

Final Report on Facilitation Support to



Ref SUAS T 2

30 September 2019

SUAS

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Executive Summary

This is the final report on the facilitation support aspect of the WUC SUAS pilot to 'develop and evaluate a practical, stakeholder led and bottom up, scheme to address the complex agricultural, environmental and socio-economic challenges associated with the land management of the Wicklow/Dublin uplands. It has been prepared with a view to providing input to the Commonage Management Handbook that will be published at the end of the SUAS pilot.

The specific purpose of the facilitation support was to work closely with the project manager to support the establishment and development of Commonage Groups (CGs).

There has been significant progress in the establishment of seven Commonage Groups. The three groups from Phase 1 have held their inaugural meeting, adopted their constitutions, appointed officers, agreed and begun implementation of their commonage management plans. Three of the four groups in Phase 2 have held their inaugural meetings, adopted their constitutions and are developing their commonage management plans, with the fourth group on track to follow suit.

Phase 1 of the work commenced with an inception meeting between the project manager and the facilitator (the Facilitation Team), held in Tinahely on 25 June 2018. Phase 2 kicked off with an inception meeting on 20 May 2019. The Facilitation Team worked closely together, planning and participating in all the group meetings, holding one-to-one meetings as necessary and developing related documentation including the group constitutions and templates for meetings.

The participating Commonages were selected from 20 expressions of interest in Phase 1 and 12 in Phase 2. The selection criteria used included:

- Agreed commonage characteristics (area, habitat condition, presence of watercourses, etc.)
- Presence of other features (walkways, archaeological/historical features and environmental designations)
- Level of interest of shareholders (numbers at initial assessment meeting)
- Number of shareholders on commonage
- History of commonage working together as a group
- Legal clearance (no outstanding major conflicts)

This selection process may have influenced the successful outcomes achieved.

The Facilitation Team provided intensive support to each Commonage Group. All the meetings were conducted as planned with good attendance and participation by members. These included initial communal meetings for all the commonage groups together, three in phase 1 and four in phase 2. These were followed by 2 meetings for six of the seven individual commonage groups¹. Phase 1 concluded with a second communal meeting. A communal group meeting for all seven groups is planned for late 2019.

These meetings contributed to the development of group capacity, notably with the dialogue and decision-making on the group constitutions. Each of the three Commonage Groups has developed its own constitution including:

- Purpose of the group
- Membership details, including who is entitled to be a member and conditions of membership,
- Powers and objects of the group
- Operation of the group, including meeting procedures, election and functions of officers and voting structure.

The groups agreed a process for the development of their commonage management plans, with support from the project ecologist and project manager.

¹ One group of 3 members felt they needed only 1 meeting

Recommendations

The following are the recommendations from the experience to date:

- Recruitment of commonages to form Commonage Groups should be through running public information events, with advance publicity through established channels (local press, radio, technical press, farm organisations, people who have expressed an interest in receiving such notifications, etc.)
- Commonage Groups should aspire to include all rights holders and active graziers. To this end, all potential members should be contacted as early in the process as possible by those looking to form the group with support from the Facilitation Team.
- While the second communal meeting in Phase 1 was deemed unnecessary at this stage in the process, the groups suggested a communal meeting after year 1. This meeting could review progress, share experiences and address any emerging capacity issues. It is recommended that this meeting be held late in 2019 and all seven groups should be invited.
- At least two individual group meetings should be allowed for the process of establishing the Commonage Groups, with the project support tapering off as the group takes full ownership.
- There is a need for on-going monitoring and evaluation to ensure the lessons are learned and feed into the process of Commonage Group formation. At a minimum, a facilitated review of Commonage Groups after 12 months and in the final year of the pilot is recommended. A full evaluation should be conducted after several years have elapsed, to examine the functioning of the groups and progress with the commonage management plans.
- The number and composition of the Facilitation Team was identified as being important to the success of the Commonage Group establishment. It combined a diversity of skills and knowledge capacity to manage the workload involved and had a balance of internal and external perspectives.

1 This report

This report covers both phases of the pilot involving the following commonage groups:

- Phase 1: Ballybeg, Glassnamullen and Granamore
- Phase 2: Carrigeenduff, Corrasillagh, Glassavullaun and Slievemweel

The commonage groups were selected to avoid any obvious issues that could impede group formation.

The report:

- Covers the processes that the Commonage Groups have undergone and their progress through these processes.
- Notes the key lessons learned that could be applied in establishing future CGs.
- Acts as a training resource that can be used in establishing future CGs.

It is intended that this report will form a chapter in a Commonage Management Handbook that is part of the final SUAS project deliverables.

2 Goals and Deliverables

As stated in the project documentation: *“The SUAS pilot will develop and evaluate a practical, stakeholder led and bottom up, scheme to address the complex agricultural, environmental and socio-economic challenges associated with the land management of the Wicklow/Dublin uplands. It will be achieved by building the capacity of the farmers and stakeholders to share their collective knowledge in a common language and take on a new leadership role in the development and implementation of agri-environment scheme.”*

At the inception meeting in Tinahely on Mon 25/6/18 between Declan Byrne (Project Manager) and Bobby Lambert (Facilitator), hereafter referred to as the Facilitation Team, two main goals (with sub-goals) for the pilot were agreed, namely:

- Supporting group development, and specifically the development of group constitutions
- Agreement of Group Commonage Management Plans (outside the scope of this report).

In line with this, the goal of the facilitation process was *to support the establishment and development of Commonage Groups (CGs)*, with the following capacities:

1. Each CG has the space to consider its longer-term vision for its commonage and the commitment and buy-in needed to achieve this vision.
2. Each CG has established a constitution that sets out its ways of working and responsibilities.
3. Each CG has established a constitution to ensure it can develop, implement and monitor a management plan for their commonage.
4. Each CG develops its capacity for analysis of problems and identification of creative solutions including capacity for principled negotiation where conflicts arise whether they be internal or with external stakeholders.
5. Each CG develops its capacity to develop and implement a management plan for their commonage.

3 Methodology, approach and activities

The methodology adopted was to work closely with the project manager to conduct a range of activities, including a series of meetings with the farmers and stakeholders. The facilitation approach was tailored to support the practical stakeholder-led, 'bottom-up' approach of the pilot and to be 'farmer-friendly' in terms of timings and locations.

Working with the project manager, the facilitator designed, organised and facilitated:

Phase 1:

- 1 communal session for the selected CGs (approximately 24 people)
- 2 individual sessions with each of the selected CGs
- 1 communal sessions with the three CGs at a date to be agreed

Phase 2:

- 1 communal session for the selected CGs (approximately 24 people)
- 2 individual sessions with each of the selected CGs
- 1 communal sessions with the all the CGs from both phases, at a date yet to be agreed

The process was documented by a series of brief interim notes (mainly the agenda and minutes of each meeting) and this final report.

It is noted that the development of the capacity of the groups is crucial to the success of the project. In line with the 'stakeholder-led, bottom-up' approach, it is recognized that this capacity is something that grows, evolves and develops in an organic fashion, owned by the group and not imposed on it. It is a process that may require ongoing support through the life of the project.

In looking at capacity development, it can be helpful to look at various levels, including:

- The environment in which the group functions, including support services and legal and regulatory institutions;
- The group itself, including legal status, structures, processes, strategy, vision, mission and the values which guide its operation;
- The individuals within the group, including their set of competencies (Motivations, Attitudes, Skills, Knowledge and Support – MASKS) and how these relate to working in a group.

Capacity Development: the process through which individuals, organizations and societies obtain, strengthen and maintain the capabilities to set and achieve their own development objectives, over time
(UNDP 2009)

4 Progress

Achievement of goals

The table below gives details on progress against these goals.

