

LINKING LOCAL AND NATIONAL STRUCTURES: TACKLING POVERTY AND PROMOTING SOCIAL INCLUSION

2007



1. Introduction

This policy statement addresses the need for stronger local to national linkages in tackling poverty and social exclusion. An integrated approach to policy development and implementation is required. This implies co-operation between central and local government, and between agencies at the local level. To achieve this, new mechanisms to facilitate local to national links in an ongoing way are needed.

Currently, there is a comprehensive institutional framework for integrating measures to address poverty and social inclusion into the broad policy arena at a national level. Meanwhile at a local level, recent developments such as the local government reform process and the integration of local government and local development systems have increased the role of local authorities in tackling poverty. A stronger framework linking national policies with local implementation is needed.

National Government must recognise that such a framework entails more than just the provision of information. What is needed is a process for receiving and deliberating on information within

the context of the policy environment and, more importantly, reacting to that information through transparent responses to those providing it. For their part, local actors must see to it that national expectations will be delivered and reported on. (ERM 2006)¹

This policy statement draws on Combat Poverty's ongoing work with local authorities to tackle poverty and social inclusion; a recent research report by Environmental Resources Management (ERM) (2006); and a European funded project on Mainstreaming Social Inclusion (MSI).²

2. Summary of Findings

Policy Messages

- ▶ Statements of Strategy adopted by government departments and local agencies in relation to the National Action Plan against Poverty and Social Inclusion (NAP/inclusion) do not necessarily translate into corporate plans or into the individual performance management systems.
- ▶ Anti-poverty initiatives are emerging from central government without local input, and therefore are not fostering local ownership.
- ▶ Central and local priorities are not aligned. This prevents national policies from being embedded at a local level.
- ▶ There is a perception at local level that too many 'new' partnerships and programmes are being developed, rather than building on existing structures.
- ▶ A lack of coterminous administrative boundaries for many agencies and bodies presents challenges to developing integrated policies to address social issues.
- ▶ There are too many special programmes and short-term initiatives, and ambiguity regarding their level of priority.
- ▶ Despite rapid expansion of the institutional spectrum over the last decade there has been no major overhaul of local resourcing or any real devolution of power.
- ▶ 'Silo' thinking is instilled at all levels, which results in administrative and/or organisational cultures blocking progress in the implementation of policy.

1 Environmental Resource Management (2006). *Study to identify potential linkages between the national and local level in the context of the development and implementation of the National Anti-Poverty Strategy*. (See Appendix 1).

2 The MSI project evaluated the impact of social inclusion policies under the Open Method of Co-ordination (OMC) during 2006 across 9 European countries.

Policy Recommendations

At national level:

- ▶ Each government department and national agency should have a number of high priority objectives relating to NAP/inclusion as part of their corporate planning priorities.
- ▶ Government departments and national agencies should be required to issue an annual report to the Office for Social Inclusion (OSI) with regard to implementation of NAP/inclusion targets.
- ▶ Exchange of good practice should be facilitated by the Steering Group representing Government and each of the Social Partner Pillars³ and through the annual Social Inclusion Report published by the OSI.
- ▶ The OSI, supported by Combat Poverty, should continue to take a key role in ensuring that social inclusion issues are integrated into the Regulatory Impact Assessment process.
- ▶ The OSI website www.socialinclusion.ie should continue to be actively promoted to local authorities as a resource tool for local government.
- ▶ The County and City Managers Association, the Association of County and City Councils and the Association of Municipal Authorities should be invited to sit on the Social Inclusion Consultative Group (or any equivalent structure).
- ▶ Combat Poverty in consultation with the OSI should support local authorities to incorporate NAP/inclusion targets and policies at a local level through the adoption of local anti-poverty and social inclusion strategies.
- ▶ The role of City and County Development Boards as the local co-ordinating bodies charged with monitoring local service delivery, as outlined in *Towards 2016* and the new National Development Plan 2007-2013 needs to be supported and resourced.
- ▶ A National Implementation Group should be established with a clear role for monitoring NAP/inclusion at local level via the CDBs.
- ▶ Combat Poverty should continue to act as a national technical assistance support to local authorities.

³ The Steering Group refers to the group monitoring the implementation of the National Social Partnership Agreement and other national framework instruments.

