



Fingal County Council  
**Corporate Plan 2019 - 2024**

**Comhairle Contae  
Fine Gall**  
Fingal County  
Council



# CONTENTS

Message from the Mayor and Chief Executive	Page 3
Introduction	Page 4
Contextual Overview / External Factors	Page 6
Operating Environment	Page 10
Mission and Vision Statement	Page 17
Corporate Values	Page 18
Strategic Themes, Priorities and Objectives	Page 19
Implementation and Monitoring	Page 25

## APPENDICES:

1. The Council, its Committees and Associated Bodies	Page 26
2. The Council and its Committees	Page 27
3. Associated Statutory Bodies	Page 28
4. Other Associated Bodies	Page 30
5. Organisation Structure, Capacity and Resources	Page 31
6. Strategy and Policy Documents relevant to Fingal County Council	Page 32
7. Baseline Data	Page 36
8. Consultees	Page 48
9. Key Achievements/Deliveries	Page 50
10. Elected Members	Page 52
11. Local Electoral Area Map	Page 57



# MESSAGE FROM MAYOR AND CHIEF EXECUTIVE

Fingal County Council's Corporate Plan for 2019-2024 has been produced after an intensive period of consultation with Councillors, staff, community groups, business groups, citizens organisations and other stakeholders over the past few months.

The Corporate Plan is a statement of our vision, our values and our objectives for a county with the fastest growing, youngest and most diverse population in Ireland. It identifies the opportunities and challenges that lie ahead over the next five years.

All elements of Fingal County Council's input to life in this county were considered and strategic areas where we can continue to make a positive contribution to the quality of life for the people of Fingal have been identified.

The result is a strategic document that presents the vision and mission statement, core values, themes, strategic priorities and strategic objectives which will guide the Council from now until 2024. It links together key elements such as Policy, Organisation, Operational Activity, Governance and Performance Management and serves as our roadmap for the next five years.

It will be the driver of our Annual Budgets, Capital Programmes and Service Delivery Plans. Each Department will have priority plans and strategies aimed at achieving our Corporate Objectives.

We will have in place a method of measuring outputs and outcomes to ensure we are delivering on our commitments, that we are accountable and that what we do is transparent. The Plan will be continuously

monitored and reviewed to ensure we can respond quickly to changes in whatever form they may take.

In particular, the Plan reflects the Council's responsibilities towards human rights and equality, supports for people with disabilities to live ordinary lives and the inclusion of migrants within Fingal as well as its activities in relation to Climate Action.

Our staff are fully committed to the implementation of the Corporate Plan and will work with our Councillors, citizens and stakeholders to make Fingal the place of choice in Ireland.

We would like to thank everybody who contributed to the creation of this Corporate Plan and look forward to seeing the Elected Members and staff jointly embracing the challenge over the next five years of realising the ambitions contained within it.

**ClIr Eoghan O'Brien**  
Mayor of Fingal

**AnnMarie Farrelly**  
Chief Executive



# INTRODUCTION

The Corporate Plan 2019-2024 has been prepared in accordance with the statutory requirements set out in the Local Government Act 2001 as amended.

It has also been prepared in line with the Council's statutory obligations under Section 42 of the Irish Human Rights and Equality Act 2014 to eliminate discrimination, protect human rights and promote equality of opportunity.

Key to the development of this Plan is the consultation that was undertaken involving internal and external stakeholders. An extensive consultation process was undertaken with a large number of staff throughout the organisation. In addition, the business community, Non-Governmental Organisations and community groups across the myriad of organisations affiliated with the Public Participation Network (PPN) and the Local Community Development Committee (LCDC) were consulted in the development of this Plan. The final Plan reflects the inputs from this extensive consultation process.

The Corporate Plan 2019-2024 has set out the strategic priorities and objectives for the Council based around four strategic themes of:



**QUALITY OF LIFE**



**QUALITY AND CLIMATE  
RESILIENT ENVIRONMENT**



**QUALITY BUSINESS ENVIRONMENT**



**QUALITY IN OUR WORK**





# CONTEXTUAL OVERVIEW/EXTERNAL FACTORS

The county of Fingal comprises a geographical area of 450 square kilometres stretching from Balbriggan in the north of the county to Blanchardstown in the south west and over to Howth in the east. The coastline stretches over 88kms with 13 major beaches, three large estuaries and salt marsh habitats. It is a county rich in cultural heritage with the Council playing a major role in the development of some of the key visitor attractions including Ardgillan Demesne, Newbridge House, Malahide Castle and Gardens and Skerries Mills.



The county has significant economic advantages notably its proximity to Dublin City and Port through the Port Tunnel and its location on the Dublin Belfast economic corridor. The major arterial routes of the M50, M1, M2 and M3 link the county with the rest of Dublin and with the north of the country. Dublin Airport, located in the heart of the county, in addition to being a key hub into and out of the country is also a significant economic driver in the county.

The Dublin Enterprise Zone, located in Blanchardstown, which consists of 1,571 hectares of industrial land, is home to many household names in the IT and pharmaceutical sectors providing employment to over 19,000 working in 780 companies.

The county is home to one third level institute, the Technological University Dublin, formerly the Blanchardstown Institute of Technology, and has also developed close links with Dublin City University.

The demographics of the county are set out in the following sections.

## POPULATION

The 2016 Census recorded a population of 296,020 in Fingal, the third highest in the country, behind Dublin City and Cork County. This represents an 8% increase on the 2011 Census and more than 17% on the 2006 Census, a faster growth rate than any other local authority area in the same period.

## AGE

Circa 42% of the population of the county were below 30 years of age in 2016 as compared to the national average of 39%, while over 13% were aged 60 and over as compared with 18% nationally. The age categories of 0-15 and 25-39 years of age are those in which Fingal substantially exceeds the national profile.

## HOUSEHOLDS

According to the 2016 Census there were 96,812 households in Fingal, 16,400 more than 2006 an increase of over 20%. The average size of all private households was 3.03 persons in 2016 while for the State as a whole it was 2.75 persons.

## NATIONALITIES

Fingal has the second highest number of non-Irish nationals at almost 64,000, behind Dublin City, and has the 3rd highest level in proportion to Irish nationals behind Galway and Dublin cities.

# CONTEXTUAL OVERVIEW/EXTERNAL FACTORS

## ECONOMIC CONTEXT

Fingal has tremendous natural, physical, geographic and economic assets, which reflect its size, location, people, and role both in Dublin and nationally.

The economic context in which this Corporate Plan has been prepared sees the total labour force in Fingal standing at 149,386 as per the Census of 2016. The county had the highest rate of labour force participation, amongst all the cities and counties. The county has the highest employment rate and lowest unemployment rate relative to other counties in the State as a whole.