Goal	Progress
Group Development Plans	
Draft constitution	Draft constitutions were prepared and agreed with each group. This was the main topic for the two individual meetings held with each commonage group. The legal form of the groups is that of an Informal Association.
Draft strategy (with vision, values, mission and strategic goals)	The constitutions include Purpose, Powers and Objects and as stated give a good indication of the Vision, Mission and Goals of each group. Some values are implicitly included (e.g. in decisions on voting and terms of office). At this stage in the process, these statements are adequate for the work of the groups, noting the group desire to get on with practical matters and in particular the development and implementation of the management plans for their commonages.
Group capacity development plan	The groups worked on this in the first communal meetings and produced their guidance notes. In phase 1 the groups did further work on this in a second communal meeting. Based on the experience in Phase 1, it was felt that for Phase 2, the second communal meeting should held after some time has elapsed and to include all the groups from both Phase 1 and 2. Having time to work as groups would enable them to reflect better on and learn from their experience.
Commonage Plan 2019	These were developed for the groups in Phase 1 and, at the date of this report, were progressing for the groups in Phase 2, noting this plan is outside the scope of this report.

Activities and status

The chart below shows the activities agreed to achieve the goals and the status at this report date.

Activity	Notes from Proposal	Current Status, this report date
Inception	<p>The inception phase is crucial to</p> <p>a) establishing a good working relationship with the Facilitation Team and especially the project manager and</p> <p>b) to clarify and confirm the facilitation plan, critical success factors, risks to be managed, resources available and challenges to be met.</p> <p>A brief, agreed inception report will be produced at the end of this phase, setting out the way forward.</p>	<p>Inception meeting held with Declan Byrne, in Tinahely 25 June 2018. The first communal meeting followed soon afterwards and was part of the inception phase. The outcome of the Communal Meeting was used as an 'inception report' as it indicated the way ahead agreed with the groups. For Phase 2 a brief inception meeting was held on 20 May 2019, in which it was agreed that the same basic approach would be used for Phase 2, with the second communal group meeting to take place later in the process, as detailed in the 'proposal for contract' for Phase 2.</p>
Document review	<p>This will be kept to the minimum necessary to understand the background, current status and plans for the project. To keep this focused, the client will, at the outset, provide the facilitator with a set of the key selected documents.</p>	<p>The main work here was on reviewing a draft constitution from the Welsh Glastir scheme, which fed into the drafting of the CG constitutions. It also included some literature research on appropriate resources for community groups.</p>
Meetings with project manager	<p>In addition to the inception and lesson-learning meeting (see below), 4 interim one-to-one meetings are proposed for Phase 1, in person or by teleconference. For Phase 2, three further meetings are proposed.</p>	<p>Regular meetings were conducted, by phone and in person mainly before/after the group meetings.</p>
Design, run and report on group sessions	<p>As set out in the Request for Proposal for Phase 1, this involves two communal sessions, one at the start and one at the end, plus two individual sessions with each group, giving a total of six.</p> <p>For Phase 2, a similar pattern was planned, covering four groups. The second communal group meeting is to be held later in the process and to involve all the groups from Phases 1 and 2.</p>	<p>These were carried out as planned. Participation in the meetings was very good, with excellent attendance, discussion and progress.</p> <p>Minutes of all meetings were produced and are on file with the project manager.</p>
Lesson Learning meeting	<p>Following the workshops and interviews, a lesson-learning meeting is proposed, involving the facilitation team and selected stakeholders.</p>	<p>By agreement with the PM, this was achieved in Phase 1 by presenting and reviewing a near final draft of this report at the project Operational Group meeting held on 5 November 2018. A similar process is envisaged for Phase 2.</p>
Documenting and Reporting	<p>The process will be documented throughout, with an inception report, brief Aides Mémoire on workshops/meetings and a final report detailing key processes, progress made, lessons-learned and training blueprints. This final report will be prepared with a view to being part of a proposed Commonage Management Handbook.</p>	<p>This draft report includes notes on the meetings held with agendas ('training blueprints') for the workshops and a participant evaluation.</p> <p>In addition, draft constitutions were prepared in discussion with the groups, appended separately. Based on these, a template constitution has been developed, and is appended to this report.</p> <p>A draft 'How-To' Guide has also been prepared, giving guidance on the group development process.</p>

5 Evaluation and Review

Achievement of purpose and goals

The specific purpose of this piece of work was *to work with the project manager to support the establishment and development of Commonage Groups*.

A good working relationship was quickly established and the proposed activities were delivered in a timely manner. The facilitator and the project manager worked closely together, planning and participating in all the group meetings, holding one-to-one meetings as necessary and developing related documentation including the group constitutions and templates for meetings.

The three groups from Phase 1 have held their inaugural meeting, adopted their constitutions, appointed officers, agreed and begun implementation of their commonage management plans. Three of the four groups in Phase 2 have held their inaugural meetings, adopted their constitutions and are developing their commonage management plans, with the fourth group on track to follow suit.

For the first 2 individual meetings it was felt to be premature for the groups to appoint their Chair and Secretary, so these roles were fulfilled by the Facilitation Team, with the facilitator chairing the meetings and the project manager acting as secretary. This also allowed the groups to focus on the content of the discussions. The groups appoint their own officers at their inaugural meetings.

Through this process, the groups have developed experience in conducting meetings in a structured manner, with agendas circulated beforehand, minutes issued promptly and follow-up actions implemented. The drafting of their constitutions required considerable debate and dialogue and decisions to be taken, a strong element of 'learning by doing'. In the communal group meetings, they had an opportunity to review their capacity development requirements. This could be complemented by a further review at a later stage in the process, once they have had the opportunity to function together as a group and learn more about their needs.

Activities and process

The broad structure of the process worked well, consisting of an introductory communal meeting, with two individual group meetings for each group, followed a second communal meeting. The participant evaluation (see below) of the second communal meeting, held in Phase 1, indicated that the group felt the second communal meeting was somewhat repetitive; they were eager to get on with the technical discussions on the commonage management plans. A suggestion was made that a communal meeting be held again after one year, as this could be used to share experiences amongst the groups.

The Facilitation Team felt that it is important to keep the group development process somewhat separate from the development of the commonage management plan, not least because the groups 'default mode' is to discuss technical issues. Similarly, based on the experience in both Phase 1 and Phase 2, it is felt that the development and agreement of the constitution requires a minimum of 2 individual group meetings, noting that there was intensive discussion and good participation on this at both meetings that were held for each group.

Following the experience in Phase 1 a decision was taken in Phase 2 to defer the second communal group meeting until sufficient time had elapsed for the groups to develop and share experience. This second meeting would include all the groups, from Phase 1 and Phase 2. The experience of working with the groups in Phase 2 reinforced this.

Group support team

In the pilot the process was supported by a project manager and external facilitator. The project manager was well known to the groups, by virtue of his Teagasc background, was familiar with the local and technical issues of the commonages and was strongly committed to implementing the project. The external facilitator brought expertise in facilitation, group formation, organisational development and governance. Another important aspect was the independent external perspective, providing a balance to the Teagasc perspective.

The team element was important, partly because of the value of 2 brains and 2 perspectives and partly because of the workload in preparing for, chairing, facilitating, documenting and following up the meetings. The experience in the pilot suggests that 2 people are required to support each meeting (acting as interim chair and secretary). It was notable that, in Phase 2, as the group support team became more comfortable with the process, there was a smoother flow to the meetings.

Participant Evaluation of Process (Phase 1)

At the end of Phase 1, a brief participant evaluation of the process was conducted at the end of the second communal meeting using a group evaluation (3x3) exercise. A similar exercise is proposed for the communal group meeting planned for the end of Phase 2.

Participants worked in small groups identifying good points to keep, changes to make and other suggestions. Each participant had the opportunity to vote on each proposal of all the groups.

The chart below shows the consolidated list of proposals, as written by the participants. It shows the numbers of votes recorded as agreeing and disagreeing with each proposal, ranked according to the majority for each proposal. Copies of the actual charts are appended for reference.

Participants wished to keep the manager informed of all decisions and appreciated the communication, interactions, pre-planning and meeting other groups. There was strong support for the communal meetings, particularly the first one and for the first group constitution meeting (perhaps implying that 2 individual group meetings on the constitution were too much?).

On changes & improvements, a technical comment about bracken spraying was strongly supported. Participants wanted 'less talk and more action' and wanted the technical report sooner in the process. They suggested simplifying the process and that the second communal meeting was repetitive.

