

Comhairle Contae Fhine Gall
Fingal County Council



Fingal County Council

Corporate Plan

2015 – 2019

Adopted by the Elected Members on

9th March 2015



Introduction

Since earlier this year, with the assistance of the newly elected Council, we have been embarking on the implementation of the most far-reaching changes in local government since the establishment of local government structures in 1898. These changes embrace all key aspects of local government – structures, functions, governance, operational efficiency and funding. We will continue to keep all stakeholders appraised of progress on an ongoing basis.

The reforms underway aim to transform local authorities to be ‘the main vehicle of governance and public service at local level – leading economic, social and community development, delivering efficient and good value services, and representing citizens and communities, as effectively and accountably as possible.’¹ It is acknowledged that local government has been ahead of most sectors in the changes it has made to reduce costs and drive efficiencies and the changes underway aim to build on this and improve the level of confidence in the local government system generally, with a view to positioning it to undertake a wider role in the future. Essential to this strategic vision is the enhancement of the capacity of local government in promoting economic development and social progress, including the well-being of communities, supporting job creation efforts and economic recovery.

This Corporate Plan is a strategic framework for action for the tenure of the Council and sets out our vision for Fingal.

Our Mission Statement aptly describes a forward looking dynamic Council which is fully committed to delivering services to communities in the best and most efficient way possible. ‘To be the place of choice to live, work, visit and do business in Ireland’. This is reflected through a wide range of strategic assets supporting vibrant communities, prosperous businesses and tourism. The plan will extend from 2015 – 2019 and represents a journey that will leave us all confident that the people we serve will be the better for our efforts in five years’ time.