The 2016 Census showed the employment rate in the county at almost 90% of the labour force compared to 87% nationally.

This presents both a strength and opportunity given the productivity and energy of a young population and workforce, but also a challenge in respect of service provision, housing, social and cultural assets, delivering quality of life, social cohesion, and serving the mobility and other needs of a socially and economically active population. There are also the relative unknowns such as Brexit - its full impact on the county is yet to be determined.

The county has a broad economic base, with all sectors well-represented in the workforce, along with many uniquely-important features of economic infrastructure including Dublin airport and its cluster of ancillary manufacturing and service industries, higher education institutions

at DCU and Blanchardstown, as well as sectoral enterprise clusters in pharmaceuticals, life sciences, IT and food production.

Future regional competitiveness requires continuous protection and enhancement of these assets, as well as action to support the development of the enterprise mix into higher-value, durable and internationally competitive activities.

The Regional Spatial and Economic Strategy foresees the population of the Eastern and Midland region growing by approximately 500,000 persons by 2040, and that of Fingal county increasing by approximately 50,000 by 2031 (growth of some 16% over 2016). This will bring significant demands in terms of services and infrastructure, as well as opportunities and potential in respect of human capital, social development, and economic opportunity and wellbeing. An overriding challenge is to grow and develop in ways which facilitate economic opportunity and access to appropriate services, are environmentally sustainable, and which protect and enhance people's livelihoods, health and quality of life.

Entering this next phase of national and regional development, some of the challenges for Fingal County Council in fulfilling its role in spearheading and enabling sustainable and prosperous growth will include:

- proactively and resourcefully planning for our population in the context of social, infrastructural, and service needs

- facilitating mobility needs and changing patterns of commuting and economic activity, including the demand for public transport, remote working and shared working spaces in the county
- meeting the housing needs of a growing population, in respect of units, locations, sizes, designs, affordability, services and positive and sustainable community development
- addressing the vast diversity within the county, both physically and socially
- addressing the stark challenges of climate change and environmental resource depletion in all areas of physical, social and economic life
- embracing the full potential and opportunities of technology across service provision, infrastructural management, and citizen engagement
- protecting, supporting and enhancing the county's current and future economic assets and resources.



# CONTEXTUAL OVERVIEW/EXTERNAL FACTORS

## **AFFLUENCE AND DEPRIVATION**

Pobal's Haase Pratschke (HP) Deprivation Index listed Fingal's Deprivation Score at 5.31 in 2016, meaning that when considered in aggregate, the county was the second most affluent city or county in the country. However, the aggregate score masks a great divergence across local areas in the county with some areas listed as very affluent and others as severely disadvantaged or below average levels of affluence.

## **PUBLIC SECTOR DUTY**

Fingal is committed to its statutory obligation under the Irish Human Rights Equality Act 2014 to eliminate discrimination, promote equality of opportunity and protect the human rights of staff and of those to whom it provides services.







# OPERATING ENVIRONMENT

## DUBLIN REGION-CONTEXT

It is recognised that Fingal contains both a large urban area and a strong rural hinterland and that new public transport corridors will provide new opportunities to strengthen the development of high quality, high capacity public transport together with housing growth.

In this regard future expansion of the existing urban area should only happen in tandem with the planned, committed development of high quality heavy or light rail based public transport projects.

This will support the implementation of the National Transport Authority's Transport Strategy for the Greater Dublin Area and maximise the benefit of the large-scale investment currently being made in public transport in the Dublin Metropolitan region.

The Regional Planning Guidelines' specifically recommend that the majority of future housing in Fingal should occur within the catchment areas of such strategic transport infrastructure, and phasing for towns outside of these corridors allowing for lower levels of growth in line with the natural increase in population levels.

## PLANNING & STRATEGIC INFRASTRUCTURE

The Fingal Development Plan 2017 – 2023 sets out the overall aims and strategic direction for the County, including a settlement strategy of consolidated development and maximising efficient use of land and integrating land-use and transportation. The National Spatial Strategy was implemented in the Dublin and Mid-East Regions through the Regional Planning Guidelines for the Greater Dublin Area 2010-2022. These Guidelines were the key regional policy influence on the preparation of the Development Plan. They also seek to deliver policies that integrate land use, transport, economic growth and investment in utilities – water, broadband and energy so that the Greater Dublin Area (GDA) can move towards becoming a sustainable high quality location for business, residents and visitors.



# OPERATING ENVIRONMENT

## HOUSING

The provision of quality housing in the appropriate locations underpins wider national and regional economic and social progress, not least by ensuring that our cities, towns and villages are successful and attractive places to live and work. The challenges currently faced in the housing sector are complex with significant challenges in meeting the housing needs of a growing economy. The delivery of social housing to meet the current and future needs of our citizens continues to be a challenge for all local authorities including Fingal County Council. This delivery is undertaken and guided by the Fingal Housing Strategy, the Traveller Accommodation Programme 2019-2024 and the objectives of the Government's strategy Rebuilding Ireland - Action Plan for Housing and Homelessness which prioritises addressing homelessness, the acceleration of housing delivery across all tenures, a better rental sector and a more efficient use of the housing stock.

The Dublin region continues to face a serious challenge to resolve the crisis of homelessness and Fingal County Council continues to work collaboratively with the other Dublin Local Authorities and the Dublin Region Homeless Executive. The Council strives to tackle homelessness and bring forward innovative solutions to help the more vulnerable members of the community by adopting a strategic approach and identifying real actions required to prevent, protect and progress those at risk of or experiencing homelessness in accordance with the Homelessness Action Plan 2019-2021.

The Council will strive to ensure the supply of housing in the county to provide sustainable, quality, affordable, mixed tenure housing options through land use activation and development management and working collaboratively with key stakeholders.

The facilitation of good quality rented accommodation standards to enhance the quality of life for individuals and families living in the rented accommodation sector is a priority objective for the Council.



# OPERATING ENVIRONMENT

## INFORMATION TECHNOLOGY

In the area of Information Technology (IT) we will use digital technologies to enable the design of services which meet the needs of citizens and businesses, which are easier for citizens and businesses to use, and which are more cost-effective for the Council to deliver.

We will focus on three pillars for the delivery of IT Services – Digital Council, Digital Services and Digital County. We will also align our approach with the objectives outlined in the Public Service and Local Government ICT Strategies – Build to Share; Digital First; Data as an Enabler; Improve Governance.

### Digital Council

We will use digital technologies to enable and transform the Council workplace by digitalising manual and paper-based processes and implementing available, reliable, performant and secure technology infrastructure.

### Digital Services

We will use digital technologies to enable and transform the delivery of Council services through end-to-end user-centric service and policy design, and innovation in service delivery.

