



The **Tree of Life**, a new work by sculptor Vincent Browne, commissioned in 2005 by Fingal County Council and located outside Fingal Civic Offices, Blanchardstown.

COMHAIRLE CONTAE FHINE GALL **Fingal County Council**

PLEAN CORPARÁIDEACH 2010 – 2014
Corporate Plan 2010 – 2014



Comhairle Contae Fhine Gall
Fingal County Council

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1. MISSION STATEMENT

To improve the **quality of life** of our citizens and communities by **developing our county** and strengthening the region through **sustainable economic growth.**



2. CORE VALUES

As a local authority Fingal is prosperous, community focused, smarter, greener and healthier.

PROSPERITY

To enable people and businesses to make the most of opportunities to increase their prosperity and to enable society as a whole to benefit from that prosperity.

- We will make Fingal the most attractive place in the region to do business.
- We will realise our full economic potential and increase employment opportunities for our citizens.
- We will support education to develop our economic, social and cultural needs.
- We will help to build a smart economy that combines the best of enterprise and innovation, promotes a high-quality environment, improves energy security and promotes social cohesion.
- We will support the development of a sustainable green economy.

SMARTER

We will promote and support life-long learning to increase opportunities and to share the benefits of our achievements.

- We will assist our young people in becoming successful learners, confident individuals, effective contributors and responsible citizens.
- We will help our children to have the best start in life and be ready to succeed.

GREENER

To improve our natural and built environment and the sustainable use and enjoyment of it.

- To value and enjoy our built and natural environment and protect it and enhance it for future generations.
- To reduce the local and global environmental impact of our lives in what we use and what we make.

COMMUNITY

To help communities to flourish, becoming stronger and safer places to live, offering improved opportunities and a better quality of life.

- We will influence the development of civic values that make our communities safer from crime, disorder and danger.
- We will promote well designed, sustainable places where everyone can access the amenities and services they need.
- We will support strong, resilient and supportive communities where people take responsibility for their own actions and the effect they have on others.
- We will promote pride in a strong, fair and inclusive place to live and work.
- We will provide our public services efficiently, in the best way we can and in the places where people need them.

HEALTHIER

We will help people to sustain and improve our citizens' health, especially in disadvantaged communities, by providing leisure activities and ensuring that Fingal is accessible to everybody.

- We aim to reduce the inequalities in society through our work and how we do it.
- We will strive to improve the life chances for children, young people and families at risk.



These core values will guide our actions over the next five years providing the foundation for excellent corporate governance within Fingal.

3. INTRODUCTION

We are pleased to present Fingal County Council's Corporate Plan for the period 2010- 2014. The Plan was adopted by the Elected Members at the meeting of the Council held on 14th December 2009 and coincides with the five year term of the Council. It sets out the mission statement and core values of this Council, the principal objectives to be achieved within this period and the strategies for delivery of the objectives.

There are many challenges for Fingal County Council in the next five years and as our mission statement says **"we will improve the quality of life of our citizens and communities by developing our county and strengthening the region through sustainable economic growth"**. To do this in a manner which is meaningful to the citizen, the taxpayer, the staff member and the Elected Member will be particularly challenging over the lifetime of this plan.

As soon as the scale of the economic changes became foreseeable the Council embarked upon a detailed scrutiny of all areas of spend with a view to programming a service-wide efficiency drive. These efficiencies in an organisation of 1600 people divided into eight departments were not easy to achieve. Early wins have been achieved in advertising, telecommunications, energy and plant hire to name some.

It is clear to both of us that the spending trends of recent years are changing significantly and rapidly for two reasons:

(1) A culture of change within the organisation that is manifest in the responsiveness of the entire staff to calls for greater efficiency, cost reduction,

and

(2) A market environment which is far more competitive in price in relation to plant, materials and services which are outsourced.