Paul Reid

Paul Reid
Chief Executive

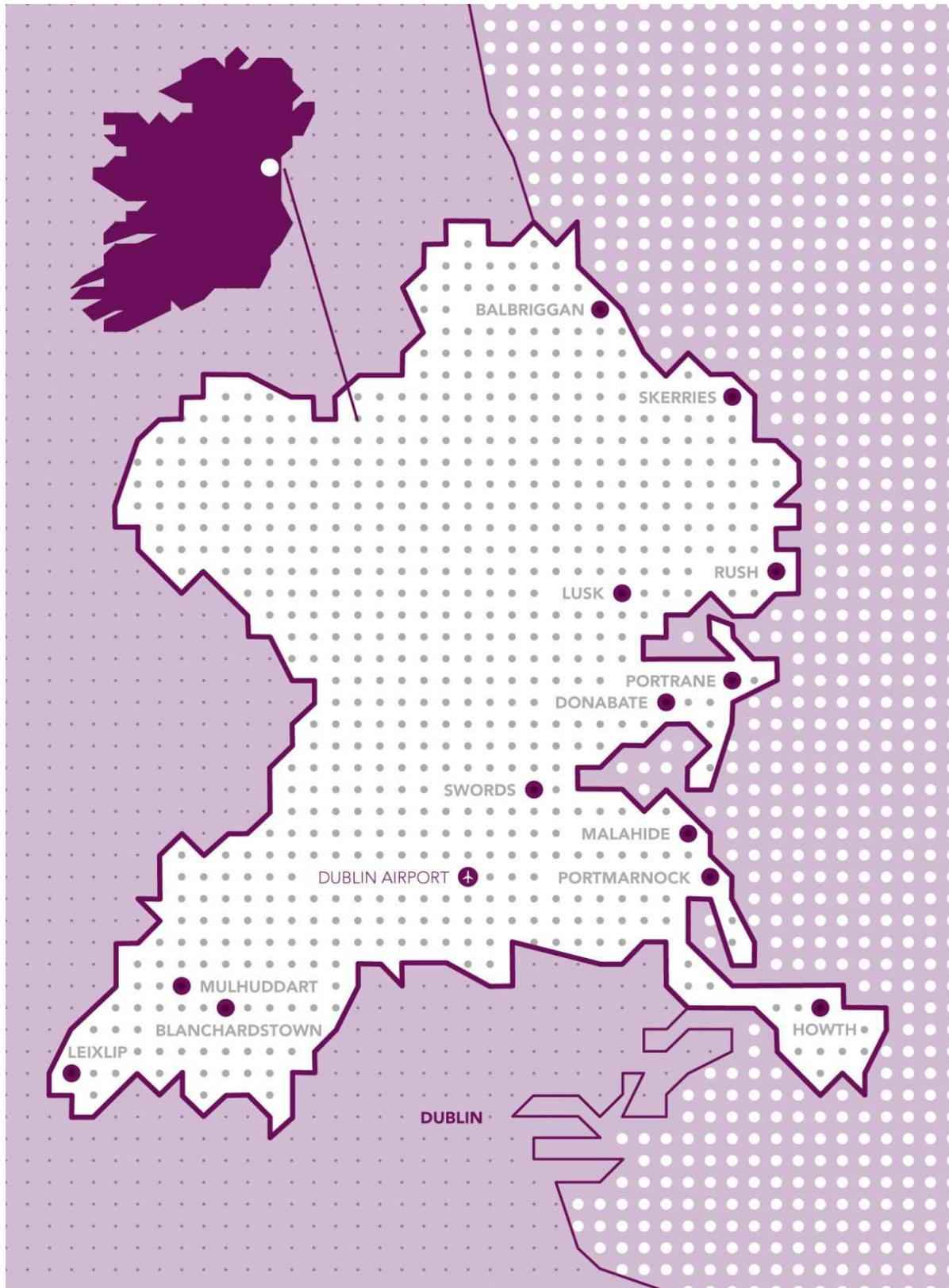


Mags Murray

Mags Murray
Mayor of Fingal County Council

¹ ‘Putting People First, An Action Programme for Effective Local Government’ October 2012

Fingal County Council Map



Fingal in Context/Operating Environment

Fingal is a highly attractive place to live, work, visit and to do business. It comprises a geographical area of 450 sq.km. (173 sq. miles) stretching from Balbriggan to Blanchardstown and over to Howth. The area is defined by the diversity of its landscape. It has rural, urban and suburban locations all rolled into one county. There is 88km of coastline stretching from Sutton to Balbriggan, three large protected estuaries and salt marsh habitats and 13 major beaches.

Fingal is a place of rich cultural heritage and has developed some of the major assets of the county as visitor attractions including Ardgillan Castle, Newbridge House, Malahide Castle & Gardens and Skerries Mills. The development of the Swords Cultural Quarter will be a welcome addition to our heritage. The County has a rich tradition in arts and culture. This has been supported by Fingal County Council in establishing the Draíocht Arts Centre in Blanchardstown and the Seamus Ennis Cultural Centre in Naul. Community participation through residents associations, tidy towns groups and community groups are all an invaluable part of the development of Fingal.

We have many economic advantages on our doorstep. The Port Tunnel, road and rail infrastructure, our proximity to Dublin City and our location on the Dublin-Belfast Economic corridor will contribute to future growth in the County. Dublin Airport offers one of our best strategic advantages and is a significant economic hub in Fingal.

The County has its own Institute of Technology in Blanchardstown (ITB) and has forged very good links with Dublin City University. The ITB will form part of Dublin Technological University (DTU) during the lifespan of the Corporate Plan.

Local government is close to the citizen and Fingal County Council provides a wide range of services and facilities from roads infrastructure to parks, open spaces, community centres, libraries and housing.

Population

Fingal County Council celebrated 20 years in existence in 2014. During this time the population of the County has grown from 167,683 (Census 1996) to 273,997 (2011 census) with 29% of the population under 18 and 45% under 30. It is estimated that Fingal's population will be over 300,000 by the 2016 census an increase of approx. 9.5%. By 2021 the population is expected to be over 330,000.

Households

From Fingal's annual housecount survey conducted in July 2014 it is estimated that there are 102,647 residential units in the County. This can be broken down into 96,049 residential units in urban areas and 6,598 in rural areas including villages.

In mid-2014 there were over 1,000 units at various stages of construction. In addition, there were over 12,000 units with planning permission throughout the county which had not started construction. There is sufficient zoned land to accommodate, approximately, a further 31,000 units.

The Regional Planning Guidelines set the housing targets for the Greater Dublin Area. The current targets indicate Fingal should have 142,144 units by 2022.

Businesses

The number of active businesses in Fingal is determined from the Council's rate base. Table 1 shows the number of rateable businesses has increased by 4.5% from 2010 – 2014.

