dissatisfied		10	9.62%

Very Dissatisfied		2	1.92%
No Answer		0	0%

15. How satisfied are you that the most relevant agenda items are discussed at Municipal District meetings rather than at Plenary Council level or in other forums?

		Answers	Ratio
Very Satisfied		19	18.27%
Satisfied		67	64.42%
Neutral		9	8.65%
Dissatisfied		7	6.73%
Very Dissatisfied		2	1.92%
No Answer		0	0%

16. Does your Municipal District host regular meetings with representatives of the Public Participation Network (PPN)?

		Answers	Ratio
Yes		17	16.35%
No		78	75%
Don't Know		9	8.65%
No Answer		0	0%

If not, would you consider such meetings to be beneficial, and how often should they be held? Please provide your opinion below:

(Sample of comments received)

1.	No	No benefit. Elected Members should be decision makers.
2.	No	No they don't and I don't think they would be beneficial as the best place for meetings with PPN representatives would be with the LCDC committees
3.	No	Very little meetings with council in Meath.
4.	No	Yes... I believe they would be beneficial... however we do see representation of the PPN at other committee such as SPC or LCDC

Appendix 1:

5.	No	More meetings with council officials, elected reps and heads of community reps should be held to ensure joined up thinking & collaboration on projects.
6.	No	Again these bodies reduce the need for councillors and not very democratic, can be taken over.
7.	No	There are plenary meetings of the PPN in each municipal district at least once a year and the 6 local councillors are invited to attend in addition to representatives of all the community groups affiliated to the PPN. I usually attend and would like to see more of my colleagues in attendance.
8.	No	Any interaction between the MD and key members of the local public is generally beneficial. Those who give their time to the PPN deserve to have time from the MD. Perhaps twice annually would be a reasonable schedule.
9.	No	A report from the PPN members might be helpful but it is important to note that councillors have been elected to make decisions rather than the PPN. We should and do take their opinions into accounts but the PPNs can be much politicised.
10.	No	Not all areas are covered by the PPN whereas the elected members cover the entire district. Also some members of the PPN do carry a political agenda. Local Government should not be undermined any more than it is.
11.	No	Yes, useful. More meetings of the MD would generally help.
12.	No	Currently haven't the time as workload so extensive.
13.	No	Yes, annually.
14.	No	Probably - I feel that I do not really know exactly what the role of the PPN is - I need to learn this which I can only really do through interaction.
15.	No	I would have no problem with these meeting, I believe that having meetings with local development groups or local voluntary groups are very beneficial if they present with plans for their area, what they intend to achieve, long term visions and plans and the support they need.
16.	Don't Know	PPN representatives also populate various Council committees , such as SPCs , JPCs
17.	No	Empower the councillors properly as a priority-- the rest could then follow. What is going on is not acceptable.
18.	No	MD or LEA based PPN meetings should be held at a minimum of bi monthly
19.	No	Quarterly meetings outside regular work hours would be a great induction of local Government listening to the people.
20.	No	I would be of the opinion that possibly quarterly meeting with PPN would be beneficial
21.	Yes	Again PPN are useful as a consulting body, but should not exceed their brief
22.	No	No. The elected members have their fingers on the local pulse
23.	No	No. LCDC provide this link
24.	No	PPN are represented already on the various SPC meetings which is quite beneficial.
25.	No	Joint meetings would be of benefit. To be held at least twice a year.
26.	No	PPNs have more power than Councillors
27.	No	Yes and I would suggest bi monthly

28.	No	No meeting has taken place with the PPN
29.	Don't Know	The government seem to be more interested in the PPN than it is in the elected councillors.
30.	No	Yes it would help to distinguish the MD from the Co. Council

17. What time of the day are your Municipal District meetings mostly held?

		Answers	Ratio
Mornings - 9am to 12pm		54	51.92%
Afternoons- 1pm to 3pm		15	14.42%
Evenings - 3pm to 6pm		29	27.88%
Late Evenings After 6pm		5	4.81%
Timing is flexible for each meeting		1	0.96%
No Answer		0	0%

18. Are you satisfied with the timing of your Municipal District meetings?

		Answers	Ratio
Yes, I'm satisfied with the timing of our meetings		80	76.92%
No, I would prefer the timing of our meetings to be more flexible.		23	22.12%
No Answer		1	0.96%

19. Please provide, below, any suggestions to improve Municipal District meetings.

(Sample of comments received)

1.	Begins at 6.30. Should begin at 7.30 to allow more public attendance
2.	Introduce a logging tracking system for when issues are raised by Cllrs. Minor issues being raised at meetings because they not being addressed properly. Have Directors of service give comprehensive reports and answer questions at meeting.
3.	They either start at 10 am or in the early afternoon. I don't see why council meetings cannot start at 9 am so you can have the rest of the day to work or start at 7pm so you can have your work done
4.	There tends to be a lot of presentations which take time, maybe there could be a presentations meeting.
5.	We need more powers as a district
6.	Better accommodation, more organised office and chamber

7.	Happy enough so far
8.	The nature of the district should ensure that meetings are held in a public venue in the towns and villages throughout the breadth of the 72km of the district.
9.	More of them. I feel meeting once a month is not good enough.
10.	Our MD meetings are held from 2-4pm. Sometimes they run on later. The Area Engineer attends our MD meetings. That is very important. If she is not there, many of the issues brought up by public reps cannot be responded to. The MDO gives a monthly update on budget and the progress of various committed projects. That is helpful too. Sometimes the issues we bring up are relevant to other government agencies like Bus Eireann. It is not always easy to get those agencies to attend a meeting of the MD.
11.	Evening meetings in a location within the MD
12.	I would like our Council to have meetings after 5pm. It is completely unsuitable for those of us with full time jobs.
13.	Council executive should be open to changing the quality of the information contained in the monthly District reports. The reports do of course provide a certain amount of information but much of it is general and non-specific. I have suggested ways to improve it but unfortunately this has not happened.
14.	Overall, except for budget, I am happy with the operation.
15.	It could be beneficial, given that there are only 9 councillors, to be less constrained by time and to be less confined by an agenda, i.e. allow for greater general discussion between councillors and officials, rather than simple Q&A with no back and forth debate.
16.	No addition to minutes after 48 hours to meeting
17.	Fewer presentations and more actual integration between officials and elected representatives.
18.	Relevant council executives / Directors of Services should be attending regularly to update elected members and answer queries on issues of local importance, pertaining to their specific roles.
19.	I work full time and have young children so having meetings in the evening is much better for me.
20.	We need more than one per month. A lot of what is currently done is just ticking boxes. Councillors are prevented from doing the work they were elected to do by the public.
21.	As the role of the councillor is still part time, some meeting should be held in the afternoon or evening to accommodate people who also work full time. I know it is not possible to have all meetings in the evening but some would be of help.
22.	I would prefer for MD meetings to be later in the day in order to facilitate members of the community
23.	Post Covid, hybrid meetings would give more options
24.	The ability to host council or MD meetings in the evening should be a no-brainer. It allows reps and public to attend without impacting on work and is a small request of council staff who should be enabled to claim the time in lieu.
25.	We tend to have workshops and presentations from groups on the same day, so normally these run late so that the meeting starts late and runs late, and it is usually a very long day from maybe 10 until 6pm or later

26.	Meetings should be on in the evening
27.	No issue with the meetings per say. If I was to make a suggestion, it would be to live stream both County and MD meetings to encourage wider participation
28.	Housing issues should form major part
29.	Meetings should be held in the evenings/late evenings both for councillors and members of the public working or studying to be able to attend.
30.	No press. Press leads to politicians playing to the Gallery. Maybe the press should attend every 2nd meeting.
31.	I think some of the municipal meetings should be held in the evening time.
32.	I am quite happy with the way meeting are been held at present but we would need a proper building to hold them in
33.	Meetings should be held in the Municipal District and at a time that suits the majority of members
34.	The time allowed for meeting should be increased to 3 hours.
35.	The Chair should ensure that the Councillors dictate the agenda
36.	1 - Appoint an MD Manager that has some interest in the MD and not a MD Manager that has no interest 2 - Establish a MD team to work with Towns and Villages 3 - Invite the public to attend meetings when possible 4 - Create a proper meeting room 5 - Ensure that the MD Manager and the Area Engineer has a good working relationship
37.	I disagree with the current Plenary/Metropolitan/Municipal structure and think it ineffective. The meetings are too short and there is no opportunity with such large attendances to really question or drill down into issues or indeed answers. Perhaps a further sub-division of the Metropolitan District every second month into its three constituent parts might allow time for more granular examination of issues etc.
38.	As I am self-employed I can be flexible with my time. If I was in a regular job it would be near on impossible to attend meetings during the day. later meetings would assist those in FT roles and those with young children
39.	I have flexibility to attend meetings at any time but for Councillors in regular jobs having the meetings between 9 and 5pm makes it very challenging

20. Do cross boundary matters, whether between Municipal Districts or adjacent Local Authorities, arise at your Municipal District or Plenary Council meetings?

		Answers	Ratio
Yes		53	50.96%
No		45	43.27%
Don't Know		5	4.81%
No Answer		1	0.96%

If yes, what are the main items that come up?

(Sample of comments received)

1.	Yes	Flooding, Retail Strategy, Fire Service, Planning Matters etc.
2.	Yes	Fire services , roads
3.	Yes	We deal with issues of mutual concern. Angling, tourism, etc.
4.	Yes	Topical issues of the day
5.	Yes	Border areas need co-operation to provide a reasonable service
6.	Yes	Transport, Roads, Amenities (lack of) with a perceived perception that if you are near Dublin then you access amenities there.
7.	Yes	Large scale developments that span two municipal districts.
8.	Yes	Unfortunately most of the reports we get at MD meetings are the CE's Monthly County Council report broken into segments but not tailored to the MD. Only in the case of Housing where we made a sustained request for a specific report is an MD report specifically for our area added to the report.
9.	Yes	Road projects with sections of Districts south of the county and adjoining counties.
10.	Yes	Allocations /Grants..... for Roads, winter maintenance repairs, etc.
11.	Yes	Roads (salting routes, repair and maintenance, housing estates TIC), Parks
12.	Yes	Road repairs and gritting
13.	Yes	Roads between counties
14.	Yes	LAP decisions
15.	Yes	At times, some issues can take in a neighbouring county.
16.	Yes	Sometimes mainly in respect of infrastructure or tourism initiatives
17.	Don't Know	As Cllrs we do engage with common projects and assist our colleagues that may be split by the new electoral boundaries.
18.	Yes	Transport issues, land use activities, water resources, flood risk, district issues affected by regional/national policy
19.	Yes	Walking trails, Tourism, road maintenance, salting routes
20.	Yes	Share a boundary with 3 other countries
21.	Yes	Anything and everything. We meet a few times yearly. Need to be on a statutory footing.
22.	Yes	Planning & Development on adjacent lands Projects of joint/common interest.... health, education etc.
23.	Yes	Housing/roads
24.	Yes	Road works, bus services
25.	Yes	Water, sewerage and road gritting in the winter months

26.	Yes	Plenary meetings regularly involve items that are common to all Municipal Districts although like all issues the detail and the solutions differ from one area to another. There is no interaction with neighbouring councils or Municipal Districts in neighbouring counties. These areas may have more in common with each other than the MDs in our own county.
27.	Yes	Roads in particular, Tourism, issues around CDP's
28.	Yes	Issues with the boundary itself being one of the most contentious. The lack of funding for the environs that fall into the adjacent local authority area is another. Joint projects of roads/planning etc. There are many houses and tenants located there and this causes issues. The lack of service provision and development of the area. Competing issues with regard to shopping etc. have also arisen in the past.

21. Do you have any additional suggestions to make to improve cooperation on Cross Boundary matters?

(Sample of comments received)

1.	Have Cllrs involved in issues that are relevant e.g. Greenways, Roads, tourism
2.	Inter county meetings of neighbouring MD that are in different counties should happen. Perhaps even once a year.
3.	Put people first in decision making, not egos, personality's or borders. What is in the best interest of the strong majority of the people?
4.	There is a need to cooperate on the delivery of other services like infrastructure, broadband, housing, impacts of Brexit, peace building.
5.	There should be a formal mechanism that is not too bureaucratic to allow common sense co-operation between different MD's and different LA's
6.	Mandatory quarterly meetings
7.	Yes, that they might work together to deliver on issues in the public interest. The public doesn't see invisible jurisdictional boundaries.
8.	Roads issues and planning developments
9.	Joint meeting to discuss cross boundary matters would be helpful - even where the MDs are in adjoining counties.
10.	More central funds to ensure cross boundary roads don't get left behind.
11.	Where there is a need to discuss an issue with neighbouring county, that county should be invited to the meeting.
12.	There probably should be some structure once or twice in the year for neighbouring councillors to meet on topics of shared interests.
13.	There is a need for a consistent approach and proper processes in place to deal with cross boundary matters as they arise, in a coordinated and integrated manner.
14.	Such meetings should be included in quota of meetings Councillors must attend
15.	We badly need cross border meetings
16.	Set up Urban Areas Committees asap.
17.	We already have regular meetings with adjoining local authorities
18.	Ongoing meeting and a committee set up made of elected member's from both areas. No county boundary changes as this finishes co-operation and working together.
19.	On matters that can arise across the boundary that affects us that we have a joint meeting on those matters

20.	At Regional Assembly level Municipal Districts that have a common bond either by location or demographics should be identified and the councils should then put in place the resources to allow these districts to work together for the common good. An example of this is two adjoining counties directing tourists to locations in their own county and ignoring a complimentary location in a neighbouring county that is only a short distance away.
21.	I've never heard of cross boundary co-operation.
22.	Where there are shared interests there should be flexibility in channels of communication and official structures to allow for joint forums dealing with issues that cross LA boundaries. At times LA's can feel very much cut off from one another.

22. How satisfied are you with the management and operation of Plenary Council meetings?

		Answers	Ratio
Very Satisfied		13	12.5%
Satisfied		46	44.23%
Neutral		17	16.35%
Dissatisfied		21	20.19%
Very Dissatisfied		7	6.73%
No Answer		0	0%

Please give a reason for your answer, if you wish.

(Sample of comments received)

1.	Very Dissatisfied	Because as elected representatives we have no real decision making authority at these meetings. It is set up to make it appear like we do but the reality is we don't.
2.	Very Dissatisfied	Too long. Too much time spent on issues that should be addressed at MD level.
3.	Dissatisfied	Too much time spent talking about bereavements and complimenting things that have happened. No work being done.
4.	Satisfied	Very professional.
5.	Very Satisfied	We work well with the Executive We try and resolve issues before they become a problem
6.	Neutral	A large number of presentations from internal and external agencies that fill up the time and allow for little real engagement.
7.	Dissatisfied	They are a glorified talking shop, motions are not taken serious, nothing is followed up on, now that everything has moved online, very little debate happens and where possible management simply bypass the elected members.

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8.	Dissatisfied	Standing orders are inadequate as they rely too much on courtesy, good manners and respect for all attendees at a meeting of over 50 people.
9.	Neutral	Repetitive and speaking times not adhered too. Many items not within the plenary councils remit and more suited to the national Parliament
10.	Neutral	A lot of time wasting and irrelevance from some members that cause meetings to take twice as long as they should.
11.	Dissatisfied	Work has been completed to filter off topics of debate that do not relate to council business. Efforts to reduce the meeting time to three hours fails frequently and much of the discussion is rhetorical and does not deliver actionable outcomes for the citizen. There is evidence that the CE discourages reporting by officials on their achievements in favour of engagement with external groups - for which the members/council have limited roles.
12.	Neutral	Executive has too much power in the Irish LA system
13.	Dissatisfied	The management report could be improved dramatically to have relevant, meaningful information. Obviously much of the Plenary agenda is prescribed in legislation however the standard of information and be very general and non-specific.
14.	Neutral	We are currently in the process of revising standing orders with a view to improving meetings.
15.	Dissatisfied	Local matters being discussed at plenary
16.	Satisfied	The system is unchanged from when I was first elected in 204.
17.	Dissatisfied	They go on too long. Agendas are too time consuming and difficult to participate with so many participants
18.	Neutral	Agendas can be at times be to full, not permitting enough time for debate on certain topics, whilst at times requiring time extensions to get through the agenda. Issues around delays in dealing with Notices of Motion.
19.	Very Dissatisfied	Too long, too many presentations that could be given to people beforehand. Very late delivery of documents before meetings. Our motions never get reached and most of the time is taken up by CLRs speaking to the media. It is 90% time wasting in my opinion, time better spent doing on the ground council work.
20.	Satisfied	Statutory business is in the main - fine. Other items on the agenda are sometimes not even related to National Government business and I am not sure how relevant it is for the business of the plenary council.....
21.	Dissatisfied	Standing orders of our council prevent motions related to "non-council" functions where a national issue impacts locally
22.	Dissatisfied	Lack of time flexibility. Poor management of meetings provides for extended meeting times. Items off discussion coming up. Councillors feeling the need to repeat themselves, echo other statements and to be heard for the sake of it.
23.	Dissatisfied	We have been prevented from bringing forward motions that don't relate to Council functions.

24.	Satisfied	We have changed from monthly to bi-monthly plenary meetings and I feel it works better, we can get most of our work done at the monthly municipal meeting and keep the plenary meeting for more strategic and county wide issues.
25.	Dissatisfied	Meetings get taken over by rural councillors
26.	Satisfied	It's a pretty solid structure
27.	Neutral	Quality of the audio system must be improved; more strict time limits should be applied; have a balance between debate/contributions and the business being transacted at the meeting.
28.	Dissatisfied	Councillors can hijack the agenda with national and international issues when we should be dealing with our own issues of responsibility. Information from Executive in advance of a meeting is often delivered at a late stage where Councillors do not have time to study and verify the information provided.
29.	Dissatisfied	Not enough time to discuss properly the agenda items. Meetings are too short.
30.	Neutral	Too heavily dominated by Management, Especially during Covid I felt that Management used time limits to control the agenda and discussion

23. How satisfied are you that the relevant agenda items are discussed at Plenary Council meetings rather than at Municipal District level or in other forums?

		Answers	Ratio
Very Satisfied		10	9.62%
Satisfied		65	62.5%
Neutral		17	16.35%
Dissatisfied		6	5.77%
Very Dissatisfied		5	4.81%
No Answer		1	0.96%

24. Are you satisfied that arrangements for determining the agenda for Plenary Council meetings are satisfactory including the input of the executive and elected members?

		Answers	Ratio
Yes		63	60.58%
No		33	31.73%
Don't Know		7	6.73%

No Answer		1	0.96%
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Please give reasons, below, for your answer, along with any suggestions for improvement:

(Sample of comments received)

1.	No	Not a lot of input from most members with the agenda, save for the ability to put down motions (frequently a pointless exercise).
2.	No	The Agenda is dominated by the work plan of the Executive and presentations that don't allow for appropriate engagement or accountability on Local Government functions.
3.	Don't Know	I am not part of determining the agenda for Plenary Council meetings.
4.	No	This is totally unfair towards independents, the agenda should be set by a 'business committee' similar to the Dáil. It's the big parties that sit at CPG as they hold the power through the pacts, this should change to include all groups.
5.	No	Items listed more suited for National Parliament
6.	No	I feel, as an independent member, that I have no input in the CPG or the meeting's agenda. The pact system is partially responsible for this and also the fact that only some independents are members of the pact so the others are essentially excluded from any input into the agenda or other Plenary related matters.
7.	No	The only regular input members have is in the motions.
8.	Yes	Yes. The agenda is set at a CPG meeting the previous week, The problem is trying to get through so much that presents to be discussed or approved
9.	No	Meetings need to be streamlined in a manner that allows enough time to get through the agenda within the allotted timeframe. Meetings that require regular time extensions to get through agendas lose their effectiveness and result in a loss of concentration levels from elected members, particularly when they are being held remotely, post Covid.
10.	No	Councillors should determine the agenda. Agendas are executive controlled-- this needs to change. I am of the view that there is urgent action required to change the way business is done, it is not focused enough on the needs of our constituents.
11.	Don't Know	Lengthy discussions usually held
12.	Yes	In the main, it works well. Statutory business and reporting of directorates and SPC's are important and should get more time. Some pointless motions are submitted and can often take up the majority of the time of the council meeting.
13.	No	Standing orders of our council prevent motions related to "non-council" functions where a national issue impacts locally
14.	No	The officials are too eager to change the wording of motions
15.	Yes	I just feel we are furnished with all relevant documentation prior to meeting.

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16.	Yes	It would be helpful to get answers to questions and motions a day or two before the plenary meeting, our plenary meetings are the last Monday of the month, if we had our questions and motions answered on the Friday, it would make it easier to be properly prepared for the meetings
17.	No	This forum is dominated by older long-standing senior party Councillors who have a very cosy relationship with the executive. Also items are forwarded to SPCs without discussion or direction.
18.	No	CPG needs to be abolished
19.	Yes	Yes as a whole but I would prefer a wider time frame to submit Notice of Motions. However, we do have a certain capacity to address this at the AGM and the adoption of Standing Orders
20.	Yes	Again Written Questions and Written Answers to be part of all LA's.
21.	No	The current arrangements are not representative of all the elected members. They should include a cross party and non-party balance, as well as a gender balance.
22.	Yes	The C P G decides this.
23.	No	Municipal Chair should be part of the CPG meetings
24.	No	I would say Management comes up with the agenda.
25.	No	Our group has absolutely no input in this area.
26.	No	The agenda is decided by the Chair and the Executive with each Councillor having there submitted notices of Motion at the end of the meeting. Sometimes the Meeting can get tied up in knots discussing Executive matters or items that are prescribed by law and little time is left for members issues
27.	Don't Know	As far as I'm aware there is no discussion between the executive and members regarding the agenda.
28.	No	The CPG seems to have all of the power and this was not the case prior to 2014. Members of the CPG should be informing their party members of the discussions held at the CPG meetings prior to the plenary meeting of the council. I know that discussion has taken place at the CPG meeting and decisions made, where members of the CPG, after listening to other councillors changed their mind at the plenary meeting!
29.	No	No input from elected members to determine the agenda
30.	No	The agenda is set by the executive not the elected members
31.	No	Management control the agenda. Items which are local to the MD are placed on the Plenary agenda as the full council vote on the matter. An example I'd approval for a local authority housing scheme. Another ridiculous example is when the full Council vote on the County Development Plan with Councillors from different MD areas have a vote to influence issues in other MD's.

32.	No	<p>Agenda input from members is non-existent. The only opportunity to have an item on the agenda is via a Notice of Motion. Senior management can control meeting discussions in a number of ways:</p> <p>1 - placing an important item on the agenda and then stacking the agenda so there is insufficient time to have a proper discussion on the important matter. 2 - not give members sufficient information and promise to forward information after the meeting after the decision is made 3 - giving members verbal information instead of written information 4 - piling on the reading a few days before the meeting to keep members busy reading useless information 5 - reports to follow all the time</p>
33.	No	As an Independent I receive ZERO feedback from Corporate Policy Group meetings and it is my opinion that the executive have undue influence on this structure.
34.	No	Other than by way of Notice of Motions there is no input by members into the agenda
35.	No	Members have no input on the agenda other than sending in Notice of Motions

25. How satisfied are you that monthly/quarterly management reports provide the necessary information to the elected members in advance of meetings?