The Elected Members have played an important role in communicating the nature of changed economic circumstances and the need for all sectors to be realistic in their expectations. It is crucial that we all continue to play our part in working for the benefit of Fingal and in this way the quality of life for all can be improved.

The Corporate Policy Group of the Council considered the draft of this Plan before recommending it to the full Council for approval.



Dennis O'Connor

D O'Connor
County Manager



C Byrne

C Byrne
Mayor

4. OPERATING ENVIRONMENT

A. GENERAL

Fingal County Council was established in 1994. Between 1994 and 2009 our population has grown from 168,000 to almost 250,000. Our annual revenue budget to provide day to day Council services, increased from €62m to €258m over that time.

Fingal is Ireland's fastest growing county. We are now defined by our significant population growth. Our population increased by 22% between 2002 and 2006. Despite the current economic downturn we expect Fingal's population to continue to grow. Blanchardstown and Swords are our major growth centres and Balbriggan has also grown significantly. The 2006 Census showed that 17% of Fingal's population belongs to the non-Irish community, compared to 10% in the country as a whole.

Our landscape is also diverse. Fingal covers an area of 450 km² and is bordered by Dublin City, South County Dublin, Meath and Kildare. We have 88 km of coastline stretching from Sutton to Balbriggan. We have three protected estuaries, salt marsh habitats and thirteen major beaches. The River Liffey borders our south-western edge.

Our new and existing rural, urban and suburban communities look forward to an exciting future together.



B. EXTERNAL ENVIRONMENT

Fingal's significant economic advantages including Dublin Airport, fast access to Dublin Port, rail, road, power and telecommunications infrastructure, proximity to Dublin city centre and our location on the Dublin-Belfast economic corridor, ensure our continued future growth. Dublin Airport is nationally significant due to its employment base, passenger throughput and airfreight services and it remains the primary economic hub in Fingal.

The Government's Transport Investment Programme, Transport 21, will extend the DART to Balbriggan and deliver Metro North from Dublin City Centre to Swords via Dublin Airport. The Metro North Economic Corridor study identified 37,000 potential new jobs in Fingal directly associated with Metro North. Metro West will link the Blanchardstown area with Swords.

Blanchardstown Institute of Technology is in Fingal and we have ready access to other third-level institutions and colleges on our County Boundary.

Fingal's operating environment is significantly influenced by International, National and Regional factors. Fingal in turn must operate effectively so that EU, National and Regional policies are successfully implemented.

While Fingal attracts high levels of foreign investment in the ICT and Pharmaceutical sectors it is also vulnerable to world trends. In so far as Fingal has a very open economy it is necessary to respond rapidly to changing global economic conditions and in this regard we will continue to work with the IDA and other agencies to secure Foreign Direct Investment for Fingal over the lifetime of this Plan.

Our industrial base includes computer software and hardware, pharmaceuticals, food processing, electrical/electronics, crafts and services. Fingal is strongly influenced by the European Union, its funding and compliance requirements with EU Directives.

Fingal must take account of many national policies and strategies including; the National Development Plan, the National Spatial Strategy, Making Ireland's Development Sustainable (2002), National Action Plan for Social Inclusion 2007 – 2016 and many e-Government initiatives.

We must also co-operate on regional issues including physical planning, transportation and water services infrastructure, waste management, coastal zone management and these issues in turn influence our work.

Fingal is Ireland's primary horticultural production region although production areas are coming under increasing pressure from development as rural towns become dormitories for the City. Howth Harbour is the biggest fishing harbour on the East Coast and is the fifth largest in the country.

Fingal County Council must take account of the stated actions in the Fingal County Development Board Strategy 2009 – 2012, "Building a Better Fingal".

We expect that the population of Fingal will continue to grow and the need to develop opportunities for employment and education is never greater. Unfortunately, unemployment, poverty and social disadvantage are serious problems in some areas. The promotion of social inclusion and equality must be the basis of all our policy development. We will continue to use feedback from our communities to inform how we influence national policy development.