Table 1

	2010	2011	2012	2013	2014
Rateable Businesses	5624	5648	5786	5811	5876

Economic Profile

The County is renowned for its horticultural and agri-business sector. We have some of the best producers in the country who export as far away as China. It is a strategic priority of this Council to support businesses in the further development of this sector. Internationally we will continue to provide an environment to attract high level foreign direct investment and encourage indigenous companies to grow. This will be a priority over the next 5 years. The County is a major employer across all sectors with a strong supply of zoned land both industrial and residential. We have established a strong industrial base, with recognised clustering of various business sectors and we will continue to develop and promote Fingal as a place to do business.

Zoned land

The Fingal Development Plan 2011-2017 breaks the county into 21 different zoning types. The entire county is covered by a designated zoning. There are essentially four broad zonings, each broken down into sub-categories. The four broader zoning types can be categorised as Economic, Residential, Mixed Use/Other and Rural and Recreation. Under each category the Council has a good amount of zoned land across the various zone types. *(See Appendix 3 for a list of zones broken down by type and land area (ha)).*

Environmental Scan of Fingal County Council

An analysis of the political, economic, social and technological (PEST) factors helps to inform on some of the key strategic priorities of the Council.

Political – Some of the strategic priorities for the council have been set out in recent Government Legislation and Programmes. Specifically, ‘Putting People First, Action

Programme for Effective Local Government” and the Local Government Reform Act 2014 have set out many initiatives to strengthen the working of Local Government. These set out the need for a strengthened collaboration between the Executive and the Elected Members in areas of economic, community and local development.

Economic – National and international economic trends influence enterprise development in Fingal and our ability to attract foreign direct investment to the County. Ireland is now ahead of planned fiscal targets and the road to recovery in the Irish economy is underway. Unemployment is at its lowest level since 2009 at 11% and is expected to fall below 10% in 2015. It is anticipated that by 2016 there will be over 2 million people in employment. The evidence of the growing economy can be seen in the improvement in public finances and an anticipated real GNP growth in 2015 of 4.6%.

The 2006 and 2011 census shows that unemployment rates in Fingal reflect the national position and remain a challenge.

The key sectors of business operating in the Fingal area include the Information & Communication Technology sector comprising some of the world’s leading companies such as Synopsys, IBM, PayPal and Symantec. The Aviation sector is a major employer and includes Aer Lingus, Dublin Airport Authority, Cityjet, Servisair and Ryanair. The Food & Beverage/Agribusiness Sector, a growing industry in Fingal, includes Keelings, Coco-Cola, Sam Dennigan and Donnellys. The Healthcare/Pharmaceutical sector includes leading companies Bristol Myers-Squibb and Mylan.

Social – Fingal is ethnically diverse, almost 22% of the population identifying with an ethnic group other than white and Irish. We have a young, well-educated and growing population which positions us well to continue to be a dynamic County. Creating the environment to increase employment in Fingal is a key objective of this Council.

Technological - embracing new developments in technology will mean Fingal County Council is ready to deliver more online services, Open Data and use communication channels such as social media better in order to keep our citizens informed and allow them access services as effectively as possible.

Organisational challenges

The challenges that the economic downturn brought to Fingal County Council were no different to any organisation or company over the past number of years. The staff reduction from 1600 to 1251 required a series of organisational restructuring in order to ensure that services could be maintained at reasonable levels. Fingal is fortunate in having a committed and flexible staff which has made the complete realignment of the organisation possible.