### Digital County

We will use digital technologies to contribute to improving the way we live, work and do business in Fingal

### Build to Share

We will continue to work collaboratively and to seek opportunities for further collaboration with the Local Government sector and other Government bodies on shared approaches to services, application delivery, infrastructure, security, support and procurement.

### Data as an Enabler

We will maximise the management, use and sharing of data to support and improve the delivery of services; to drive efficiencies; to better inform decision making and to increase openness and transparency between the Council and the public.

### Improve Governance

We will pursue a continuous improvement process in the area of Information Technology governance to ensure alignment, reduce risk and ensure best practice in governance and security.

The implementation of the Council's Digital Strategy will be key in delivering on the commitment to maximise the benefits of the rollout of the National Broadband Plan. The Council is committed to facilitating the rollout of the National Broadband Plan and recognises the vital role digital connectivity will play in Fingal's urban and rural economic and social development.



# OPERATING ENVIRONMENT

## SHARED SERVICES

The Council is already actively involved in the delivery of a number of its services through a shared services model and will continue to explore further opportunities.

The Council will continue to act as an agent for Irish Water in the delivery of water services and waste water treatment to the Greater Dublin Area.

In June 2018 the Local Government Management Agency (LGMA) approved the introduction of the Age Friendly Ireland Centralised Coordination Unit with the management of the national shared service for Age Friendly within Meath County Council.

This shared service offers a unique opportunity to consolidate how information is gathered, hosted and shared across all 31 Age Friendly Programmes. Fingal County Council is hosting the Regional Age Friendly Programme Manager for the East region which also includes Dun Laoghaire Rathdown, South Dublin, Meath and Louth County Councils.

Dublin City Council will continue to act as the lead for the Waste Enforcement Regional Local Authority (WERLA).

The WERLAs have responsibility for coordinating waste enforcement actions within regions, setting priorities and common objectives for waste enforcement, ensuring consistent enforcement of waste legislation across the three existing waste management planning regions. Council personnel will continue to act as first responders on the ground to specific breaches of waste legislation.

The Council plays an active role in the Dublin Region Homeless Executive (DRHE) which is a shared service operation, operating under the aegis of Dublin City Council as the lead Statutory Authority in the Dublin Region in respect of the co-ordination of responses to homelessness.

Laois County Council operates a Local Government Shared Services Centre for the purpose of providing payroll processing and superannuation services to the sector. The shared services centre is operated by staff of Laois County Council and is otherwise known as "MyPay". MyPay currently provide payroll and superannuation services to 30 local authorities, including Fingal County Council.

The Fire Service for Fingal is provided by Dublin City Council. The full services of Dublin Fire Brigade, including the Ambulance Service, deal with incidents, accidents and emergencies in Fingal.



# OPERATING ENVIRONMENT

## BUILDING CONTROL

The Council is designated as Building Control Authority under the Building Control Acts 1990 to 2014 with strong powers to promote and enforce compliance with Building Regulations and Construction Product Regulations.

The aim of the building regulations is to provide for the safety and welfare of people in and about buildings, to provide for the special needs of disabled persons and for the conservation of fuel and energy. Effective compliance underpins markets, protects the environment and the rights and safety of the citizen.

The Council works collaboratively with the newly established National Building Control Office which has been set up to oversee and strengthen the Building Control Function in local authorities as a shared service within Dublin City Council.

## FINANCIAL MANAGEMENT

The Council's financial resources will be managed in the most prudent fashion in order to maximise the availability of funds to allow for the effective delivery of services across the organisation.

This will be achieved through the provision of an effective and efficient commercial rates collection service; maximising output from all financial funding sources; monitoring the short and long term financing needs of the Council and optimising the use of resources and obtaining value for money.

The Finance Department will facilitate the advancement of the delivery of the Council's adopted Capital Programmes subject to available funding and further will provide an effective Insurance Section resourced to allow for, where it is appropriate, the robust defence of claims, to minimise their impact on resources.

## CLIMATE ACTION

The Council has developed its Climate Change Action Plan with the assistance of the City of Dublin Energy Management Agency (Codema) and the Dublin Metropolitan Climate Action Regional Office (CARO). The plan was adopted by the Council in May 2019.

The action plan has targets of a 33% increase in Energy Efficiency by 2020 and a 40% decrease in CO2 by 2030 for the Council's activities. The Council will help to make Fingal climate-resilient and play a leadership role in transitioning to a decarbonised society, climate proofing our strategies, policies and procedures and actively engaging our citizens. The Council will continue to work in close collaboration with the other Dublin Local Authorities, the Dublin CARO, regional authorities and national bodies.



# OPERATING ENVIRONMENT

## CUSTOMER SERVICES

The customer service model used by the Customer Care Unit (CCU) which was already in operation in County Hall has been expanded to the Council offices in Blanchardstown and Balbriggan and demonstrates the Council's commitment to improving the customer experience. Customer interactions channelled through the Customer Service Agents within the CCU via phone, email and in person will, where possible, be dealt with at the first point of contact.

The expansion of this first point of contact model focusses on the delivery of quality customer service. The Council is committed to providing and delivering professional, helpful, high quality service and assistance to ensure that the customers' requirements are met.

It is intended that other interactions, including those by digital means, will be dealt with by the CCU to reflect the digital transformation of the Council and the evolving methods of how people interact.

## WASTE ENFORCEMENT

The Waste Enforcement Unit will continue to ensure compliance with Waste Management Regulations including permitting of waste recovery facilities, monitoring and control of waste movement and producer responsibility obligations.

The unit will prepare the annual RMCEI Plan (Recommended Minimum Criteria for Environmental Inspections) which identifies and prioritises enforcement activities and inspections in Fingal.



# OPERATING ENVIRONMENT

## RISK MANAGEMENT

The development of a corporate risk management strategy was a significant step in the identification of risk in the delivery of Council services.

The purpose of the strategy is to effectively manage potential opportunities and threats to the Council.

Risk Management is a central part of the service delivery planning process and the way in which the Council manages its affairs. It is a continuous and developing process whereby the Chief Executive and Executive Management Team will methodically address the risks relating to its activities and objectives with the goal of achieving economic, efficient, and effective service delivery.

Risk Management is not about avoiding risk, rather, it is about understanding and evaluating opportunities and threats and making informed decisions about how these are to be managed in order to maximise the efficiency of services provided to the people of Fingal.

## HUMAN RESOURCES

Staffing levels in Fingal have seen an increase in numbers from the period post the economic downturn.

At the adoption of the Plan, there are currently 1,356 whole-time equivalent (wte) staff working across the various departments in the organisation. In an economy which is operating at close to full employment, the recruitment and retention of staff has been challenging and is likely to continue for the foreseeable future.

The Digital Workplace Programme will transform the working environment for existing and prospective staff while marketing of our jobs and services will show the Council as an attractive place to work and make a contribution to the community. The Council will continue to invest significantly in the area of staff training and development.