At local level:

- ▶ Each city/county authority should develop and implement a LAPSIS (Local Anti-Poverty and Social Inclusion Strategy).
- ▶ Key issues and priorities emerging from each LAPSIS should feed into the national policy processes.
- ▶ Guidelines on the implementation of Poverty Impact Assessments (PIA) at a local level should be developed and rolled-out to local authorities.
- ▶ National performance criteria, derived from NAP/inclusion criteria, should be prepared for application into the business plans of local agencies and local authorities.

3. Policy Context

The National Anti-Poverty Strategy (NAPS)⁴, which was launched by the Irish Government in 1997, included a role for Combat Poverty in its implementation:

“As well as having a role in relation to the provision of information and education, the Agency will also support, in an advisory capacity individual government departments and local or regional structures in the development of anti-poverty strategies. The Agency will be particularly called upon to advise on anti-poverty strategies in the context of the local government reform process”⁵

The revised NAPS, *Building an Inclusive Society 2002*, requires local authorities to take account of the principles, targets and objectives set out in the NAPS when setting strategic development objectives. NAPS 2002 identified potential areas where local authorities can work to assist in the reduction of poverty as:

- ▶ Efficient delivery of public services such as housing, education, health and social welfare ensuring they are accessible to all;
- ▶ Involving the local community in developing policy in key local governmental functional areas such as planning, environment and roads through structures such as Strategic Policy Committees (SPCs); and
- ▶ Coordinated preparation of County/City Development Plans and Strategies, ensuring that the needs of vulnerable groups are considered.

4 Following the United Nations World Summit in Copenhagen in 1995, the Irish Government committed itself to the development of the National Anti-Poverty Strategy. In April 1997, the National Anti-Poverty Strategy, *Sharing in Progress*, was published setting a ten-year target for poverty reduction. The NAPS was revised in 2002, *Building an Inclusive Society*. This strategy was further developed in the second National Action Plan against Poverty and Social Exclusion (NAP/inclusion) for 2003-2005 which is part of the wider EU “open co-ordination process” to meet the Lisbon Agenda (2000) goal on poverty reduction by 2010. The NAP/inclusion incorporates the revised NAPS strategy and further policy commitments made since. For the purposes of this document the term NAP/inclusion will be used throughout.

5 Government of Ireland (1997). *Sharing in Progress*, National Anti-Poverty Strategy. Stationery Office: Dublin

The commitment under NAPS and 'Building an Inclusive Society' took place within a reformed system of local government. The objectives of the Programme for Local Government Renewal (*Better Local Government: A Programme for Change 1996*) include, among others:

- ▶ Representative democracy and participative democracy being brought closer together;
- ▶ Local government's role in the community being widened; and
- ▶ Increased focus on tackling social exclusion.

This involved new structures, functions and new procedures, and provided for the establishment of:

- ▶ City/County Development Boards (CDBs),
- ▶ Strategic Policy Committees (SPCs),
- ▶ Community Fora,
- ▶ Social Inclusion Measure (SIM) Groups, and
- ▶ Social Inclusion Units in eight local authorities. The new national agreement, *Towards 2016*, puts social inclusion units on a more permanent footing with SIUs being rolled out to half of city/county councils by the end of 2008.

The Local Government Act 2001 further consolidated the role of local authorities with regard to social inclusion.

Since 2003, the NAPS has become synchronised with the National Action Plan against Poverty and Social Exclusion (NAP/inclusion). Both provide a strategic approach to reducing poverty and aim to support the most vulnerable in society by facilitating their participation in employment and encouraging and supporting equality of access to services and resources. Local authorities are named as a key player in supporting the implementation of both of these strategies, given their particular responsibilities and expertise in delivering national strategies at a local level. The guidelines issued by the EU on the preparation of the current plans stated '*It will be important for the NAP/inclusion to take into account the regional and local dimensions.....and to involve regional and local authorities in their preparation, implementation and monitoring of the plans*' ⁶

⁶ Guidelines for Preparing National Reports on Strategies for Social Protection and Social Inclusion, EU 2006

4. Challenges to Greater Policy Integration

Many positive institutional reforms have helped anti-poverty and social inclusion issues to be prioritised within the policy agenda. However in developing an integrated approach to the implementation of NAP/inclusion at a local level there remains a significant challenge. There is a general lack of awareness of NAP/inclusion amongst all stakeholders and consequently a lack of understanding in relation to their roles and responsibilities in the implementation of NAP/inclusion objectives.