		Answers	Ratio
Very Satisfied		23	22.12%
Satisfied		44	42.31%
Neutral		21	20.19%
Dissatisfied		13	12.5%
Very Dissatisfied		2	1.92%
No Answer		1	0.96%

Please provide details below, together with any suggestions to improve the process:

(Sample of comments received)

1.	Dissatisfied	Not a lot of detail in them
2.	Satisfied	Could have more detail
3.	Neutral	It can be vague. But it's an improvement on what used to happen pre 2014.
4.	Satisfied	Only in recent times have we got management reports
5.	Very Satisfied	The monthly management reports are very well presented and informative are a credit to the Councils Senior Management Team

Appendix 1:

6.	Very Satisfied	The CE's monthly Report is extremely detailed but there is not enough time to drill into the issues raised such as Housing delivery and planning.
7.	Dissatisfied	The management reports are not always accurate and complete.
8.	Very Dissatisfied	There is a lot of information provided in the Management Report but the information can be vague and non-specific and designed in such a way that it looks great but when you drill down into it the opposite is true. I feel that this can, at times, suit the executive as they know, from my experience, that most Elected Members don't really digest the report prior to a Plenary Meeting.
9.	Neutral	More detail could be provided in terms of stats/tables to facilitate more relevant and probing questioning from councillors.
10.	Dissatisfied	5 days is not always sufficient for someone who works full time outside the council to read all the documentation.
11.	Satisfied	The CEO provides a comprehensive monthly management update report, which regularly takes up a considerable portion of the meeting. Important to have enough time allocated to discuss this important report.
12.	Satisfied	The reports are provided but in my view should be expanded on more at the plenary meeting. Often, just proposed and seconded and move on.
13.	Dissatisfied	I rarely get asked to qualify a question and the reports are mostly negative responses
14.	Neutral	An abridged set of reports need to be available that give highlights and certainly formatted into a section for challenges/ concerns that members might focus on rather than sifting through realms of self-congratulation to find the problems.
15.	Very Satisfied	The reports are generally comprehensive and well presented.
16.	Very Dissatisfied	Information given at the last minute and members expected to approve it
17.	Satisfied	It gives a good account
18.	Satisfied	I am satisfied with the reports which I find quite comprehensive.
19.	Very Satisfied	Very good so far.
20.	Neutral	Councillors need more say in decisions being made, instead we are often told what's happening, or outside members on spc, jpg and down town committee set the agenda.
21.	Neutral	Normally I don't have time to read these.
22.	Satisfied	We get the report on each directorate bimonthly. The report could be up to 70 pages long, I believe it would be useful to have the changes from the previous reports highlighted on page 1.
23.	Neutral	The management reports are very beneficial however sometimes their depth of information can be sparse and a structured format that includes items requested by the elected representatives would provide greater oversight and governance to the LA.
24.	Neutral	Some reports can be very good, others too long winded, other too short. See previous answer

25.	Dissatisfied	The monthly Management Report is often excessively long and sometimes repetitive from one month to the next. Also this is the only section of the meeting where members feel they have the opportunity to raise specific issues and as such it operates as more of a free for all. Also I am not sure what the Chief Executive is in attendance for as he seems far less answerable in this structure than he was as the City Manager. This structure seems to have introduced a layer of separation between the CE and the Council.
26.	Dissatisfied	Most reports just arrive the day before the meeting so we have very little time to review. When you add a presentation or two to the main meeting it often means that important items receive no real attention

26. How satisfied are you with the effectiveness of remote meetings, where elected members can attend virtually?

		Answers	Ratio
Very Satisfied		17	16.35%
Satisfied		43	41.35%
Neutral		18	17.31%
Dissatisfied		21	20.19%
Very Dissatisfied		4	3.85%
No Answer		1	0.96%

27. If you have you any suggestions that would improve the operation of remote meetings. please give details below:

(Sample of comments received)

1.	They worked due to necessity, however I would not be in favour other than C19 demands
2.	Members should have very good standard devices including headsets etc.
3.	Broadband quality is a major issue.
4.	It is difficult to discuss matters fully which sometimes require greater attention
5.	Since we started using remote meeting in April of last year they have worked out very well nothing trumps an in person meeting but virtual is a very good substitute and does mean that you can literally move from one meeting to another in a matter of minutes which is a big time saver,
6.	Online was useful during the pandemic but obviously did not allow space for elected Cllrs to co-ordinate or internally discuss very important policies such as the County Development Plan and the LPT for example. On these days it is necessary for Cllrs to be able to discuss amongst themselves changing positions on proposals etc.
7.	I feel we should be back to the council chamber for our meetings.
8.	Return to physical meetings

9.	Very little debate can happen, there is no interaction, very little at least from managements, and motions are non-effective at council now.
10.	Meetings are shorter, however it's often the same members who do the highest percentage of talking. Speaking time over the duration of the scheduled meeting should be fair
11.	There is a need for improved electronic voting interfaces.
12.	Remote meetings benefit the executive as members don't have the opportunity to engage and bounce issues with one another.
13.	We need to implement hybrid meetings for the benefit of those who cannot attend (e.g. medical reasons, parental leave).
14.	Zoom meeting are just a tick boxing exercise, not sustainable and let's get back to normal meetings
15.	Fewer remote meetings would be a start. We are expected to cram more remote meetings into a day than we would physical meetings. I feel we need to meet in person as spending so much time on line is not benefitting my mental health. Officials are less accountable on remote meetings.
16.	I would much prefer meeting in a physical sense, but appreciate the effectiveness of the virtual option over the past 15 months, when there was no other alternative. Perhaps a hybrid model for meetings will be trialled, when appropriate Hoping to get back to the chamber in the not too distant future. PG.
17.	I like the remote meetings- should be option going forward for some meetings.
18.	MS Teams works well with us.
19.	The provision of funding to allow for streaming of online meeting and in-person meetings. As well as the provision of supports for meetings to be held in a hybrid format.
20.	Electronic voting needs to be enhanced. This method should be continued to facilitate greater outreach to public in years ahead.
21.	Return to corporeal meetings. A lot of valuable nuances are lost in online meetings, networking engagement that inculcates collegiate approach to issues and am concerned that online meetings are inherently disadvantageous to less tech members. It is important that local public representation be inclusive of all.
22.	I'm very happy how virtual meetings are being carried out.
23.	They work well, initially there were issues with people not knowing to mute and so on, but they work very well now, and I feel members should have the option of attending remotely on an ongoing basis, if there is a particular reason that they cannot attend on site for a given meeting.
24.	Broadband is an issue but the remote meetings have advantages.
25.	Chairs should get more hands on direction on standing orders.
26.	Strict adherence to time limits
27.	Perhaps where an agenda item is brought up that in order to be more time efficient that questions would be asked in groups and that the Cathaoirleach / mayor would operate this. Perhaps the timing system that is in place in the Dáil and the Seanad should be also in place at Council level - sharing time with other Cllrs. This would keep debate tighter and also provide better training for those that wish to progress to TD / Senator etc.
28.	Overall, the remote meetings have proved to be working fine, but the physical meetings are more effective and offer a more dynamic environment.

29.	Better Internet
30.	Reduce members speaking time.
31.	They are OK but no proper debate. Workshops and all other kinds of meetings could be held on line. We should get back to chamber meetings in a large hall etc. as soon as possible.
32.	In my opinion very hard to debate at important remote meetings. Statutory meetings should be held face to face as soon as possible. Remote meetings excellent for workshops and other non-statutory meetings.
33.	Yes I think the remote meetings have worked OK, but I believe a blend of remote and in the building would be necessary. I also believe since the Covid restrictions we are working longer hours and too many remote meetings at times.
34.	Better quality broadband
35.	Thankfully technological advances in the past few years have enabled remote meetings. However some of us councillors are in the 'amber' area for the NDP and our broadband connections are not great! I turn off everything connected to the Wi-Fi before going on any Zoom meeting or Webinar and I don't have the video turned on to ensure I can stay connected. I would suggest that some meetings should remain as remote meetings, but the MD and plenary council meetings should be physical meetings.
36.	For a council with 39 members out virtual meets were productive and successful. At times the conferencing software platform hampered our abilities to act in a timely manner. A more specific platform with functionality akin to what we have in place at our physical meetings would be more optimal i.e. to facilitate the voting and roll calls.
37.	Remote meetings go well when everyone had adequate broadband, especially the Chair. I have witnessed situations when the Chair did not give fair speaking rights by claiming that he did not see the "hand up" function
38.	The meetings have improved as members get more used to them. However you really need to have a second laptop or device in order to have a good view of the documentation while having the meeting screen on the first device. I have my own laptop which facilitates this and many other councillors have asked me how to manage this system. However I imagine some councillor's don't have two devices and this must make the meetings a lot more difficult to manage. Also I would welcome a way to search documents and mark them which is not possible in Decision Time. Also I find reading long documents online quite tiring.
39.	While not effective as being physically present it is great to have the option of attending remotely. I hope this option will be available to Councillors post Covid.
40.	While attending in person is always preferable it would be good to allow Councillors the option to dial in after Covid restriction

28. Do you have any additional suggestions to make regarding the operation of Plenary Council meetings?

(Sample of comments received)

1.	Have set time limit, have uniformed standing orders.
2.	The members should have more time to talk
3.	Allow public to join and attend.

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4.	Reduce the number of presentations per meeting and concentrate on the work plan of the Council such as the CE report. All Councillors should be able to amend or discuss items in good time to allow for adequate democratic accountability.
5.	Live Streaming, let the public see how their tax payers money is being spent, and it wouldn't be long making people wake up.
6.	Yes, the Council Executive should be more open to changing the format, within prescribed parameters, and the information that is presented each month.
7.	Hybrid meetings could be held for those who are medically vulnerable or not yet vaccinated. Updated CE report at every meeting. Getting more or less the same report each month is frustrating as I feel that noting is being achieved. Councillor training in how to behave at meetings - especially where there are 34 elected members present might help. Some councillors come in on every single agenda item, sometimes only to repeat what has been already said.
8.	It would be great if plenary meetings were attended by local TDS, on occasions, to brief and update councillors on matters of importance that pertain to the County.
9.	Ownership of agenda's with the councillors. Return to two per month.
10.	These are usually during the day which doesn't suit me with a full time job. I would like to see remote meetings being an option into the future beyond COVID. More updates would be appreciated from each of the SPC but presentations from state bodies and opt-in rather than absorbed as part of the plenary session. It needs to be managed in a more family-friendly way that will facilitate more diverse entrants into the Council in future.
11.	Option of remote or in person should continue for the future...
12.	I would include live streaming of meetings
13.	Yes as above no 27, timing system same as Dáil Eireann and Seanad area, speaking slots etc., and timed etc. perhaps
14.	To appoint an independent council meeting monitor as an accountability measure who will oversee performance of the elected members and of the chair during meetings and who will provide a report after each meeting on the conduct and performance of the elected members and chair at the meetings with a view to making the operation of the council meetings more efficient and to achieving a more sustained performance of the elected members and chair.
15.	Maximum time should be 3 hours- no suspension of standing orders to allow meeting to continue.
16.	More input from opposition groups and more powers for councillors to make decisions.
17.	Maintain the ability to attend virtually. Insist that matters which are more appropriate to municipal hearings can only be brought before that forum and refused to be added to the local authority meetings, this is why these meetings become pointless.
18.	There should be a maximum of one presentation at any plenary meeting and this should be time limited.
19.	Set time limits, schedule breaks. Do not contravene the organisation of the working time act.
20.	I feel going forward the option of hybrid meetings should be considered, it has worked well.

21.	We currently broadcast online meetings live on YouTube and I think all Councils should do this and continue with it once corporeal meetings resume - as a matter of course. Meetings should be longer in my view.
22.	As part of giving the MD's proper authority they should be restricted to just the Cathaoirligh of the MD's and perhaps the Chairs of the SPC's. Having 30 Councillors in a room simply doesn't work
23.	Give the MD's real powers and just have the Cathaoirleach attend the plenary meeting

29. How satisfied are you with the ongoing work carried out by your Local Community Development Committee and how the Local Economic and Community Plan (LECP) has been executed to date?

		Answers	Ratio
Very Satisfied		7	6.73%
Satisfied		39	37.5%
Neutral		35	33.65%
Dissatisfied		16	15.38%
Very Dissatisfied		5	4.81%
No Answer		2	1.92%

Are there any improvements you would like to see?

(Sample of comments received)

1.	Very Dissatisfied	Too many layers of bureaucracy
2.	Dissatisfied	Not enough oversight of plan delivery. No progress reports. Plans should have had an implementation strategy. .
3.	Neutral	They need to link in with council projects to align what's proposed at municipal level through notice of motions to what projects are carried through LCDC for funding.
4.	Satisfied	Not a member cannot comment
5.	Neutral	Perhaps we should have more local authority members attend or be members of the committee
6.	Dissatisfied	More supports for public consultation. The public profile of the LECP needs to be raised much more.
7.	Very Dissatisfied	Very removed from the vast majority of Councillors who are not on the LCDC or the LECP. The operation of the meetings with ratios has been shambolic due to how it was formed.
8.	Dissatisfied	The LCDC administers a number of funding streams. What I considered to be an excellent LECP was produced some years ago with massive community consultation. It was never implemented. In fact, it was rarely discussed at LCDC meetings at all.

Appendix 1:

9.	Neutral	I haven't seen any reports from the LECP in a long time
10.	Neutral	I would be concerned that LCDC structures are aligning with commercial focuses.
11.	Very Dissatisfied	Yes - I want to know what is happening at the LCDC. Minutes should be forwarded to elected councillors following their adoption.
12.	Very Satisfied	Yes A lot more money in our Budgets
13.	Satisfied	Cut down on the red tape
14.	Satisfied	Many of the relevant actions contained in the LECP have been addressed , with preparations getting underway shortly for a full review , as the variation of the CDP is being progressed There will be an increased emphasis on Climate Action related projects with climate becoming a common thread through the various plans. LCDCs provide much need funding support through LEADER for local community groups and start-up businesses.
15.	Neutral	I have not been informed of their work or updated.
16.	Dissatisfied	Most councillors are excluded from this. Information flow requires serious attention. Councillors work too hard and deserve better.
17.	Neutral	I would prefer to see more involvement of the LCDC with the MD's.
18.	Dissatisfied	We need more principles of Community wellbeing
19.	Neutral	I think with respect to the operation of LCDCs that it is working quite well...NOW! It was a different story at the beginning where it was mired in bureaucracy. Overall I have to ask are these committees necessary? Would it not be more efficient to funnel all through the Local Authority that has the professional capacity to deliver these programmes? Do we need all these layers? My view is that LAs should be a "one stop shop" and I'd argue that programmes would be delivered far more efficiently with less bureaucracy and procrastination.
20.	Neutral	I would like to see better communication from the LCDC; at least, a quarterly presentation at the council meetings on the work carried out and on the progress made in terms of the LECP.
21.	Dissatisfied	LCDC doesn't report to County Council Meetings
22.	Dissatisfied	Have no idea what work they do as we have no input to it.
23.	Neutral	We have very few updates as to the work of the LCDC and its subcommittees therefore it's difficult to answer this question.
24.	Neutral	These functions are dominated by the majority group and I feel totally excluded from them
25.	Neutral	To be honest we know very little about the LCDC and LECP - they are not on our radar. Who comes up with these names anyway?
26.	Dissatisfied	Scrap them
27.	Neutral	To be honest I was on this committee many years ago but since then I have not kept up with the operation of same and

		we are largely not au fait with their ongoing work. The Council gets the odd decision to make from the LECP but other than that I have no current knowledge of how effectively or otherwise it is. My experience was that it was a good idea in theory but I'm not sure it is an effective body in practice.
28.	Dissatisfied	Unless on the LCDC you are completely removed from the process

30. How satisfied are you that the Local Community Development Committee has co-ordinated all its programmes within its functional area in order to make the best use of its resources?

		Answers	Ratio
Very Satisfied		10	9.62%
Satisfied		37	35.58%
Neutral		41	39.42%
Dissatisfied		8	7.69%
Very Dissatisfied		4	3.85%
No Answer		4	3.85%

Are there any improvements you would like to see?

(Sample of comments received)

1.	Neutral	Work should go into making the plan ambitious but realistic, with regular reporting on delivery. The LECP should be the main driver of everything to do with the LCDC.
2.	Very Dissatisfied	Little to no consultation with the vast majority of elected Councillors and the communities they represent. Its structure is dominated by membership of state agencies and social partners and not enough geographic and community representation.
3.	Very Dissatisfied	I have no idea what they are doing and they do not tell us.
4.	Satisfied	I know it would be difficult but we need to speed up the whole process
5.	Neutral	I am unaware of the work they carry out as I was never given an induction when I was co-opted and am still learning about how the Council works internally.
6.	Neutral	It is a very slow
7.	Satisfied	The LCDC's do a huge volume of work - they should link more with the MD's as often works are done and projects are funded and MD members who are not members of the LCDC/LAG are not aware of same.
8.	Neutral	See Preston Council in the UK for more information on Community Wealth building

9.	Neutral	More co-operation with local authority and state funding through the LCDC
10.	Neutral	I would like to see better communication from the LCDC; at least, a quarterly presentation at the council meetings on its work progress.

31. How satisfied are you with the work carried out by the Local Enterprise Offices (LEOs) in your local authority to date?

		Answers	Ratio
Very Satisfied		38	36.54%
Satisfied		43	41.35%
Neutral		19	18.27%
Dissatisfied		3	2.88%
Very Dissatisfied		0	0%
No Answer		1	0.96%

Are there any improvements you would like to see?

(Sample of comments received)

1.	Neutral	For LEOs to be more proactive in engagement with businesses
2.	Satisfied	A permanent presence in our District
3.	Very Satisfied	Efficient operation.
4.	Satisfied	I think they're doing quite well.
5.	Satisfied	need more sub offices in districts
6.	Neutral	We need the LEO CEO to give a quarterly report on his team's activities to the elected members
7.	Satisfied	A more proactive approach to supporting local business. Rate payers should be communicated with about all supports that are available
8.	Very Satisfied	The Local Enterprise Office is playing a very significant role in working with the local business community in the Covid -19 pandemic and has been instrumental in keeping many SME's viable in such an uncertain times and will be vital as the economy recovers and I would like to see increased resources being put into this area.
9.	Very Satisfied	Our LEO is fantastic.
10.	Satisfied	More engagement with Councillors before events rather than reporting what they have done.
11.	Satisfied	More action less talk

12.	Very Satisfied	Excellent support services provided to SMEs from LEO, particularly helpful in meeting the challenges presented by Covid and by BREXIT. Staffing levels need to be increased to assist with the significant increase in workload.
13.	Neutral	I believe there needs to be a root and branch review of all these entities. Under 29/30/31
14.	Satisfied	They are very open to helping and are very flexible in working with businesses, but people are not entirely aware they are there or what they can do for them. There is an assumption that they won't be able to help when in fact they are very resourceful.
15.	Satisfied	They never link with the MD which is disappointing. 11 years ago, Councillors were on the Board of the Enterprise Boards and now all we get is a briefing every quarter on stats but no great detail.
16.	Very Satisfied	More resources, only inhibited by lack of manpower to deliver the range of products and services, we are fortunate to have a power house leading this team. Our biggest risk is our dependence on the CEO.
17.	Very Satisfied	This has to be the most effective and efficient Dept. in the Council.
18.	Satisfied	LEOs are certainly doing great work and it sort of proves my previous points in relation to the LCDC question, that once brought under the LA umbrella LEOs (former Enterprise Boards) have flourished and that work can be seen by the citizen
19.	Very Satisfied	Very happy with our LEO
20.	Neutral	More job creation in the county.
21.	Very Satisfied	The LEO is like the powerhouse of the Council. Dumped with far too much work and expected to perform miracles with a small staff.
22.	Dissatisfied	Could have more connections with council
23.	Neutral	Councillors have no active role in the detailed operation of the LEO's and our only effective information comes via the Managers Report. My concern would be about the innovativeness of public servants (no disrespect) in an enterprise world. They have no specific skills or experience (largely) in this area and while I'm sure work gets done I do wonder how well it marries with a risk taking environment such as business start-up must realistically be... Previous Enterprise Boards with their own Board seemed to me better advised by outside, business representation.
24.	Very Satisfied	I believe they do a really good job

32. How satisfied are you with the performance of your local authority Strategic Policy Committees and Corporate Policy Groups (CPG)?

		Answers	Ratio

Very Satisfied		10	9.62%
Satisfied		47	45.19%
Neutral		27	25.96%
Dissatisfied		13	12.5%
Very Dissatisfied		5	4.81%
No Answer		2	1.92%

Are there any improvements you would like to see?

(Sample of comments received)

1.	Neutral	I am not a fan of the SPC or CPG as they are used as an excuse to take the power away from the members again. Every time there is any question marks on a topic in the chamber the item gets deferred to the SPC or CPG and ultimately the executive get a better chance than to mould the decisions to their likings
2.	Dissatisfied	More policy recommendations from SPCs
3.	Satisfied	That Councillors can have an input into other policies that are not dealt with by their SPC
4.	Dissatisfied	SPCs are poorly led. No action plan or strategic delivery on policy. They frequently amble pointlessly. The CPG is a bit of a joke in our Council (I haven't been on it in years - maybe I'm just bitter).
5.	Very Satisfied	I find the CPG a very effective way of managing business
6.	Neutral	Very good engagement but not very clear as to how the SPC's drive policy formulation rather than being informed of policy.
7.	Neutral	Not enough policies emanating from them and action. I haven't seen one initiative enacted by an SPC in my 7 years
8.	Neutral	There is some effort needed to emphasise the benefit of focusing on policy development over discussion of operational achievements.
9.	Neutral	Approved minutes of each SPC should be sent to each elected member rather than having to try and find them on the Council website.
10.	Neutral	Cross-training on best practices of SPCs and CPGs elsewhere would be useful.
11.	Satisfied	I would like to be on a second SPC but have been advised that advice is required before this can proceed. I would like all councillors to have access to information provided to all SPC's and not just the SPC(s) they are on.
12.	Neutral	Could do with the chair giving a report as oppose to minutes been read
13.	Satisfied	They are effective - especially the JPC. The CPG is only as effective as its chair.