A suggestion was made by the participants during the evaluation process to have a communal meeting after 1 year and that a delegate from the 3 groups be co-opted onto Wicklow Uplands Council. There was reiteration of the point about some meetings being repetitive and a question raised about the need for a constitution. Other comments included some 'technical' comments relating to funding for fencing and clarification on public liability.

SUAS Communal Meeting no 2 – evaluation of process to date			
Keep:	Agree	Disagree	Majority
Keep the manager informed of all decisions	19	0	19
Communication within group, interaction with other groups - informative, Pre-planning for meetings	18	0	18
1st meeting - communal	18	0	18
Keep the communal meetings	17	2	15
1st group constitution meeting needed	15	0	15
Meeting other groups	15	3	12
3 meetings at least before formally creating groups	10	8	2
Change (Even Better if):	Agree	Disagree	Majority
Change the spraying laws on bracken spraying?	19	1	18
Have mountain reports & potential measures sooner	15	0	15
Less talk, more action, danger of people losing interest	16	2	14
Simplify process	15	3	12
Today's meeting repetitive	13	3	10
Other	Agree	Disagree	Majority
Funding for fencing boundaries on enclosed commonages	20	0	20
The need for a constitution? Facilitation Team helpful & patient	18	0	18
Public liability (insurance) needs to be clarified	18	2	16
Delegate from the three groups to be co-opted to the Wicklow Uplands Council	18	2	16
Each group deciding measures without benefit of other groups knowledge / ideas	16	0	16
Communal group meeting after 1 year	16	1	15
Some meetings repetitive	16	2	14
As pilot groups no proto-type available	15	1	14
Looking forward to environmental report	16	3	13

Formation of Communal Groups

A review by the Facilitation Team of the process to date on the formation of CGs highlighted the following points.

The recruitment of groups would be through the running of a public event with advance publicity through established channels (local papers, radio, technical press, social media etc.).

The CGs that participated in the process were selected from expressions of interest submitted following the initial SUAS pilot public meeting. The selection criteria used in the evaluation of these expressions of interest included:

- Agreed commonage characteristics (area, condition, water etc.)
- Other stake-holding characteristics (walkways, proximity to sensitive areas)
- Level of interest of rights-holders (voting with feet, turning up to first meeting)
- Group size / numbers
- History of working together as a group
- Legal clearance (no outstanding major conflicts)

This selection process may have influenced the successful outcomes achieved.

Any group should include a significant proportion of those with commonage rights. To this end, all potential group members should be contacted as early in the process as possible.

Allow for a process of group development over the first 2-3 meetings, with the project support tapering off as the groups takes full ownership. This will depend on the nature of the group, some may require more support than others.

There is a need for on-going monitoring and evaluation to ensure that lessons are learned and feed into any further process of CG formation and operation. A review of commonage group performance after 12 months is advisable.

In addition, a facilitated review is recommended after a number of years have elapsed, to provide evidence of how the shareholders found the CG experience and of progress with the commonage management plans. The members of the CGs should be actively involved in this review, such as through a facilitated communal meeting.

The composition of the Facilitation Team, with a combination of local knowledge and governance and facilitation expertise, is important in providing support to the CG formation process.

Glossary

CG	Commonage Group
SUAS	Sustainable Uplands Agri-Environment Scheme
WUC	Wicklow Uplands Council

Appendices

Appendix 1 Constitution Template

See separate document

The legal form for the groups is to be that of an informal association.



Ref SUAS T2

Commonage Group Constitution Template

30 September 2019

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Note

This is a template constitution for review and adaptation by commonage groups.

It is based on the constitutions developed by seven commonage groups in a pilot conducted in 2018 and 2019. Each constitution was developed over two facilitated commonage group meetings. Each constitution was unique with somewhat different provisions to cater for the circumstances of each group.

The process of reviewing and agreeing the constitution is an important part of group development. Each group must take ownership of their constitution, so it is important that they have time to go through the constitution in detail, reviewing and revising to fit their needs.

The facilitation process required a team of 2 people, as detailed in the accompanying 'How-To' guide.

Constitution of (Proposed Group Name) Commonage Group, Adopted on (Date of Inaugural Meeting)

1 Name

The name of the Organisation is the (Proposed Group Name) Commonage Group, referred to in this document as the Organisation.

2 Definitions

'The commonage' refers to the lands detailed in the First Schedule to this Constitution.

'Shareholder' refers to an individual who holds Shares/Grazing Rights over the Commonage as set out in the Second Schedule to this Constitution, whether owned or rented.

3 Address

The postal address of the Organisation shall be (Insert address here, or 'The address of the Secretary').

4 Membership

The membership of the Organisation will be made up of persons over 18 years of age:

- (a) Full Member, being shareholders who own/lease shares/grazing rights on the commonage.
(May also include other such people that the proposed members agree).
- (b) Associate Members, being individuals who are not shareholders but have an interest in or impact on the management of the commonage as agreed by the Members.
- (c) A full member may by letter addressed to the secretary appoint a nominee to attend and vote at meetings on his/her behalf.

All members must apply for membership.

A condition of membership is acceptance of and compliance with the rules of the Organisation.

Full and Associate Membership is to be approved only at a General Meeting of the Organisation by two-thirds of Full Members.

Only Full Members are entitled to vote at meetings of the Organisation.

Detail here the voting arrangements as agreed by the eligible group members.

(Options include; one member one vote; votes proportional to rights held on commonage; voting based on usage of the commonage; any other arrangement as agreed by eligible group members)

The Names and Addresses of all Members shall be lodged with the Secretary of the Organisation and recorded in a book and will be available for inspection by any Member of the Organisation.

A Member shall cease to be a Member if:

- (a) The Member gives written notice to the Secretary of the resignation of membership.
- (b) The Member ceases to have an interest as specified above.
- (c) The Member behaved in a manner inconsistent with the membership of the Organisation and the Organisation resolves by a majority of two-thirds of the voting Members at a General Meeting to remove the Member from membership of the Organisation.

5 Purpose and Objects.

The purpose of the Organisation is to ensure the good management of the commonage, including economic and ecological sustainability, in the interests of its shareholders and wider society in conjunction with other persons or bodies as appropriate.

The objects of the Organisation are to:

- (a) Organise cooperative efforts for the management of the commonage.
- (b) Facilitate agreement with external bodies for the management of the commonage.

- (c) Support the interests and rights of the commonage shareholders.
- (d) Retain the support of at least two-thirds of the shareholders.

Nothing in the Purpose or Objects shall imply that the rights of any of the shareholders have been transferred to the Organisation.

Any income and properties of the Organisation, whence so ever derived, shall be applied solely towards the promotion of its purpose and objects as set out in this Constitution. The Organisation is not set up for the purpose of profit.

6 Powers

The Organisation has the power to:

- (a) Approve membership.
- (b) Enter agreements with external bodies.
- (c) Agree and ensure compliance with Organisation rules.
- (d) Appoint the Officers of the Organisation and remove them as required.
- (e) Regulate grazing on the commonage, respecting established shareholder rights.
- (f) Manage the Organisation finances (if any), including regulating the receiving and distributing of relevant and available funds and issuing requests for or approval of proposed payments.
- (g) Take any other lawful measures agreed by its members to achieve its purpose and objects.

7 General Meetings

An Annual General Meeting of the Organisation shall be held in the month of **proposed month for AGM** in each year and fifteen months shall not elapse without an annual general meeting.

Notice of an Annual General Meeting must name it as such and be accompanied by a copy of the accounts (if any).

At the Annual General Meeting the following business will be discussed:

- (a) Apologies for absence.
- (b) Minutes of the last Annual General Meeting.
- (c) Matters arising.
- (d) The acceptance of accounts for the previous financial year (if any).
- (e) The appointment of any such auditors for the following year as required by law and/or by the Organisation.
- (f) The election of the Officers of the Organisation.
- (g) Motions on the agenda e.g. admittance of new Members.
- (h) Such other business as shall be communicated to the Secretary for discussion at the meeting with due respect for the notice period for the meeting.