The research study by ERM (2006) identified several key issues relating to this:

- ▶ Translation of policies into action

Statements of strategy adopted by government departments suggest that while they have been informed of NAP/inclusion this does not necessarily translate into their corporate plans or into the individual performance management systems. This is also reflected at the local departmental level and within local agencies. In 2005 Combat Poverty carried out a review⁷ of local authority corporate and operational plans from a social inclusion perspective. The review found that the presence and prominence of social inclusion in a particular corporate plan did not necessarily guarantee social inclusion prominence among the actions named in the operational plan. It also found that clear and explicit linkages were often missing between the objectives of the corporate plan and the actions included in the operational plan.

- ▶ Co-ordination between central and local government

The MSI project found that there was a lack of communication, co-ordination and understanding between central and local government on social inclusion issues. This situation was by no means unique to Ireland but was replicated in the public administrative structures across participating countries.

- ▶ Integrating local input into policy making

Local delivery agencies such as local authorities, area-based partnerships and other public service delivery bodies do not see themselves as involved in policy formulation. At the same time initiatives are emerging from central government without local input, thereby not fostering local ownership.

In overall terms there is a need to create understanding and acceptance, at both the local and national level, that there are clear responsibilities to address poverty and social inclusion and the implementation of the NAP/inclusion. National and local bodies both have a role in policy development. This means that local government needs a mechanism to contribute to on-going policy development. Central government should seek to put in place a communication process that will integrate the local experience with the national framework.

⁷ K.W Research and Associates (2005). *A Review of Local Authority Corporate and Operational Plans from a Social Inclusion Perspective*.

- ▶ Alignment of central/local priorities

Alignment of central-local priorities is weak, primarily due to conflicting priorities and perspectives. This results in no real embedding of national policies at a local level, for example the National Spatial Strategy and the National Anti-Poverty Strategy.

- ▶ Need to consolidate existing structures

There is a perception at a local level that instead of building on existing partnerships too many new structures, programmes and partnerships of varying types are being established to meet perceived gaps in national policy delivery. This is notwithstanding efforts to bring about greater co-ordination through CDBs and the cohesion process being rolled out by the Department of Community Rural and Gaeltacht Affairs which is seeking to move towards a single over-arching institutional framework at county/city level.

- ▶ Coterminous administrative boundaries

There is a lack of coterminous administrative boundaries of many agencies and bodies. This presents real challenges to developing integrated policies to address social issues.

- ▶ Need for sustainable priorities

There are too many special programmes and short-term initiatives rather than a comprehensive, sustained response through mainstream services. This is coupled with a sense at local level of there being no clear priorities from central government and a consequent assumption that the same level of priority is required for each initiative.

- ▶ Lack of resources

There is a lack of resources. The institutional spectrum has expanded rapidly over the last decade but without any major overhaul of local resourcing or any real devolution of power.

- ▶ Joined up thinking

'Silo' thinking is instilled at all levels, which results in administrative and/or organisational cultures blocking progress in the implementation of policy.

5. Policy Proposals

In broad terms, the structural elements required to enable the implementation of NAP/inclusion at both the national and local levels are already in place. However there is a need for coherence in how these elements interact and deliver on policy goals. National and local bodies should be accountable to one another and demonstrate a clear understanding of each other's role and mandate in addressing poverty and social exclusion.

NAP/inclusion should be clearly incorporated into business planning in all levels of government and all departments (and not just in the most obvious sectors such as housing,

training and employment, but also sectors of policy development that do not fall immediately into an obvious poverty and social inclusion policy environment but impact upon it).

Specific actions are recommended for application over the coming year.