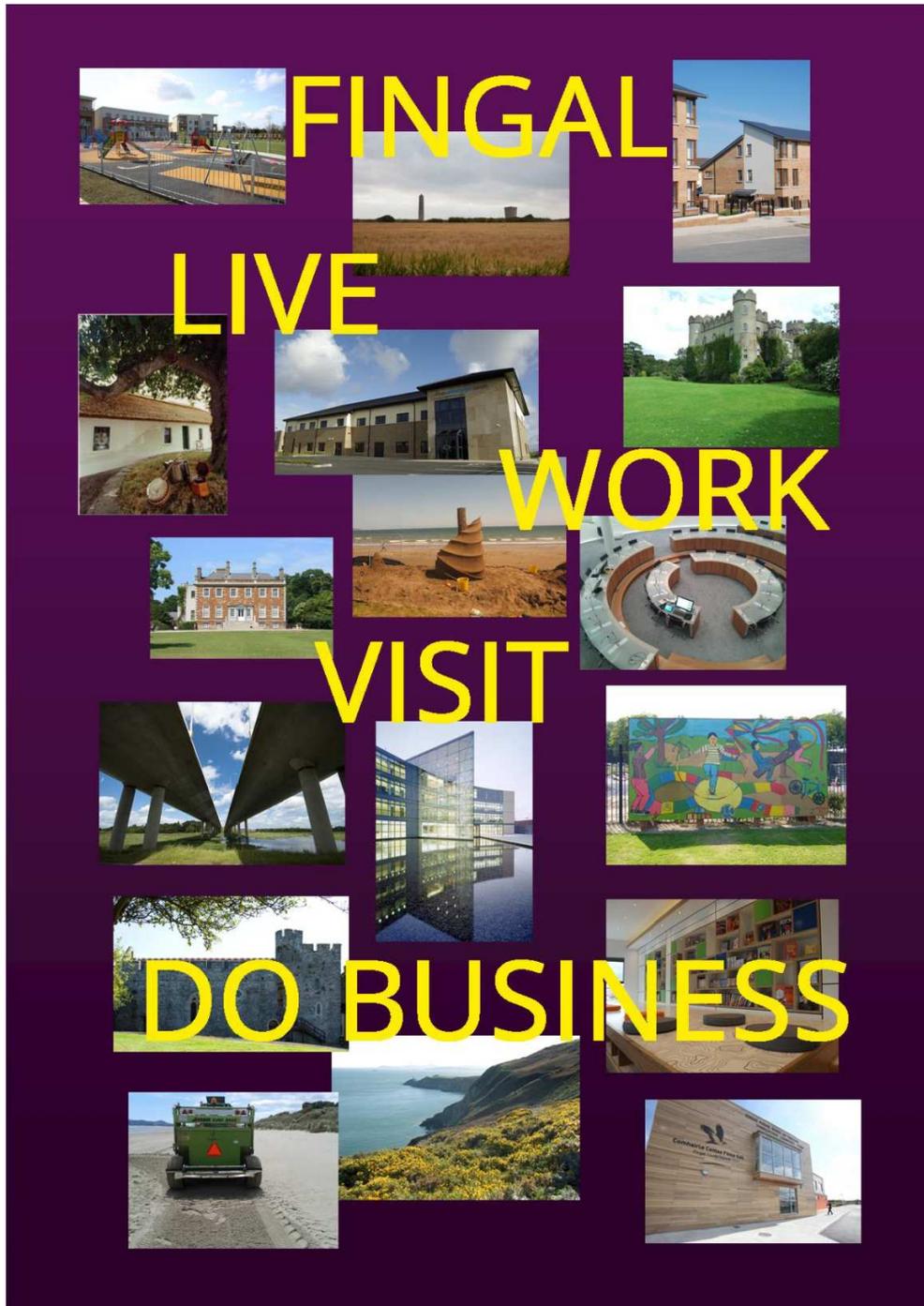
Increased efficiencies have been and will continue to be achieved through innovative and enabling technology. Prudent management of finances made it possible to present a progressive budget to the Members in November 2014.

In order to improve customer responsiveness a review of customer service is underway and will be completed in 2015. In addition succession planning is being undertaken in order to address the loss of corporate knowledge associated with retirements. This is necessary because of the high age profile in the organisation.

We also need to strengthen our competence and skills in how we promote and market the investments made by Fingal County Council on behalf of the citizen.

Fingal County Council Mission Statement

"To be the place of choice to live, work, visit and to do business in Ireland. This is reflected through a wide range of strategic assets supporting vibrant communities, prosperous businesses and tourism."



Core Values of Fingal County Council

- Strong customer and citizen focus
- High standards of conduct, probity and impartiality
- Accountable and Responsive
- Innovative and Inclusive
- Integrity and respect for all

Strategic Imperatives/Corporate Objectives

1. Develop economic plans and strategies to create an environment to support growth in the Fingal economy, create jobs and support business.
2. Implement the Government Housing Strategy to support sustainable communities.
3. Strengthen the proposition and marketing of tourism in Fingal through a new tourism plan and engagement with key state agencies.