Fingal County Council will seek to encourage direct trade links between Fingal businesses and the countries from which the non-national communities of Fingal have originated.



C. INTERNAL ENVIRONMENT

Our internal environment includes the Departments that provide support to our Service Departments – Corporate Affairs, Audit & Efficiency Unit, Finance, HR, IT, Architects, Law, Libraries, Arts Office and Communications Office.

Fingal County Council is committed to bringing local democracy to our citizens so they can access services in the communities where they live and work. Our offices in Swords, Blanchardstown, Balbriggan and Baldoyle, along with nine Libraries, provide an excellent network of physical contact points for our residents. We continue to improve our ICT systems keeping up with changing technologies and to develop our virtual contact points where citizens of Fingal can access services and information.

Fingal County Council was the first local authority to commence Webcasting of Council meetings in 2007. Since then the webcasting has been expanded through the e-Participate Scheme and is used extensively as an accessibility tool by the general public and by the media in order to access local democracy from the home or workplace. We will continue to develop this facility as a communication tool for the citizens of Fingal.

Staffing levels are currently capped in accordance with a Government Directive. Vacancies that arise will not be filled and this policy is unlikely to change in the short term. Additional services must therefore be provided by redeployment of personnel and by using our staff and our IT systems more efficiently. We propose to restructure our organisation to endeavour to continue delivering important services. A restructuring of the Council will change the way we have traditionally provided services while working hard to ensure that our citizens will not suffer any reduction in the quality of those services.



D. ORGANISATIONAL DEVELOPMENT (2010 – 2014)

The current Council structure in place since the mid 1990s has functioned well and served the needs of the Council at a time of considerable expansion and population growth. Today, because of the changed economic environment and contracting financial and human resources, the time has come to reform the existing structure to meet our changing needs and to develop closer links with our communities. We must continue to improve our technology and to increase the ways people can access our services.

With this in mind, an organisational structure is currently evolving with a simpler grouping of service delivery into three categories:

- Corporate
- Strategic
- Operational

This reorganisation will develop a better way of connecting with the people of Fingal so that services are provided more efficiently as close as possible to where they are needed.

The **Corporate** and **Strategic** Objectives for the Council for the lifetime of this Corporate Plan are described below. The **Operational** Objectives will be reviewed and will change as operational priorities change over the lifetime of this Plan and these objectives will be set out each year in the Annual Operational Plans for each area of service delivery.



5. CORPORATE POLICY OBJECTIVES FOR THE ORGANISATION

- (a)** Over the five year life of this Corporate Plan the organisation will avail of the competitive environment that is a consequence of the economic downturn, to continue providing a high level of service. Although staff numbers will contract, we will encourage and introduce a reorganisation of work practices.
- (b)** We will review on an ongoing basis how effectively and efficiently we provide our services and incorporate the lessons learned into the restructured organisation.
- (c)** Management will work closely with staff to achieve:

- (1) A good value, efficiently run service provided to our citizens
- (2) A structure that releases the potential of staff to contribute creatively and positively to the Council
- (3) The enhancement of local democracy.

- (d)** To look at new ways to deliver our services and to encourage innovative thinking in how the Council interacts with its citizens, our business people and our Elected Members.



6. STRATEGIC POLICY OBJECTIVES FOR INWARD SERVICE PROVISION

Finance Strategic Policy Objective

To ensure Council core services remain sustainable and viable by making the most of our resources, working efficiently and ensuring best value for money in all areas of work and to ensure that day to day spending is managed responsibly.

Information Technology Strategic Policy Objective

To improve delivery of services to the citizens of Fingal by introducing and improving technology and communications systems that allow us to do business and provide services in new ways and to ensure that our Elected Members can easily access relevant information through the Extranet.

Human Resources Strategic Policy Objective

To support the Council's corporate objectives by managing the relationship between the Council as an employer, and its employees. To ensure that all employees can develop their skills to the maximum extent and that their skills are used in a way that their contribution to the work of the Council is optimised.