14.	Satisfied	<p>I believe that SPC members should be more involved with projects specific to that group.</p> <p>For example is there is a project , programme of specific piece of work being carried out, launched or advertised then the members of that relevant SPC should be aware of them. Not seeing it for the first time in the local paper.</p> <p>For example if there is an environmental project being launched then the chair of that SPC should be involved , not just the county chair who may not have had any involvement with the project.</p> <p>SPSs should have more influence other than policy.</p> <p>This would take some of the pressure from full council meetings.</p>
15.	Satisfied	<p>In general the SPCs are working well and deal with a wide variety of issues in the relevant areas of planning, economic development, Community affairs, Climate and Biodiversity, environment / roads etc. The memberships of the SPCs generally reflect their distinct nature and relevance.</p> <p>Better promotion of the work carried out by the SPCs, required. , which would encourage membership from relevant sections.</p>
16.	Dissatisfied	<p>It is unclear how members of SPCs can influence policies. There are no 'work programmes' like in Oireachtas Committees, no formal structures to outline how members can influence policy. The executive tend to dictate agendas rather than the Chair and often times the PPN reps are not engaged or aware of how to engage with the SPC.</p>
17.	Dissatisfied	<p>More transparency. More councillor involvement.</p>
18.	Satisfied	<p>We agree a Programme of Works each year for SPC. This is welcome as we know what is happening in each SPC.</p>
19.	Dissatisfied	<p>Not sure they really work - good updates from the executive but not sure they are achieving anything.</p>
20.	Neutral	<p>They are very unwilling to accept change</p>
21.	Neutral	<p>I Chair an SPC and do so primarily to hold a role within CPG, which I find valuable. SPC do not function well. I have to confess I am often frustrated by my lack of ability to drive change and possibly need to own this issue. Ultimately, I find, despite my best efforts, that you are at the mercy of the Director, who if not on the same wavelength has the capacity to undermine or subvert the work of SPC.</p>
22.	Satisfied	<p>Good work being done but again you have 'slow process' in some areas.</p>
23.	Very Dissatisfied	<p>CPG unaccountable with no gender balance. SPC's only a talking shop. Complete waste of time.</p>
24.	Satisfied	<p>Yes they work well as a consultative body with interest groups, which leads me to question why we need other layers such as Town Teams (duplication)?</p>
25.	Neutral	<p>SPC meetings should be focused more on the policy making process. It has become a practice in the last years where non-policy shaping-related motions are being referred from the council meetings to SPC meetings. This practice defies the purpose of the SPC meetings. The CPG membership should be more reflective of its elected members in terms of cross party/non-party representation and gender balance.</p>

26.	Neutral	Should be coming up with policy to put to the Plenary Meetings. It is generally about issues rather than policy.
27.	Dissatisfied	There is too many members on it, not delivering on it, talk shop mostly. I also believe having builders on a housing SPC is a conflict of interest. And having outside members that haven't a clue as to how the SPC should function.
28.	Dissatisfied	SPCs took too long to set up. All PPN nominees should be appointed within a short time of a new council coming in.
29.	Neutral	I don't believe they have any real power abs are more a figurative committee than one which provides any really direction for the local authority. The fact that they are often very badly attended by councillors leads to a belief that they are pointless and powerless.
30.	Dissatisfied	The CPG should be disbanded as they make decisions that do not necessarily represent the views of the elected members. This group should be significantly expanded to cover a broader representation.
31.	Very Dissatisfied	They are a waste of time and money. They are dominated by the majority groupings.
32.	Neutral	Usually depends on the Chair and how malleable they are by the Chief Executive
33.	Dissatisfied	Most people opt for Chairs of the SPC because of the €6k annual allowance associated with the role. I believe all members should be paid the same amount so you have people going on to the SPC because they want to influence policy in an area that they have an interest or expertise.
34.	Very Dissatisfied	People opt for the Chairs of SPC's because of the €6k annual allowance rather than he/she has any real interest or expertise. These are the same people who end up on the CPG and are not necessarily the best Councillors

33. Are you satisfied with how consultations are carried out with local communities regarding matters of local interest?

		Answers	Ratio
Very Satisfied		6	5.77%
Satisfied		43	41.35%
Neutral		27	25.96%
Dissatisfied		17	16.35%
Very Dissatisfied		9	8.65%
No Answer		2	1.92%

Are there any improvements you would like to see?

(Sample of comments received)

1.	Very Dissatisfied	Actually consult with the local communities
2.	Dissatisfied	Regular Town halls
3.	Dissatisfied	To be honest I think overall public service public consultation is poor... it's the typical "decide and defend" model of consultation Starting earlier in any process would be much more preferable
4.	Dissatisfied	No meetings with local groups
5.	Very Dissatisfied	The Pandemic and lockdown has accelerated the centralisation and removal of local government functions from communities and their elected representatives to the Executive and Central Government Departments and Agencies such as Irish Water, the NPR and the NPF. NO accountability or democratic oversight of key local government functions such as housing delivery, county development plans or economic development.
6.	Neutral	Where public notices are published are an issue, especially for the elderly
7.	Dissatisfied	More consultation needed
8.	Neutral	We had good consultation around the Project ACT initiatives during the COVID-19 period last year. That consultation was initiated and run by the MD. There was a great effort at consultation put into the LECP where a member of the planning staff took a particular interest in engaging local communities. Other than that, consultation is generally as statutorily required and commentary submitted by the public may or may not be taken on board.
9.	Dissatisfied	The Local Authority are simply doing what they have to, the days of adverts in papers for consultations are over and redundant. More effort has to be made to bridge the gap between county buildings and the public.
10.	Neutral	Personal interaction is necessary
11.	Satisfied	An improved website is an aid. The use of webcasting/ webinars is also a positive benefit falling from Covid responses.
12.	Dissatisfied	More public consultation. There has been a severe lack of consultation and Covid is being used as the reason. Covid is not the reason, it's an excuse.
13.	Satisfied	I think we could engage with local community groups more at MD level and possibly invite groups to our MD meetings to discuss their problems and their ambitions
14.	Neutral	I believe firmly that a local development group should be set up in every town and village. This is the foundation of vibrant rural areas. Even a Tidy Town group in every village. We need more local engagement with communities
15.	Satisfied	Better consultation and communication with vested local communities with regards to proposed projects etc. would help to avoid unnecessary stress and anxiety, which can derive from misinformation emanating from other unofficial sources.

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16.	Satisfied	Members do not need to be at every consultation but should be notified of them. This does not always happen.
17.	Dissatisfied	Lack of local engagement and connection at the MD level - goes back to the MD structure and no-one has responsibility.
18.	Very Dissatisfied	Public consultations seem to be nothing more than a tick box exercise. Active public involvement is key with the council needing to reach out to every member of the community perhaps with a mail shot being sent out to every relevant home
19.	Neutral	Part 8 process is very slow
20.	Satisfied	Recognition of language barriers for citizens that English is not first language. While I respect our investment in Irish, investment in translation service for our new citizens might be of more practical value. Imaginative use of Social media to gain attention.
21.	Satisfied	Generally yes! Through LA communications and engagement of the elected members, I believe that communities are pretty well informed
22.	Neutral	I would like to see more engagement and more consultation with local communities on local issues that matter to people. As councillors, we engage with people on a daily basis, but the officials do not always take into consideration the feedback we provide.
23.	Very Dissatisfied	Some departments of the local authority fail badly on communication
24.	Very Dissatisfied	Consultation with local community is a box ticking exercise for my LA with no meaningful engagement. In general the voice of the community is largely ignored if it does not fit the LA agenda.
25.	Dissatisfied	More communication is needed with local communities. Real consultation instead of a box ticking exercise.
26.	Satisfied	Going forward it is important to ensure that it will not be all on line consultations as some members of the public may not be able to engage in this form
27.	Neutral	Management need to be upfront with communities. People feel left out.
28.	Satisfied	Public meetings tend to be roaring matches and achieve very little. To survive a public meeting all an Elected Member has to do is to listen carefully and parrot back the best lines from the meeting and sit down to tremendous applause. Everyone loves you and you go home a hero.
29.	Neutral	I think Councils have improved but still consultations tend to fulfil just the minimum requirements. Councils should introduce digital consultations and use social media much more effectively - and be much more proactive in broadening out the participation of the widest possible amount of people in public consultations, in my view. The pandemic inflicted use of Zoom and other online technology should lead to a step change in how we can do this and things should not be allowed to simply slip back to the way they were.

34. Please select below the administrative arrangements that have been introduced in your local authority in recent years to improve operational efficiency or service delivery? (Tick as many as apply)

		Answers	Ratio
Digitisation of Services		49	47.12%
Improved access to remote working facilities		56	53.85%
CRM Applications to deal with public queries		38	36.54%
Option to attend virtual meetings		75	72.12%
Improved IT Supports (access to a helpdesk, internet set up, etc.)		50	48.08%
Additional IT Equipment (tablet, laptop, phone, printer, photocopying etc.)		60	57.69%
Improved provision of office facilities for elected members (such as the use of workstations in the Local Authority offices)		21	20.19%
Provision of Secretarial support to Elected Members (for replying to phone calls, emails, etc.)		5	4.81%
Others:		2	1.92%
No Answer		7	6.73%

If you have selected 'others', please provide details.

(Sample of comments received)

1.	We have a new customer service system which is good but responses to emails are very slow or nonexistence particularly since COVID. Furthermore, the website is badly managed and not clear or useable for people who are not accustomed to local government services.
2.	We don't have any of these supports yet, but provisions for laptops are being made. We have iPads that are on the blink due to over use. We get no phones and our Council has resisted this. We send in our monthly bill and get back €12.50 a month for the last 10 years. That's €150 a year on phone allowance, but we have to purchase our new phones ourselves. All the rest of the above we don't have.
3.	We are currently looking at the option of attending meetings virtually. The option for councillors to attend 4 meetings in the year remotely (2 Plenary and 2 MD) should be in place. The staff in the Council were very well looked after so that they could work remotely and that is only right and proper. However, councillors just got on with it. The council provided councillors with iPads in 2019, and we use Decision Time for all documentation, I find this a fantastic resource. I have my own private laptop and got Decision Time installed on it back in October/November 2020. I use my iPad for Zoom and my private laptop for accessing the documentation. I believe that all councillors should have both an iPad and a laptop to ensure they can function correctly when it

	comes to remote meetings. The chief executive and director of finance are considering my request for this to be the case.
4.	Virtual meetings only during pandemic
5.	The real solution is to give Elected Members a proper package e.g. computer, laptop, mobile phone, printer, ink supplies (which are very expensive), desk, support chair etc.
6.	Tablets that don't work very well. No headsets provided to members, yet all council staff have them.
7.	Our tablet and printer are not up to scratch and should be changed. I would like to have an option to use an office in the district building on a part time basis. This could be a desk which you can book or arrange for a room to use.
8.	Our CRM does not work efficiently and we have no secretarial support
9.	Office facilities in a local authority building in a Municipal District would be very beneficial to councillor even if only for a dedicated number of hours maybe 2 or 3 days per week.
10.	NOTE: Secretarial support is not there. There are contacts and recently new customer service which are very helpful. But as your question asks-- No we do not have secretarial service provided and when you compare this to the backup a back bench TD receives it really again highlights the poor way the democratically councillor is treated.
11.	None of above
12.	No new administrative arrangements have been introduced
13.	I have no support or access to printing or photocopying other than my own home device. I think this should be provided as I personally prefer to work from hard copies and not from screens. I absolutely believe that secretarial support should be provided. Not full time but definitely some support hours per week. As a full time councillor with no other form of income I cannot provide either secretarial support or printing costs to my role. These should be provided where needed to assist me carry out my role in the most efficient manner I can, presently administration takes up so much of my time. I am firefighting so much of the time.
14.	I feel that perhaps some facilities should be made available to elected members, such as office space (potentially shared) in the council buildings to cater for one and one meetings with constituents and some administrative support to manage this.
15.	Mere introduction of CRM applications does not mean that issues are responded to. Also members should be provided with printer cartridges as standard. They are extremely expensive and I don't print documents as a rule but sometimes - particularly with longer documents it is much easier to read them offline.

35. Does your Local Authority have a dedicated Customer Service Officer?

		Answers	Ratio
Yes		32	30.77%
No		37	35.58%
Don't Know		33	31.73%
No Answer		2	1.92%

36. Can you contact the Customer Service Officer directly to deal with queries?

		Answers	Ratio
Yes		28	26.92%
No		24	23.08%
Don't Know		21	20.19%
Not Applicable		26	25%
No Answer		5	4.81%

37. Does your Local Authority have a Customer Relationship Management (CRM) system to deal with individual representations made directly by the public or through elected members?

		Answers	Ratio
Yes		38	36.54%
No		35	33.65%
Don't Know		28	26.92%
No Answer		3	2.88%

If yes, what are the key benefits of the CRM system in your opinion?

(Sample of comments received)

1.	Yes	Very useful that representations going through this system are tracked. Some departments do not want the CRM used however which is probably all that needs to be said about its effectiveness.
2.	Yes	The key benefit of making a housing representation through the CRM is that one receives an automated response which one can then demonstrate to the constituent. I always follow my CRM representation up with personal representation. Feedback from the public is that they welcome using the system for the pothole-type complaint. I do not use the system for any representations other than housing.
3.	Yes	Log number and paper trail
4.	Yes	It benefits the staff of the council by allowing them to put off dealing with queries by leaving them on the system. It benefits the staff of the council as they can close off an issue on the system without actually addressing the issue itself.
5.	Yes	Easy to forward reps regarding different issues to one centralised location

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6.	Yes	There is a system in operation but I am unsure as to how effectively it is being used.
7.	No	Primary contact with council for councillors and needs accountability
8.	Yes	In my opinion this system is put in place to stop elected representatives and officials developing relationships and understandings. Unfortunately they distance us from the decision makers in Co. Hall.
9.	Yes	The benefits are a record of queries. The disadvantage is waiting for a response. While this is not lengthy it is more efficient to make contact directly with the relevant staff member.
10.	Yes	All queries are dealt with in a coordinated fashion and responded to in a timely fashion.
11.	Yes	They are fantastic and so approachable. Extremely helpful especially when I don't know who I need to speak to about an issue. However, it is still difficult to get a reply from Executives' offices.
12.	Yes	It seems better as they can log each call and have a log of it for future references....
13.	Yes	Case numbers help staff to find cases
14.	Yes	None. The CRM detaches staff from ownership of the query and in 100% of cases elongates the time taken to respond vs finding an appropriate person to ask. Responses to queries over 1yr old are not uncommon.
15.		Tracking issues but certainly not in resolving them.
16.	Yes	Benefits - they're documented and you receive your report but again a very slow process. Works, when completed, CRM not updated. Reports not received often enough. CRM reports should be on a link for access at any given time.
17.	Yes	There is a clear record of engagement with the Council.
18.	No	The area of a Contact Management System for councillor's representations is something that certainly needs to be addressed. I have in the past suggested that this be implemented and to be fair the initial process did eventually commence but seems to have "fallen between two stools" with everything that has happened in the last eighteen months or so! It is a facility that is badly needed for transparency and accountability
19.	Yes	Keeping track of all the representations made.
20.	Yes	Very useful service as all queries are recorded and reference numbers assigned to each query. The initial response from the CSD is normally very swift, unfortunately the same can't be said once the query has gone to the relevant department/section.
21.	Yes	It's hard to say really. It's supposed to log your query and keep red flagging it until it is answered. I don't know if that happens.
22.	Yes	I think it does but I don't really know and if it has, I don't use it. I hear from constituents that they never hear feedback so that would be an issue.

38. Do you have any suggestions to make about how your Local Authority could improve its operational efficiency or customer service?

(Sample of comments received)

1.	Revert to a Town/City Council for populations of 20,000 or more.
2.	I'd outsource some of the road maintenance work. I'd outsource road making work, and pretty much all outdoor works too. Keep a small, core maintenance crew in each area. Build into contracts (for contractors) KPI's on things like timeframe to resolve problems, respond to queries, etc. Build in penalties for defective work.
3.	Some staff still don't return calls!
4.	Our local Council are currently carrying out a customer satisfaction survey all elected members have also been invited to participate in the survey we look forward to outcome which I predict will be positive.
5.	All Councillor reps should be channelled initially through a dedicated CRM system with all departments having to report in designated time to reps. It should not replace the need for face to face engagement which is also essential in certain matters.
6.	Often representations are emailed directly by constituents to our local Area Office. I regularly get feedback that there is no response to these representations. That is also my own experience with my own emails.
7.	Focus less on finding reasons not to do things, and focus more on finding solutions.
8.	Timeframes for receipt of replies. Some CRMS are replied to weeks and even months later with poor quality if answers with no particular officer identified as the one working on this case
9.	IT support lacking. Could take hrs to get a password reset. Training on new applications could be better.
10.	An SLA/turnaround time for responses to calls, emails, letters.
11.	Give us a staff directory and contact numbers and keep it updated as positions change. Perhaps by giving Councillors access to an intranet such as that accessed by staff.
12.	Customer service efficiency has been improved with the installation of a new customer service hub in recent months.
13.	If we could get a notification as to when our rep has been received by the relevant office and a timeline for when the rep may be responded to. Many times we don't get an answer and we don't know when we might get a response which is frustrating both for the elected rep and for the constituent.
14.	The customer service office recently put in place has great potential and I believe will be good. So we need to give it a bit of time to develop.
15.	One person to deal with issues at MD level....that person would be responsible to Cllrs and public.
16.	Some staff do not reply to elected members or the general public which is very frustrating. These issues are brought to the fore with the Chief Executive and mostly dealt with appropriately. It is important to reply to someone, even if the news is bad.

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17.	MD model needs to be refined to implement it better whereby people, resources and accountability are at the MD level addressing the needs of the MD and its community.
18.	Appoint an internal champion to define and report on SLAs for communication between Cllrs and executive.
19.	Remove its requirement for GDPR forms from Constituents, time all responses to ensure an answer is given in a timely manner
20.	Introduce a system in all LA that allows NOAC to track telephone response. Simply getting people to answer phones, I have no doubt that management should be able to capture this issue through technology. In a commuter County, certain key services should have an outside 9 -5 service. An audit of services to test them for customer friendly levels. For example, we are the largest landlord in County and do not have an effective out of hours service, similarly for our regulation of unauthorised activity, we are leaving gaping holes in public service running a 5 day, 9-5 service. We need to be more aware of demand led services rather than convenience of delivery for service provider. As a monopoly in service provision in many of our services this is an easy trap to fall into and an abuse of our public service role. We could do well to take a leaf out of the private sector who have to contend with competition where if you snooze you lose.
21.	Make officials accountable to Councillors
22.	Contact Management System for Councillor's Reps Formal Progress Reports on Notice of Motions
23.	Written Questions and Answers for MD and Plenary meetings.
24.	More de centralisation of powers
25.	The CRM system can be improved so that: 1) a 'closed' case is automatically re-opened and is re-assigned to the case owner where a person replies because the response given is not satisfactory or further clarification is required; 2) a case cannot be closed without a 'commitment' date where a commitment is given and the case is 'closed with commitment.'
26.	A 24hr phone line
27.	Efficient CRM with alarm system that identifies lack of progress, secretarial , legal and mental health support
28.	More difficult to get some people since working from home began.
29.	I think a CRM would be a good idea. Somebody needed to follow up on issues Cllrs raise as replies in a lot of cases take a long time. I also thing that Cllrs should have access to a council database system similar to the database the TDs use.
30.	A monthly progress report on motions and requests
31.	Unfortunately the public interaction with Council officials has deteriorated as a result of Covid 19. A re think is needed and instead of hand in your application here and we will get back to you when we have an answer an attitude of putting a virtual arm around applicants for services and helping them to a successful conclusion to their dealing with the council.
32.	I've never even heard of the concept of CRM.
33.	Make sure the CRM system is operated fully and that a large scale public information programme is launched to let the public know how to report issues and that they will get an answer to their issues.

34.	Implement a CRM as listed above to deal with queries raised by elected members and possible have a traffic light system of how that query is moving through the process channels.
35.	Customer service is poor and I have raised this several times. A culture change is required which has to be led by Management. As a Councillor I find it difficult to contact some staff and to get responses. Members of the public also find it difficult. There should be a Customer Relations person.
36.	Answering the phone would be a good start. Too many options when you dial in - Irish, English, Motor Tax, Accounts Payable etc. before you get to the operator.
37.	Tracking and feedback to both councillors and the public on issues. Most people now are familiar with Apps and I think a dedicated app would prove popular if it was multi-functional allowing for example, pot-hole/public lighting complaint etc. to be registered along with online payment facilities and information. I also think that Councils should lean in to social media a bit more and feedback to communications received via SMS.

39. During 2019/2020, how satisfied were you that elected members had access to adequate training to support them in the discharge of their full range of functions?

		Answers	Ratio
Very Satisfied		10	9.62%
Satisfied		44	42.31%
Neutral		26	25%
Dissatisfied		14	13.46%
Very Dissatisfied		10	9.62%
No Answer		0	0%

List any specific areas where you would like to see additional training made available:

(Sample of comments received)

1.	Neutral	IT
2.	Neutral	Use of IT. What future plans in regard to potential developments in our area? Independent advise with regard to Development plans, finance etc.
3.	Satisfied	The AILG in conjunction with the County Council provide very comprehensive training and support to enable the councillors to discharge their duties although most training has been virtual for the past 14 months.
4.	Neutral	CRM, Planning and County Development Plan processes

Appendix 1:

5.	Dissatisfied	Council training was a box ticking exercise which proved to be more idealistic with regard to how work is done, rather than reflecting the reality of how council business works.
6.	Satisfied	AILG do a good job but online training is not the answer. Also all training is through the eyes of the OPR.
7.	Dissatisfied	There are no supports that I am aware of to deal with delicate issues such as, for example, allegations of sexual abuse. Apart from reporting the allegation to AGS and Tusla, there is no actual process for elected members. Also there are no supports for elected members in terms of mental or physical health which are often effected due to the significant workload and the variety of issues we came across on a daily basis.
8.	Neutral	Training in key legislation, similar to what has been done in relation to planning.
9.	Satisfied	Excellent work being carried out by AILG, IPA and Lama re training
10.	Neutral	Could do with follow up training after a few months when you are getting the hang of things.
11.	Dissatisfied	On line training suits me best as I also work full time. The training should be available evenings and Saturdays for those who cannot give up a few hours or even a full day from our bread and butter jobs.
12.	Neutral	Personally I would like training in becoming more proficient in IT and using technology to improve my time management and make my role easier from an administration aspect
13.	Satisfied	The preparation of County Development Plans continues to be a complex body of work, particularly for new elected members. Also the preparation of annual budgets require regular training updates.
14.	Very Dissatisfied	I was co-opted and got no training whatsoever. I have made mistakes, some embarrassing as a result of which have harmed me politically. There also needs to be training for members on how to conduct themselves at meetings as there is a lot of aggressive behaviour, disrespectful conduct especially towards female Cllrs which can be intimidating and off-putting for women wanting to enter politics.
15.	Satisfied	More training for new/young Cllrs on how LG system works, Dev Plan. Budget
16.	Satisfied	Obviously less training with Covid but hoping this will return in the Autumn.
17.	Dissatisfied	Proper training for co-opted members
18.	Dissatisfied	Unaware of any technical training offered to older members. Although I'm sure support would have been given, I think it would have been appropriate to be proactive about this, especially since moving to online meetings.
19.	Satisfied	Corporate governance, IT and social media.
20.	Very Satisfied	IT training

Appendix 1:

21.	Very Satisfied	The mechanics of applying and securing grants that might be of benefit and the timing of annual allocations.
22.	Satisfied	Local Government Law
23.	Satisfied	GDPR
24.	Dissatisfied	More support needed for new members at MD/local authority level. It is impractical to attend training at national or regional levels, Councils should deliver their own training for their own members.
25.	Neutral	Computer training
26.	Very Dissatisfied	There is lots of training that would benefit members, but we are only allowed attend training provided by AILG and LAMA. Our director of services has blocked any other training for us. This has been raised with the executive but to no advance.
27.	Very Dissatisfied	1. How new Councillors deal with each area within the Council, Who to call when you need assistance etc. 2. What can councillors influence and how? 3. How can Councillors have a meaningful input in the budgetary process? 4. How Can Councillors assist Constituents in Planning or Housing Issues? 5. What external bodies do Councillors need to interact with and how? 6. What is controlled internally with the Council and externally by central Government departments or National Bodies?
28.	Very Dissatisfied	I was given no training on joining the council and asked to have a handbook established for those joining this has been refused. I don't believe I received any worthwhile training from the party I represent or the representative organisation. I was thrown in at the deep end and believe only after 7 years am me beginning to get a handle on the work. We were given a list of contact details full stop from the LA.
29.	Satisfied	Decision Time is a brilliant App, but I don't believe councillors are aware of the functionality of it. You can add notes to any document and review these notes at any time. There is a webinar available on it to inform councillors of the benefits of the app but I'd say some councillors are not aware of this.
30.	Dissatisfied	Use of tablets, remote working, the functions on the tablet to allow people to use the Raise Hand function, The Chat Function. How to send emails, save documents etc. The memory capacity of our tablets is very bad.
31.	Dissatisfied	There was no induction training and little guidance on the operation of the Council. It was a struggle to get to know who/where key staff were.
32.	Neutral	Members need to undertake a dedicated educational programme from the IPA e.g. Certificate in Local Government (Elected Members) covering the various Council programmes, Ethics, Governance etc. within 2 years of being elected to the Council.