At a national level:

- ▶ Each government department and national agency should have a number of high priority objectives in relation to NAP/inclusion as part of their corporate planning priorities. They should ensure that these objectives are fully integrated into their business and action plans where applicable.
- ▶ All government departments and national agencies should be required to issue an annual report to the OSI with regard to implementation of NAP/inclusion targets. This would form part of the annual Social Inclusion Report issued by the OSI in line with commitments under *Towards 2016 Ten-Year Framework Social Partnership Agreement 2006-2015*.
- ▶ Each government department and agency, through their business plans, should ensure NAP/inclusion is incorporated into the Performance Management and Development System (PMDS) in order to ensure that a genuine effort is made to support the integration of each Departmental policy arena with poverty and social inclusion policy.
- ▶ Exchange of good practice should be facilitated by the Steering Group representing Government and each of the Social Partner Pillars⁸ and through the annual Social Inclusion Report, published by the OSI, in respect of social inclusion commitments contained in *Towards 2016*, the National Development Plan (NDP) and NAP/inclusion.
- ▶ The OSI should continue to take a key role in ensuring that those charged with completing the Poverty Impact Assessment (PIA)⁹/ Regulatory Impact Assessment (RIA)¹⁰ processes at national level are sufficiently briefed to ensure that social inclusion issues are integrated into the RIA process. Combat Poverty could support the OSI in this process.
- ▶ The OSI website www.socialinclusion.ie should continue to be actively promoted to local authorities as a resource for local government.
- ▶ The County and City Managers Association, the Association of County and City Councils and the Association of Municipal Authorities should be invited to sit on the Social Inclusion Consultative Group (or any equivalent structure).

8 The Steering Group refers to the group monitoring the implementation of the National Social Partnership Agreement and other national framework instruments.

9 Poverty Impact Assessment (PIA) is defined as: The process by which government departments, local authorities and State agencies assess policies and programmes, at design, implementation and review stages in relation to the likely impact that they will have or have had on poverty and inequalities which are likely to lead to poverty, with a view to poverty reduction.

10 Regulatory Impact Assessment (RIA) is defined as: A tool used to assess the likely effects of a proposed new regulation or regulatory changes. It involves a detailed analysis to ascertain whether or not the new regulation would have the desired impact. It helps to identify any possible side effects or hidden costs associated with regulations to quantify the likely costs of compliance on the individual citizen or business. It also helps to clarify the cost of the enforcement for the State.

- ▶ Combat Poverty, in consultation with the OSI, should support local authorities to incorporate NAP/inclusion targets and policies at a local level through the adoption of LAPSIS.
- ▶ The commitment to tackle poverty and social inclusion by highlighting CDBs as the local coordinating bodies charged with monitoring local service delivery, as outlined in *Towards 2016*, and the NDP 2007-2013 is welcomed. In this context, support must be provided to CDBs by relevant Government Departments and national agencies together with the OSI and Combat Poverty. Combat Poverty, the Department of Environment, Heritage and Local Government and the OSI should develop proposals and strategies as to how this support might be provided.
- ▶ A National Implementation Group should be established with a clear role for monitoring NAP/inclusion at local level via the CDBs. This group should have representation of the relevant Government Departments, CDBs, County and City Managers Association, Combat Poverty and other appropriate agencies, and could be chaired by the DoEHLG. Any sub-groups of the National Implementation Group could be expanded to include any other relevant bodies.
- ▶ Combat Poverty should continue to act as a national technical assistance support to local authorities. This should focus on the dissemination of social inclusion good practice, provision of training and support in the preparation of local anti-poverty and social inclusion strategies and in undertaking Poverty Impact Assessments.

At a local level:

- ▶ A LAPSIS should be implemented by each city/county authority. This would be based on relevant guidance from Combat Poverty. It could be developed in consultation with the LASISG (Local Authority Social Inclusion Steering Group) and be adequately resourced and supported at national level. Combat Poverty is currently funding Laois and Wicklow County Councils/CDBs to develop these. They will provide demonstration models for other cities/counties.
- ▶ On completion of the LAPSIS the key issues and priorities emerging should feed into the national policy processes via the proposed National Implementation Group, the Senior Officials Group on Social Inclusion and other relevant structures.
- ▶ Guidelines on the implementation of PIA at a local level should be developed and rolled-out to local authorities. Combat Poverty with the support of the OSI are currently piloting work in this area which should provide feedback and lessons in this regard.
- ▶ National performance criteria, derived from NAP/inclusion criteria, should be prepared for application into the business plans of local agencies and local authorities.

6. Conclusion

Overall, there is a sophisticated institutional setting at national and local level through which anti-poverty and social exclusion policies can be addressed. There is an underlying commitment to the principle of poverty and social exclusion in public policy formulation at the national and local level. However there are a number of challenges to truly embed the implementation of these issues.

This paper has set out a number of policy proposals to strengthen potential linkages between the national and local level in the context of the development and implementation of NAP/inclusion.