Corporate Affairs Strategic Policy Objective

To strengthen democracy by providing effective and efficient services to the Elected Council and to engage more effectively with the citizens of Fingal.

Support Services Policy Objective

To continue to provide specialist in-house services in the areas of legal and architectural services to advance the capacity and influence of the Council.



7. STRATEGIC POLICY OBJECTIVES FOR OUTWARD SERVICE PROVISION

Community, Recreation & Amenities:

To support the work of community and voluntary organisations and to develop greater civic pride and a stronger sense of Fingal identity. To develop inclusive, sustainable communities and enhance the quality of life of society as a whole, including developing a range of leisure time options for residents of the County.

Environment:

To develop and implement sustainable policies for the protection of our environment, with the primary goal of focusing on prevention, reduction and minimisation of waste.

Economic Development:

To promote economic activity and job creation in Fingal, an integral part of the internationally competitive Dublin City Region, by attracting suitable economic drivers to the County to strengthen economic development, working in partnership with state agencies and local business. To continue to attract inward investment, both national and international and to develop global trade links.

Fingal Development Board:

To advance the economic, social & cultural development of Fingal and to provide a better quality of life for all its citizens through the improvement of the coordinated delivery of publicly funded services in Fingal.

Social Inclusion:

To develop and implement a Fingal County Council Social Inclusion Strategy that will help to provide better customer services, particularly for disadvantaged communities and people with disabilities and to develop a 'Local Anti-Poverty and Social Inclusion Strategy' (LAPSIS) in partnership with key stakeholders.

Climate Change:

To achieve savings in energy use of 3% per year initially and to work towards an overall target of 33% reduction by 2020.



Housing:

To provide or help to provide social and affordable homes that help develop sustainable communities that meet our citizen's needs. To continue our strong commitment to the mixed tenure housing model of social, affordable and private housing.

Planning:

To carry out our role as Planning Authority to best practice standards mindful of the duty of care for best planning and sustainable development, with the aim of meeting the infrastructural, social, and economic needs of the County.

Transportation:

To support national and regional objectives to improve the transport infrastructure of Fingal, encouraging and promoting sustainable types of transport and to enhance the economic and social development of Fingal by providing necessary transport infrastructure according to the highest standards of integrated land use and transportation practice.

Water Services:

To safeguard the provision and distribution of the highest quality drinking water supply, and to manage the treatment and disposal of waste waters, protecting the assets of the natural environment for all citizens, while meeting the expanding needs of the county and ensuring good public health.

Joint Policing Committees:

The Fingal Joint Policing Committee was one of 22 pilots established in late 2006 prior to a nationwide rollout in 2008. JPCs provide a forum where the Local Authority, the Gardaí, Oireachtas members and community interests can consult, discuss and make recommendations on matters affecting policing of an area. A series of public meetings have been held throughout the County to elicit the views of people about policing of local communities.

Inter-Agency Cooperation:

Fingal County Council will continue to work with the Voluntary, Statutory and Community sectors operating within the County to progress and implement policies and plans in areas of mutual interest.



8. BALBRIGGAN TOWN COUNCIL

Balbriggan Town Council provides civic leadership for the people of Balbriggan. It represents their concerns and needs with Fingal County Council, Government departments and other statutory bodies and promotes the town as a good place to live, work and visit.

The town boundary was extended in February 2009 to reflect the growth of the town and provide an opportunity for the residents of the newer parts of Balbriggan to vote in the Town Council elections. Today the population of Balbriggan is approximately 18,000.

The ongoing growth in Balbriggan and its surrounding area underlines the importance of the Town Council's role. Balbriggan Town Council and Fingal County Council must co-operate closely to serve the people of Balbriggan. The Town Council prides itself in its involvement with many community and voluntary groups who work to improve the quality of life in Balbriggan through community and environmental initiatives.