33.	Neutral	I don't require training for IT and I don't recall any other training.
34.	Neutral	While some supports were made available there is very little guidance given to Councillors on the Local Government Acts and the various powers available to Council. Legal advice is non-existent and we have to rely on the guidance of the Executive to give us the correct information.

40. Do you feel the 2014 local government reforms, such as enhanced economic and enterprise functions as well as a greater community development role, have resulted in an increase or decrease in the workload for the elected members? Or has there been no material change due to additional supports being provided?

		Answers	Ratio
Increase		82	78.85%
Decrease		3	2.88%
No Material Change		14	13.46%
No Answer		5	4.81%

If you feel there has been an increase, please provide details below as to what areas have been affected and the nature of the increased workload.

(Sample of comments received)

1.	Increase	More meetings. Larger areas served by less councillors. Centralised services not working for the public leading to frustration.
2.	Increase	The local government reform act 2014 is the most damaging report ever introduced in the history of this state. Completely eroded the powers of the elected representatives.
3.	Increase	There are fewer elected members and more working in larger Districts with more responsibilities
4.	Decrease	2014 reforms were a hammer blow to democracy and have caused more societal problems than people realise.
5.	Increase	At my election in 2014 I ran my own retail business for 45yr. I found it very difficult to do both. I was lucky I was able to retire from my business and put all my effort into been a Councillor. I now have an office that I man from Monday to Friday 10am to 5pm. I look at the council as a business. If you want a good job done you have to give it the time and effort.
6.	Increase	6 extra meetings a year. I think we could have a stronger role in Enterprise development or policy with some opportunities to develop policies.

7.	Increase	As stated previously I was elected for the first time in 2014 I cannot provide a comparison but in discussions with my longer serving colleagues they maintain that the workload has definitely increased and I suppose that stands to reason as prior to 2014 there were a lot more councillors in each county in addition to town councils. When first elected I set 15/20 hours aside per week devoted to Council work but that has increased incrementally over the past 7 years is now in the region of 25/30 hours per week.
8.	Increase	The workload of elected Cllrs has increased in spite of 2014 local government reforms which effectively removed more powers from Council chambers but the public still believe that Cllrs are responsible.
9.	Increase	Everything has increased. I was a member of a Town Council prior to 2014 but my understanding from colleagues and staff within County Hall is that the nature of the councillor role has changed utterly. I myself find I can work up to 50-60 hours/week and still can't respond adequately to constituent queries. Often multiple follow-ups are needed to a single query. There is significant additional input required in organising local groups, designing local enhancement projects and public relations.
10.	No Material Change	I feel that community volunteer groups, like Tidy Towns, do more for their local areas in their free time and on small budgets, than the local authority does. They certainly have more enthusiasm for the task.
11.	Increase	My District is predominately rural and post 2014 the area which I have to cover has increased in size. The demands of constituents are more complex and take a lot more time than straight forward reps I would have received going back 5 or 6 years ago. I think there has to be a suite of supports made available to elected members so as they can carry out the role effectively. Would it be possible to set up a dedicated phone line or email address for each Government Dept. so elected members to contact them directly, similarly to what Irish Water have set up?
12.	Increase	Work load has increased by at least 30 percent
13.	Increase	Elected members are working full-time and some weekends to fulfil their roles as elected representatives. Social media has brought a new dimension to the job. We as elected representatives should have training on the different social media platforms, how to protect ourselves and our families.
14.	Increase	Having only been elected for the first time in 2019 my only frame of reference is what I hear from fellow councillor who were in office prior to 2014, and they report being much busier since then.
15.	Increase	We are expected to attend more meetings, such as Town Teams. We are now also expected to be extremely well informed on LEO, grants, etc.
16.	Increase	Huge workload and absolutely no support indeed the complete opposite

17.	Increase	Housing problems roads footpaths there is a multitude of problems in a district like ours with a growing population like ours
18.	Increase	A drastic increase in workload in the areas of housing, Roads, environment and planning. Other areas of interest have also increased to create a workload that is sometimes overwhelming. It is certainly not recognised from a payment point of view.
19.	Increase	Significant increase in workloads with the realignment of Districts and the abolition of Town Councils along with the reduction in the overall numbers of elected representatives. Difficult for an elected representative to carry out the role in an effective manner , if they are otherwise employed in a full time capacity, along with family commitments etc. thus eliminating many otherwise suitable candidates for this important role.
20.	No Material Change	My responses in part 1 apply here. The workload of councillors has increased massively. The public think we are the same as TD's (we wish especially from a pay perspective). We are contacted about everything, a lot of us also work on very important committees. I have reflected here my experience and also the feedback that I have received from other councillors from many counties. We can talk about this forever. However it does need to be sorted. I am prepared to discuss my views with anyone or any Dáil committees. The day of treating councillors as second class citizens in the order of things in politics must cease.
21.	Increase	Big area and more issues to deal with....difficult to get answers on time...working from home, not available, out of office, Covid 19, etc., etc.,
22.	Increase	There has been a HUGE increase in our workload because LA's have gained Economic Development, Tourism and Community Development portfolios. They should be with the LA's but to date, we have got zero extra supports to assist with this extra workload. I am open minded as to wither the additional supports in July will make a positive difference. Time will tell....
23.	No Material Change	Elected in 2019 so can't comment.
24.	Increase	I wasn't there Pre 2014 but can't imagine they had more work before then than we do now
25.	Increase	More interaction with the business community in relation to grants, forms, applications, schemes
26.	Increase	The remit has increased but on the other side we have lost waste and water. Practically when you are fronting more services the call on you as a conduit to these services will increase. While I welcome the role of LEO at local level and think it is better in terms of outcomes, it does deserve its own SPC and certainly having both planning and LEO in one SPC is far too much. The other role of oversight is also increased as the level of reports and policies associated with these activities results in a bigger workload.

Appendix 1:

27.	Increase	I was elected in 2019, so can only speak for myself. To carry out your duties as a County Councillor to its fullest, requires a lot of hard work and takes up a considerable amount of your time.
28.	Increase	I welcome the increase responsibility in those areas notwithstanding the additional workload. For Local Authorities to thrive I believe that even more functions should be devolved to local level with increased powers for the elected members. This would go somewhat to bridging the gap between the extremely centralised system we have in Ireland and OECD and EU norms where they value the role of the elected councillor and empower local democracy. It is my view that Local Government should be allowed to plough our own furrow and not be subservient to the whims of Government Departments. We need to be adequately resourced and empowered to write our own story.
29.	Increase	Increase in workload by not having written questions and written answers not being in place, if it were in place then our constituents would see on the record of the council all the issues that Cllrs brought up. It is vital that parity across all LA's whereby written questions and written answers are put in place as a matter of urgency. The excuse that the lack of resources in answering questions is not acceptable.
30.	Increase	More active consultation
31.	Increase	Electoral areas have become much larger, while the number of councillors has reduced considerably. Councillors have been given additional powers and responsibilities, namely the Local Economic Development, Local Community Development, Local Property Tax, and Climate Action. The average working hours per week have increased to 30h plus.
32.	Increase	More meetings to attend. More representations as less councillors for the county
33.	Increase	Serving two Ministers Burke & English. Great honour but huge work load.
34.	Increase	Paperwork has increased dramatically. Cutbacks in rural housing planning grants has created major problems
35.	Increase	Workload has trebled
36.	Increase	New areas of responsibility More frequent meetings
37.	Increase	Our Municipal Districts are bigger, we have less councillors, greater work load. We have a lot of outside bodies to sit on and we don't get any reimbursement for the ETB, board of Management of schools, regional authorities, working groups around low carbon initiatives, improving our towns. JPC, SPC. All these bodies we sit on with no financial supports.
38.	Increase	Doing away with Town Councils obviously brought more work
39.	Increase	Councillors have very little power to influence many decisions as they just come through the Council for approval of financial contributions from central Government but Councillors are expected to be able to assist and guide members of the public on these issues.

Appendix 1:

40.	Increase	Increased contact from members of the public and increased workload with briefing myself on various grants etc. available
41.	Increase	Being an Elected Member is now a full time position. The workload is growing year on year. The new salary package is welcome but I would go further and reduce the number Elected Members and pay them a decent salary for a full time job.
42.	Increase	Pre 2014 we had 27 Town Councillors and 31 County Councillors to share the workload. We now have 30 Councillors to do the work of 58 people in the past. We never had as many meetings between SPC's, JPC's, MD/Plenary meetings/workshops, LCDC's etc. The role of a Councillor is now fulltime unlike 10 years ago when you could juggle a day job and your Councillor role

Local Authority Executive without Municipal Districts – Summary of Responses**Gender (Optional)**

		Answers	Ratio
Female		18	48.65%
Male		18	48.65%
Other		0	0%
Prefer not to say		1	2.7%
No Answer		0	0%

Age (Optional)

		Answers	Ratio
18-24		0	0%
25-34		6	16.22%
35-44		6	16.22%
45-54		10	27.03%
55-64		10	27.03%
65 or over		1	2.7%
No Answer		4	10.81%

1. How satisfied are you with the operation of Area Committees within your Local Authority?

		Answers	Ratio
Very Satisfied		7	18.92%
Satisfied		12	32.43%
Neutral		10	27.03%
Dissatisfied		5	13.51%
Very Dissatisfied		3	8.11%
No Answer		0	0%

Please give a reason for your answer, if you wish.

(Sample of comments received)

1.	Very Satisfied	Good relationships are built with staff Very productive in terms of local issues Things get done as a result of motions Very informative as a result of briefings great rapport with staff working 'on the ground' who know what is going on; not unduly restricted to senior management
2.	Dissatisfied	Practice of treating councillors like mushrooms. Don't give them certain reports in advance of meetings so that they can review reports to ask useful questions and make informed suggestions. It's a culture of disrespect disregard for public reps in the higher management team Area committees discuss local area matters in fine detail At monthly council meetings we have access to onscreen electronic maps...to discuss planning and road matters At area meetings as we get into discuss say road changes, raise issues about traffic and pedestrian hazards...no maps available onscreen for everyone to orientate themselves and discuss the matters with a map to understand the issues Beggars belief Back to the culture of " disrespect " from senior management Late reports a problem sometimes not enough time to review Ms team briefings are a very good improvement on contentious issues to iron out difficulties prior to actual meetings and votes ✓ Disposals poor maps. Sending
3.	Dissatisfied	A balance of power that is not in my favour, both politically and geographically, works against me.
4.	Satisfied	A good forum but could do we could become a municipal areas
5.	Satisfied	An Area Committee gives a Councillor an opportunity to raise local issues and speak on some of them when submitted by motion. Most of the time the Agenda is concluded.
6.	Very Dissatisfied	Because I am a member of Council there is no Area Committee or no council staff.
7.	Neutral	Funding is a continuous challenge and it seems that we can point out the problems but often don't see progress in fixing them.
8.	Neutral	I believe the a lot more information should be given to the councillors about the planned works within the area the councillor represents. I understand the pressure on staff but its imperative councillors know all plans for their area. Since Covid restrictions, the number of meeting online has increased & they can be on any time and across any day of the week making it very difficult to attend due to other work commitments
9.	Satisfied	It gives an opportunity to engage with Managers for the purpose of raising local issues and finding solutions to the same.
10.	Very Satisfied	Local Area Committees are best way to progress issues that affect your local area with good management they provide a host of opportunities to get this done, to develop ideas and ensure the improvements needed in your area.

Appendix 2:

11.	Satisfied	need a bigger budget
12.	Satisfied	Need longer meetings, but ideally that stretch into the evening time and not the working day.
13.	Neutral	Only one formal meeting in the past 12 months - though they councillors in my ward would communicate informally
14.	Very Satisfied	very productive things get done very informative great rapport with staff working on the ground better outcome for motions
15.	Satisfied	Staff responsible are wonderful but hugely under resourced.
16.	Satisfied	The area committees have handled most operations effectively, however, there is room for improvement in certain aspects. Certain issues continue to be ignored or referred to the Gardaí without follow up. The committees continue to neglect the same areas.
17.	Very Satisfied	The manager who takes the Operations meetings for my area is fair, intelligent and able to say no when councillors, frankly waffle. Very professionally run, arguments can be made, won and lost, if the Councillor has the ability to do so.
18.	Very Dissatisfied	They are meetings which facilitate the giving of presentations by the executive and an opportunity to put forward questions and motions prior to the meeting for answers at the meeting. Very little time given to discuss issues or concerns in our areas.
19.	Neutral	They are often more effective in terms of information, collegial approach, and getting things flagged. However they have no binding powers and work is often dependent on the goodwill of officials. Empowering such committees might be a good step in lessening the workload of the full council meetings.
20.	Dissatisfied	They have no financial discretion and no binding authority. They are useful for discussing items and reviewing reports from various departments.
21.	Very Dissatisfied	They meet very infrequently, they may have been 3 total in 2 years. When we do meet its general a constructive setting, primarily for the discussion of Part 8's. The Council does not have the resources or the prioritisation for these which I believe weakens local decision making.
22.	Neutral	They serve more to divide the potential for opposition groupings to make effective interventions in areas where they are not represented but whom there is areas of common interest between wards though there has been genuine attempts to democratise the system which I acknowledge
23.	Neutral	They work OK for discussing local issues, being informed about what is going on and feeding back ideas. But there is no policy setting function, there is no space for expert input or for evidence based policy making. Instead, issues of traffic management etc. are worked out by who shouts loudest which is not a productive or fair way of working (and in some cases can risk lives when it comes to things like speed limits and providing safe cycle lanes etc.)
24.	Neutral	Times have change with global pandemic so my first 10 months as a councillor were open to variety of events, and 14 months since we are all on zoom meetings an increase of meetings, which is good for communities and I deal with all email enquiries sent to me.

25.	Neutral	Too much time is spent on SHDs and Cllrs observations end up getting ignored anyway. It is a useful way to put down questions and motions. People should not be able to put in the same motion twice within 6 months.
26.	Very Satisfied	Very satisfied. Good relationships between elected representatives in the area despite political differences. Very productive where objectives are achieved. Things get done. Great rapport between elected representatives and staff. NOTE: The only issue I would have with Area Committees is the way it is used as a forum for views on SHD applications. This is a central government matter. (Discussed further below).

2. How satisfied are you that Area Committees enable improved decision-making at local level by elected members?

		Answers	Ratio
Very Satisfied		7	18.92%
Satisfied		14	37.84%
Neutral		9	24.32%
Dissatisfied		5	13.51%
Very Dissatisfied		2	5.41%
No Answer		0	0%

3. Have you any suggestions on ways to improve the operation of Area Committees in your Local Authority?

(Sample of comments received)

1.	<ul style="list-style-type: none"> •Availability of maps google maps in the chamber and ability to display members pics presentations •Mandatory reports circulated before meetings not afterwards the management mushroom culture...i.e. you will get the report when they say so. <p>Disposal S.183 need google maps site locations. Practice is to present ordnance survey deed maps which could be anywhere? Accurate but does not show location in wider community</p> <ul style="list-style-type: none"> • use of technology when discussing roads traffic pedestrian issues. E.g. google earth or whatever to walk drive the specific area
2.	All decisions have to be agreed at full council

3.	<p>Although councillors can influence some decisions i.e. playgrounds, placement of bins, etc., they do not have any discretion in relation to how money is spent. It is my understanding that councillors in other local authorities have a discretionary amount to spend in their wards.</p> <p>There is no allowance for the chair of the committee even though the role is demanding. Again, the structure is different in other parts of the country.</p> <p>There is duplication between area committee presentations, SPC reports and reports presented at council meetings.</p>
4.	Area Committee Chairpersons should have a dedicated staff member and should be paid the same as an MDC Chairperson
5.	<p>Currently satisfied with Area Committees - councillors can influence officials decisions e.g. placement of cycle lanes;</p> <p>We build a really rich picture of local needs in the Area</p> <p>However, we don't have the same reserved functions as Municipal Districts, or budgetary say on how money is spent in the Area; Why? What is the rationale for excluding city councils from the MD structure? Hopefully it is not to do with an intent to amalgamate councils e.g. in Dublin</p> <p>No allowance for Area chair in spite of the work load. This is discriminatory</p> <p>SHD applications are dealt with at Area Committee; this is a wholly unsatisfactory process, and part of wider dissatisfaction with SHD process ; councillors should be able to put in their own applications at no cost</p>
6.	<p>Cut Councillors speaking time to 90 seconds on an issue, so that the agenda can be gotten through, or give the chair the discretion to prevent councillors from echoing each other. The only downside to streaming our meetings is that too many councillors feel the need to showboat to the cameras. I am of the opinion that if you cannot say what you need to say, or ask what you need to ask in 90 seconds, it is usually waffle. You would swear some of my councillor brethren were training for the Dáil the way they go on, God help their wit.</p>
7.	Fairer division of area and resources. The smaller area gets the same financial input as the two larger ones
8.	Follow up reports on outcomes should be brought back to Committee members on a quarterly basis.
9.	Get rid of them and replace them with MDs
10.	Give them actual powers.
11.	I don't think they improve decision making.
12.	<p>Local issues</p> <ol style="list-style-type: none"> 1. Councillors can't influence officials decisions e.g. placement of cycle lanes 2. Don't have say on how money is spent in the area. There is no power there which is a pity 3. Individual councillors don't get a budget for projects. 4. There is no allowance for the chair of the meetings 5. There's duplication between the area meeting, SPC and council on some issues 6. SHD application - very unsatisfactory - councillors should be able to put in their own applications at no cost.
13.	More frequent meetings
14.	No, I am not sure they work.
15.	Our area committee meetings are very involved with managers and staff

16.	Our local area is made up of three LEA's which means that some meetings can be focused on areas that you do not represent so can sometimes be a waste of time. Dedicated LEA meetings are needed with more discussion with the local reps and executives in relation to decisions that need to be made or work that needs to be done.
17.	Some decisions are made by elected representatives but in the most part the management make the decisions and we are informed of them and allowed space to feedback. But it is not a productive arrangement and in the most part is about disempowering Councillors by taking decisions out of their hands.
18.	Sometimes Management can have on to many presentations, but the Chairperson tries to spread them out among the meetings.
19.	Staff could be better prepared for the meeting. When a councillor submits a motion in advance of the meeting (over 2 weeks' notice) the staff member should be able to give a comprehensive answer and not say "I will look at the area next week"
20.	The agendas of the area committee meetings are too long for the given time of 3:30pm to 6pm. As well as this, many submissions are deferred due to inefficiency when moving between the submissions. The meetings need to be more time efficient to prevent deferrals and to prevent running over time. Motions and questions that are time-bound are being deferred to subsequent meetings which renders them ineffective. Submissions must be addressed on a priority basis to allow for urgent issues to be sorted. Some improvements could be made to the submissions process to identify which motions and questions are time-bound or urgent and hence must be addressed earlier.
21.	The past couple of years has seen the reduction in a variety of staffing grades and levels, housing advisors, community development staff are becoming an endangered species good local government needs proper staffing levels, area offices need resources to respond to emerging needs in our communities. I sometimes senior management don't realise how valuable staff on the ground are in harnessing the good will of community leaders.
22.	The problem is less of the existence of Area Committees, and more about the overall LA structure that has Ireland as 28th in a poll of 28th participants on LA democracy. There needs to be a fundamental over hall and the area committees are not the solution
23.	Unfortunately there isn't improved decision making at local level. It is still more information giving & when request are made the same answers that a councillor received before the LAC's are given. In my opinion so for there is no real changes but I hope this will change in the future. These meetings should be on weekly
24.	When it comes to what we do discuss, Part 8, it is worthwhile, though often much pre-determined. But because no resources are placed in the area committees beyond that, local and operational issues fill the time of plenary Council and SPC meetings. A failure to empower local area committees is clogging the decision making pipes throughout the rest of the Council.
25.	Yes divide the area better there are 3 Lea s in two areas and only one in the third one. Increase the funding in the other two areas to match the other area.

4. How often do you have Area Committee meetings in your Local Authority?

		Answers	Ratio

Once a month		24	64.86%
Quarterly		0	0%
Once every six months		1	2.7%
Annually		0	0%
Other		13	35.14%
No Answer		0	0%

If 'other', please specify.

(Sample of comments received)

1.	Other	2 Area meetings per month on different topics from 5-7pm
2.	Other	We have initial area committee meeting for three areas once a month and a variety of meetings for communities once a week and more so, plus we have planning presentation meetings set up at different times, so our area meetings are at least 8 to 10 per month, with Covid crime issues in open areas the latest addition.
3.	Other	We have ACs twice a month
4.	Other	We have two Area Committee meetings a month split by department functions
5.	Other	We have two different Area Committee meetings a month (except for July and August). One is on Municipal (including Transport and Parks) and the other Climate Change, Community, Culture, Housing, Infrastructure and Planning.
6.	Other	We have two local area committee meetings each month. (Exceptions are July, August and one meeting in December and January). There are Deputations as well on a monthly basis where residents' associations in the can come into the office and meet councillors and key staff.
7.	Other	Area Meetings Twice a month Deputation meetings with local Resident Associations once a month - half day per month, plus follow up. This is a very productive if time consuming process that serves the community well. Is this recognised at central level as key part of Area Councillors work?
8.	Other	twice per month
9.	Once a month	Currently 2 meetings once a month on a Thursday 2pm to 6pm marathon
10.	Other	Twice a month. Services A and B
11.	Other	No meeting.
12.	Other	No set frequency - but only one in the past 12 months
13.	Other	Very infrequently, essentially called when a Part 8 for the area is about to go to public consultation.

5. How satisfied are you with the frequency of your Area Committee meetings?

		Answers	Ratio
Very Satisfied		13	35.14%
Satisfied		16	43.24%
Neutral		1	2.7%
Dissatisfied		6	16.22%
Very Dissatisfied		1	2.7%
No Answer		0	0%

6. Would you prefer to meet?

		Answers	Ratio
More often		5	13.51%
Less often		2	5.41%
Satisfied with frequency of meetings		25	67.57%
Not applicable		5	13.51%
No Answer		0	0%

7. How satisfied are you with the management and operation of Area Committee meetings?

		Answers	Ratio
Very Satisfied		7	18.92%
Satisfied		14	37.84%
Neutral		9	24.32%
Dissatisfied		5	13.51%
Very Dissatisfied		2	5.41%
No Answer		0	0%

8. How satisfied are you that the most relevant agenda items are discussed at Area Committee meetings rather than at Plenary Council level or in other forums?