This demonstrates our commitment to staff in the organisation and will develop organisational capacity to meet the challenges in service delivery into the future.

The Council will continue to focus on the delivery of high-quality services and staff performance will continue to be managed through the Performance Management Development System (PMDS).





# OUR VISION

---

Fingal - a great place to live, work,  
visit and do business

# OUR MISSION

---

To be a vibrant, outward looking,  
well run Council that  
shows leadership and  
embraces diversity  
and opportunity

# OUR CORPORATE VALUES

## **ACCOUNTABLE**

We are accountable for delivering on our commitments

## **ACT WITH INTEGRITY**

We work in a principled, open and conscientious manner

## **CONTINUOUSLY IMPROVE**

We embrace change and pursue excellence

## **DEMOCRATIC AND CIVIC LEADERSHIP**

We value the democratic process and protect civic leadership

## **ENGAGE AND INSPIRE**

We focus on engaging and inspiring our citizens

## **INCLUSIVENESS**

We will include all citizens in our activities

## **PUT PEOPLE FIRST**

We value people, encourage their development and reward their performance

## **SUSTAINABILITY**

We keep sustainability to the forefront of everything we do



# STRATEGIC THEMES

Four strategic themes have been identified as part of the development of this Plan reflecting the complex and interlinked working environment of the organisation.

These themes cross cut all Departments in the organisation in the delivery of our services to the citizens of Fingal. Each theme has a number of high level strategic priorities and each strategic priority has in turn a number of strategic objectives.

Set out in the next section are the strategic priorities and strategic objectives linked to each of the four Themes.



## **THEME 1: QUALITY OF LIFE**

3 PRIORITIES

20 OBJECTIVES



## **THEME 2: QUALITY AND CLIMATE RESILIENT ENVIRONMENT**

2 PRIORITIES

11 OBJECTIVES



## **THEME 3: QUALITY BUSINESS ENVIRONMENT**

3 PRIORITIES

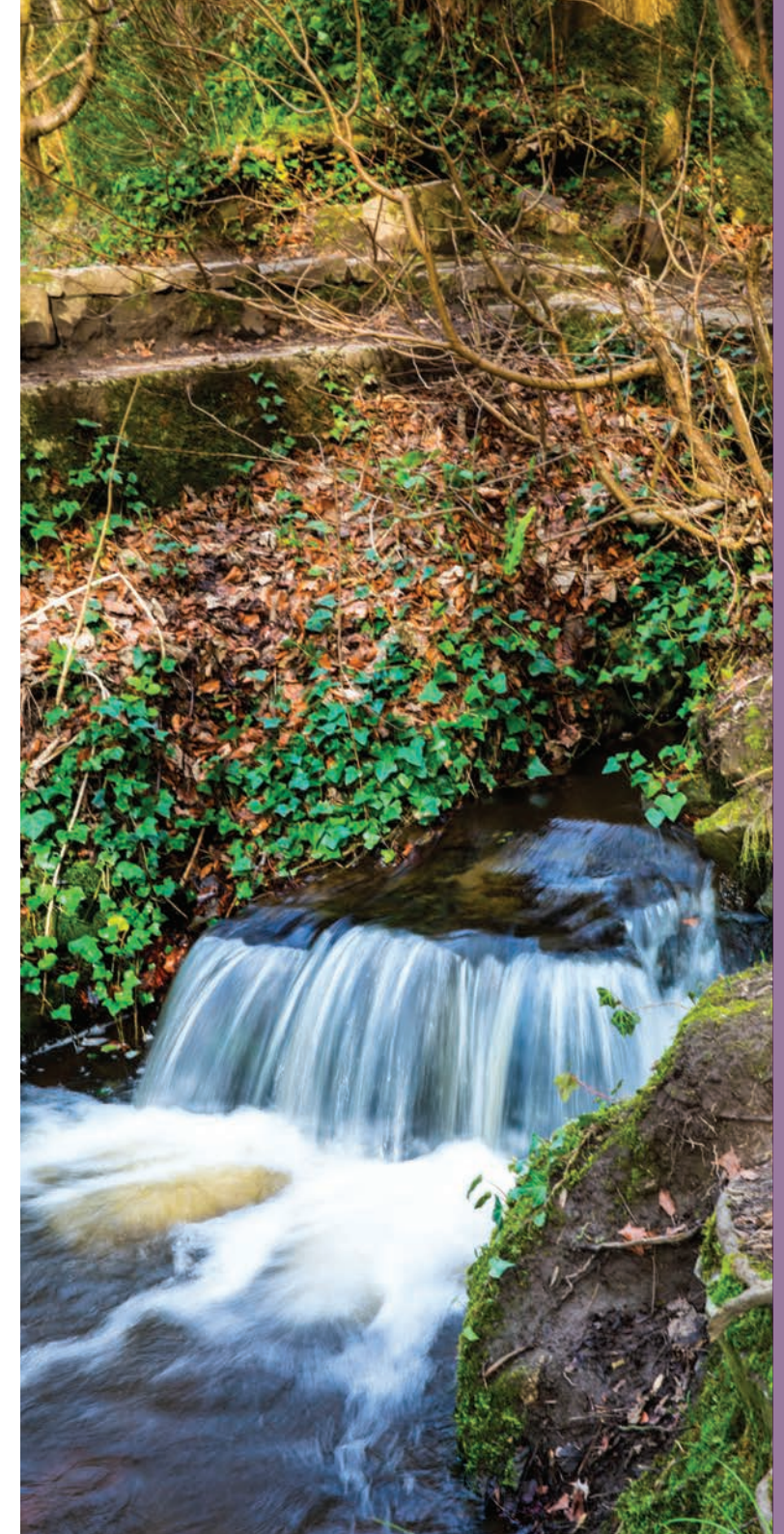
11 OBJECTIVES



## **THEME 4: QUALITY IN OUR WORK**

3 PRIORITIES

14 OBJECTIVES



# THEME 1: Quality of Life

## **STRATEGIC PRIORITY**

***SUPPORT THE DIVERSE NEEDS OF THE PEOPLE OF FINGAL***

## **STRATEGIC OBJECTIVES**

Provide for the sustainable development of the county through the review of the County Development Plan - and the preparation of a new Plan

Facilitate the supply of housing, both public and private, in the county to provide sustainable, quality, affordable, mixed tenure housing options through land use activation and development management

Facilitate good quality private rented accommodation standards to enhance the quality of life for individuals and families living in the private rented accommodation sector

Strive to ensure that all communities in Fingal irrespective of age, nationality, ethnicity, religious or cultural background are encouraged to participate in and avail of the services delivered by the Council

Provide a safe and sustainable public realm to meet the needs of all the citizens of the county.