A key initiative to embedding anti-poverty and social inclusion policy is the incorporation of NAP/inclusion objectives into business planning and subsequently into individual officials' Performance Management and Development Systems. Critically, in terms of moving forward, there is a need to put in place mechanisms for better communication and dialogue between the national and local levels to strengthen the role of local authorities in policy making, as increasingly they have the responsibility to facilitate the delivery of policy at local level. In order to effectively carry out this role there is a need to build the capacity of personnel within local authorities through the provision of training (in developing and implementing local anti-poverty and social inclusion strategies and the application of poverty impact assessment etc) and other resources.

7. The Role of the Combat Poverty Agency

Since 1999, Combat Poverty has worked, through its Local Government Programme, to build the capacity of local authorities to play a more strategic role in the prevention of poverty and social exclusion, as part of the implementation of NAPS. This involved the establishment of a Local Government Anti-Poverty Learning Network (LGAPLN) with the primary aim of promoting and supporting 'the development of a strong anti-poverty focus within a reformed system of local government'. The Network, whose core membership is local authority officials and elected members, has the following elements:

- ▶ Training and awareness on poverty and social inclusion;
- ▶ Networking;
- ▶ Information and dissemination of best practice;
- ▶ Supporting participation of excluded communities.

Training and awareness on poverty and social inclusion

Training was provided to local authority staff and members on poverty and social exclusion issues and how NAP/inclusion relates to local government. Training courses were delivered at sub-regional level, at individual county/city level tailored to the needs of a specific local authority or targeted at a particular section within the local authority e.g. planning.

Networking

Up to four thematic and regional meetings a year were organised, based on needs identified by participants. Each meeting attracted 50-100 attendees, made up of elected representatives and staff. Themes for meetings have included:

- ▶ Corporate plans;
- ▶ Housing/estate management;
- ▶ Ethnic minorities;
- ▶ Poverty proofing;
- ▶ Poverty profiles;
- ▶ Customer care;
- ▶ Role of Library Service.

Information and dissemination of best practice

Initiatives to raise awareness of NAP/inclusion and poverty issues within and between local authorities have included:

- ▶ *Learning Brief*: a newsletter which is published 3-4 times a year;
- ▶ Network Exchange: an electronic newsletter distributed to over 1000 local authority staff and elected representatives;
- ▶ Information dissemination through existing communication networks within local government; and
- ▶ Support for local authorities to develop their own communication and dissemination systems.

A number of publications relating to the work of the Local Government Programme were produced, including:

- ▶ *Waste Collection Charges and Low Income Households* (Nov 2003)
- ▶ *Access to Public Libraries for Marginalised Groups* (2005)
- ▶ *Implementing a Waiver System: Guidelines for Local Authorities* (2005)
- ▶ *Social Inclusion Units in Local Authorities: Going Forward – The Lessons Learned* (2005)

Supporting participation of excluded communities

Workshops on community development and consultation and participation techniques have been held for staff from local authorities, on a cross-sectional basis.

Other initiatives included:

- ▶ Funding for local authorities to develop anti-poverty work in partnership with community groups;
- ▶ Guidelines for developing key elements of a local anti-poverty and social inclusion strategy (LAPSIS) entitled *Developing a Local Anti-Poverty and Social Inclusion Strategy: A Guide*. (2005);
- ▶ Funding and support to a number of local authorities to develop a LAPSIS;
 - In 2003, Combat Poverty provided dedicated support to three local authorities to develop a LAPSIS: Cork City Council, Donegal County Council and Westmeath County Council.
- ▶ Cork City Council focused on the development of its internal processes to support a LAPSIS, using funding provided by Combat Poverty to raise awareness and conduct research to ensure that the social inclusion focus of its Corporate Plan was as strong as possible.
- ▶ Westmeath County Council developed its Local Social Inclusion Strategy 2005 – 2009. This resulted in new approaches to service delivery being adopted by staff and the introduction of consultations with customers which led to service improvements and an increase in customer satisfaction.
- ▶ Donegal County Council developed a profile of poverty, social exclusion and relative levels of deprivation, which was used to create an awareness of the issues amongst the public and policy makers.
- ▶ In 2005, Combat Poverty provided funding to support the development of a model of a LAPSIS in Wicklow and Laois. These projects will conclude at the end of 2007 and emerging lessons confirm the importance of leadership and commitment at corporate level in the local authority.