		Answers	Ratio
Very Satisfied		5	13.51%
Satisfied		21	56.76%
Neutral		4	10.81%
Dissatisfied		2	5.41%
Very Dissatisfied		4	10.81%
No Answer		1	2.7%

9. Does your Area Committee host regular meetings with representatives of the Public Participation Network (PPN)?

		Answers	Ratio
Yes		4	10.81%
No		31	83.78%
Don't Know		2	5.41%
No Answer		0	0%

If not, would you consider such meetings to be beneficial, and how often should they be held? Please provide your opinion below:

(Sample of comments received)

1.	Yes	Councillors have built up links with RA's and community groups. What should the relationship be? Very unclear. PPN's were members of community forums and councillors were not. Once per year perhaps? At area level
2.	No	I don't understand that in a representative democracy we have another layer of government that is unelected and seems to have as much access to council assets as we do. The actual reason for the PPN eludes me.
3.	No	These need to happen & is planned to do so in the future but hasn't happened yet
4.	No	We do hold meetings with community groups outside the PPN which are extremely positive. In general community groups should be able to canvas to hold presentation to councillors in their ward in the Area committees.

Appendix 2:

5.	No	We do meet community groups at the SPC. My ward is quite large so it would be hard to bring in a lot of groups.
6.	No	I would consider them of no benefit
7.	No	No I feel the PPN are well represented on our SPC's
8.	Yes	They can be useful, but sometimes there are presentations which can be box-ticking exercises. It is best to leave it up to the area committee itself to decide what is most relevant.
9.	Yes	We have several other meetings e.g. Transport SPC, Homelessness Taskforce, etc. etc.
10.	No	Yes it should be an item for once or twice a year for the elected members to hear at first hand and get an overview of PPN developments.
11.	No	Yes, but it would require a more engaged and empowered PPN. Currently a very small minority of the public regard PPNs as valid spaces to get involved in so they represent a minority of opinions. Unless the PPNs are significantly more empowered I don't regard them as an effective way to engage greater participation from the public.
12.	No	Yes, quarterly
13.	No	Councillors have generally built up links with residents' associations and community groups themselves. It is unclear what the relationship would be? PPN members are already part of the community forum and councillors are not. This could perhaps be addressed!! It could be perhaps beneficial for a meeting with PPN reps once a year perhaps at committee level.
14.	No	Not sure - I am concerned that the PPN network is unrepresentative, being given too much formal recognition and disintermediating the role of Councillors
15.	No	We meet with the PPN enough. We don't need more meetings with them.
16.	No	The relationship of councillors and PPNs has not been thought through at any level. The fact that these structures sit in different departments does not help. The result is in some counties a tension between both, when they should complement each other. What should the relationship be? Very unclear Councillors have built up links with RAs and community groups - how do those relationships sit alongside PPN relationships? When PPNs were announced as members of the Covid community fora and Councillors were not, that didn't help. PPNs have gained a strong and valuable role in information dissemination and consultation. A meeting once a year perhaps? At area level would be good. These arrangements should be locally managed.
17.	No	We have occasional meetings/presentations. We do not have "regular" meetings
18.	No	I would not consider these type of meetings beneficial. Reps from the PPN attend the SPC committees and feed into the council in this manner.
19.	No	No because we hold regular deputations with Residents associations. The PPNs are not very representative
20.	No	No, Councillors are elected and PPN members are self-appointed.
21.	No	The members of the PPN are represented on the SPC committees and in my opinion this is sufficient.

22.	No	Yes I think this would be valuable
23.	No	It would be very beneficial for my area committee to meet with representatives of the Public Participation Network once every quarter.
24.	No	Yes, more community engagement is better.
25.	No	I don't see the need for such meetings. Members of the PPN engage with Cllrs through other formats.

10. What time of the day are your Area Committee meetings mostly held?

		Answers	Ratio
Mornings - 9am to 12pm		3	8.11%
Afternoons- 1pm to 3pm		3	8.11%
Evenings - 3pm to 6pm		24	64.86%
Late Evenings After 6pm		3	8.11%
Timing is flexible for each meeting		2	5.41%
No Answer		2	5.41%

11. Are you satisfied with the timing of your Area Committee meetings?

		Answers	Ratio
Yes, I'm satisfied with the timing of our meetings		30	81.08%
No, I would prefer the timing of our meetings to be more flexible.		5	13.51%
No Answer		2	5.41%

13. Do cross boundary matters, between adjacent Local Authorities, arise at your Area Committee or Plenary Council meetings?

		Answers	Ratio
At Area Committee meetings		4	10.81%
At Plenary Council meetings		4	10.81%
At both		8	21.62%

At neither		20	54.05%
No Answer		1	2.7%

If yes, what are the main items that come up?

(Sample of comments received)

1.	At both	Occasionally they can come up at SPC for example Transport SPC Budget for cross boundary services has come up before. Example Dog Pound.
2.	At both	Housing, Students, anti-social behaviour, parking, maintenance of footpaths, roads etc.
3.	At Plenary Council meetings	Housing supply. Cycle lanes & traffic flow to ensure joined up thinking. Social Housing / Affordable Housing and facilitating people in swapping lists.
4.	At Area Committee meetings	issues to do with local river
5.	At both	Sometimes issues arise at the various SPC meetings i.e. Transport SPC and cycling or car club facilities. There are some committees set up with councillors and adjoining local authorities. There are also cross boundary services in budget i.e. fire service for entire county and dog pound.
6.	At both	Occasionally can come up at SPC e.g. Transport SPC, budgets for cross boundary services e.g., fire service, shared services such as Dog Pound, local matters e.g. parking in boundary estates.
7.	At neither	There is cooperation at Executive level and informal ad hoc discussion at Cllr level.
8.	At both	Road projects Water and waste water projects Possible deep water Port development Offshore wind energy projects
9.	At both	Certain areas have infrastructure that is split awkwardly between two different local authorities. An example of this is where one local authority owns one side of the road and another owns the opposite side. Estates that lie near the boundary are often neglected due to these conflicts regarding remit. This makes infrastructural development very difficult. There must be a more efficient way of dividing lands that doesn't cause this issue.
10.	At Plenary Council meetings	Transport is the main item that comes up as affecting the City & County Councils.
11.	At Area Committee meetings	Garda Station

12.	At Plenary Council meetings	National Transport Authority reports/Roads that cross over adjoining counties.
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15. How satisfied are you with the management and operation of Plenary Council meetings?

		Answers	Ratio
Very Satisfied		2	5.41%
Satisfied		13	35.14%
Neutral		9	24.32%
Dissatisfied		12	32.43%
Very Dissatisfied		0	0%
No Answer		1	2.7%

Please give a reason for your answer, if you wish.

(Sample of comments received)

1.	Dissatisfied	Taking too long to get to motions. Stricter control of inputs. (strong role for OP and P) Briefings at area level in advance saves time at plenary meetings.
2.	Dissatisfied	The absence of independent representation for councillors means we are frequently steamrolled over even when standing orders allow for topics to continue. Abuse of the standing orders or using wild interpretations to shut down debate is frequent
3.	Neutral	Council meetings have become talking chambers with little real work taking place the increase in numbers from 52 to 63 members has not helped.
4.	Dissatisfied	Council is too big to be only having one Plenary a month. However why on earth should any Councillor give up more time for meetings when already the number of meetings they commit to is so underappreciated and recognized by Department. "Moorhead was both wrong and a joke"
5.	Dissatisfied	The structure is clearly designed for smaller local authorities. High media interest, 63 members, and long agendas mean that meetings are often difficult to get through. I would strongly urge central government to allow flexibility and autonomy in how these meetings are conducted. Mandatory votes on each item, for example, (rather than presumed consensus unless an objection) might work for a council with twenty members, but would be interminable in our Council.

6.	Dissatisfied	They go on for hours and are primarily a talking shop. The decisions we are given to make are often framed in such a way as to deliver the decision that the officials are looking for anyway. They don't provide any space for Councillors to set the agenda, deliver policy and action for the city - that is restricted to the every-six-years exercise of the development plan, otherwise the management set the agenda and the policy and ignore at will anything they don't like from the development plan anyway.
7.	Neutral	Very little policy advancement - restricted mainly to providing and noting reports.
8.	Neutral	1. Briefing on contentious items in private before a Council meeting can remove the need to ask awkward or inaccurate questions at the Council meeting. 2. Motions backlogs always occur as there is never enough time to debate any/many motions. Some motions are on the agenda for over a year.
9.	Dissatisfied	It takes over 18 months for a motion to be heard on the agenda. Stricter control should be made in relation to which reports are on the agenda (this should be addressed by the OP&P). Briefings at area committee meetings in advance would save time a plenary meetings.
10.	Satisfied	The meeting tends to run on too long. There should be more training for chairs.
11.	Dissatisfied	We never complete the agenda, lucky to get to member's motions.
12.	Satisfied	Advance briefings at Area level in advance saves time at Plenary meetings and works well. However, councillors who can't attend briefings can't be disadvantaged so some duplication of input is essential.
13.	Neutral	The management of the meetings is good. The operation is terrible. There is insufficient time available for member's motions. Three hours per month is insufficient time to deal with the range of statutory items and members motions.
14.	Dissatisfied	Can't get to discuss motions Long time lag and bullshit political non council business on agendas (Palestine???) Which is serious but not council business) Maybe consider moving some presentations to specific online MS team's briefings??? Hard to know how to crack this nut Install a "waffler monitor"!!
15.	Dissatisfied	The management is fine. How it operates is not, though again, I don't blame the local authority. Too many Councillors do not know the difference between the main Council Meeting and the Operations Area meeting. Far too often this year we have been discussing what I term as 'area nonsense' in the main Council meeting, including a 90 minute debate on toilets, during our budget meeting. There are standing orders to prevent this from happening but unfortunately the chair this year has chosen not to invoke them and put manners on offending councillors. A big problem in our Council, is that we spend an inordinate

		amount of time in the Main Council meeting discussing the CE Report, which ALWAYS descends into more 'area nonsense' when we should be discussing strategic issues for the county, motions etc.
16.	Dissatisfied	Too much business and should meet bi monthly
17.	Satisfied	Well organised but sometimes can be heavy with agenda items and very little time to discuss the chief executives report which is an important aspect of the meeting as we can ask questions in relation to the work of the council during the previous month.
18.	Dissatisfied	Currently time limits mean motions often left hanging at the end of the meeting. In general the meetings are too confrontational.
19.	Satisfied	It is done decently and there is a fairly collaborative attitude, but again local issues can be done locally. Main issues are to do with length of meetings, and finishing the agenda.
20.	Dissatisfied	Very little power or decision making processes since Cllrs lost the majority of our core functions.

16. How satisfied are you that the relevant agenda items are discussed at Plenary Council meetings rather than at Area Committee level or in other forums?

		Answers	Ratio
Very Satisfied		2	5.41%
Satisfied		19	51.35%
Neutral		6	16.22%
Dissatisfied		6	16.22%
Very Dissatisfied		3	8.11%
No Answer		1	2.7%

17. Are you satisfied that arrangements for determining the agenda for Plenary Council meetings are satisfactory including the input of the executive and elected members?

		Answers	Ratio
Yes		16	43.24%
No		15	40.54%
Don't Know		4	10.81%
No Answer		2	5.41%

Please give reasons, below, for your answer, along with any suggestions for improvement:

(Sample of comments received)

1.	Councillors have limited opportunity to influence agenda except through motions Governing group may have more influence via Cathaoirleachs business. A matter like LAP or local area matters -councillors can bring motions forward on the night.
2.	It can takes months for issues to make it to council. Issues that should be discussed in public as there is a public interest to do so are pushed back to committee to prevent due process from preceding and delay results that management may not wish to occur
3.	There is now only 1 full council meeting per month & the agenda often takes 4 to 5 her to work though, people tune out by the end of this length of meeting & debate often stops, there needs to be at least 2 full council meeting a month,
4.	It works as best it can but there isn't enough space for policy formulation at the Council and SPCs - we all know this but the exec are reluctant to change that
5.	Management set the agenda. There is no space for Councillors to bring issues to the fore - motions are backlogged by 12 months at least and emergency motions are passed but not discussed. We are not even allowed to comment on the CE report which means few people read it as there is so much else to read.
6.	Standard items and areas are covered.
7.	The agenda is reasonably ok - it is who has the powers on the relevant issues is the important issue.
8.	Councillors have limited powers to influence agenda except through motions. The governing group may have more influence through Cathaoirleachs business. There is an opportunity to bring motions up at a meeting when i.e. reports or local area plans are being discussed.
9.	Elected members have no input on agenda items except motions submitted.
10.	Not aware that members have any influence on the agenda
11.	People should be prevented from putting down the same motion twice within 6 months. Matters that have nothing to do with Council business (i.e. CETA) should be prohibited. Chairs should receive better training so that they are chaired well (i.e. time isn't wasted).
12.	There are motions from the floor, which delay the meeting's agenda. Some of these are just for media/political, queue jumping or items relevant for the Dáil/Seanad.

13.	Councillors have limited opportunity to influence agenda except through motions Governing group may have more influence via Cathaoirleachs business Corporate Policy Group should have a stronger role in agenda formation/review - this may differ from county to county.
14.	Smaller parties and independents have an inordinate input. There should be a grouping structure in place similar to Dáil Eireann groupings with numbers set at x% of overall membership. Current system is undemocratic
15.	Arrangements for determining the agenda for Plenary Council, contact the Councillors on the CPG or Corporate service. Not an issue in Fingal.
16.	Executive order the taking of items presentations at meetings
17.	Some meetings can be very heavy with agenda items and sometimes we are only aware of the item when it appears on the agenda so not a lot of time to research. Whilst I appreciate that sometimes items need to put on the agenda at the last minute, we need to share out the business and have additional meetings if necessary so to properly discuss the item.
18.	The elected members have no input into the agenda
19.	Agendas are set at CPG, which I don't attend

18. How satisfied are you that monthly/quarterly management reports provide the necessary information to the elected members in advance of meetings?

		Answers	Ratio
Very Satisfied		4	10.81%
Satisfied		17	45.95%
Neutral		8	21.62%
Dissatisfied		8	21.62%
Very Dissatisfied		0	0%
No Answer		0	0%

Please provide details below, together with any suggestions to improve the process:

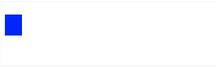
(Sample of comments received)

1.	More commentary and not just stats. Not enough focus on progress towards targets.
2.	It tends to be repetitive from one month to the next
3.	I would prefer the agenda to come out earlier but I'm conscious of items being discussed in the media if circulated too early
4.	No sufficient opportunity to question the Chief Executive on the issues.
5.	Reports are generally well prepared.

6.	They are impossibly long agendas and reports. We should not be getting 400+ page agendas on a Wednesday and be expected to have digested by the Monday evening.
7.	Too long reports and we aren't allowed to comment on the CE report so, in effect, they don't get read because we have 4 days' notice to read hundreds of pages of documents so things that we can't comment on will be ignored. I suspect the management bury important info here as they know Councillors read them less. Other management reports (housing, transport etc.) are fine.
8.	It appears to me that that they are thrown together by copy and paste and sometimes the English is appalling and the detail garbled.
9.	The format of the finance reports are oblique. Accounts closer to management accounts to be produced, differentiating between manpower costs, discretionary council costs, costs attributable to carrying out national functions and differentiating between the sources of funds.
10.	Monthly report format should be reviewed annually by OP and P and CPG. Improvements could include more commentary and not just stats, more focus on progress towards targets and outcomes. Central direction should stay at a very high/broad level, and not set down rigid guidelines. The monthly report is public, on websites, and a good/accessible format for the public is important. A short high level summary of key developments since the previous month would add value.
11.	Can be provided with information too close to the actual meeting and not enough time to read etc. prior to the meeting.
12.	Chief Executives report running between 80 and 90 pages often doesn't arrive until 48 hours before the meeting.
13.	Generally this is decent. It would be desirable to have reports or presentations sent to the Councillors 48 hours prior to meetings so we are not getting large volumes of information on the night and can prepare better for an issue.
14.	Not always issued in advance of meeting
15.	Reports arrive on Friday evening for a Monday meeting well in excess of 100 pages to read
16.	Some reports withheld no time to asses. Regular reports ok. Shorter better. Making better use of graphics good
17.	It would be. Better if the documents could be available a few days earlier.
18.	The quality of management reports is quite strong, the Chief Executive's report in particular is very strong and comprehensive. But we almost never find time to discuss the events in detail.

19. How satisfied are you with the effectiveness of remote meetings, where elected members can attend virtually?

		Answers	Ratio
Very Satisfied		14	37.84%
Satisfied		15	40.54%

Neutral		3	8.11%
Dissatisfied		4	10.81%
Very Dissatisfied		1	2.7%
No Answer		0	0%

If you have any suggestions for improving the operation of remote meetings, please provide details below.

(Sample of comments received)

1.	Staff did their best to make this happen. I find the remote meeting make it much more accessible to attend, even when unwell or if working late, at least you can attend at some point in the meeting. It takes out the commute and traffic can be an issues around 5pm when meetings are usually held. However, with face to face meetings give the added bonus of meeting and discussing issues with colleagues and staff. I feel it is very important that we keep the remote meetings available to all.
2.	Remote meetings have allowed work to continue however I believe there is a major loss of in-depth analysis of a lot of the meetings. Meetings are being scheduled any day of the week & at varied times because of on line, sounds good in theory however this is prohibitive to some councillors due to work commitments.
3.	We need to get back to in person meetings as soon as possible.
4.	Councillors need to respect the chair all the more as it is impossible when people are talking over each other. Overall online meetings are an advantage though and it should shame LAs that they did not previously facilitate this for women on maternity leave or other situations in the past.
5.	I understand there is no alternative at present but I feel it's difficult to get as much work done as before at physical meetings
6.	They have worked very well however when voting is needed the system sometimes lets us down.
7.	I would actually highly commend the staff and the cathaoirligh for their efforts since March 2020 in what were extremely difficult circumstances. Although I miss the 'in-person' meetings I would like to see a situation where hybrid meetings could be facilitated. This would assist those who have to travel long distances and those with young families.
8.	This is extremely important for people on maternity leave, suffering from ill health, and even facilitating people who work full time jobs and are also trying to be Cllrs etc. Facilitating people to attend in-person and remotely (at the same time) is very important.
9.	I think all meetings should be hybrid with special voting arrangements for remote members.

10.	Staff did their best to make this happen. However, remote meetings are no substitute for in-person meetings, meetings with colleagues etc. and staff; They are useful as an option, for briefings etc. Hybrid meetings may be par to the long term landscape, but full remote meetings only in emergencies, and as decided by the members.
11.	A necessary evil, a blend of in person & remote meetings when we return to normal
12.	Breakout rooms for party meets
13.	Democracy is not being served. Use a better platform
14.	<p>Officials need training on chairing meetings</p> <p>Members need training on how to share screens etc. to make points of relevance</p> <p>Wi-Fi broadband is an issue. Like the faulty telephone line cutting on and off.</p> <p>Definitely problem with queuing system for speakers...if your Wi-Fi drops you can lose your place in the queue</p> <p>Confusion</p> <p>Some members have zero manners and cut across everyone here and there everywhere a great inability to keep their wonderful thoughts to themselves until their turn comes.</p> <p>So training for officials to chair firmly important</p> <p>A speaker clock onscreen for MS teams meetings would be useful for briefings formal meetings so it's visible for everyone</p>
15.	Satisfied but look forward to getting back to proper meetings as soon as possible.
16.	The remote meetings have worked well however at this stage I am eager to get back to the council chamber as I feel that people are tired of online and we need to start inter acting with our councillor colleagues and executive members.
17.	<p>They are brilliant and hybrid meetings should be looked at post Covid so that a member who cannot make a meeting physically has the option to zoom in and contribute to the meeting.</p> <p>FYI - I have never missed a physical meeting pre-Covid. I have suggested hybrid meetings in future and been told (by another councillor) that he wouldn't want Cllr's logging in from Bermuda..... (On 17.5k a year....muppet!).</p>
18.	Better Wi-Fi ___33 on a national level. Understanding that many are working at home with children and have many distractions that we would not otherwise have if we were in the chamber, therefore, meetings should be more flexible or extended.
19.	Some members have taken up a lot of time and energy at meetings arguing that remote sessions are not a suitable substitute for in-person statutory meetings, and must be abandoned as soon as physically practicable. We have amended our internal standing orders to suit the present circumstances, but a statement from central government to the effect that remote and hybrid meetings are acceptable (presumably within fixed criteria) would be helpful. There is strong demand from other councillors to retain at least some elements of the remote format as we move forward and I worry that this will be shouted down.

21. How satisfied are you with the ongoing work carried out by your Local Community Development Committee and how the Local Economic and Community Plan (LECP) has been executed to date?

		Answers	Ratio
Very Satisfied		1	2.7%
Satisfied		8	21.62%
Neutral		22	59.46%
Dissatisfied		5	13.51%
Very Dissatisfied		1	2.7%
No Answer		0	0%

Are there any improvements you would like to see?

(Sample of comments received)

1.	I am only in the council 6 month and I don't feel I am long enough to give a suggestion as we have had very few SPC meetings.
2.	Could do with updates to council more often on the work carried out
3.	The problem is that it's seeking to mend grievous wounds with plasters. It's not enough, its scope is not wide enough and, fundamentally, the collapse of LA democracy is a bigger fish to fry than what the plan is capable of addressing
4.	Doesn't have big impact on our work we get regular reports.
5.	I know almost nothing about their work so cannot comment on it but I can't imagine it is very relevant if I am still not aware of it despite being highly engaged with the work of the Council.
6.	It's a con job. Decisions should rest with the elected Councillors
7.	I am not familiar with the work either of the above have done to date.
8.	I know very little about the work of this Group.
9.	Councillors who are not members of LCDCs have limited opportunity for in-depth knowledge of the workings of the LCDC. Given the size of budgets handled through LCDCs, and the range of programmes, and the restrictions placed on the oversight role of the elected council by the 2014 legislation, there should be a dedicated annual meeting where the LCDC reports to the Council. Councillor should also chair the LCDC.
10.	Don't know anything about these committees
11.	Never had any interaction with this Committee
12.	Remove and reform the PPN
13.	The LCDC has been very successful but we need to reach out more to the community so that they all can get involved. Communication of the information to all is vital. Not all the public are aware of the work of the LCDC.
14.	Very little knowledge of this stuff. Maze of mystery
15.	Very poor communication

- | | |
|-----|--|
| 16. | Main issues are the buy-in from external organisations. As a member of the LCDC the work is not ours but of all stakeholders and that ownership and collaboration isn't always there and mechanisms to enforce aren't clear. |
|-----|--|

22. How satisfied are you that the Local Community Development Committee has co-ordinated all their programmes within their functional area in order to make the best use of their resources?

		Answers	Ratio
Very Satisfied		2	5.41%
Satisfied		6	16.22%
Neutral		22	59.46%
Dissatisfied		5	13.51%
Very Dissatisfied		1	2.7%
No Answer		1	2.7%

Are there any improvements you would like to see?