Strategic Priorities:

1. Economic Strategies

- Develop and Implement the Fingal Local Economic & Community Plan
- Adoption and Implementation of the County Development Plan 2017-2023
- National Climate Change Adaption Framework
- Embracing the initiatives in Putting People First through governance reforms

2. Housing and Community Strategies

- Implement the Social Housing Strategy 2020 to increase the supply of housing in the County.
- Promote social, cultural and economic development
- Promote active citizenship.

3. Tourism and Events Strategies

- Develop and implement a Tourism Strategy for Fingal that attracts visitors to the County and supports the local economy.
- Develop and promote the tourism potential of the Heritage Properties.
- Promote Fingal events nationally and internationally to increase the number of visitors to Fingal.

Strategic Actions²:

Economic Development Services Department (ED)

- ED 1. Establish the Local Community Development Committee (LCDC) in Fingal. These will bring about a more co-ordinated approach to the management of local development and community funding in Fingal.
- ED 2. Identify and implement actions to strengthen and develop the economic and community dimensions of Fingal. This will be done through the Local Community & Economic Plan (LECP) in a manner that both reflects and supports the implementation of the existing Regional Planning Guidelines and proposed Regional Spatial and Economic Strategies.
- ED 3. Co-ordinate, manage and oversee the implementation of local community development programmes including the government's Social Inclusion Community and Activation Programme (SICAP).
- ED 4. Build on the success of the LEO Fingal as the 'first stop shop' for entrepreneurs
- ED 5. Develop a Tourism Strategy for Fingal 2015-2018

Planning & Strategic Infrastructure Department (PL)

- PL 1. Action the review of the Fingal County Development Plan in 2015 and set out the strategy and objectives for the sustainable development of the county.
- PL 2. Develop a programme that supports increased housing output to meet demand as set out in Construction 2020 A Strategy for a Renewed Construction Sector.
- PL 3. Collaborate with other stakeholders and statutory providers in developing the essential infrastructure necessary for economic and social development.
- PL 4. Contribute to the achievement of a sustainable transport system for all the citizens.
- PL 5. Deliver an effective and efficient development management service to the public.

Housing Department (HS)

- HS 1. Implement the Governments 'Social Housing Strategy 2020: Support, Supply and Reform' in Fingal
- HS 2. Adopt and Implement a progressive County Development Plan 2017-2023 that supports the roll out of the Fingal Housing Strategy.
- HS 3. Maximise occupancy of social housing stock.

² Note: Department actions are not listed in any order of priority.

- HS 4. Deliver the social housing procurement programme in line with the Fingal Housing Strategy.
- HS 5. Plan, administer and manage the Housing Assistance Payment
- HS 6. Implement the actions under the Traveller Accommodation Programme 2014 – 2018
- HS 7. Implement the actions under the Fingal Age Friendly Strategy Initiative 2012-2017

Community Department (CS)

- CS 1. Implement the Fingal Community Development Strategic Plan 2010-2015
- CS 2. Develop a strong Public Participation Network and implement a Well-Being Plan for the citizens of Fingal.
- CS 3. Implement the Arts Plan 2013- 2017
- CS 4. Implement the "Opportunities for All – A strategy for Public Libraries 2013-2017.
- CS 5. Implement the Sports Strategy – Supporting Sport in Fingal, 2011-2016.
- CS 6. Implement the actions under the Fingal Age Friendly Strategy Initiative 2012-2017
- CS 7. The demographic profile of Fingal reveals a young, well-educated, fast growing and diverse county with areas of deprivation and economic disadvantage, particularly parts of Blanchardstown and Balbriggan. Vulnerable communities, both emerging and long established, are at risk. We will ensure that equality of access to services is available to all communities in Fingal; in particular those disadvantaged and marginalised areas. We will support and assist people to participate in and contribute to their community.

Environment & Water Services Department (ENW)

- ENW 1. Develop an adaptation policy regime in line with the National Climate Change Adaptation Framework
- ENW 2. Protect and enhance the natural environment of Fingal through effective education, awareness, monitoring and enforcement of national and local legislation and policy.
- ENW 3. Improve energy efficiency by 3% per year and an overall target of 33% by 2020.
- ENW 4. Act as Irish Water's agents under the Service Level Agreement that was adopted on 1 January 2014.
- ENW 5. Implementation of the Eastern and Midlands Region Waste Management Plan 2015-2021 and the River Basin Management Plan 2015-2021.