Other General meetings shall be called Extraordinary General Meetings and may be convened at any time and shall be convened within 35 days of receipt of a request from the Officers or a request in writing signed by at least **insert proportion** of the Full Members of the Organisation. Such requests must state the purpose for which the meeting is required.

The Secretary shall at least 30 days before any General Meeting send to every Member (Full and Associate) at their recorded address a notice in writing of that meeting stating the time and place where it will be held and the general nature of the business to be conducted, to include the text of any resolution to be proposed including nominations for Officers.

The accidental omission to give notice of a meeting to a Member, or the non-receipt of notice of a meeting by any person entitled to receive notice, shall not invalidate the proceedings at that meeting.

A Member may appoint a proxy, who need not be a member, to attend a general meeting to speak and vote on his/her behalf. A proxy must be appointed in writing and the written appointment

must be delivered to the Secretary of the Organisation at least 24 hours prior to the General Meeting of the Organisation. A proxy vote will be counted as per the vote of the Member on whose behalf the proxy is representing.

No business is to be transacted at any meeting unless a quorum is present.

- (a) The quorum for the General Meetings shall be **insert proportion** of voting members.
- (b) If a quorum is not present within 15 minutes of the time stated in the notice for the start of the meeting, it is to be adjourned to another time to be determined by the Members. If any adjournment is for longer than 14 days, at least 7 days' notice of the time and place at which it is to be resumed must be given in writing to all those entitled to notice of the meeting.
- (c) If a quorum is not present at the reconvened meeting within fifteen minutes of the time specified for the start of the meeting the members present in person or by proxy at that time shall constitute the quorum for that meeting.

All Members of the Organisation are entitled to attend all meetings.

At all meetings of the Organisation each Full Member shall vote, (as per condition 4.6 above) by show of hands or by recorded vote if requested by one or more Full Members.

All decisions of the Organisation at a General Meeting shall be decided by:

- (a) A clear consensus where there are no objections or request for a vote.
- (b) A **insert proportion** majority vote.

Minutes of General Meetings will be taken by the Secretary who shall record them in a minute book or if absent by another Member appointed by the Chair, and will be laid before the next General Meeting for approval.

Unless a recorded vote is duly demanded, a declaration by the Chair that a resolution has been carried or not, and an entry to that effect in the minutes of the meeting shall be conclusive evidence of the fact.

A Member is entitled to inspect the minutes of all General Meetings and the accounting records, correspondence and other documents belonging to the Organisation, upon reasonable written notice to the Secretary.

A general meeting is chaired by:

- (a) the Chair or
- (b) in the Chair's absence, a Member of the organisation selected by the Members present, or
- (c) if there is none, a Member of the Organisation selected by the Members present.

No business may be transacted at any general meeting unless it was specified in the notice of the meeting or is of a trivial nature and the Chair of the meeting agrees.

The Chair of any meeting may, with the consent of the Members at the meeting, adjourn it from time to time and place to place. If any adjournment is for longer than 14 days, at least 7 days' notice of the time and place at which it is to be resumed must be given in writing to all those entitled to notice of the meeting.

8 Regular meetings

In addition to General Meetings, at least **insert proposed number of regular meetings** regular meetings are to be held during the year, one of which may be held at the time of the Annual General Meeting.

The quorum for regular meetings shall be half of voting members. If a quorum is not present, then the provisions above for the quorum of an adjourned meeting shall be applied.

The notice period for regular meetings shall be **insert number of** days.

All decisions at regular meetings shall be decided by:

- (a) A clear consensus where there are no objections or request for a vote.
- (b) A simple majority vote, by all eligible members, with the Chair having a casting vote in the event of a tie.

Minutes of all meetings will be kept by the secretary of that meeting, or in the absence of the secretary by a member nominated and seconded at the meeting, and made available to all members within 14 days of the meeting. The minutes of each meeting are to be presented at the next meeting for review and approval.

As for General Meetings, a Member may appoint a proxy to attend, speak and vote on his/her behalf

9 Officers

The Organisation will have elected Officers of the Organisation comprising of a Chair, a Secretary and a Treasurer, who shall be Members of the Organisation (Full or Associate).

The Officers shall firstly be elected at an inaugural General Meeting of the Organisation in accordance with the following rules:

- (a) The Officers will remain in office until the next Annual General Meeting of the Organisation when the new Officers are elected. Any Officer may stand for re-election provided that every Member who has served as an Officer for insert number years in a row shall stand down and shall not be re-elected to the same post for at least 12 months.
- (b) The Secretary will circulate in adequate time in advance a request to all Members to invite their nominations for Officers 50 or more days before an Annual General Meeting.
- (c) Nominations for Officers must be made in writing 35 days or more before an Annual General Meeting at which each place will be filled by an election.
- (d) The Secretary will circulate the names of the candidates nominated for Officers with the notice of the meeting.
- (e) If no nominations are received, those present at a General Meeting may agree to appoint officers at that meeting.

A person will cease to be an Officer by:

- (a) Ceasing to be a member.
- (b) Resigning from office by written notice to the Secretary of the Organisation.
- (c) Failing to attend three consecutive meetings of the Organisation without giving adequate reason.

An Officer is not entitled to appoint an alternative or proxy to act as Officer on their behalf.

Officers must act in accordance with the decisions and policies of the Organisation and may not make any material decisions outside of the meetings of the Organisation.

The chair shall

- (a) Ensure the good functioning of the meetings of the Organisation.
- (b) Act as spokesperson for the Organisation.

Aside from when chairing meetings of the organisation, the Chair may nominate another member to deputise as vice-Chair who shall deputise for the Chair when the Chair is unavailable.

The Secretary shall

- (c) Record the minutes of all meetings of the Organisation in writing and make them available to members without delay.
- (d) Help the Chair in organising meetings.
- (e) Receive, report on and reply to all correspondence of the Organisation.

The Treasurer shall manage the finances of the Organisation as set out in the provisions below.

10 Liabilities

No Officer will be responsible or liable for any loss suffered by the Organisation as a result of the discharge of their duties on its behalf except such loss as arises from his/her wilful default, and shall be entitled to be indemnified out of the assets of the Organisation for all expenses and other necessary liabilities incurred in the discharge of their duties.

11 Finance

All money raised by or on behalf of the Organisation shall be applied to further the Objects of the Organisation and for no other purpose, provided that nothing herein contained shall prevent the payment in good faith of reasonable and proper remuneration to any Member or employee of the Organisation or the re-payment of vouched out-of-pocket expenses.

The Treasurer shall receive all moneys due to the Organisation.

The Treasurer shall ensure that proper accounts of the finances of the Organisation are kept, showing all transactions including money received and expended, directly or on its behalf, and its assets and liabilities, in such a way as to explain its transactions clearly to all members.

A statement of accounts for the last financial year shall be submitted by the Treasurer to the Annual General Meeting.

If the Organisation has a bank account, all moneys received by the Organisation will be credited to this account without undue delay.

If so agreed by the Organisation at a General Meeting, a bank account shall be opened in the name of the Organisation in any financial institution of its choice. The Members shall authorise the Treasurer, the Secretary of the Organisation and one other member to sign cheques on behalf of the Organisation ('the Authorised Signatories'). All cheques must be signed by not less than two Authorised Signatories.

The Organisation may require, by resolution at a General Meeting, that accounts are audited at least once a year by an auditor appointed at the Annual General Meeting.

12 Data Protection

Members consent to the Organisation obtaining, recording, holding and retaining personal data solely for the purposes of the Organisation, either on computer or in a manual filing system, and consent to the use of all such data including its necessary disclosure to third parties for the proper and effective functioning of the Organisation and in accordance with law only.

13 Miscellaneous

The Organisation is not a partnership, or joint venture, and nothing in this constitution constitutes a contract of employment or agency.

14 Notices

Notice given under this Constitution:

- (a) to the Organisation, shall be sent by post or delivered to the Secretary at the postal address of the Secretary recorded in the minutes of the last general meeting.
- (b) to Members for General Meetings, is to be delivered personally or sent by post to the last address of the Member known to the Organisation.
- (c) To Members for regular ordinary meetings may be delivered by such electronic communication as is agreed at a General Meeting.