(Sample of comments received)

1.	Should be a stronger link to an SPC perhaps to update us.
2.	Could do with updates to council more often on the work carried out
3.	No - but that's what the Department wants. The Department has absolutely no commitment to real local government.
4.	I am not and never have been a member of the LCDC so not fully informed to make a comment.
5.	I know very little about the work of this Group.
6.	Should be a 'don't know' option for this question here! The deep separation of LCDC work from council work through PPF was not in my view a helpful development. The structure should be subject of an in-depth evaluation, beyond what can be gleaned from this survey.
7.	Reform the structure
8.	Not aware of any contact with the ACM

23. How satisfied are you with the work carried out by the Local Enterprise Offices (LEOs) in your local authority to date?

		Answers	Ratio
Very Satisfied		8	21.62%
Satisfied		17	45.95%

Neutral		9	24.32%
Dissatisfied		0	0%
Very Dissatisfied		2	5.41%
No Answer		1	2.7%

Are there any improvements you would like to see?

(Sample of comments received)

1.	Limited knowledge beyond the stats at monthly reports. Economic Development SPC might know more. All elected members should have a portal they can access with updates from all SPC's
2.	Could do with updates to council more often on the work carried out
3.	I don't know anything about their work
4.	Only real difference from old County Enterprise Boards is that the Dept. of Enterprise got free offices from Local Authorities and Cllrs were removed from Boards
5.	During COVID more could be done including a national level for smaller companies, whose turnover is very small.
6.	I would like them to have more power - at the moment they allocate funding/grants and provide training. I would like them to have additional powers (i.e. that they could fund a "Town Manager" for example who would work to attract new businesses to locate in empty premises in the Town. I would like them to publish running stats on Town Performance (i.e. footfall, vacant premises, traffic etc.) to help measure town success. I would like them to have the power to appoint a "Property Team" of specialists who could examine an area, and make recommendations to the Council Executive on strategic sites that need to be purchases/developed, sites that are under developed, sites that are critical to the successful operation of a town. I would like them to have a range of powers to deal with businesses that site on vacant properties for long periods of time in the centre of towns/
7.	There is a very active Economic Development department in our Council. To my knowledge elected members have no direct involvement with its functioning with the exception, perhaps, of members who are on that particular SPC. I am not a member of that committee.
8.	Limited knowledge beyond the stats at monthly report Role of LEO came to the fore in the Covid situation. See above reply re need for an evaluation
9.	Not accountable to the SPC. Questionable outcomes
10.	On the handful of occasions I have needed to hook businesses up with the LEO, they have left no stone unturned to try and facilitate the business owner I was representing.

11.	Very active in our Council but could engage better with Cllrs. Brainstorm. There should be an formal annual brainstorming meeting with Cllrs take suggestions questions and have limited positive thought provoking guest speakers
12.	We have an excellent LEO in our Council.
13.	The Local Enterprise should have more engagement with councillors as they would have the ability and knowledge to promote the work LEO is doing. A lot of the time, LEO isn't publicised enough and businesses cannot avail of their services due to lack of awareness. A representative from the office could attend council meetings to update the councillors on their work. The councillors could then provide updates to residents and local businesses in their constituency.
14.	Would like to know more of their work.

24. How satisfied are you with the performance of your local authority Strategic Policy Committees and Corporate Policy Groups (CPG)?

		Answers	Ratio
Very Satisfied		4	10.81%
Satisfied		17	45.95%
Neutral		5	13.51%
Dissatisfied		6	16.22%
Very Dissatisfied		4	10.81%
No Answer		1	2.7%

Are there any improvements you would like to see?

(Sample of comments received)

1.	Rather councillors were on one CPG - not good Small parties are not usually selected to sit on the CPG and they are a missing out a lot of important issues.
2.	Again, when the problem is Garda resourcing, these mostly represent a way for the community to vent without fundamentally doing anything about the issues presented
3.	CPG closed group full minutes of everything discussed in this meeting should be taken & given to all councillors. There is a void of information on any in-depth discussions, the minutes only reflect that discussions happened. Some SPC's work excellently some only scratch the surface of what I believe they should be doing. A lot more policy should be reviewed and worked on within SPC's
4.	My SPC is Transport, clearly an issue with National Transport Authority challenging and ignoring all legislation in relation to Planning and Development Act 2000 [as amended] Part IV

5.	Often seem to be focused on the receipt of reports rather than the making of policy.
6.	There is next to no decision making or agenda shaping power of Councillors in the SPC that I sit on. And despite no Councillors being satisfied with the performance of the management there are few mechanisms for accountability.
7.	They were never intended to work so Department has got its way
8.	They work reasonably well and ensure focused development within the City.
9.	Transport SPC in DCC only meets quarterly despite sweeping changes to transport happening. It is almost entirely a forum for the management to provide reports and members to note rather than any meaningful input.
10.	I think members should have more input into the Budget process from an early stage.
11.	I welcome sectoral representatives. I feel however that there are too many presentations and reports and not enough policy forming and decision making. These are the reasons that SPC were set up in the first place.
12.	I'd like to see more experts invited in to present on specialist areas.
13.	If SPCs didn't exist nobody would know. Not sure there is a full understanding as to how they and CPG can be exploited utilised.
14.	Decisions taken as SPCs are subject to a simple majority vote at a subsequent plenary session. This shouldn't happen.
15.	Previous evaluations found that councillors and staff had many issues re SPCs and their operation. There should be an internal review on councils every term, to learn how this structure can work better. Interpretation of the role of SPCs can be too rigid. Focus should be on strategy, more so that policy, or at least as much. Councillors should be free to be on only one SPC and these could meet more often then. Small parties can be excluded from CPG - not good - membership should reflect the full council
16.	I chair an SPC, so am on the CPG also. Generally speaking they operate well.
17.	Very? Tightly controlled re motions new business Not sure how to improve Could meet more often maybe to drive progress...on busy SPCs maybe 6 times per y rather than 4
18.	The SPCs are very disjointed in regards to their remits. There is too much overlap between the committees. There is never any proper communication on the work being done in other SPCs. Regular updates and better sharing of information must be implemented to allow for better collaboration. Motions passed in the SPCs are not acted upon. It requires several reminders to implement anything promised within the committee which is unsustainable.
19.	They are decent, but issues have resulted in a breakdown of relationships with PPN reps.
20.	More transparency around CPG's, reports from Policy Groups should be brought to full Council meetings for noting. "this does not always happen"

25. Are you satisfied with how consultations are carried out with local communities regarding matters of local interest?

		Answers	Ratio
Very Satisfied		1	2.7%
Satisfied		15	40.54%
Neutral		11	29.73%
Dissatisfied		5	13.51%
Very Dissatisfied		4	10.81%
No Answer		1	2.7%

Are there any improvements you would like to see?

(Sample of comments received)

1.	Any consultation should be highlighted on the front page of the Council website - must be made very clear to the public. Not happy re: consultations/ informing of local actions. Irish water Online /social media not enough. We should have an advertising billboard in every local authority - only used for local updates. The public don't have a clue what is happening at local level. Door to Door leaflets don't work.
2.	Any consultation at all would be good in most cases. Where the council has an agenda and a firm idea of what it wants, it will not carry out consultation outside of what it is statutorily required to and frequently dismisses those submissions when they are obliged to. In one project which received over 700 submissions, public views were condensed to a single paragraph
3.	I believe that the idea of ongoing public consultation, while in essence a laudable endeavour, can slow down decision making. There should be defined public consultation and then projects should begin or not. Too many times we see projects that are stalled by special interest groups after public consultation has finished.
4.	More could & should happen, time & staffing need to be allocated to this
5.	The council executive is developing this aspect of their work so it is a work in progress.
6.	A consistent policy - rather than ad hoc according to who shouts loudest.
7.	A standardised process of consultation and participative decision making should be used by the Council with efficiency of decision making being one of the objectives. There are Councillors who would stagnate the whole process of dealing with even urgent issues in endless consultation rather than prioritise delivering the projects and issues which people really want to see in their communities.
8.	A start would be made if the Department consulted with Cllrs - apart from this exercise.

Appendix 2:

9.	It is a little hit and miss.
10.	Consultation is very important even on things that are thought to be very small (i.e. the positioning of a public toilet on the sea-front). It's important that Consultation is facilitated even if it is very short.
11.	Except for some of the works undertaken for COVID. There was no public consultation.
12.	Public consultation processes that are loaded in favour of the outcome wanted by management. We had a public consultation on cycle routes where the first question was "do you think roads should be safe for cyclists" who is going to answer no to this question. I also believe that people taking part in public consultations should give an address otherwise action groups from elsewhere can sway the outcome and local opinion will be drowned out
13.	This varies between departments. There is great rapport between staff in the environment Dept., for example, with residents' associations in relation to litter management, tidy districts, improvements in green spaces, etc. There is also a great rapport between staff and community groups.
14.	These vary enormously in quality. Serious risk of digital divide re. Online consultations only. Statutory consultations need to be evaluated separately from very local engagement around a local initiative. Such local initiatives would benefit from council guidelines (locally developed). Citizen engagement SPC in a new development, where this matter will be reviewed.
15.	Consultation carried out but very little account taken of them
16.	Our Council have an excellent consultation portal.
17.	Has been extremely difficult during Covid as people prefer to speak face to face and it is easier to get your point across.
18.	Mixed Lot of complaints about this Requires a study on its own Online needs to improve greatly The Fingal portal is not user friendly Too complicated Not easy to access Pain in ass sometimes Someone needs to do a job on this...yeah get some hotshot consulting group to make suggestions for improvements ...reach accessibility etc. etc.
19.	Not enough effort made to include the public
20.	The online consultations portal in Fingal is a great tool. It allows constituents to feed into decision in their area from their own home.
21.	Public consultations often allow submissions. - But no scope for questions, to get simple answers. In some cases the public are asked about an issue when there is no scope for change.
22.	We need a local consultation guidelines locally.
23.	Excellent engagement especially on cycle infrastructure.

24.	There needs to be better engagement with communities that are disadvantaged and who are not actively engaging in decision making processes. This, in my opinion is due to apathy but also the lack of understanding with regards to "for example" planning notices, not understanding of part 8's etc., additionally, other barriers that the community face. One suggestion is that there is more community workers employed so that they can engage, support and assist them in becoming actively involved in the decision making processes
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26. Please select below the administrative arrangements that have been introduced in your local authority in recent years to improve operational efficiency or service delivery? (Tick as many as apply)

		Answers	Ratio
Digitisation of services		28	75.68%
Improved access to remote working facilities		24	64.86%
CRM applications to deal with public queries		30	81.08%
Option to attend virtual meetings		32	86.49%
Improved IT Supports (access to a helpdesk, internet set up, etc.)		20	54.05%
Additional IT Equipment (tablet, laptop, phone, printer, photocopying etc.)		24	64.86%
Improved provision of office facilities for elected members (such as the use of workstations in the Local Authority offices)		10	27.03%
Provision of secretarial support to elected members (for replying to phone calls, emails, etc.)		1	2.7%
Others:		3	8.11%
No Answer		0	0%

If you have selected 'others', please provide details.

(Sample of comments received)

1.	Access to staff members
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2.	As there has been improvements, they are not working fully but it is appreciated to have the supports in place.
3.	I am not aware of what my local authority have ever done in my local area, I am a councillor in a separate City Council.
4.	We are reasonably well looked after however the general public have had a poor service since the beginning of lockdown.
5.	Refresher training on new IT systems is helpful.
6.	The IT Department are extremely helpful as is the outside IT support contractor.
7.	Access to staff members/listings So far, virtual meetings or physical meetings only; hybrid meetings under discussion as part of the work of OP and P.
8.	Could do with secretarial support
9.	Need secretarial support to respond to emails calls etc., as currently I am a one man band, who needs to concentrate on my day job to pay the mortgage and keep my family
10.	<p>•••Remote working. Duty of care. No chairs provided for members spending hours at computers reviewing reports etc. etc. attending meetings for 4 hours. Health n safety back problems ignored. An ignorant attitude.</p> <p>Private companies who value their HR Human Resources human capital (cold word) are providing Specific remote working packages...equipment supplied including fit for purpose office furniture and or an allowance to acquire same</p> <p>Please don't differentiate between members and full time staff. We are all attending same long meetings and at the computers working.</p> <ul style="list-style-type: none"> • Laptop only supplied <p>All members need mobile office in car facilities...i.e. iPads as well as laptop's</p> <ul style="list-style-type: none"> • secretarial support was available some years ago, not sure how relevant that would be now • the availability of a "graphic's service" to Cllrs. would greatly enhance communications. I would really appreciate that service rather than secretarial suppression <p>To design templates for social media</p>
11.	Tablet
12.	In an ideal world secretarial support would make the workload a little bit easier for Cllrs. TD's have that support so why shouldn't a Cllr as depending on the elected area it is my opinion that a Cllr has much more of a work load than a TD.

27. Does your Local Authority have a dedicated Customer Service Officer?

		Answers	Ratio
Yes		11	29.73%
No		13	35.14%
Don't Know		12	32.43%
No Answer		1	2.7%

28. Can you contact the Customer Service Officer directly to deal with queries?

		Answers	Ratio
Yes		11	29.73%
No		7	18.92%
Don't Know		7	18.92%
Not applicable		11	29.73%
No Answer		1	2.7%

29. Does your Local Authority have a Customer Relationship Management (CRM) system to deal with individual representations made directly by the public or through elected members?

		Answers	Ratio
Yes		26	70.27%
No		5	13.51%
Don't Know		5	13.51%
No Answer		1	2.7%

If yes, what are the key benefits of the CRM system in your opinion?**(Sample of comments received)**

1.	It creates the possibility of tracking an issue. However feedback on these issues is not there yet.
2.	It's easy to use but you don't ever get a response. It seems designed to allow Councillors to give the impression that they have power to influence issues that they do not and local authorities facilitating them to do so. If the system required every representation to have a response then it would be very good, but as it is it is just a lie
3.	Yes however it is more taking the calls and logging them. It can often not result in action being taken which leads to a lot of frustration from people contacting me. They feel as they weren't listened to or heard.
4.	Being developed now
5.	I am aware that our Council has Local Area Managers. And I find my contact with both to be helpful in terms of enquiries and who I should forward community enquiries to, they are both very helpful.
6.	In my view this is mechanism to divert Cllrs from using accountable political routes and I do not support it.
7.	We are able to pass on various issues that would previously have had to wait until the next area or city council meeting.

8.	At the moment I don't find there are many benefits of the CRM. As all we usually receive is an acknowledgment e-mail with the CRM number and to whom the matter/issue has been sent to such as person or department. There may be no further follow up to let us know the issue/matter is complete etc. Also it means we are having less contact with the Official's so losing the human contact. I don't think any special treatment for Councillors compared to the general public.
9.	Our Council has wonderful staff across all departments. However, the CRM system continues to let everyone down. Members of the public are left with unanswered queries and reps are closed before they are dealt with. Overall this system is poor and actually quite frustrating. A customer charter is required in my opinion.
10.	I find the CRM system great.
11.	needs substantial improvements
12.	The CRM system is not fit for purpose. Other than knowing that the LA got my CRM it can do the tour of the County and I might still not have any meaningful answer months later. They also close CRMs on some whim that I am still trying to fathom but think it might be related to data for the monthly management report.
13.	Depends on which side you are looking at the system from! From a management point of view it provides a way of tracking queries and (I hope) provides a tool to categorize queries by type, time to fix, frequency etc. From a members point of view it is still a work in progress.
14.	Well-designed CRM system is very valuable. Saves time for everyone. New system under development, with significant councillor input into the design.
15.	Dáil is 3 working days for an answer to a PQ. County council is 15 working days. Nearly a month. Ridiculous. Minister should insist on much tighter timeframe. It's a farce
16.	Easy access and recording of reps made.
17.	It allows you to keep track of representations going back years, so it acts like a database for Councillors. It is simple to use.
18.	None for the member. Suits the authority
19.	One of the benefits is that you get a reference number, an acknowledgement by return however sometimes there is a delay in getting an answer.
20.	The CRM allows for the proper recording and tracking of issues submitted. This ensures that the concerns of residents are not neglected.
21.	There is a liaison officer for councillors in each department. Their use of CRM seems to vary. If the rep goes on holidays the message sent from councillors simply go ignored until the councillor figures it out and contacts another member of staff.
22.	There is none, I hate it. It takes weeks to get an answer and they are usually a copy and paste response.
23.	Traceable tickets (query numbering). Query selection tree makes sure reps are directed to the correct department/staff member. Clear expectations around when a reply can be expected, and reporting of targets/deadlines met. Replies received as PDF on headed paper which can be shared to constituent.

31. During 2019/2020, how satisfied were you that elected members had access to adequate training to support them in the discharge of their full range of functions?

		Answers	Ratio
Very Satisfied		5	13.51%
Satisfied		10	27.03%
Neutral		15	40.54%
Dissatisfied		2	5.41%
Very Dissatisfied		5	13.51%
No Answer		0	0%

List any specific areas where you would like to see additional training made available:

(Sample of comments received)

1.	<p>2019/20 has been the same as before or after.</p> <p>There's no training given on how to be a councillor, there are no colleges that teach you how to be a councillor. We scoff at the French for sending the majority of their politicians the École Nationale d'Administration, but at least they have professional training. We think 'any idiot can be a Cllr in Ireland.'</p> <p>I was lucky, I was mentored by my predecessor. Otherwise, it is sink or swim, and many, many sink, silently. They don't run for a second term, partly because:</p> <p>a) they probably don't have the personal skills to excel in the role in the first place</p> <p>b) because no one outside of your party is likely to put the time in to help you to navigate the system and how it works</p> <p>There are a significant minority of Councillors that don't know the difference between and Operations meeting and the main Plenary meeting, this is colossally frustrating. Too many Councillors after years in the role still need to be thought the basics.</p>
2.	Additional training on IT, and on special policy issues (i.e. housing etc.) would be helpful.
3.	AILG have put on a wonderful spread of training sessions.
4.	As well as training provision by AILG, which is promoted and notified to members by the Council, the Council routinely asks for feedback on any areas of training needed by councillors (internal to the council). Training in spoken Irish recently provided.
5.	Board duties
6.	I got very little training, nor did I have time for training and the management often talk as though everyone was present at meetings or discussions that took place years ago when in reality it is only the minority of longer standing Councillors who were.
7.	I received no support or training as a co-opted councillor which I found very stressful.
8.	IT I'm 64 landed with a laptop and an outlook system that I haven't a clue how to use. I looked for help and training but got very little of either. I don't know how to link this laptop to the photocopier. I asked for things like a bin and cleaning and office equipment in the part office shared by 8 councillors.

9.	IT training on the basics i.e. Outlook. Also, I feel that newly co-opted councillors are ignored.
10.	Like many Cllr's I am self-thought
11.	Online technology meetings etc. need training
12.	Outlook
13.	the issue is not training it's about having access to independent expert advice/resources allowing councillors challenge appropriately management positions
14.	There was little training on offer &/or carried out
15.	We have a problem around voting at virtual meetings, it delays the meeting every month

32. Do you feel the 2014 local government reforms, such as enhanced economic and enterprise functions as well as a greater community development role, have resulted in an increase or decrease in the workload for the elected members? Or has there been no material change due to additional supports being provided?

		Answers	Ratio
Increase		17	45.95%
Decrease		0	0%
No Material Change		19	51.35%
No Answer		1	2.7%

If you feel there has been an increase, please provide details below as to what areas have been affected and the nature of the increased workload.

(Sample of comments received)

1.	Unless a member for the LCDC
2.	There has been a huge increase in the workload and area covered in Councils wards with no increase in councillors. It is impossible to stay on top of the level of work not with the volume of calls, emails, social media messages etc. So much so I am seriously considering not running in the next Local Elections due to the level of commitments needed to do the job properly & give it the time commitment to carry out the position. Our Council doubled in size, the constituency numbers increased, the issues across every level increase
3.	Hugely increased round of reading through often useless policy documents issued by National agencies allied to significant reduction of powers. More pointless meetings, less meaningful powers.
4.	I'm not able to comment on this as I was not a Councillor before these changes. I hope this will be factored into how the survey results are presented.
5.	This is without the most demanding job I have ever done I lost my full-time job because my previous employer was not happy with the amount of time I gave to local authority matters. 20 years' work was lost I was asked which one did I wish to do.
6.	This question doesn't make sense for those of us who weren't on the Council before 2014 therefore have no comparison. I suggest the questions is reformulated.

Appendix 2:

7.	This question is not relevant to a new councillor, without ever being involved in politics, and getting elected in May 2019 and taking time to answer all these questions on a busy night, with 2 to 3 meetings per day and many email enquiries. And running for by-election. Hope all your survey works out
8.	I'm not sure the source but having taken a ten year break from the council there is no doubt that there is far more work now - possibly because everyone has access to email and the role of social media
9.	I wasn't a member immediately before 2014 so I can't compare say 2009-2014 with 2014-2019 but the workload has increased several fold from my previous term pre 2000.
10.	Unless a member of the LCDC, no change. Membership of LCDC does mean a significant workload, involving the main committee, sub-committees, workshops, Pobal evaluations etc. etc.
11.	More meetings etc.
12.	Overall there has been a huge increase in the workload of councillors during Covid which in turn has increased the pressure on the council officials. Online meetings are taking up too much time leaving emails and calls to be followed up in the evening. It is difficult when you are trying to juggle work life with being a councillor and having to take time off for day time meetings.

Survey 2021 - Local Authority Elected Members



**An Roinn Tithíochta,
Rialtais Áitiúil agus Oidhreachta**
Department of Housing,
Local Government and Heritage

2021 Survey Questions for Local Authority Elected Members

Personal Profile

You may or may not wish to identify yourself on the questionnaire: questions relating to name, age and length of service are optional. A summary of responses received will be published on the Department's website in due course. No individual responses will be referenced in the summary.

First Name (optional)

1000 character(s) maximum

Surname (optional)

1000 character(s) maximum

Municipal District

1000 character(s) maximum

Gender (Optional)

- Female
- Male
- Other
- Prefer not to say

Local Authority

1000 character(s) maximum

Age (Optional)

- 18-24
- 25-34
- 35-44
- 45-54
- 55-64
- 65 or over

Please indicate the number of years you have served as an Elected Member (optional)

Operation of Municipal Districts

1. How satisfied are you with the operation of the Municipal District System within your Local Authority?

- Very Satisfied
- Satisfied
- Neutral
- Dissatisfied
- Very Dissatisfied

Please give a reason for your answer, if you wish.

2. How satisfied are you that the Municipal District system has improved representational effectiveness, accountability and responsiveness to the local needs of the citizen?

- Very Satisfied
- Satisfied
- Neutral
- Dissatisfied
- Very Dissatisfied

3. How satisfied are you that the Municipal District System has enabled improved decision-making at local level by Elected Members?

- Very Satisfied
- Satisfied
- Neutral
- Dissatisfied
- Very Dissatisfied

4. Do you think that the Municipal Districts in your Local Authority area have clearly defined identities?

- Yes
- No
- Don't Know

5. In your opinion, has your local authority carried out work to distinguish for the citizen the different roles of the Municipal Districts from that of the County Council? In your opinion, has your local authority carried out work to distinguish for the citizen the different roles of the Municipal Districts from that of the Council?