Key elements of the Local Government Programme have now been mainstreamed:

- ▶ A Local Authorities and Social Inclusion Steering Group (LASISG) chaired by the DoEHLG and comprising representation from the OSI, Local Government Management Services Board (LGMSB), the IPA, the City and County Managers Association and Combat Poverty has been formed to ensure that the social inclusion agenda continues to be mainstreamed in local government;
- ▶ The IPA has taken assumed responsibility for organising Local Government Anti-Poverty Learning Network meetings; and

- ▶ Training on poverty and social inclusion has been incorporated into mainstream training providers delivering to local authorities.

The translation of the objectives set out in NAP/inclusion to the local level through the development and implementation of LAPSIS remains a key objective for Combat Poverty.

Appendix 1 Background to the Study

In December 2005 the Combat Poverty Agency commissioned Environmental Resource Management (ERM) to carry out a study *To identify potential linkages between the national and local level in the context of the development and implementation of the National Anti-Poverty Strategy*. The purpose of the study was to enable the Combat Poverty Agency to contribute to the on-going debate on the issue of further embedding the poverty and social inclusion agenda into the corporate planning processes at both national and local government.

The study provides recommendations as follows:

- ▶ Mechanisms to strengthen potential and existing vertical flows of information and decision making between the national and local levels;
- ▶ Mechanisms to strengthen horizontal flows of information and decision making at both national and local levels; and
- ▶ Ways to strengthen integrated delivery of services for people experiencing poverty at a local level – and options for mechanisms / resources to support integrated development.

The study also identifies mechanisms in order to better:

- ▶ Strengthen the articulation of local policy issues into the national arena;
- ▶ Feed the lessons from the implementation of emerging LAPSIS into the relevant policy fora at the national level; and
- ▶ Facilitate local implementation of key elements of national targets.

The study involved a literature review, examinations of models used elsewhere and the engagement of stakeholders in the form of a steering committee. In addition a questionnaire was issued to all local authorities (with a response rate of 22 out of 34). This was followed by a roundtable discussion with key stakeholders. This policy statement draws on the findings of that study and the recommendations contained therein.

Appendix 2 Glossary of Terms

Statements of Strategy

In accordance with the Public Service Management Act 1997, each Department is required to produce a Statement of Strategy which sets out its key objectives, the strategies to achieve them and indicators of output and outcome against which performance will be assessed.

Corporate Plans

The corporate plan serves as the local authority's strategic framework for action. The Corporate Plans (2004-2009) are prepared in accordance with Section 134 of the Local Government Act 2001. It was required by all county and city local authorities to prepare a plan within six months of the date of the annual meeting of the newly elected council in June 2004. Guidelines endorsed by the Minister (Circular LG14/04) and prepared by the Customer Service Group (representative of local authorities, the Department of the Environment, Heritage and Local Government and the Institute of Public Administration) on the preparation of these Corporate Plans by local authorities were issued in June 2004. A number of cross cutting themes should be reflected in the corporate plan, including the local authority's commitments under the CDB strategy.

Annual Operational Plans

Each local authority prepares an annual operational plan for each year of the corporate plans' timeframe. Annual operational plans outline in more detail the activities undertaken by different service areas to deliver on the corporate plan's objectives.

Appendix 3 List of Acronyms

CCMA	City and County Managers Association
CDB	City / County Development Board
DoEHLG	Department of Environment, Heritage and Local Government
ERM	Environmental Resource Management
LAPIS	Local Anti-Poverty and Social Inclusion Strategy
LASISG	Social Inclusion Steering Group
LGAPLN	Local Government Anti-Poverty Learning Network
LGMSB	Local Government Management Services Board
IPA	Institute of Public Administration
OSI	Office for Social Inclusion
NAP/inclusion	National Action Plan Against Poverty and Social Exclusion/ National Action Plan for Social Inclusion
NAPS	National Anti-Poverty Strategy
MSI	Mainstreaming Social Inclusion
OMC	Open Method of Co-ordination
PMDS	Performance Management and Development System
PIA	Poverty Impact Assessment
RIA	Regulatory Impact Assessment
SIM	Social Inclusion Measure Working Group
SPC	Strategic Policy Committee



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