Proof that an envelope containing a notice was properly addressed, prepaid and posted shall be conclusive evidence that notice was given.

A notice shall be deemed to be given 48 hours after posting.

15 Alteration

The Constitution of the Organisation may be amended by resolution at a General Meeting of the Organisation with the concurring votes of not less than three-quarters of those voting Members present.

16 Dissolution

The Organisation shall be dissolved on the passing of a resolution to that effect with the concurring votes of not less than three-quarters of those voting Members present at a General Meeting.

Upon the dissolution of the Organisation, any surplus funds (if any) remaining after the satisfaction of all its debts and liabilities shall be divided equally between all Members.

FIRST SCHEDULE

The lands as outlined on map below

SECOND SCHEDULE

GRAZING DETAILS

Details of shareholding (e.g. area / collops / grazing rights).

Appendix 1: Minutes of Inaugural Meeting

Appendix 2: Application to join Group

Name:

Address:

To Secretary of insert group name Commonage Group,

I hereby apply to become a member of the group and agree to be bound by its constitution.

Signature: _____

Date: _____

Appendix 2 Meetings Templates, agenda & minutes

Agenda template

Insert proposed agenda for meetings 1 and 2

Sample Minutes (de-personalised)

Templates

Meeting Agenda

Group Name:

When, Day and date:

Where, Address:

Start-time:

Finish-time:

Item	Notes
1. Attendance (List all present): Apologies Introductions (if needed):	
2. Meeting Management <ul style="list-style-type: none">Review & Approve Minutes of last meetingMatters arising (items from last meeting not on this agenda, e.g. reports on agreed actions)	
3. Agenda item To be decided in advance by chair / requested by a member Why on agenda (Decisions to make, action to take?)	
4. Agenda item To be decided in advance by chair / requested by a member Why on agenda (Decisions to make, action to take?)	
5. Agenda item To be decided in advance by chair / requested by a member Why on agenda (Decisions to make, action to take?)	
6. Any other business To be used for small items of information, not major decisions	
7. Evaluate the meeting What worked well, how to be even better?	
8. Review key decisions and agreed actions	
9. Next meeting: <ul style="list-style-type: none">Key itemsDate & time	

-
- Place
-

Minutes template

<h2>Minutes of Meeting</h2> <div> <div>Day: Date: Group Name:</div> <div>Location: Start-Time: Finish-time:</div> </div>		
	Items	Who/When
1.	Attendance (List all present): Apologies received: Introductions (if needed):	
2.	Meeting Management <ul style="list-style-type: none"> • Review & Approve Minutes of last meeting • Matters arising (items from last meeting not on this agenda, e.g. reports on agreed actions) 	
3.	Agenda item Decisions made?, Action to take?	
4.	Agenda item Decisions made?, Action to take?	
5.	Agenda item Decisions made?, Action to take?	
6.	Any other business To be used for small items of information, not major decisions	
7.	Evaluate the meeting What worked well, how to be even better?	
8.	Next meeting: <ul style="list-style-type: none"> • Key items • Date & time • Place 	

Appendix 3 Communal Meetings

Communal Meeting no 1, Phase 1

Invitation letter

Dear SUAS Participant,

We are holding our first meeting/training session for the successful commonages that have been accepted into this project on Thursday 12th July, 2018, at 10am in the Brocka Centre, Laragh, Co Wicklow.

All three successful commonages will be in attendance at this meeting/training and it will run from 10am to 4pm (approx.), with lunch provided. We have contracted in a consultant specialising in this area to help us with the process. The purpose of this session is as follows;

- Outline to all the commonage farmers where the project is currently at and what the planned schedules of activities for the future are.
- Give farmers a chance to meet our management team and ask any questions they may have.
- To determine what your thoughts are on forming these commonage groups and what support and help you would like from the Facilitation Team
- Allow the Facilitation Team to help you plan how you are going to form these commonage groups and how we can assist in that process.
- Meet the farmers on the other commonages involved in this project and learn from each other about the concerns they have and how they plan to resolve them.

It is important that we have all the farmers in your commonage present, so that you can all have an input into this project and voices your support/concerns for it. You will be paid for your time attending the meeting/training session, details to be discussed on the day. The next planned meetings for your commonage will be local to your commonage and at a time & venue to be agreed by the shareholders on your commonage.

Regards,
Declan Byrne,
Declan.m.byrne@teagasc.ie
087-7839872

Introduction and Meeting Objectives

The overall aim of the project is to “develop and evaluate a practical, stakeholder led and bottom up, scheme to address the complex agricultural, environmental and socio-economic challenges associated with the land management of the Wicklow/Dublin uplands.”

This aim is to be achieved by “building the capacity of the farmers and stakeholders to share their collective knowledge in a common language and take on a new leadership role in the development and implementation of an agri-environment scheme.”

This involves a series of meetings/workshops with the farmers/stakeholders, supporting the practical stakeholder-led approach of the pilot, comprised of an initial communal meeting with the 3 commonage groups, followed by 2 meetings with each commonage group, and concluding with a final communal meeting.

This pack is for the first communal meeting.

The following 2 goals² for this stage of the pilot are proposed as:

1. **Commonage Management Plan for 2019:** agreed between the farmers and the project technical specialists ('ecologists'), by December 2018.
2. **Group Leadership Development Plans,** including a draft constitution (setting out key structures and processes), a draft strategy (with vision, values, mission and strategic goals) and a group capacity development plan

As discussed at the inception meeting, the objectives are that by the end of the first communal meeting:

- Participants will have a good understanding of the project
- The project support team will have a good understanding of how to engage with the participants, including their motivation, capacities, issues and concerns
- Agreement will be reached on the action plan for the pilot to deliver on the 2 goals

² As discussed at Inception Meeting, Tinahely Mon 25/6/18, Declan Byrne (Project Manager) and Bobby Lambert (Facilitator)

Agenda for the day, CG1 Ph1

Time	Mins	Session	Notes
09:00		Onsite prep	Workshop Facilitation Team arrives and prepares (DB & BL)
10:00		Welcome	Welcome (DB) Plan for the day (objectives, timing, ground-rules) (BL)
10:10		The Project	Presentation by project manager (DB), background, key goals, approach (farmer led, support by project), funding, constraints, timing
10:30		Brief Q&A	Questions for clarification (detailed discussion later)
11:00		Individual Introductions & Tea/Coffee	Who, Where, Work, Commonage Interest, Why interested in this project, What I can offer, my Concerns Small group (2-3) interview exercise over coffee followed by introductions in plenary (each person introduces a colleague)
11:45		Effective Commonage Groups	Characteristics of successful groups? Facilitated discussion
12:15		Group Exercise Briefing	Group Development Plan: Briefing for exercise with questions of clarification
12:30		<i>Lunch</i>	<i>Eat, chat, fresh air, phone-calls et</i>
13:15		Group exercise	In each commonage group, a) check where the group is against agreed characteristics and b) agree measures to strengthen & support needed Work in small groups, max size 5 (if large, split into smaller)
14:00		Presentation	Each group presents its analysis (10' each) Brief discussion and exchange of ideas
14:50		<i>Stretch break</i>	
15:00		Project Action Plan	Present draft action plan (DB) & check vs group exercise Discuss, review & agree
15:45		Evaluation	Evaluation of this meeting (thinking of future meetings): good things to keep, how to make even better, other comments
15:55		Closing circle	One brief closing remark from each participant
16:00		<i>Coffee/Tea</i>	<i>Opportunity for informal group meetings before leaving!</i>
16:30		Depart Debrief	Participants depart BL & DB debrief on workshop, noting key points emerging
17:30		End	BL & DB depart

Minutes Communal Meeting 1

Date: 12th July, 2018

Time: 10am to 4pm

Location: Brockagh Resource Centre, Laragh

Meeting Objectives;

- Participants will have a good understanding of the project
- The project support team will have a good understanding of how to engage with the participants, including their motivation, capacities, issues and concerns
- Agreement will be reached on the action plan for the pilot to deliver on the 2 goals.