Develop and enhance the arts and cultural identity of Fingal, make space for the arts connecting people and ideas and encouraging participation in all art forms.

Provide dynamic and inclusive library spaces and services for the community

Support culture and recreation and enable literacy, education and economic development through innovative programmes

Create effective pathways for citizens of Fingal to develop and participate in lifelong patterns of involvement in sport, recreation and leisure creating healthy lifestyles and building a sustainable approach to sport development

## **STRATEGIC PRIORITY**

***ENSURE OUR EXISTING AND NEW COMMUNITIES ARE SAFE, INCLUSIVE AND SUSTAINABLE***

## **STRATEGIC OBJECTIVES**

Develop plans to facilitate the increase of supply of housing in the county

Build a strong sense of place, identity and wellbeing through the development of equal, inclusive and connected communities

Support the growth of strong and resilient neighbourhoods

Provide high quality parks and open spaces to meet the needs of all users and create a healthy environment

Foster collaborative leadership among stakeholders in local community & economic development

Support the development of strong, safe and engaged communities to actively participate in civic life celebrating our identity through arts, culture, heritage and sport

Support local communities and residents to meet the needs of the most vulnerable in our society working with other agencies in Fingal

## **STRATEGIC PRIORITY** ***DEVELOP ENGAGEMENT WITH OUR STAKEHOLDERS***

### **STRATEGIC OBJECTIVES**

Ensure that our citizens, businesses and organisations can easily communicate with the Council

Engage and consult with citizens and stakeholders in a way that allows their views to be taken on board, through the use of both statutory and non-statutory processes

Strengthen and support stakeholders and statutory providers by collaborating in the economic and social development of the county

Strengthen, support and expand the work of the Fingal Public Participation Network (PPN )



# THEME 2: Quality and Climate Resilient Environment

## **STRATEGIC PRIORITY** *ACTION ON CLIMATE CHANGE*

### **STRATEGIC OBJECTIVES**

Deliver on the specific actions in the Climate Action Plan to improve climate resilience.

Play a leadership role in transitioning to a decarbonised society

Promote and protect the biodiversity of the county and work to restore ecosystems and ecosystem services

Promote and enforce a culture of compliance within the county to advance Climate Action commitments

Foster a strong local economy through environmentally sustainable businesses

## **STRATEGIC PRIORITY** *PROTECT OUR ENVIRONMENT AND HERITAGE*

### **STRATEGIC OBJECTIVES**

Promote and protect the built and cultural heritage of the county

Promote the unique urban, rural and coastal landscape character of Fingal

Support the unique cultural heritage of Fingal and the Irish language

Promote the sustainable management of waste & the circular economy

Reduce the environmental impact of Council activities

Ensure our coast, beaches and waterways are managed in a sustainable manner



# THEME 3: Quality Business Environment

**STRATEGIC PRIORITY**  
*PROMOTE AND ENABLE SUSTAINABLE ECONOMIC GROWTH*

**STRATEGIC OBJECTIVES**

Foster collaborative leadership in the development of future skills in the county

Support and promote the sustainable economic development of Fingal

Support the performance, innovation, competitiveness, productivity and success of business in Fingal

Support local economic development by promoting Fingal as a location in which to invest and by developing and implementing sectoral policy initiatives

**STRATEGIC PRIORITY**  
*GROW AND ENABLE SUSTAINABLE TOURISM*

**STRATEGIC OBJECTIVES**

Strengthen the proposition and marketing of tourism in the county

Facilitate the creation of a Fingal Food & Drink Tourism Destination

Promote heritage led tourism initiatives at Fingal Heritage properties

Optimise and expand visitor experiences at all Fingal visitor attractions and events

**STRATEGIC PRIORITY**  
*PROVIDE AND MAINTAIN STRATEGIC INFRASTRUCTURE*

**STRATEGIC OBJECTIVES**

Activate lands by delivering infrastructure to facilitate the delivery of housing, economic development and sustainable communities

Deliver a sustainable transport system for all citizens

Deliver work programmes that develop and maintain strategic, physical and green infrastructure of the county



# THEME 4: Quality in Our Work

## **STRATEGIC PRIORITY** *IMPROVE DEMOCRACY, GOVERNANCE, OPENNESS AND TRANSPARENCY*

### **STRATEGIC OBJECTIVES**

Provide the highest quality of service to our Councillors and all elected representatives

Ensure good governance, openness and transparency within the Council

Ensure that the democratic functions of the Council are performed in an open, informed and effective way

Inform citizens through effective communications programmes

## **STRATEGIC PRIORITY** *DELIVER QUALITY SERVICES*

### **STRATEGIC OBJECTIVES**

Deliver services in the most efficient and effective manner

Foster a culture of continuous improvement in all our activities

Use digital technologies to enable and transform our workplace and the delivery of services

Apply the principles of good design, delivery, management and informed decision making to all projects, programmes and delivery of services

Perform statutory obligations in a way that ensures fairness and efficiency for both the community being protected and those being regulated

Deliver on the Public Sector Duty under the Irish Human Rights and Equality Act 2014

## **STRATEGIC PRIORITY** *STRENGTHEN ORGANISATIONAL AND STAFF DEVELOPMENT*

### **STRATEGIC OBJECTIVES**

Build a workforce of the future by recruiting, retaining and developing high quality and motivated staff

Protect and promote Health, Safety and Wellbeing amongst our staff

Develop capacity and capability of the organisation

Manage the organisation effectively





# IMPLEMENTATION & MONITORING

Progress on achieving objectives will be monitored through the following National, Regional and Local protocols and arrangements:

## **National**

National Service Indicators

National Oversight & Audit Commission



## **Regional**

Interactions with the Office of the Planning Regulator

Interactions with the Eastern and Midland Regional Assembly



## **Local**

Local Authority Annual Report

Annual Service Delivery Plan - quarterly reviews

Audit Committee Reports

Local Government Audit Reports

Annual Budgets and quarterly reviews

Three Year Capital Programmes - annual and quarterly reviews

End of Year Accounts and Outturn Report

Monthly Chief Executive Report to Council

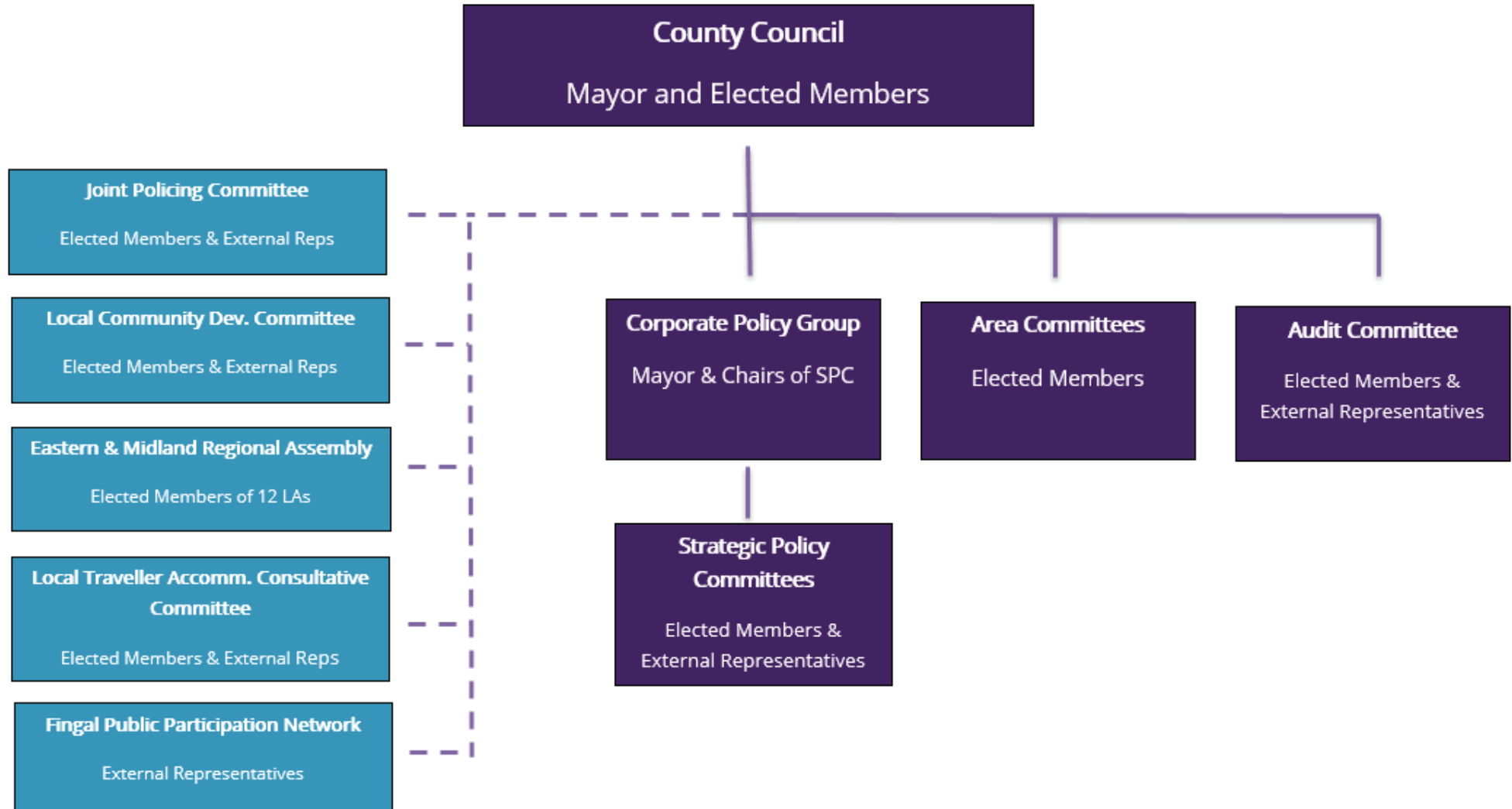
Departmental Operational Plans

Performance Management Development System (PMDS)

Customer Surveys

Consultation Portal

# APPENDIX 1: The Council, its Committees and Associated Bodies



# APPENDIX 2: The Council and its Committees

## COUNTY COUNCIL

The County Council is the policy decision making body and meets on a monthly basis with separate meetings for the Annual General Meeting and the adoption of the Annual Budget. It consists of 40 Members elected every 5 years. The current Council took up office in June 2019 and will remain in office until June 2024.

The position of Mayor is put forward for election at the Annual General Meeting in June of each year.

## AREA COMMITTEES

Business of a more local nature is assigned to Area Committees of which there are three:

- Blanchardstown-Mulhuddart/Castleknock/Ongar Area Committee - 16 Members
- Balbriggan/Rush-Lusk/Swords Area Committee - 17 Members
- Howth/Malahide Area Committee - 7 Members

The role of Area Chairperson is put forward for election each year.

## AUDIT COMMITTEE

The Audit Committee has an independent role in advising the Council on financial reporting processes, internal control, risk management and audit matters, as part of the governance arrangements that operate within the Council. The Audit Committee is established by resolution of the Council upon nomination by the Corporate Policy Group and consists of seven members, three Elected Members and four external members.

## CORPORATE POLICY GROUP

The Corporate Policy Group (CPG) advises and assists the elected Council in the formulation, development, monitoring and review of policy. It consists of the Mayor, as Chair, and the Chairpersons of six Strategic Policy Committees.

## STRATEGIC POLICY COMMITTEES

Strategic Policy Committees formulate, develop, monitor and review policy which relates to the functions of the Council. The SPCs are made up of elected Members and nominees from sectoral interest bodies associated with the particular area of focus of the committee. The SPC Chair is elected for the full 5 year term of the Council.

	MEMBERSHIP		
	TOTAL	ELECTED MEMBERS	SECTORAL INTEREST
Climate Action, Biodiversity, Environment	9	6	3
Community Development, Heritage, Culture & Creativity	9	6	3
Economic, Enterprise & Tourism Development	12	8	4
Housing	12	8	4
Planning, Strategic Transport & Infrastructure Development	9	6	3
Transport and Infrastructure Management	9	6	3

# APPENDIX 3: Associated Statutory Bodies

## **FINGAL LOCAL COMMUNITY DEVELOPMENT COMMITTEE**

The Fingal Local Community Development Committee (LCDC) is responsible for coordinating, planning and overseeing local development initiatives including the implementation of the Fingal Local Economic & Community Plan (LECP). The Local Government Act 2014 provides for the establishment of the LCDC.

The statutory functions of the LCDC include:

- To be responsible for national funding programmes at a local level. In 2018-2022 the Social Inclusion Community and Activation Programme (SICAP) provides funding to tackle poverty and social exclusion through local engagement and partnerships between disadvantaged individuals, community organisations and public sector agencies
- Facilitate the LEADER element of the Rural Development Programme (2015-2020) to support sustainable economic development projects for rural communities ranging from tourism, agri-food and to business activities
- Improve the co-ordination of public-funded local and community development programmes and reduce duplication
- The preparation and implementation of the community element and review of economic elements of the Fingal Local Economic & Community Plan

The 19 member LCDC has broad representation from public and private interests including business, local development, education, enterprise, agriculture, voluntary and Elected Members.