- Yes
- No
- Don't Know

Please provide details

6. Have you any suggestions on ways to improve the identity of your Municipal District or ways to differentiate each Municipal District in your Local Authority?

7. How satisfied are you with the delivery of Local Authority services in your Municipal District?

- Very Satisfied
- Satisfied
- Neutral
- Dissatisfied
- Very Dissatisfied

Please give a reason for your answer, if you wish.

1000 character(s) maximum

8. Do you have a local office in your Municipal District that the public can access?

- Yes
- No
- Don't Know

9. What services can the general public access at Municipal District level? (tick all that apply)

- Housing Applications
- Local Authority Tenant Services
- Housing Grants
- Planning Applications
- Motor Tax
- Business Supports
- Community Supports
- Library Services
- Fire Services
- Road Issues and Complaints
- Parking Fines
- Waste Management Service
- Environment Protection Services
- Animal Control
- Dog Licenses
- Other

If answer is 'other', please specify

10. Are you satisfied with how the General Municipal Allocation (GMA) in your Municipal District is spent?

Very Satisfied

- Satisfied
- Neutral
- Dissatisfied

- Very Dissatisfied

Do you have any suggestions to improve this system?

11. Have Municipal Districts in your Local Authority established “Town Teams” to drive and support town, village and rural development for their areas?

- Yes
- No
- Don't Know

If yes, please set out the key achievements of these teams in your areas.

12. How satisfied are you with the interactions between “Town Teams” and Municipal District members?

- Very Satisfied
- Satisfied
- Neutral
- Dissatisfied
- Very Dissatisfied
- Not Applicable

Please expand on your answer, if you wish.

Municipal District Meetings

13. Where are meetings of your County's Municipal Districts held?

- Municipal District Buildings
- County Council Buildings
- Other

If answer is 'other', please specify.

14. How satisfied are you with the management and operation of Municipal District meetings?

- Very Satisfied
- Satisfied
- Neutral
- Dissatisfied
- Very Dissatisfied

15. How satisfied are you that the most relevant agenda items are discussed at Municipal District meetings rather than at Plenary Council level or in other forums?

- Very Satisfied
- Satisfied
- Neutral
- Dissatisfied
- Very Dissatisfied

16. Does your Municipal District host regular meetings with representatives of the Public Participation Network (PPN)?

- Yes
- No
- Don't Know

If not, would you consider such meetings to be beneficial, and how often should they be held? Please provide your opinion below:

17. What time of the day are your Municipal District meetings mostly held?

- Mornings - 9am to 12pm
- Afternoons- 1pm to 3pm
- Evenings - 3pm to 6pm
- Late Evenings After 6pm
- Timing is flexible for each meeting

18. Are you satisfied with the timing of your Municipal District meetings?

- Yes, I'm satisfied with the timing of our meetings
- No, I would prefer the timing of our meetings to be more flexible.

19. Please provide, below, any suggestions to improve Municipal District meetings.

Cross Boundary Co-Operation

20. Do cross boundary matters, whether between Municipal Districts or adjacent Local Authorities, arise at your Municipal District or Plenary Council meetings?

- Yes
- No
- Don't Know

If yes, what are the main items that come up?

21. Do you have any additional suggestions to make to improve cooperation on Cross Boundary matters?

Plenary Council Meetings

22. How satisfied are you with the management and operation of Plenary Council meetings?

- Very Satisfied
- Satisfied
- Neutral
- Dissatisfied
- Very Dissatisfied

Please give a reason for your answer, if you wish.

23. How satisfied are you that the relevant agenda items are discussed at Plenary Council meetings rather than at Municipal District level or in other forums?

- Very Satisfied
- Satisfied
- Neutral
- Dissatisfied
- Very Dissatisfied

24. Are you satisfied that arrangements for determining the agenda for Plenary Council meetings are satisfactory including the input of the executive and elected members?

- Yes
- No
- Don't Know

Please give reasons, below, for your answer, along with any suggestions for improvement:

25. How satisfied are you that monthly/quarterly management reports provide the necessary information to the elected members in advance of meetings?

- Very Satisfied
- Satisfied
- Neutral
- Dissatisfied
- Very Dissatisfied

Please provide details below, together with any suggestions to improve the process:

1000 character(s) maximum

26. How satisfied are you with the effectiveness of remote meetings, where elected members can attend virtually?

- Very Satisfied
- Satisfied
- Neutral
- Dissatisfied
- Very Dissatisfied

27. If you have you any suggestions that would improve the operation of remote meetings. please give details below:

28. Do you have any additional suggestions to make regarding the operation of Plenary Council meetings?

Part II - Putting People First – Reforms to Local Government

29. How satisfied are you with the ongoing work carried out by your Local Community Development Committee and how the Local Economic and Community Plan (LECP) has been executed to date?

- Very Satisfied
- Satisfied
- Neutral
- Dissatisfied
- Very Dissatisfied

Are there any improvements you would like to see?

30. How satisfied are you that the Local Community Development Committee has co-ordinated all its programmes within its functional area in order to make the best use of its resources?

- Very Satisfied
- Satisfied
- Neutral
- Dissatisfied
- Very Dissatisfied

Are there any improvements you would like to see?

31. How satisfied are you with the work carried out by the Local Enterprise Offices (LEOs) in your local authority to date?

- Very Satisfied
- Satisfied
- Neutral
- Dissatisfied
- Very Dissatisfied

Are there any improvements you would like to see?

32. How satisfied are you with the performance of your local authority Strategic Policy Committees and Corporate Policy Groups (CPG)?

- Very Satisfied
- Satisfied

- Neutral
- Dissatisfied
- Very Dissatisfied

Are there any improvements you would like to see?

33. Are you satisfied with how consultations are carried out with local communities regarding matters of local interest?

- Very Satisfied
- Satisfied
- Neutral
- Dissatisfied
- Very Dissatisfied

Are there any improvements you would like to see?

Oversight, Operational Efficiency and Customer Service

34. Please select below the administrative arrangements that have been introduced in your local authority in recent years to improve operational efficiency or service delivery? (Tick as many as apply)

- Digitisation of Services
- Improved access to remote working facilities
- CRM Applications to deal with public queries
- Option to attend virtual meetings
- Improved IT Supports (access to a helpdesk, internet set up, etc.)
- Additional IT Equipment (tablet, laptop, phone, printer, photocopying etc.)
- Improved provision of office facilities for elected members (such as the use of workstations in the Local Authority offices)
- Provision of Secretarial support to Elected Members (for replying to phone calls, emails, etc.)
- Others:

If you have selected 'others', please provide details.

35. Does your Local Authority have a dedicated Customer Service Officer?

- Yes
- No
- Don't Know

36. Can you contact the Customer Service Officer directly to deal with queries?

- Yes
- No
- Don't Know
- Not Applicable

37. Does your Local Authority have a Customer Relationship Management (CRM) system to deal with individual representations made directly by the public or through elected members?

- Yes
- No
- Don't Know

If yes, what are the key benefits of the CRM system in your opinion?

38. Do you have any suggestions to make about how your Local Authority could improve its operational efficiency or customer service?

The Elected Council

39. During 2019/2020, how satisfied were you that elected members had access to adequate training to support them in the discharge of their full range of functions?

- Very Satisfied
- Satisfied
- Neutral
- Dissatisfied
- Very Dissatisfied

List any specific areas where you would like to see additional training made available:

40. Do you feel the 2014 local government reforms, such as enhanced economic and enterprise functions as well as a greater community development role, have resulted in an increase or decrease in the workload for the elected members? Or has there been no material change due to additional supports being provided?

- Increase
- Decrease
- No Material Change

If you feel there has been an increase, please provide details below as to what areas have been affected and the nature of the increased workload.

THANK YOU FOR TAKING THE TIME TO COMPLETE THIS QUESTIONNAIRE



**An Roinn Tithíochta,
Rialtais Áitiúil agus Oidhreachta**
Department of Housing,
Local Government and Heritage

Survey 2021 - Local Authority Elected Members (without MDs)



**An Roinn Tithíochta,
Rialtais Áitiúil agus Oidhreachta**
Department of Housing,
Local Government and Heritage

2021 Survey Questions for Local Authority Elected Members
(Local Authorities without Municipal Districts)

Personal Profile

You may or may not wish to identify yourself on the questionnaire: questions relating to name, age and length of service are optional. A summary of responses received will be published on the Department's website in due course. No individual responses will be referenced in the summary.

First Name (optional)

1000 character(s) maximum

Surname (optional)

1000 character(s) maximum

Local Authority

1000 character(s) maximum

Gender (Optional)

Female

- Male
- Other
- Prefer not to say

Age (Optional)

- 18-24
- 25-34
- 35-44
- 45-54
- 55-64
- 65 or over

Please indicate the number of years you have served as an Elected Member (optional)

1000 character(s) maximum

Operation of Area Committees

1. How satisfied are you with the operation of Area Committees within your Local Authority?

- Very Satisfied
- Satisfied
- Neutral
- Dissatisfied
- Very Dissatisfied

Please give a reason for your answer, if you wish.

2. How satisfied are you that Area Committees enable improved decision-making at local level by elected members?

- Very Satisfied
- Satisfied
- Neutral
- Dissatisfied
- Very Dissatisfied

3. Have you any suggestions on ways to improve the operation of Area Committees in your Local Authority?

1000 character(s) maximum

Area Committee Meetings

4. How often do you have Area Committee meetings in your Local Authority?

- Once a month
- Quarterly
- Once every six months
- Annually
- Other

If 'other', please specify.

5. How satisfied are you with the frequency of your Area Committee meetings?

- Very Satisfied
- Satisfied
- Neutral
- Dissatisfied
- Very Dissatisfied

6. Would you prefer to meet?

- More often
- Less often
- Satisfied with the frequency of meetings
- Not applicable

7. How satisfied are you with the management and operation of Area Committee meetings?

- Very Satisfied
- Satisfied
- Neutral
- Dissatisfied
- Very Dissatisfied

8. How satisfied are you that the most relevant agenda items are discussed at Area Committee meetings rather than at Plenary Council level or in other forums?
- Very Satisfied
 - Satisfied
 - Neutral
 - Dissatisfied
 - Very Dissatisfied
9. Does your Area Committee host regular meetings with representatives of the Public Participation Network (PPN)?
- Yes
 - No
 - Don't Know

If not, would you consider such meetings to be beneficial, and how often should they be held?
Please provide your opinion below:

10. What time of the day are your Area Committee meetings mostly held?
- Mornings - 9am to 12pm
 - Afternoons- 1pm to 3pm
 - Evenings - 3pm to 6pm
 - Late Evenings After 6pm
 - Timing is flexible for each meeting
11. Are you satisfied with the timing of your Area Committee meetings?
- Yes, I'm satisfied with the timing of our meetings
 - No, I would prefer the timing of our meetings to be more flexible.

12. Please provide, below, any suggestions you have to improve Area Committee meetings.

Cross Boundary Co-Operation

13. Do cross boundary matters, between adjacent Local Authorities, arise at your Area Committee or Plenary Council meetings?

- At Area Committee meetings
- At Plenary Council meetings
- At both
- At neither

If yes, what are the main items that come up?

14. Do you have any additional suggestions to make to improve cooperation on Cross Boundary matters?

Plenary Council Meetings

15. How satisfied are you with the management and operation of Plenary Council meetings?

- Very Satisfied
- Satisfied
- Neutral
- Dissatisfied
- Very Dissatisfied

Please give a reason for your answer, if you wish.

16. How satisfied are you that the relevant agenda items are discussed at Plenary Council meetings rather than at Area Committee level or in other forums?

- Very Satisfied
- Satisfied
- Neutral
- Dissatisfied
- Very Dissatisfied

17. Are you satisfied that arrangements for determining the agenda for Plenary Council meetings are satisfactory including the input of the executive and elected members?

- Yes
- No
- Don't Know

Please give reasons, below, for your answer, along with any suggestions for improvement:

18. How satisfied are you that monthly/quarterly management reports provide the necessary information to the elected members in advance of meetings?

- Very Satisfied
- Satisfied
- Neutral
- Dissatisfied
- Very Dissatisfied

Please provide details below, together with any suggestions to improve the process:

19. How satisfied are you with the effectiveness of remote meetings, where elected members can attend virtually?

- Very Satisfied
- Satisfied
- Neutral
- Dissatisfied
- Very Dissatisfied

If you have any suggestions for improving the operation of remote meetings, please provide details below.

1000 character(s) maximum

20. Do you have any additional suggestions to make regarding the operation of Plenary Council meetings?

Part II - Putting People First – Reforms to Local Government

21. How satisfied are you with the ongoing work carried out by your Local Community Development Committee and how the Local Economic and Community Plan (LECP) has been executed to date?

- Very Satisfied
- Satisfied
- Neutral
- Dissatisfied
- Very Dissatisfied

Are there any improvements you would like to see?

22. How satisfied are you that the Local Community Development Committee has co-ordinated all their programmes within their functional area in order to make the best use of their resources?

- Very Satisfied
- Satisfied
- Neutral
- Dissatisfied
- Very Dissatisfied

Are there any improvements you would like to see?

1000 character(s) maximum

23. How satisfied are you with the work carried out by the Local Enterprise Offices (LEOs) in your local authority to date?

- Very Satisfied
- Satisfied
- Neutral
- Dissatisfied
- Very Dissatisfied

Are there any improvements you would like to see?

24. How satisfied are you with the performance of your local authority Strategic Policy Committees and Corporate Policy Groups (CPG)?

- Very Satisfied
- Satisfied
- Neutral
- Dissatisfied
- Very Dissatisfied

Are there any improvements you would like to see?

25. Are you satisfied with how consultations are carried out with local communities regarding matters of local interest?

- Very Satisfied
- Satisfied
- Neutral
- Dissatisfied
- Very Dissatisfied

Are there any improvements you would like to see?

Oversight, Operational Efficiency and Customer Service

26. Please select below the administrative arrangements that have been introduced in your local authority in recent years to improve operational efficiency or service delivery? (tick as many as apply)

- Digitisation of services
- Improved access to remote working facilities
- CRM applications to deal with public queries
- Option to attend virtual meetings
- Improved IT Supports (access to a helpdesk, internet set up, etc.)
- Additional IT Equipment (tablet, laptop, phone, printer, photocopying etc.)
- Improved provision of office facilities for elected members (such as the use of workstations in the Local Authority offices)
- Provision of secretarial support to elected members (for replying to phone calls, emails, etc.)
- Others:

If you have selected 'others', please provide details.

27. Does your Local Authority have a dedicated Customer Service Officer?

- Yes
- No
- Don't Know

28. Can you contact the Customer Service Officer directly to deal with queries?

- Yes
- No
- Don't Know
- Not applicable

29. Does your Local Authority have a Customer Relationship Management (CRM) system to deal with individual representations made directly by the public or through elected members?

- Yes
- No
- Don't Know

If yes, what are the key benefits of the CRM system in your opinion?

The Elected Council

30. Do you have any suggestions to make about how your Local Authority could improve its operational efficiency or customer service?

31. During 2019/2020, how satisfied were you that elected members had access to adequate training to support them in the discharge of their full range of functions?

- Very Satisfied
- Satisfied
- Neutral
- Dissatisfied
- Very Dissatisfied

List any specific areas where you would like to see additional training made available:

32. Do you feel the 2014 local government reforms, such as enhanced economic and enterprise functions as well as a greater community development role, have resulted in an increase or decrease in the workload for the elected members? Or has there been no material change due to additional supports being provided?

- Increase
- Decrease
- No Material Change

If you feel there has been an increase, please provide details below as to what areas have been affected and the nature of the increased workload.

THANK YOU FOR TAKING THE TIME TO COMPLETE THIS QUESTIONNAIRE



**An Roinn Tithíochta,
Rialtais Áitiúil agus Oidhreachta**
Department of Housing,
Local Government and Heritage

"SCHEDULE 14A

Section 131 and 131A

PART 1

Reserved Functions to be Performed, Subject to Section 131A(4), by Municipal District Members

Reference No. (1)	Description of reserved function (2)	Provision under which reserved function is conferred (3)
1	Adopting or reverting to the title "Cathaoirleach" and "Leas-Chathaoirleach" and giving to the office of Cathaoirleach or Leas-Chathaoirleach alternative titles.	Section 32 and Schedule 8.
2	Removal from office of the Cathaoirleach or Leas-Chathaoirleach.	Section 34.
3	Deciding to hold special meetings; appointing days and times of meetings; appointing a regular schedule for the holding of ordinary meetings; appointing different days, times and places for different meetings; appointing the day for holding the annual meeting other than in a year in which a local election is held; making additional arrangements for the giving of public notice of meetings; resolving that a member leave a meeting; making, amending or revoking standing orders; making rules for the purpose of ensuring that appointments to bodies are made fairly and equitably.	Section 44 and paragraphs 1, 2, 3, 8, 13, 16 and 19 of Schedule 10.
4	Deciding to meet in committee for whole or part of a meeting where the municipal district members consider that such action is not contrary to the overall public interest.	Section 45.
5	Establishing a committee to consider matters connected with the functions of the local authority and to assist and advise the authority on those matters; appointing the members of a committee; and dissolving a committee.	Subsections (1) (a), (3) and (4) of section 51.
6	Adoption of statements regarding the economic elements of the local economic and community plan for the consideration of the elected council of the local authority.	Section 66C (inserted by section 44 of the <i>Local Government Reform Act 2014</i>).
7	Adoption of statements regarding the community elements of the local economic and community plan for the consideration of the elected council of the local authority.	Section 66C (inserted by section 44 of the <i>Local Government Reform Act 2014</i>).
8	Consideration of and making amendments to a draft budgetary plan.	Section 102(4A).

9	Consideration and adoption of an annual schedule of proposed works to be carried out in the district.	Section 103A.
10	Establishing a community fund for the purposes of supporting community initiatives.	Section 109.
11	Adopting a scheme for the making of an annual contribution by the occupier of each dwelling in the area to which the scheme applies towards particular community initiatives specified in the scheme.	Section 110.
12	Deciding, subject to the approval of the Minister, that a particular function of the municipal district members should be performed only by the local authority.	Section 131A.
13	A decision to pay an allowance for reasonable expenses of Cathaoirleach and Leas-Chathaoirleach and the determination of the amount of the allowance.	Section 143.
14	The approval of information to be included in an annual report in relation to the performance of functions by the municipal district members.	Section 221.
15	Deciding that a named member leave a meeting or that the member was the cause of the meeting being adjourned.	Paragraph 13 of Schedule 10.
16	Deciding to pay certain expenses to non-members of a local authority for attendance at committees or joint committees.	Article 9 of the Local Government (Expenses of Local Authority Members) Regulations 1993 (S.I. No. 391 of 1993).
17	The delegation to a designated body of a function (including maintenance) in respect of the management and control of any specified dwellings or the revocation of any such delegation.	Section 9 of the Housing (Miscellaneous Provisions) Act 1992 .
18	The delegation to a designated body of a function (including maintenance) in respect of the management and control of a dwelling or the revocation of any such delegation.	Section 30 of the Housing (Miscellaneous Provisions) Act 2009 .
19	Making representations to the Minister in relation to an order made by the Minister closing particular roads to vehicles.	Section 94 of the Road Traffic Act 1961 .
20	The making of arrangements in relation to school wardens.	Section 96 of the Road Traffic Act 1961 .
21	Entry into an agreement for the exercise of power under the Local Authorities (Traffic Wardens) Act 1975 by another local authority.	Section 7 of the Local Authorities (Traffic Wardens) Act 1975 .
22	The making of an order declaring a road to be a public road and consideration of objections or representations in relation to such declaration.	Section 11 of the Roads Act 1993 , as applied by section 180 of the Act of 2000.

23	The making of an order abandoning a public road and the consideration of objections or representations in relation to a proposal to abandon a public road and the report and any recommendations of a person appointed to conduct an oral hearing.	Section 12 of the Roads Act 1993 .
24	The making of an order extinguishing a public right of way and the consideration of objections or representations in relation to a proposal to extinguish a public right of way and the report and any recommendations of a person appointed to conduct an oral hearing.	Section 73 of the Roads Act 1993 .
25	The making of a resolution (pursuant to regulations under section 35 (2) (l) of the Road Traffic Act 1994) specifying the places in which vehicles may be parked either indefinitely or for any period not exceeding a specified period.	Section 35 of the Road Traffic Act 1994 .
26	Making of bye-laws for the control and regulation of the parking of vehicles in specified places on public roads (including provision for the payment of fees for parking) and the consideration of observations or representations in relation to draft bye-laws.	Section 36 of the Road Traffic Act 1994 .
27	Making of a resolution to determine the manner in which fees in respect of parking shall be disposed of.	Section 36 of the Road Traffic Act 1994 .
28	The making of a decision to provide or remove prescribed traffic calming measures and the consideration of observations or representations in relation to a proposal to provide or remove such measures.	Section 38 of the Road Traffic Act 1994 .
29	The making of bye-laws in relation to stands for taxis.	Section 84 (as amended by section 15 of the Road Traffic Act 2002) of the Road Traffic Act 1961 .
30	Making, or refusing to make, or revocation or amendment of, a tree preservation order.	Section 205 of the Act of 2000.
31	Making of bye-laws in relation to the control, regulation, supervision and administration of casual trading.	Section 6 of the Casual Trading Act 1995 .
32	The extinguishment of a market right.	Section 8 of the Casual Trading Act 1995 .
33	The making, review, amendment or replacement of a litter management plan.	Section 13 of the Litter Pollution Act 1997 .
34	Making bye-laws for the purposes of preventing the creation of, and controlling, litter.	Section 21 (as amended by section 57 of the Protection of the Environment Act 2003) of the Litter Pollution Act 1997 .

35	The making of submissions to a fire authority regarding a proposed indoor event that requires a licence.	Section 23 of the Licensing of Indoor Events Act 2003 .
36	The approval of a draft bye-law, the consideration of submissions in relation to such draft bye-law and the making, amendment or revocation of a bye-law.	Section 199.
37	Adopting, amending or rescinding a resolution concerning the expiry times of a special exemption order.	Section 5 (as amended by section 11 of the Intoxicating Liquor Act 2003) of the Intoxicating Liquor Act 1927 .
38	Making of bye-laws in respect of the use of temporary dwellings.	Section 30 of the Local Government (Sanitary Services) Act 1948 .
39	Making an order prohibiting the erection or retention of temporary dwellings.	Section 31 of the Local Government (Sanitary Services) Act 1948 .
40	Making bye-laws in relation to any national monument of which the local authority is the owner or the guardian.	Section 9 of the National Monuments (Amendment) Act 1987 .
41	Adopting a proposal to substitute a new placename in respect of a place.	Section 189 (as amended by section 48 of the Environment (Miscellaneous Provisions) Act 2011).
42	Deciding to hold a ballot in respect of a proposal to change a placename or deciding not to proceed with the proposal.	Section 189 (as amended by section 48 of the Environment (Miscellaneous Provisions) Act 2011).
43	Adopting or rescinding Part III (Licensing for Gaming of Amusement Halls and Funfairs) of Gaming and Lotteries Act 1956 .	Section 13 of the Gaming and Lotteries Act 1956 .
44	Decision to make a charge in relation to amenities, facilities, services or any other thing provided by a local authority under section 66 of the Local Government Act 2001 .	Section 66.
45	Making of rules in relation to arrangements for attendance and raising of issues by interested persons at meetings.	Section 127.