Operations Department (OP)

- OP 1. Improve accessibility for citizens
- OP 2. Provide safe transport infrastructure
- OP 3. Deliver core operational services in the most efficient and effective manner possible.
- OP 4. Train and resource personnel to meet the demands of the citizens across all operational areas.
- OP 5. Keep our beaches clean and free from pollution.
- OP 6. Manage and maintain the four Harbours in Fingal to an acceptable standard.

Corporate Affairs Department (CR)

- CR 1. Implement all new reforms enunciated in Putting People First in a timely manner.
- CR 2. Adopt best practice through the establishment of a strong audit committee and internal controls.
- CR 3. Deliver an effective and efficient service to the Elected Members and in doing so strengthen their democratic mandate.
- CR 4. Conduct our business in a literacy friendly manner.
- CR 5. Assess equality and human rights issues that may be relevant to the functions and purpose of our organisation and the policies, plans and actions in place or proposed to be put in place to address those issues.
- CR 6. Maintain our environment for the enjoyment of all citizens of Fingal and take appropriate action if our environment is threatened.

Information Technology Department (IT)

- IT 1. Develop and Implement a Digital Strategy to become a Digital Council
- IT 2. Optimise systems and services to enable Citizens, Staff and Councillors to utilise mobile technologies.
- IT 3. Innovate and lead on national projects (e.g. Open Data and Knowledge Management) and support the analysis, design and deployment of innovative business processes.
- IT 4. Promote a culture of continuous improvement

Human Resources Department (HR)

- HR 1. Develop a culture that allows staff to reach their full potential and to contribute positively to the Council through relevant training and development.
- HR 2. Adopt best practice in relation to all Health & Safety matters.
- HR 3. Prioritise the implementation of Labour Activation Schemes and facilitate the recruitment of Graduates.

Finance Department (F)

- F 1. Deliver the Capital Programme 2014-2017 subject to available funding
- F 2. Monitor the short and long term financing needs of the Council
- F 3. optimise the use of resources and obtain value for money
- F 4. Adopt best practice in relation to procurement.

Architects Department (AR)

- AR 1. Provide quality architectural design, conservation, urban design, building procurement and quantity surveying services to all departments of the Council.
- AR 2. Prepare a Swords Castle Architectural Masterplan proposing works and measures which will regenerate Swords Castle and its environs.
- AR 3.

Law Department (L)

- L 1. Provide a comprehensive in-house legal service to the Chief Executive and all of the Council's Departments relating to the broad and varied range of statutory functions that the local authority is responsible for.

Implementation and Monitoring

The Corporate Plan sets out the framework for the Annual Service Delivery Plan. Section 134A of the Local Government Act 2001 (as inserted by Section 50 of the Local Government Reform Act 2014) requires that an Annual Service Delivery Plan be prepared setting out in detail the activities to be undertaken across all key function areas so as to deliver on the Corporate Plan objectives and be linked to the budgetary process and the performance management & development system (PMDS) and relevant performance indicators developed by National Oversight & Audit Commission (NOAC). The Annual Service Delivery Plan will be presented to the Elected Members for adoption in 2015.

There will be an annual progress report to the Council as part of the Annual Report and updates will be provided in the Chief Executives Monthly Management Report.

The National Oversight and Audit Commission (NOAC) will monitor the adequacy of the Corporate Plan and evaluate its' implementation and a copy of this Plan will be submitted to NOAC following its adoption by the Elected Members.

Once adopted the Corporate Plan will be published on the Council's website and copies will be circulated to the following:

- Elected members of Fingal County Council
- Staff of the Council
- Members of the LCDC
- Members of the SPC's
- Fingal PPN Secretariat
- Fingal Age Friendly County Alliance
- Fingal Senior Citizen's Forum
- The Department of the Environment, Community & Local Government
- National Oversight & Audit Commission
- Other Local Authorities

This Corporate Plan is adopted on the basis that it will be reviewed once the Local Economic Community Plan has been adopted by the Elected Members.