Summary of proceedings

The introduction and first part of the meeting explained out the project more clearly to everybody, allowing people ask questions and to express their concerns about various aspects of the project. It provided details of what will be required of participants and a timeframe for group formation and work to be undertaken, as follows;

- Formation of commonage groups **30th September, 2018**
- Completion of commonage management plan in consultation
with project ecologist and project manager **30th November, 2018**
- Commence recording and works as agreed in management plan **1st January, 2019**

The need for having commonage groups was then discussed. There was general agreement that these groups were a very positive development, leading to better communication and the involvement of all shareholders in the management of a commonage. It was felt these formal groups would greatly increase the chances of achieving any improvements the quality of vegetation/habitats on the commonages.

There was a discussion on what would be required to make successful commonage groups and how each of the commonages felt they would measure up to this. This generated a lot of discussion on what will be required of the Facilitation Team to help each commonage form their group. An action plan for the formation of the commonage groups was agreed as follows;

- Each commonage to have a local meeting of their shareholders to discuss drawing up a constitution for their own group. A sample constitution used in Wales to be circulated in advance and form the basis of the discussion. This meeting to be held locally in early August.
- Each commonage to have a local meeting of their shareholders to get information on the projects ecology reports habitat management, to prepare for drawing up their commonage management plans (what works they will be carrying out on the commonage over the duration of the project). This meeting to be held locally in Late August/Early Sept.
- Have another meeting with all 3 commonages present, to discuss progress and issues encountered at local meetings. It is hoped to pool experiences to help groups finalise their constitutions and be ready for drawing up their commonage management plans. This meeting to be held in the Brockagh Resource Centre, Laragh in late Sept.

Output from Group Assessment, CG1 Ph1

The following charts show the output of the exercise on group self-assessment.

In a plenary discussion, the participants identified characteristics for groups to work well (listed under the 'Heading' column in the charts below).

They then worked in groups and rated their own groups by assigning scores to these headings, with 5 (high) meaning their group was strong in this area, and 1 meaning weak.

Group Assessment Name: GLASSMULLEN		
Heading	Score 1-5	What to do?
Common objective (hymn sheet)	5	Positive communication
Everybody equal + involved	5	agreed
Dialogue + Communication	3	on the ground
Meetings - Good structure + Records	4	For good reason
Avail of all strengths	4	Full agreement within group
Conflict management (sub-groups)	?	Full consensus
Leadership (Director)	5	no democracy with the group so from outside the group
Constitution	1	outside help
Officers - Chair Secretary	5	rotating

Groups Assessment What to do		
Heading	Score 1-5	What to do
Common objective (hymn sheet)	4	Keep it all - communication
Everybody equal + involved	5	Make it on track
Dialogue + Communication	5	Get the objectives + what to do - objectives + what to do - objectives + what to do
Meetings - Good structure + records	5?	agreement + not all - making things + making things + making things
Avail of all strengths	5	Findings + listen to all
Conflict Management (Subgroup)	4	Positive + listening + listening + listening
Leadership (Director)	4	into structured group
Constitution	4	group + group + group + group
Officers Chair/Secretary	4	listen to group + listen to group + listen to group

Group Assessment (Grammar A)		
Heading	Score 1-5	What to do
Common objective	5	improving communication
Everybody equal + involved	5	everyone play their part
Dialogue + Communication	5	Discuss problems openly plus help from project managers
Meetings - Good structure + Records	3	help to set up meetings and structure of committee system on record keeping
Avail of all strengths	3	everyone work together
Conflict Management	4	help to sort out problems
Leadership (Director)	3	Cooperation between all
Constitution	2	draw up constitution and spread it all
Officers Chair/Secretary	5	Rotating all officers for meetings

Group Assessment (Grammar B)		
Heading	Score 1-5	What to do
Common objective	5	Improve Grouping / Focus + Focus
Everybody equal + involved	5	everyone meets / discussion
Dialogue + Communication	3	Meeting / allow people give input take minutes / listen out participants
Meetings - Good structure + Records	4	2 meetings Annually / Approx
Avail of all strengths	5	Use contacts / Use you know individual abilities
Conflict Management	2	Focus to disagree
Leadership (Director)	4	10 Chits 10 Indians
Constitution	?	Rules + Regulations very important
Officers Chair/Secretary	4	Secretary - 100% Officer Rotation

Evaluation of Communal Meeting no 1, Phase 1

Participants evaluated the meeting by working in groups and giving their comments under 3 main headings, considering future similar meetings, the headings being what to keep, what to change and any other comments. The comments are presented here below as written by the groups.

Keep

- Good to meet other commonage users
- Everyone's opinion was listened to and nobody was put under pressure to speak
- Communications open
- Structure & topics good
- Interaction of groups – good
- Objectives the same

Change

- Nothing, very good group meeting
- Upgrade lunch, willing to pay if need
- Add more information re constitution & best practice for running of meetings
- €15 - €20 per hour

Other

- It was well presented
- Location was ideal
- Good to meet other commonage farmers
- We found our Facilitation Team very helpful
- Keep interest of participants by focusing on practical management measures & potential measures & monetary costings for next meeting
- Explore possibility of getting manager of similar environmental scheme to address group
- Overall happy enough
- Cash payments

Facilitator Reflections

The communal meeting was a very good opportunity for the groups to get together and begin work on the project, allowing them to exchange views and hear in details about project plans. For the project support team, it was also a good introduction to the people and their views, attitudes and capacities.

The meeting generated consensus on a number of points:

- The priorities for the plan (Formation of Commonage Groups and Commonage Management Plan, see meeting notes above)
- Why have groups, what makes groups work well and areas for improvement, including the need for a constitution for each group

Communal Meeting no 2, Phase 1

Meeting Objectives

By the end of the workshop participants will have:

- Had an opportunity to discuss and clarify points of concern or clarification about the project
- Received feedback on the status of their draft constitutions
- Agreed their own practical guidance on:
 - ensuring their meetings work well
 - the roles and expectations of their officers
 - the good functioning of their groups
- Conducted an evaluation of the project to date

Agenda for the day, CG2 Ph1

Time	Mins	Session	Notes
10:00		Welcome	5' Welcome (DB) 10' Plan for the day: Objectives, timing, ground-rules, review evaluation of first group meeting, see below (BL)
10:15		Introductions	20' Each group 5' introduces itself to others (members' names, commonage description, nature of shareholding, current state of play in group development) (using chart & map developed by DB). 5' Q&A.
10:40		Project update	10' DB to give an update on where we are in the project 20' Q&A Questions: list Qs first, to get all on the 'chart, then give A.
11:10		<i>Tea/Coffee</i>	
11:30		Our Good Practice Guidelines for Good meetings	10' Quick plenary discussion on what will help our meetings work well 10' Review a prepared template (on flip chart), with main headings (purpose, prep, conduct, participation, follow-up, record-keeping, location, timing...) 30' Groups to write down their own 'Good Practice' 30' Share in plenary, listen to others and update their own
12:50		<i>Lunch</i>	<i>Eat, chat, fresh air, phone-calls et</i>
13:30		Officers	30' In groups (Chairs, Secretaries and Treasurers), develop your own guidance for each officer (main duties, with 'dos and don'ts') 30' Share, review and amend
14:30		Meeting documents	15' Agendas & Minutes: Templates, review, clarify and agree
14:45		<i>Stretch break</i>	
15:00		Commonage Groups – our own Good Practice Guidelines	30' Using output from first Meeting, each group review and agree own "Good Practice Guidelines" (to append to constitutions), with strengths & weaknesses (& proposed actions), to include statement of values 30' In plenary, groups to present their own guidelines, listen to the others, and then update their own guidelines
16:00		Evaluation	Evaluation of the whole process thus far, 3x3x3 group exercise: good things to keep, how to make even better, other comments
16:25		Closing circle	One brief closing remark from each participant
16:30		<i>Close</i>	<i>Coffee / Tea/ Informal group meetings / Depart</i>

<u>Good Meetings</u>	
Glassmaller Commonage	
Consider:	Guidance notes:
Why? <i>Time meeting</i>	Discuss what you intend doing ensure everything agrees on it
Who? <i>Attend</i>	All stakeholders Invited persons
Where? <i>Location</i>	Public around Houses.
When? <i>Day Time How long</i>	Evenings up to 2 hrs 2 days more & sometimes night before
How? <i>Particulars Participation Participate</i>	Agenda Chairman full participation of members
So what? <i>Follow up Review meeting Review of last meeting</i>	Follow-up on Decisions Review last meeting Have minutes available for those not present
Evaluate <i>What worked What not Improve</i>	Try to have full attendance at meetings Everyone take part in discussions & decisions & follow-up on them.