# APPENDIX 3: Associated Statutory Bodies

## PUBLIC PARTICIPATION NETWORK

The Fingal Public Participation Network (PPN) was introduced following the enactment of the Local Government Act 2014. PPNs are collectives of environmental, social inclusion and voluntary organisations. Representatives are nominated to participate in and inform Local Authority decision making structures. The Fingal Local Community Development Committee has five PPN nominees.

## JOINT POLICING COMMITTEE

The Joint Policing Committee is established under An Garda Síochána Act 2005, with the most recent Guidelines for operation of JPCs issued on 29th August 2014.

Joint Policing Committees operate in a manner that offer an opportunity to develop greater consultation, cooperation and accountability between An Garda Síochána, Local Authorities and Elected Members, with the participation of the community and voluntary sector, on the management of policing and crime issues.

Each of the partners involved in JPCs has its own distinct perspective and inputs to offer, along with its own responsibilities in ensuring that society's needs are effectively met to maintain safe and secure communities.

Membership of the Fingal Joint Policing Committee consists of the following:

- 15 Elected Members (County Councillors)
- 5 Oireachtas Members (TDs and Senators)
- 2 Local Authority Officials
- 2 An Garda Síochána Representatives
- 7 Community Representatives

## LOCAL TRAVELLER ACCOMMODATION CONSULTATIVE COMMITTEE

The Local Traveller Accommodation Consultative Committee (LTACC) advises the Council in relation to the provision and maintenance of accommodation for Travellers. The Committee conducts its business having regard to its standing orders and the "Guidelines for the Operation of Local Traveller Accommodation Consultative Committees" issued by the then Department of the Environment, Community and Local Government.

## EASTERN AND MIDLAND REGIONAL ASSEMBLY

The Eastern and Midland Regional Assembly comprises of 38 elected Members nominated by the 12 constituent local authorities within the region.



# APPENDIX 4: Other Associated Bodies

Airport Regions Conference

Ardgillan Castle Ltd.

Association of Irish Local Government

Balleally Landfill Liaison Committee

BASE Enterprise Centre

Blanchardstown Community Policing Forum

Blanchardstown Local Drug & Alcohol Task Force

County Heritage Forum

Draíocht

Drinan Enterprise Centre

Dublin and Dún Laoghaire Education and Training Board

Dublin North East Drugs and Alcohol Task Force

Edge Cities Network

Fingal Tourism Ltd

Governing Authority of DCU

Hansfield SDZ Steering Group

Howth SAAO Management Committee

Irish Public Bodies Mutual Insurances Ltd  
Joint Fingal and South Dublin Liffey Valley Management Advisory  
Committee

Local Authority Members Association (LAMA)

Malahide Castle & Newbridge House Ltd

NorDubCo – North Dublin Development Coalition

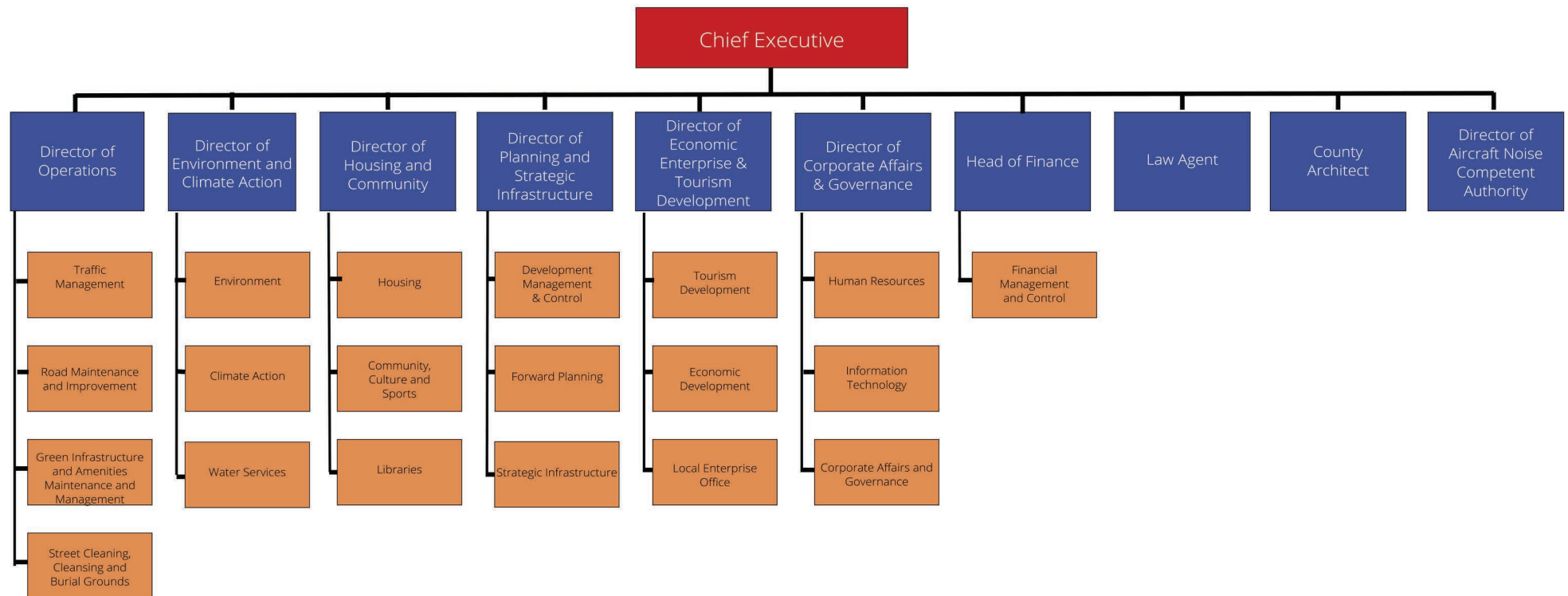
North Dublin Regional Drug and Alcohol Task Force

Nuclear Free Local Authorities

Regional Health Forum Dublin and North East

Sports Partnership Committee

# APPENDIX 5: Organisation Structure



# APPENDIX 6: Strategic and Policy Documents

## *Strategic and Policy Documents relevant to Fingal County Council 2019 - 2024*

### **NATIONAL/EU**

20 Year Strategy for the Irish Language 2010- 2030 and the Gaeltacht Act 2012 (Department of Culture, Heritage and the Gaeltacht)

2019 OECD Skills Strategy - Ireland

A roadmap for Social Inclusion: Ambitions, Goals and Commitments 2019 – 2025

Action Plan for Jobs 2018

Action Plan to Expand Apprenticeship and Traineeship in Ireland 2016 - 2020

All Ireland Pollinator Plan

Arts Council Strategy: "Making Great Art Work" 2016 - 2025

Brighter Outcomes Better Futures: the national framework for children and young people 2014 - 2020

Building for Everyone: 'A Universal Design Approach' (2012) National Disability Authority