List of Appendices:

Appendix 1	List of Strategy and Policy documents relevant to Fingal County Council
Appendix 2	Corporate Plan Consultees
Appendix 3	County Development Plan Zoning 2011-2017
Appendix 4	Committees of the Council
Appendix 5	Elected Members June 2014 – June 2019
Appendix 6	Fingal County Council Organisational Structure 2014

Appendix 1 - Strategy & Policy Documents relevant to Fingal County Council

National/EU

- Role of Fingal County Council in progressing and playing its part in existing relevant national policies and existing/future nation partnership agreements
- National Development Plan for the period to 2016
- Infrastructure & Capital Investment Programme and associated strategies
- DECLG Strategy Statement 2011 – 2014 and any subsequent Strategy Statements
- National Spatial Strategy
- Public Service Reform Plan 2014-2016
- Construction 2020 – A Strategy for a Renewed Construction Sector
- Homelessness Policy Statement 2013
- Traveller Accommodation Programme 2014 – 2018
- Keeping Communities Safe – Fire Services Framework
- National Climate Change Adaptation Framework
- National Disability Strategy
- National Housing Strategy for People with a Disability 2011-2016
- Social Housing Strategy
- Action Programme for Effective Local Government, Putting People First
- Implementation Plan on the State’s Response to Homelessness
- “Opportunities for All” – A Strategy for Public Libraries 2013 - 2017
- Medium-Term Economic Strategy 2014-2020, Action Plan for Jobs, Construction 2020
- Our Sustainable Future – a Framework for Sustainable Development for Ireland
- Open Government Partnership Ireland National Action Plan 2014-2016
- National Policy Framework for Children 2014-2020
- Food Harvest 2020
- Making it Happen – Growing Enterprise for Ireland
- Delivering our Green Potential – Government Policy Statement on Growth and Employment in the Green Economy
- Developing a Green Enterprise
- Our Cities: Drivers of National Competitiveness
- Energising Ireland’s Rural Economy – Commission for the Economic Development of Rural Areas (CEDRA)
- Local Government Sectoral Strategy to Promote Employment and Support Local Enterprise – “Supporting Economic Recovery and Jobs – Locally”
- Supporting Enterprise, Local Development and Economic Growth
- Fingal Age Friendly County Strategy 2012-2017 + (Revised Strategy)
- World Health Organisations Global Friendly Cities Guide
- National Positive Ageing Strategy
- Dublin Declaration of Age Friendly Cities & Communities 2013

Regional

- Regional Planning Guidelines & Regional Spatial and Economic Strategies
other local authorities best practice
- The Regional Indicators Report – monitoring Framework for the
Implementation of the Regional Planning Guidelines
- Regional Waste Management Plan
- River Basin Management Plan
- Strategy Plans of other Regional Bodies, for example, HSE, Garda Síochána
- EIP European Innovation Partnership on Active & Healthy Ageing – Action Plan

Local

- Fingal County Development Plan 2011-2017
- Local Area Plans & Studies
- Fingal Heritage Plan
- Local Economic & Community Plan
- Fingal PPN Well-Being Plan
- Fingal Leisure Strategy
- Biodiversity Strategy
- Tree Strategy
- Arts Plan date 2013 – 2017
- Sports Strategy – Supporting Sport in Fingal 2011 - 2016
- Housing Strategy.
- Fingal Community Development Strategic Plan 2010 - 2015
- Fingal Disability Implementation Plan 2008 – 2010
- Skerries Age Friendly Town Action Plan

Appendix 2 – Consultees

Internal:

- Corporate Policy Group
- Fingal County Council Councillors
- Council Staff

External:

- Local Community Development Committee (LCDC)
- Placed on Fingal County Council Website
- Fingal Age Friendly County Alliance
- Fingal Senior Citizen's Forum

Appendix 3 - 2011-2017 County Development Plan Zoning (area in each including Variations up to 9th October 2014. Note - excludes roads area)

Zoning	Area (ha rounded)
Economic:	3980
Mixed Use/Other:	615
Rural/Recreation:	34,459
Residential:	4312
Total Zoning	43,366
Total County including roads	45,725

Appendix 4 – Committees of the Council

County Council – 40 Members

Mayor M Murray (June 2014 – June 2015)

Deputy Mayor T Leddy (June 2014 – June 2015)

Area Committees:

- Castleknock/Mulhuddart Area Committee - Cllr. E Loftus, Area Chairperson - 15 Members
- Balbriggan/Swords Area Committee - Cllr. G Maguire, Area Chairperson - 17 Members
- Howth/Malahide Area Committee - Cllr. A Lavin, Area Chairperson - 8 Members

Corporate Policy Group:

The role of the Corporate Policy Group (CPG) is to advise and assist the elected Council in the formulation, development, monitoring and review of policy. It consists of the Mayor and the Chairpersons of the six Strategic Policy Committees:

Cllr. M Murray (Mayor)

Cllr. E O'Brien, Chairperson Transportation SPC

Cllr. K Farrell, Chairperson Housing SPC

Cllr. A Devitt, Chairperson Arts, Culture, Heritage & Community SPC

Cllr. C O'Callaghan, Chairperson Planning & Strategic Infrastructure SPC

Cllr. P Donnelly, Chairperson Water & Environment Services SPC

Cllr. K Dennison, Chairperson Economic Development & Enterprise SPC

Strategic Policy Committees: The role of the Strategic Policy Committees is to formulate, develop, monitor and review policy which relates to the functions of the Council.

SPC	Chairperson	Total membership	Councillors	Non-Councillors
Transportation	Cllr. E O'Brien	9	6	3
Housing	Cllr. K Farrell	15	10	5
Art, Culture, Heritage & Community	Cllr. A Devitt	9	6	3
Planning & Strategic Infrastructure	Cllr. C O'Callaghan	12	8	4
Water & Environment Services	Cllr. P Donnelly	9	6	3
Economic Development & Enterprise	Cllr. K Dennison	15	10	5

Appendix 5 – Elected Members, Fingal County Council June 2014 – June 2019

Balbriggan Electoral Area

JP Browne	Brian Dennehy
Ken Farrell	Grainne Maguire
Barry Martin	Tony Murphy
David O'Connor	Malachy Quinn

Castleknock Electoral Area

Jack Chambers	Sandra Kavanagh
Ted Leddy	Eithne Loftus
Mags Murray	Roderic O'Gorman
Natalie Treacy	

Howth/Malahide Electoral Area

Jimmy Guerin	David Healy
Anthony Lavin	Brian McDonagh
Daire Ní Laoi	Eoghan O'Brien
Cian O'Callaghan	Keith Redmond

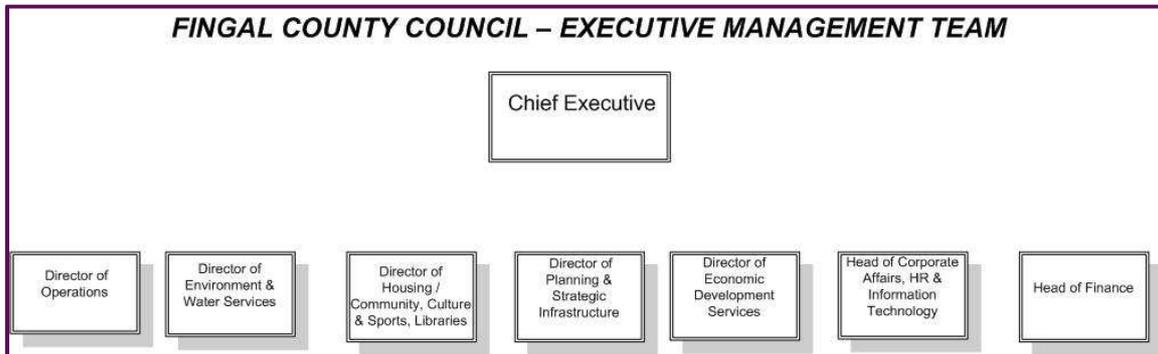
Mulhuddart Electoral Area

Kieran Dennison	Paul Donnelly
Annette Hughes	Edmond Lukusa
Mary McCamley	David McGuinness
Lorna Nolan	Matthew Waine

Swords Electoral Area

Darragh Butler	Eugene Coppinger
Anne Devitt	Adrian Henchy
Philip Lynam	Paul Mulville
Joe Newman	Justin Sinnott
Duncan Smith	

Appendix 6 - Fingal County Council Organisational Structure



Staff Structure at December 2014 (WTE)

	<u>Total</u>
Managerial	8
Administration	464
Professional	129
Technical	157
Craft	73
General Workers	420
Total	1251