<u>Good Meetings</u>	
Glassmaller Commonage	
Consider:	Guidance notes:
Why? <i>Time meeting</i>	Make Decisions Propose works to be carried out
Who? <i>Attend</i>	Everybody to attend All stakeholders Guests/professionals
Where? <i>Location</i>	Hollywood Centre.
When? <i>Day Time How long</i>	Evening/Weekend Apr Evenings Best 2 hrs. 4-2
How? <i>Particulars Participation Participate</i>	Notice as per Constitution Full management & works to be carried out Agenda Minutes at last meeting Minutes being
So what? <i>Follow up Review meeting Review of last meeting</i>	Follow up on decisions proposed at last meeting
Evaluate <i>What worked What not Improve</i>	What work actually carried out

<u>Good Meetings</u>	
<u>Ballybeg</u>	
Consider:	Guidance notes:
Why do we need a meeting?	- Common agreement Decisions - Agree Actions - Solve Problems
Who? <i>Attend</i>	- Everybody is possible - Active members - Guests/Advisors/Professionals
Where? <i>Location</i>	① Teapart Office ② Murphy's Hotel
When? <i>Day Time How long</i>	Evening before Duration 2-3 hrs Notice as per Constitution
How? <i>Particulars Participation Participate</i>	Normal Best Practice Chairman/Agenda/ listen to all members - Address to decisions made Follow-up from min exp clarification delegates responsibility
So what? <i>Follow up Review meeting Review of last meeting</i>	
Evaluate <i>What worked What not How to improve</i>	Review reasons for meeting not achieving results - set realistic objectives - Try to improve.

Group Name: SUAS Comm Group #2		Agree	Disagree
Keep	Keep the communal meetings	✓✓✓✓✓✓✓✓✓✓	
	Keep the manager in formal of all decisions	✓✓✓✓✓✓✓✓✓✓	
Change	Change the spraying law on bracken spraying?	✓✓✓✓✓✓✓✓✓✓	✓
Other	Public Liability (Insurance) needs to be clarified	✓✓✓✓✓✓✓✓✓✓	✓✓
	Delegate from the three groups to be co-opted to the Wicklow Uplands Council	✓✓✓✓✓✓✓✓✓✓	✓✓
	Funding for fencing boundaries on enclosed commonages	✓✓✓✓✓✓✓✓✓✓	

Group Name: SUAS Comm Group #2		Agree	Disagree
Keep	1st meeting - communal	✓✓✓✓✓✓✓✓✓✓	
	Constitution meeting	✓✓✓✓✓✓✓✓✓✓	
	3 meetings at least before formally creating group	✓✓✓✓✓✓✓✓✓✓	
Change	Have mountain reports + potential measures sooner	✓✓✓✓✓✓✓✓✓✓	
	Today's meeting Repetitive	✓✓✓✓✓✓✓✓✓✓	✓
Other	As Pilot groups no prototype available	✓✓✓✓✓✓✓✓✓✓	I
	Communal Group Meeting after 1 year	✓✓✓✓✓✓✓✓✓✓	
	Each group deciding measures without benefit of other groups knowledge/ideas	✓✓✓✓✓✓✓✓✓✓	

Group Name: SUAS Comm Group #2		Agree	Disagree
Keep	Communication with other groups - information sharing for planning for meetings	✓✓✓✓✓✓✓✓✓✓	
Change	Simplify process	✓✓✓✓✓✓✓✓✓✓	✓✓
Other	The need for a constitution?? Budget even helpful & + patient	✓✓✓✓✓✓✓✓✓✓	

Group Name: WLC SUAS Comm Group #2		Agree	Disagree
Keep	MEETING OTHER GROUPS	✓✓✓✓✓✓✓✓✓✓	✓
Change	LESS TALK, MORE ACTION - DANGER OF PEOPLE LOosing INTEREST	✓✓✓✓✓✓✓✓✓✓	✓
Other	SOME MEETINGS REPETITIVE	✓✓✓✓✓✓✓✓✓✓	1 ✓
	LOOKING FORWARD TO ENVIRONMENTAL REPLY	✓✓✓✓✓✓✓✓✓✓	✓✓

Communal Meeting no 1, Phase 2

Introduction

This facilitation pack is the 'as-run' version of the pack used to run the workshop. It includes evaluation notes and copies of the output of the exercises (copies of the flip-charts).

The overall aim of the project is to *“develop and evaluate a practical, stakeholder led and bottom up, scheme to address the complex agricultural, environmental and socio-economic challenges associated with the land management of the Wicklow/Dublin uplands.”*

This aim is to be achieved by *“It will be achieved by building the capacity of the farmers and stakeholders to share their collective knowledge in a common language and take on a new leadership role in the development and implementation of agri-environment scheme.”*

This involves a series of meetings/workshops with the farmers/stakeholders, supporting the practical stakeholder-led approach of the pilot, comprised of an initial communal meeting with the 4 commonage groups, followed by 2 meetings with each commonage group, and concluding with a final communal group meeting.

The following 2 goals for this stage of the pilot are proposed as:

- **Commonage Management Plan for 2020:** agreed between the farmers and the project technical specialists ('ecologists'), by December 2019.
- **Group Leadership Development Plans,** including a draft constitution (following format of Phase 1), and a group capacity development plan.

Meeting Objectives

The objectives are that by the end of the first communal group workshop:

- Participants have a good understanding of the project
- The project support team has a good understanding of how to engage with the participants, including their motivation, capacities, issues and concerns
- Agreement is reached on the action plan for the pilot to deliver on the 2 goals

Agenda for the day, CG1 Ph2

Time	Mins	Session	Notes
09:00		Onsite prep	Workshop Facilitation Team arrives and prepares (DB & BL)
10:00		Welcome	Welcome (DB) Plan for day (objectives, timing, ground-rules) (BL)
10:10		The Project	Presentation by project manager (DB), background, key goals, approach (farmer led, support by project), funding, constraints, timing
10:20		Brief Q&A	Questions for clarification (detailed discussion later)
10:30		Tea/Coffee & Small Group work Individual Introductions	Introductions Small group (2-3) interview exercise over coffee Name Claim to Fame Commonage Involvement (Shareholder grazing rights, other) Why interested? Hope & Concerns Introductions in plenary (each person introduces a colleague)
11:00		Effective Commonage Groups	What makes a successful group? Facilitated discussion on key characteristics: short buzz group discussion then pull together in plenary on one flip. <i>Note: we didn't do the 'Why have groups session this time</i>
11:30		Group Development Plan	5' briefing: In small groups, max size 5 (if large, split into smaller) 30' in groups: In each commonage group, a) check where the group is against agreed characteristics and b) agree measures to strengthen & support needed 25' Feedback and discuss
12:00		Project Action Plan	Present draft action plan (DB) & check vs group exercise Discuss, review & agree
12:30		<i>Lunch</i>	<i>Eat, chat, fresh air, phone-calls et</i>
13:30		Energiser	Fruit Salad – this didn't work well – due to facilitator error!
13:45		Successful Meetings	Each group to describe what makes for successful meetings, using their own 'work-sheet' on a flip (see output), present and discuss
14:10		Previous Experience	Facilitated discussion with representatives of groups from Phase 1 (each to give short comments): what went well, how to be even better, other comments.
14:40		Meeting Dates	Dates were agreed for the first round of individual group meetings
14:45		Evaluation	Evaluation of this meeting (thinking of future meetings): good things to keep, how to make even better, other comments
15:00		Close of meeting	Participants depart
15:30		Debrief	BL & DB debrief on workshop, noting key points emerging
16:00		End	BL & DB depart