PART 2

Reserved Functions that May be Performed under Section 131A(1) (b) in Respect of a Municipal District by Municipal District Members or the Local Authority

Reference No. (1)	Description of reserved function (2)	Provision under which reserved function is conferred (3)
1	A decision of a local authority to confer a civic honour on a person.	Section 74.
2	A decision to enter into arrangements for twinning with any other area.	Section 75.
3	A decision to incur reasonable expenditure for or in connection with the provision of receptions and entertainment and the making of presentations.	Section 76.
4	Requiring that specified action be taken in accordance with section 127 for the purpose of consultation with the local community.	Section 127.
5	Determining the policy of the local authority or the municipal district members.	Section 130.
6	Directing that a second legal opinion be obtained by the local authority in relation to the exercise or performance of a reserved function.	Section 132.
7	Deciding that a report on the capital programme may be considered at a meeting other than the local authority budget meeting.	Section 135.
8	Requiring a chief executive to prepare and submit plans, specifications and an estimate of cost of any particular work specified in a resolution.	Section 137.
9	Directing a chief executive to inform the council of the manner in which he or she proposes to perform any specified executive function of the local authority.	Section 138.
10	Requesting a member of a local authority to present a report on the activities and operation of another body to which the member is elected, appointed or nominated by that authority.	Section 141.
11	Approving a proposal of the chief executive to grant permission for the development of land which would contravene materially the development plan or local area plan.	Section 34 (as amended by <i>Schedule 2 to the Local Government Reform Act 2014</i>) of the Act of 2000.

12	A decision in relation to the making, amendment or revocation of a local area plan within the meaning of the Act of 2000.	Section 20 (as amended by section 9 of the Planning and Development (Amendment) Act 2002 and section 13 of the Planning and Development (Amendment) Act 2010) of the Act of 2000.
13	The making of an addition to, or a deletion from, a record of protected structures to which Part IV of the Act of 2000 relates.	Section 54 of the Act of 2000.
14	Approving, amending or revoking a special planning control scheme.	Section 85 and 86 of the Act of 2000.
15	Deciding to vary or modify a proposed local authority own development, or deciding not to proceed with the development.	Section 179 of the Act of 2000.
16	Making, or refusing to make an order creating a public right of way over any land.	Section 207 of the Act of 2000.
17	Deciding to vary or modify, or not to proceed with, an event proposed to be carried out by a local authority.	Section 238 of the Act of 2000.
18	The preparation, making, adoption or variation of a housing services plan, or draft plan.	Section 14 of the Housing (Miscellaneous Provisions) Act 2009 .
19	The making of a decision in relation to the representation of the views of the local community.	Section 64.
20	A decision by a local authority to provide assistance in money or in kind under section 66 for promotion of the interests of the local community.	Section 66.
21	A declaration that a body be a recognised association for the purposes of section 128.	Section 128.
22	Observations in regard to a preliminary flood risk assessments, a flood hazard map, a flood risk map, or both such maps, a flood risk management plan, and a flood risk management scheme, prepared by the Commissioners of Public Works in Ireland; deciding whether to adopt or otherwise a flood risk management plan; and objection to the issue of a certificate of completion of flood risk management works.	Sections 8, 12, 18, 20, 27 and 40 of European Communities (Assessment and Management of Flood Risks) Regulations 2010 (S.I. No. 122 of 2010).
23	Consideration of and observations in regard to a drainage scheme prepared by the Commissioners of Public Works in Ireland.	Section 5 of Arterial Drainage Act 1945.
24	Objection to the issue of a certificate of completion of drainage works.	Section 13 of Arterial Drainage Act 1945.

PART 3

Reserved Functions to be Performed by the Local Authority

Reference No. (1)	Description of reserved function (2)	Provision under which reserved function is conferred (3)
1	Extending the period of permitted absence from attendance at local authority meetings.	Section 18.
2	Adopting a proposal for the alteration of the number of members of certain local authorities.	Section 22.
3	Adopting or reverting to the title “Cathaoirleach” and “Leas-Chathaoirleach” and giving to the office of Cathaoirleach or Leas-Chathaoirleach alternative titles.	Section 32 and Schedule 8.
4	Removal from office of the Cathaoirleach or Leas-Chathaoirleach or the chairperson of any strategic policy committee.	Section 34 (as amended by section 38 of the <i>Local Government Reform Act 2014</i>).
5	Deciding to fix the day or days for the first meetings of the municipal district members for each of the municipal districts within the functional area of the local authority.	Paragraph 4 Schedule 10 (as amended by section 57 of the <i>Local Government Reform Act 2014</i>).
6	Deciding to hold special meetings; appointing days and times of meetings; appointing a regular schedule for the holding of ordinary meetings; appointing different days, times and places for different meetings; appointing the day for holding the annual meeting other than in a year in which a local election is held; making additional arrangements for the giving of public notice of meetings; resolving that a member leave a meeting; making, amending or revoking standing orders; and making rules for the purpose of ensuring that appointments to bodies are made fairly and equitably.	Section 44 and paragraphs 1, 2, 3, 8, 13, 16 and 19 of Schedule 10.
7	Deciding to meet in committee for whole or part of a meeting where the authority considers that such action is not contrary to the overall public interest.	Section 45.
8	Establishing a committee to consider matters connected with the functions of the local authority and to assist and advise the authority on those matters or to perform functions of the	Section 51.

	authority; appointing the members of a committee; and dissolving a committee.	
9	Establishing a joint committee of 2 or more local authorities to consider and advise on specified matters, or to perform functions delegated to it, delegating reserved functions to a joint committee and dissolving such a committee.	Section 52.
10	Making the integrated local economic and community plan.	Section 66C (4) (inserted by section 44 of the <i>Local Government Reform Act 2014</i>).
11	Preparing, reviewing and updating the implementation strategy for the economic elements of the local economic and community plan.	Section 66E (inserted by section 44 of the <i>Local Government Reform Act 2014</i>).
12	Entering into an agreement with another local or public authority for the performance by one of the authorities concerned of any function of the other.	Section 85.
13	Adopting the draft local authority budget.	Section 103 (substituted by section 58 of the <i>Local Government Reform Act 2014</i>).
14	Determining the annual rate on valuation to be levied.	Section 103 (substituted by section 58 of the <i>Local Government Reform Act 2014</i>).
15	Specifying a local electoral area or local electoral areas within the administrative area of the local authority where owners of vacant premises shall be entitled to claim and receive a refund of differing proportion of such rate to that that would otherwise apply to the rest of the administrative area and deciding what proportion of refund shall apply in respect of each of those specified electoral districts.	Section 14 (as amended by section 31 of the <i>Local Government Reform Act 2014</i>) of the Local Government Act 1946 , section 20 (as so amended) of the <i>Cork City Management Act 1941</i> and section 71 (as so amended) of the Local Government (Dublin) Act 1930 .
16	Adoption of a schedule of proposed works of maintenance and repair to be carried out in a municipal district, if the schedule is not adopted by the municipal district members.	Subsection (4) of section 103A (inserted by section 58 of the <i>Local Government Reform Act 2014</i>).
17	Authorising the incurring of additional expenditure and adopting and amending a scheme authorising the chief executive to incur additional expenditure without prior approval of the elected council.	Section 104.
18	Requiring the preparation and submission to the local authority members of financial statements.	Section 105.

19	A decision to borrow money or to lend money to another local authority.	Section 106.
20	Delegation of additional functions to municipal district members or revocation of such delegation.	Section 131A (inserted by section 21 of the <i>Local Government Reform Act 2014</i>).
21	Performing, in accordance with regulations, a specified function in place of municipal district members in a particular case or occasion.	Section 131A (inserted by section 21 of the <i>Local Government Reform Act 2014</i>).
22	Extending a direction by the Cathaoirleach of a county council, a city council or a city and county council requiring the chief executive to refrain from doing a particular act, matter or thing.	Section 133.
23	Approving the corporate plan with or without amendment.	Section 134.
24	Adopting the draft local authority service delivery plan.	Section 134A (Inserted by section 50 of the <i>Local Government Reform Act 2014</i>).
25	Directing that certain works shall not proceed.	Section 139.
26	Requiring a particular act, matter or thing to be done or effected in the performance of executive functions of the local authority, other than certain prescribed matters.	Section 140.
27	Authorisation by an elected council of one or more of its members to avail of training or attend training events.	Subsection (5A) (inserted by section 53 of the <i>Local Government Reform Act 2014</i>) of section 141.
28	Authorising representation of the authority by councillors at a conference, seminar or other meeting or event, or to avail of training or attend training events.	Section 142.
29	A decision to pay an allowance for reasonable expenses of Cathaoirleach and Leas-Chathaoirleach and the determination of the amount of the allowance.	Section 143.
30	The appointment, suspension or removal of a chief executive by a county council, a city council, or city and county council.	Sections 145 and 146.
31	Resolving that disposal of land which is held by a local authority shall be carried out in accordance with terms specified in the resolution, or that it shall not be carried out.	Section 183.
32	Making an order to declare an area to be an area of special amenity.	Section 202 of the Act of 2000.

33	Making, or refusing to make, or revocation or amendment of, an order designating any area or place as a landscape conservation area.	Section 204 of the Act of 2000.
34	The adoption of an annual report under section 221.	Section 221.
35	Deciding to hold or to cease to hold membership of an association of local authorities.	Section 225.
36	Declaring that another local authority shall be the successor of a specified joint burial board or cemetery joint committee which is to be dissolved.	Section 230.
37	Deciding that a named member leave a meeting of a local authority.	Paragraph 13 of Schedule 10 (as amended by section 57 of the <i>Local Government Reform Act 2014</i>).
38	Deciding that a named member was the cause of a meeting being adjourned, with a consequential reduction in remuneration and expenses.	Paragraph 13 of Schedule 10 (as amended by section 57 of the <i>Local Government Reform Act 2014</i>).
39	Deciding that a named member was the cause of a meeting being adjourned and should be suspended from attendance at meetings, with a consequential cessation of payment of remuneration and expenses for the suspension period imposed, and the early lifting of the suspension.	Paragraph 13 of Schedule 10 (as amended by section 57 of the <i>Local Government Reform Act 2014</i>).
40	Deciding to pay certain expenses to non-members of a local authority for attendance at committees or joint committees.	Article 9 of the Local Government (Expenses of Local Authority Members) Regulations 1993 (S.I. No. 391 of 1993).
41	Applying to the Minister to make an order under <i>subsection (8)</i> of section 29 of the <i>Local Government Reform Act 2014</i> that the adjustment period, referred to in that section and applicable to a specified area within the administrative area of the local authority, may be extended by a period not greater than 10 years and stating the length of extension being sought.	Section 29 (8) of the <i>Local Government Reform Act 2014</i> .
42	Making or amendment of a scheme for the waiver of rates and determination of classes of property in respect of which rates may be paid by instalments.	Sections 2 and 4 of the Local Government (Rates) Act 1970 .
43	Proposing that the boundary of a county, a city, or a city and county be altered, making a statement of response to such proposal,	Section 29 of the Local Government Act 1991 .

	amending the proposal and deciding to make an application to the Minister for the making of an order altering the boundary.	
44	Nominating a person to be a candidate at a presidential election.	Section 16 of the Presidential Elections Act 1993 .
45	Adopting a purchase scheme applying to the sale of dwellings.	Section 90 (inserted by section 26 of the Housing (Miscellaneous Provisions) Act 1992) of the Housing Act 1966 , as amended by section 183.
46	The making of an agreement between authorities to enable a housing authority to perform any of its housing functions outside its functional area.	Section 109 of the Housing Act 1966 .
47	The determination of the terms and conditions under which assistance is provided to another housing authority or an approved body.	Section 6 of the Housing (Miscellaneous Provisions) Act 1992 .
48	Adoption of a policy for the effective performance of functions under section 58(1) of the Housing Act 1966 or an amendment to such a policy.	Section 9 of the Housing (Miscellaneous Provisions) Act 1992 .
49	The transfer, sale or assignment of mortgages, unless it is the subject of a direction by the Minister.	Section 14 of the Housing (Miscellaneous Provisions) Act 1992 .
50	The adoption of a traveller accommodation programme or an amendment to, or replacement of, the programme.	Section 7 of the Housing (Traveller Accommodation) Act 1998 .
51	The making of an appointment to a local traveller accommodation consultative committee.	Section 22 of the Housing (Traveller Accommodation) Act 1998 .
52	The making and amending of a scheme which determines the order of priority for allocation of affordable houses provided under Part V of the Planning and Development Act 2000 .	Section 98 of the Act of 2000.
53	Making and amending a scheme that determines the order of priorities for allocation of affordable houses made available for sale under Part 2 of the Housing (Miscellaneous Provisions) Act 2002 .	Section 8 of the Housing (Miscellaneous Provisions) Act 2002 .
54	The making or amendment of an allocation scheme determining the order of priority to be accorded in the allocation of dwellings.	Section 22 of the Housing (Miscellaneous Provisions) Act 2009 .
55	The making and revocation of a rent scheme providing for the manner in which rents and	Section 31 of the Housing (Miscellaneous Provisions) Act 2009 .

	other charges in respect of dwellings shall be determined.	
56	The drawing up and adoption of, and the amendment of, an anti-social behaviour strategy.	Section 35 of the Housing (Miscellaneous Provisions) Act 2009 .
57	The adoption or amendment of a Homelessness Action Plan.	Section 40 of the Housing (Miscellaneous Provisions) Act 2009 .
58	The adoption of a proposal to designate an apartment complex for the purpose of making the apartments available for sale to the tenants.	Section 53 of the Housing (Miscellaneous Provisions) Act 2009 .
59	The designation of an apartment complex in accordance with a section 53 proposal.	Section 55 of the Housing (Miscellaneous Provisions) Act 2009 .
60	The extension of the initial selling period for apartments in a designated apartment complex.	Section 56 of the Housing (Miscellaneous Provisions) Act 2009 .
61	Functions of a road authority in relation to abandonment of a railway line.	Section 21 of the Transport Act 1950 .
62	The making of representations by a road authority to the National Roads Authority and to the Minister for Transport regarding a proposed national road alignment.	Section 22 of the Roads Act 1993 .
63	The making of a scheme for the establishment of a system of tolls in relation to a regional road or a local road, the making of representations to the National Roads Authority in relation to a toll scheme in relation to a national road and the making of an order revoking a toll scheme in relation to a regional road or a local road.	Sections 57 and 60 (as amended by sections 271 and 273 of the Act of 2000) of the Roads Act 1993 .
64	The making of toll bye-laws in relation to a regional road or a local road.	Section 61 (as amended by section 274 of the Act of 2000) of the Roads Act 1993 .
65	Entering into an agreement for financing, maintenance, construction and operation of toll roads in relation to a regional road or a local road.	Section 63 (as amended by section 275 of the Act of 2000) of the Roads Act 1993 .
66	The making of special speed limit bye-laws.	Section 9 of the Road Traffic Act 2004 .
67	The making of bye-laws to regulate and control skips on public roads and the consideration of objections or representations in relation to the draft bye-laws.	Section 72 of the Roads Act 1993 .
68	Entering into an agreement with the Commissioners for Public Works in Ireland for the transfer of a bridge over a canal.	Section 16 of the Canals Act 1986 .

69	The making of a development plan and making or refusing to make a variation of a development plan which for the time being is in force.	Sections 9, 12 and 13 of the Act of 2000.
70	The revocation or modification of a permission to develop land if the development to which the permission relates no longer conforms with the provisions of the development plan.	Section 44 of the Act of 2000.
71	Making a development contribution scheme.	Section 48 of the Act of 2000.
72	Making or amending a supplementary development contribution scheme.	Section 49 of the Act of 2000.
73	Deciding to make, subject to variations and modifications, or deciding not to make a draft planning scheme for strategic development zones.	Section 169 (as amended by section 51 of the Planning and Development (Amendment) Act 2010) of the Act of 2000.
74	Amending or revoking a planning scheme for strategic development zones.	Section 171 of the Act of 2000.
75	Adoption by a planning authority of a code of conduct for dealing with conflicts of interest and promoting public confidence in the integrity of the conduct of its business.	Section 150 of the Act of 2000.
76	Making or terminating of an agreement by two or more planning authorities for sharing the cost of performing functions under the Planning and Development Act 2000 .	Section 244 of the Act of 2000.
77	Directing the manner in which a list of the planning applications received shall be made available to the members of a planning authority.	Article 27 (inserted by the Planning and Development Regulations 2006 (S.I. No. 685 of 2006)) of the Planning and Development Regulations 2001 (S.I. No. 600 of 2001).
78	Directing the manner in which a list of planning applications in respect of which decisions were given shall be made available to the members of a planning authority.	Article 32 (inserted by the Planning and Development Regulations 2006) of the Planning and Development Regulations 2001.
79	Examining and considering a drainage scheme sent to a county council by the Commissioners of Public Works and providing observations to the Commissioners in regard to such scheme.	Section 5 of the Arterial Drainage Act 1945 and section 5 of the Arterial Drainage (Amendment) Act 1995
80	The consideration of a report on proposed coast protection works and the making of a declaration for the promotion of a coast protection scheme, the consideration of a report by the Commissioners of Public Works and the making of a declaration on the preparation and execution of a coast protection	Sections 2, 5, 8, 10 and 18 of the Coast Protection Act 1963 .

	scheme, the making of a declaration that a coast protection scheme is or is not to be proceeded with and the making of an objection to the issue of a certificate of completion.	
81	The making of an agreement by a fire authority to provide services for, or avail of the services of, anybody or person other than a fire authority and the making of an agreement between fire authorities for the purpose of any of their functions.	Section 10 of the Fire Services Act 1981 .
82	The making and revision by a fire authority of a plan for fire and emergency operations.	Section 26 of the Fire Services Act 1981 .
83	The making of a financial contribution by a local authority to support or assist any person, or body of persons, engaged, or proposing to engage, in any research, survey or investigation into the nature and extent, the cause and effect, and the prevention or limitation, of air pollution or in any educational programme relating to such matters.	Section 18 of the Air Pollution Act 1987 .
84	The making, revoking or amending by a local authority of a special control area order to prevent or limit air pollution and the giving of consent to the making of such an order by any other local authority.	Section 39 of the Air Pollution Act 1987 .
85	Entry into an agreement with the Environmental Protection Agency to exercise or perform any function or service on behalf of the Agency.	Section 45 of the Environmental Protection Agency Act 1992 .
86	The making, review, variation or replacement by a local authority of an air quality management plan.	Section 46 of the Air Pollution Act 1987 .
87	The making, revision or replacement by a local authority of a water quality management plan.	Section 15 of the Local Government (Water Pollution) Act 1977 .
88	The making by a local authority of a contribution to the funds of a person engaged in or proposing to engage in research, surveys or investigations in relation to water pollution.	Section 29 of the Local Government (Water Pollution) Act 1977 .
89	The making by a local authority of bye-laws in relation to a harbour under its control or management, including bye-laws with respect to the use of, and the safety of navigation within, a harbour and generally with respect to the regulation of a harbour, and for the purpose of enabling it to impose charges.	Section 89 of the Harbours Act 1996 and section 199.

90	The making by a local authority of bye-laws declaring all or any part of its functional area to be a control area where it is satisfied that horses in that area should be licensed.	Sections 13 and 17 of the Control of Horses Act 1996 .
91	The making of bye-laws providing certain exemptions in relation to a horse licence.	Sections 13 and 19 of the Control of Horses Act 1996 .
92	The entering by a local authority into arrangements with another local authority, or any termination thereof, in relation to the application for and the granting of horse licences on its behalf.	Sections 13 and 20 of the Control of Horses Act 1996 .
93	The making, replacement or revision of a water services strategic plan, an application to the Minister for an extension of not more than 3 months after the latest date for the making of a water services strategic plan, and approving a joint plan, by a water services authority.	Section 36 of the Water Services Act 2007 .
94	The making of bye-laws, for the purpose of preventing or eliminating the entry of polluting matter to waters, prohibiting the carrying on of a specified activity.	Section 21 of the Local Government (Water Pollution) (Amendment) Act 1990 .
95	The establishment of environmental objectives and the establishment of a programme of measures in order to achieve those objectives in relation to each river basin district.	Article 12 of the European Communities (Water Policy) Regulations 2003 (S.I. No. 722 of 2003).
96	The making and updating of a river basin management plan.	Article 13 of the European Communities (Water Policy) Regulations 2003.
97	The making of bye-laws in relation to presentation of waste for collection.	Section 35 of the Waste Management Act 1996 .
98	The adoption of a library development programme.	Section 78.
99	Entry by a local authority into an agreement for the Health Service Executive to perform a function on the authority's behalf.	Section 8 of the Health Act 2004 .
100	The making or revoking of a determination for the provision of meals for children attending a national school situated outside the authority's functional area.	Section 274 of the Social Welfare (Consolidation) Act 1981 .
101	The making by a city council of a scheme in relation to the provision of meals (other than meals in national schools).	Section 279 of the Social Welfare (Consolidation) Act 1981 .
102	The making of a decision to provide a public abattoir.	Section 19 of the Abattoirs Act 1988 .

103	The making of a scheme dividing a county or city into polling districts and appointing a polling place for each polling district and an appointment of an alternative polling place for a polling district in a scheme for the time being in force.	Section 28 (as amended by section 2 of the Electoral (Amendment) Act 1996) of the Electoral Act 1992 .
104	Entry into arrangements under section 15 (2) or 15(3) of the Control of Dogs Act 1986 and the granting of assistance (other than the provision of services of staff) under section 15(4) of that Act.	Section 15 (as amended by section 6 of the Control of Dogs (Amendment) Act 1992) of the Control of Dogs Act 1986 .
105	The making of bye-laws relating to control of dogs.	Section 17 (inserted by section 211) of the Control of Dogs Act 1986 .
106	Where regulations provide for the issue of polling information cards by a local authority, a decision to issue them.	Section 27.
107	The passing by a local authority of a resolution that the basic rate of local property tax should stand varied (either upwards or downwards) by a specified percentage in respect of relevant residential properties situated in the local authority's functional area.	Section 20 of the Finance (Local Property Tax) Act 2012 .
108	Establishing, dissolving or replacing a local community development committee.	Section 49A (inserted by section 36 (1) of the <i>Local Government Reform Act 2014</i>).
109	Appointment of members of a local community development committee.	Section 128D (inserted by section 36 (2) of the <i>Local Government Reform Act 2014</i>).
110	Approving a local and community development programme.	Section 128B (inserted by section 36 (2) of the <i>Local Government Reform Act 2014</i>).
111	Adoption of an implementation plan setting out the steps to be taken in respect of a report of the National Oversight and Audit Commission.	Section 126D (inserted by section 61 (1) of the <i>Local Government Reform Act 2014</i>).
112	Adoption of a statement indicating the actions already taken or planned to be taken by the chief executive to carry out the directions of the council in relation to the exercise and performance of the reserved functions are not sufficient, stating the reasons for such opinion.	Section 132 (inserted by section 47 of the <i>Local Government Reform Act 2014</i>).
113	The adoption of a Framework for Public Participation in Local Government.	Section 127 (inserted by section 46 of the <i>Local Government Reform Act 2014</i>).

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