9. IMPLEMENTATION AND MONITORING

An annual report will be made to the full Council each year outlining progress in implementing the Corporate Plan and the annual Operational Plans. Details of the performance indicators for service delivery will also be included.

This document will be published as soon as possible after adoption by the full Council. Copies will be circulated to the Elected Members of Fingal County Council and Balbriggan Town Council and will be available on the Council's website.



ORGANISATIONAL STRUCTURE



Committees of the Council

COUNTY COUNCIL

24 Members

AREA COMMITTEES:

Balbriggan/Swords Area Committee	10 Members
Castleknock/Mulhuddart Area Committee	9 Members
Howth/Malahide Area Committee	5 Members

CORPORATE POLICY GROUP:

Mayor and Five Chairs of Strategic Policy Committees

STRATEGIC POLICY COMMITTEES:

Transportation

17 Members - 10 Councillors & 7 Non-Councillors

Housing

18 Members - 10 Councillors & 8 Non-Councillors

Community & General

15 Members - 8 Councillors & 7 Non-Councillors

Planning

17 Members - 10 Councillors & 7 Non-Councillors

Environment

17 Members - 10 Councillors & 7 Non-Councillors

Balbriggan Town Council

Town Manager

Town Clerk

9 Town Councillors

APPENDIX 1

LIST OF STRATEGY DOCUMENTS

- Fingal County Development Plan 2005-2011
 - Local Area Plans and Studies
 - Urban Centre Strategies
 - Fingal Heritage Plan
 - Architectural Conservation Areas
 - Development Contribution Schemes
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- Fingal Leisure Strategy
 - Biodiversity Strategy
 - Tree Strategy
 - Arts Plan
 - Sports Plan
-
- Economic Development Action Plan for the Dublin City Region
 - Economic Development Strategy for the Metro North Economic Corridor
 - M1 Economic Corridor – Economic Development Plan
-
- Fingal Tourism Strategy 2009
 - FDB Strategy 2009 -2012, “Building a Better Fingal”
-
- The Housing Strategy
 - The Housing Action Plan
 - The Traveller Accommodation Programme.
 - “A Key to the Door” The Dublin Regional Homeless Plan
-
- Fingal Disability Implementation Plan 2008 – 2010
-
- Water Services Investment Programme
 - Eastern River Basin District River Basin Management Plan and associated Programme of Measures
 - Regional Water Conservation Programme
 - Strategic Environmental Assessment of the Greater Dublin Strategic Drainage Study
 - Water Services Regional Strategic Plan 2011-2017
 - Fingal East Meath Flood Risk Management Plan (FEMFRAMS)
 - Liffey Catchment Flood Risk Management Plan
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- Annual Operational Plans
 - Transforming Public Services - report of the Task Force on the Public Service

APPENDIX 2

COUNTY COUNCILLORS ELECTED JUNE 2009

Balbriggan/Swords Area Committee

Ciarán Byrne (Mayor June 2009 – June 2010)
 Ken Farrell
 David O'Connor
 Tom O'Leary
 May McKeon
 Clare Daly
 Gerry McGuire
 Tom Kelleher
 Darragh Butler
 Anne Devitt

Castleknock/Mulhuddart Area Committee

Eithne Loftus
 Peggy Hamill
 Mags Murray
 Matthew Waine
 Ruth Coppinger
 Kieran Dennison
 Patrick Nulty
 David McGuinness
 Michael O'Donovan

Howth/Malahide Area Committee

Peter Coyle
 Cian O'Callaghan
 Eoghan O'Brien
 Alan Farrell
 Joan Maher

BALBRIGGAN TOWN COUNCILLORS ELECTED JUNE 2009

Monica Harford (Cathaoirleach June 2009 – June 2010)
 Larry Dunne
 Sean Brown
 Terry Kelleher
 Grainne Kilmurray
 Grainne Maguire
 Dermot Murray
 Peadar O'Kelly
 Frank Snowe