Evaluation CG1 Ph2

Participant evaluation

A short evaluation exercise was conducted in which each of the groups gave feedback on what worked well (keep), what could be improved (change) and other comments. Key points emerging were:

- Meeting new people and hearing different ideas other perspectives
- Talking to previous participants
- The agenda worked well / kept 'on point' / good clear information
- Help forming the management groups
- Lunch was appreciated
- The after-lunch energiser needs improving

A copy of the charts is appended below

Debrief discussion

BL & DB held a debriefing meeting immediately after the workshop. Points emerging were:

- The workshop sessions went more quickly than anticipated, perhaps because the participants were used to doing these type of exercises and were keen to move along
- A session on Good Meetings was run, although not planned
- For future meetings, further sessions could be included, such as 'Good Meetings' and the 'Roles of Officers' and 'Key Points in a Constitution'
- The groups seemed very positive about the project, possibly because they had heard a bit about the progress made in Phase 1

Participant Output CG1 Ph2

Participant Evaluation Charts

SURS P2 CG1	Evaluation	Agree	Disagree
Keep	Talking to people Doing their work	✓✓✓✓	
	Meeting other groups Seeing their progress	✓✓✓✓	
Change	NO	✓✓✓✓	
Other			

SURS P2 CG1	Evaluation	Agree	Disagree
Keep	Meeting new people Brought in ideas well Different ideas	✓✓✓✓	
	Help forming thoughts group Good clear information	✓✓✓✓	
	Lunch	✓✓✓✓	
Change			
Other			

SURS P2 CG1	Evaluation	Agree	Disagree
Keep	Talking to previous participants	✓✓✓✓	
	Meeting kept on point	✓✓✓✓	
	Sharing knowledge from other groups	✓✓✓✓	
Change	After lunch game?	✓✓✓✓	
Other			

SURS P2 CG1	Evaluation	Agree	Disagree
Keep	One thing from the previous group members	✓✓✓✓	
	Progress of the setting up of the group	✓✓✓✓	
	(ii) interacting with the other community groups and their perspectives	✓✓✓✓	
Change	To early in the day to consider change	✓✓✓✓	
Other	Overall two whole exercise was very productive	✓✓✓✓	

What makes groups work well?

Characteristic	Rating 1-5	What to do to improve
Good Communication	4	Set Meetings
Have Respect	4	Communication
Common Interest	4	↑
Be Agreeable with each other	3	
Leadership	4	
Work Ethic	5	
Help Each Other	5	All participate
Roles: Referee Chair	1	Appoint Chair (Neutral)
Rules	1	Make Rules
Individual Strengths + Maximise	5	

Characteristic	Rating 1-5	What to do to improve
Good Communication	5	
Respect	5	
Common Interest	3	different type of farming
Be Agreeable	4	
Leadership	1	Select a leader
Work Ethic	5	
Help Each Other	5	
Roles/Chairman	1	
Rules	0/1	Sort out rules
Max Strength of individuals	5	

What makes meetings work well?

Glossvickas Good meetings	
Consider:	note.
Why?	Plan tasks Everyone input New Ideas Sort issues
Who?	All Group Members + Shareholders
Where?	Neutral Venue Central Location For All
When?	Every 3 Months Time that suits majority
How?	Agenda Chair + Secretary to host
So what?	Cover everything that set at agenda
Evaluate?	Take some time at end to see how it worked
Other?	

Caprizenduff Good Meetings	
Consider	note.
Why?	Good ATTENDANCE.
Who?	ALL GROUP MEMBERS.
Where?	AN AGREED LOCATION
When?	A SUITABLE TIME FOR ALL.
How?	ALL ISSUES DEALT WITH. <u>Agenda</u>
So what?	DATE & TIME SET FOR NEXT MEETING. *Minutes taken*
Evaluate?	WHAT WAS SORTED OUT AND WHAT WAS NOT.
Other?	WHAT?

SLEVENWEEZ Good Meeting	
Why?	To discuss the Company in general.
Who?	Shareholders / Tenants
Where?	Kevin's House
When?	Whenever its suits everyone
How?	Structure
So what?	Next step Forward.
Evaluate	Decisions made minutes
Other?	little on.

Good Meetings	
Why?	When ^{Good} Decisions need to be made. Not having meeting for the sake of meetings.
Who?	All Shareholders.
Where?	Agreed location suitable to all Shareholders
When?	At a time suits everyone
How?	Formal Structure. Stay on point Company relevant issues only.
So what?	
Evaluate	Make sure Decisions are action
Other?	Keep record of Decisions

Appendix 4 Guidance notes for groups

Good Groups – guidance notes

Characteristic agreed by groups at first meeting	Current Status (Lo 1 to 5 hi)	Group guidance notes on how to develop
Common Objective		
Constitution		
Everybody Equal		
Everybody Involved		
Avail of all strengths		
Dialogue & Communication		
Conflict Management		
Leadership (not Dictatorship)		
Meetings (Good)		
Officers		
Others to consider:		
Motivation & Morale		
Skills		
Support		

Good meetings - group output

The following is the output of the group exercises on guidelines for good meetings from Communal Group Meeting no 2 in Phase 1. See copies of the flip-charts above for reference.

Consider:	Group guidance notes for good meetings		
	Ballybeg	Glassnamullan	Granamore
Why do we need a meeting	Common agreement on decisions Agree actions Solve problems	Discuss what you intend doing Ensure everyone agrees on it	Make decisions Propose work to be carried out
Who should attend the meeting? Group members, others?	Everybody if possible Active Members Guests, Advisers, Professionals	All shareholders Invited persons	Everybody to attend All shareholders Guests / professionals
Where? Good location, privacy, access, rotation?	1 Teagasc Office 2 Murphy's Hotel	Rotate around houses	Hollywood centre
When Day & time Duration Notice	Evening better 2-3 hours Notice as per constitution	2 hours 7 days notice & reminder night before	Every quarter AGM Evenings best, 2 hours long
How? Preparations (Agenda, Papers) Conduct (Chair, Participate, Listen, Hear, Decide...) Minutes (Decisions, Actions, Key points)	Normal best practice Chairman / Agenda Listen to all Adhere to actions Keep clear & simple objectives Delegate responsibility	Agenda, Officers, Minutes, Full participation of members	Notice as per constitution Hill management and works to be carried out Agenda, Minutes of last meeting, majority voting
So What? Follow-up on actions Minutes available & shared (promptly) Review at next meeting	Follow up on minutes	Follow up on decisions Review last meeting Have minutes available for those not present	Follow up on actions proposed at last meeting
Evaluate What worked well? How to be even better?	Review reasons for meetings not achieving results Set realistic objectives Try to improve	Try to have full attendance at meetings Everybody take part in discussions & decisions & follow-up on them	What work actually carried out

Officers – guidance notes

Role	Group guidance notes
Chair	
<p>Ensure good functioning of the board</p> <ul style="list-style-type: none"> • Planning meetings (with secretary) <ul style="list-style-type: none"> ◦ Calendar of meetings ◦ Agenda & Papers • Chairing meetings <ul style="list-style-type: none"> ◦ Time-keeping ◦ Decisions - good process ? ◦ All views heard? ◦ Key points noted (check with secretary) • Follow up to meetings <ul style="list-style-type: none"> ◦ Minutes reviewed (with secretary) & issued ◦ Actions taken? • Acting as spokesperson 	
Secretary	
<p>Ensuring paperwork and legal aspects in order</p> <ul style="list-style-type: none"> • Helping Chair to plan meetings, including logistics & admin • Taking & distributing minutes (review with Chair) • Dealing with correspondence • Ensuring all legal requirements are met (filing of accounts and annual returns etc) 	
Treasurer	
<p>Ensure sound financial management</p> <ul style="list-style-type: none"> • Overseeing all income and expenditure • Ensuring good accounts are kept • Ensuring books are balanced • Ensuring board has access to and understands key financial information 	