Climate Change Action Plan 2019

Construction 2020 – A Strategy for a Renewed Construction Sector

Creative Ireland Programme – 2017 - 2022

Culture 2025

CYPSC Shared Vision, Next Steps 2019 - 2024 (DCYA)

Department of Rural & Community Development Statement of Strategy 2017 – 2020

Design Manual for Urban Roads and Streets

Digital Transformation: Assessing the Impact of Digitalisation on Ireland's Workforce - 2018

Enterprise Strategy 2025 Renewed - Building Resilience in the face of global challenges

EU 'Floods' Directive

EU Strategy on Adaptation to Climate Change

Europe 2020 Strategy

European Flood Awareness System (EFAS)

European Social Fund (ESF) Programme for Employability, Inclusion and Learning (PEIL) 2014-2020

Flood Risk Management Plans and Maps produced under National CFRAM (Catchment Flood Risk Assessment & Management) programme (floodinfo.ie)

Forecasting the Future Demand for High-level ICT Skills in Ireland 2017 - 2022

Future Jobs Ireland (2019-2025)

Government Policy on Architecture 2009-2015

Guidelines on the Planning System and Flood Risk Management

Healthy Ireland – A Framework for Improved Health and Wellbeing 2013–2025 (Dept of Health)

Heritage Ireland 2030

Ireland - Rural Development Programme (RDP) 2014-2020

Ireland's National Skills Strategy 2025

Irish National Dementia Strategy (Dept. of Health)

Marine Planning Policy Statement

Migrant Integration Strategy – A Blueprint for the future (Dept. of Justice & Equality)



# APPENDIX 6: Strategic and Policy Documents

## *Strategic and Policy Documents relevant to Fingal County Council 2019 - 2024*

### **NATIONAL/EU**

National (Children) Safeguarding Policy

National Action Plan for Social Inclusion 2007–2016 (Updated National Action Plan 2018)

National Adaptation Framework

National Broadband Plan

National Cycle Policy Framework

National Development Plan

National Disability Inclusion Strategy 2017 - 2021

National Flood Forecasting and Warning Service (data from monitoring stations - waterlevel.ie)

National Heritage Plan - Heritage Ireland 2030

National Housing Strategy for People with a Disability (NHSPWD)

National Marine Planning Framework

National Migrant & Integration Strategy

National Mitigation Plan

National Physical Activity Plan

National Planning Framework 2040

National Positive Ageing Strategy (Dept. of Health)

National Skills Bulletin

National Social Enterprise Policy for Ireland 2019-2022 (Dept. of Rural & Community Dev)

National Sports Policy 2018 – 2027

National Strategy for People with a Disability 2011 - 2016 extended to 2020

National Strategy for Women and Girls 2017-2020

National Traveller and Roma Inclusion Strategy 2017 – 2021

National Vacant Housing Reuse Strategy

Office of the Planning Regulator - Strategy Statement 2019 – 2024

Our Public Libraries 2022: Inspiring, Connecting & Empowering Communities

Pathways to Work 2016 - 2020

People, Place and Policy – Growing Tourism to 2025 and the associated Tourism Action Plans

PPN User Guide (Department of Rural and Community Development)

Project Ireland 2040 – National Planning Framework

Rebuilding Ireland - Action Plan for Housing & Homelessness

Renewable Electricity Policy and Development Framework (REPDF)

River Basin Management Plan for Ireland 2018-2021

Rural Development Policy 2020+ Next phase

Sectoral Climate Action Plans

Service Level Agreement EI/Local Authority (2017-2020)

Smarter Travel - DTTAS

Sport Ireland Policy for People with Disabilities

Sport Ireland Policy on Women in Sport

Strategy for the Future Development of National and Regional Greenways

Sustainable Urban Housing: Design Standards for New Apartments – Guidelines for Building Authorities

Sustainable, Inclusive and Empowered Communities: A Five-Year Strategy to Support the Community and Voluntary Sector in Ireland 2019-2024

Tourism Action Plan 2019-2021

Transport Infrastructure Ireland Standards

Traveller Accommodation Expert Review - July 2019

# APPENDIX 6: Strategic and Policy Documents

*Strategic and Policy Documents relevant to Fingal County Council 2019 - 2024*

## **NATIONAL/EU**

UN Development Programme (UNDP) Sustainable Development Goals

Urbact III (2014 - 2020)

Urban Design Framework 2004

Urban Development and Building Heights – Guidelines for Building Authorities

Water Services Policy Statement 2018-2025.

Wind Energy Development Guidelines (WEDGS)

## **REGIONAL**

Dublin Airport Noise Action Plan 2019-2023

Dublin Region Energy Master Plan

Dublin Rural LEADER Local Development Strategy (LDS) 2014-20

Eastern-Midlands Regional Waste Management Plan 2015-2021

National Transport Authority – Transport Strategy for the Greater Dublin Area 2016-2035

Regional Enterprise Action Plan

Regional Spatial & Economic Strategy for the Eastern & Midlands 2019 - 2031

River Basin Management Plan

Strategy Plans of other Regional Bodies, for example, HSE, An Garda Síochána

## **LOCAL**

Balbriggan Urban Design Framework (2004)

Community Development Office Strategy/Vision Statement 2019 - 2021

Conservation Study & Management Plan 2018-2023 Drumanagh Promontory Fort

Cycling & Walking Policy

Eight Year Framework for Arts 2018 - 2025 (with the Arts Council of Ireland)

FCC Anti-Social Behaviour Strategy

FCC Climate Change Action Plan 2019 -2024

FCC Strategic Plan for Housing People with a Disability 2016 - 2020

FCC Traveller Accommodation Plan 2019 - 2024

Fingal Age Friendly Strategy 2018 -2023

Fingal Agri-Food Strategy 2019-2021

Fingal Arts Plan 2019 – 2025

Fingal Children & Young Peoples Services Plan 2019 – 2021

Fingal Comhairle na n-Óg Annual Plan

Fingal Commemorations Programme 2018 - 2022

Fingal Community Archaeology Strategy 2019 -2023

Fingal Development Plan 2017-2023

# APPENDIX 6: Strategic and Policy Documents

*Strategic and Policy Documents relevant to Fingal County Council 2019 - 2024*

## **LOCAL**

Fingal Culture & Creativity Plan 2018 - 2022

Fingal Heritage Plan 2018 -2023

Fingal Heritage Properties Review

Fingal Housing Strategy 2017 - 2023

Fingal Libraries Development Plan 2018 – 2023

Fingal Local Economic and Community Plan 2016 - 2021

Fingal Migrant Integration & Social Cohesion Strategy 2019 – 2024

Fingal Public Participation Network Strategic Plan 2018 – 2021

Fingal Skills Strategy

Fingal Sports Office Vision Statement 2019 – 2021

Fingal's Tourism Strategy, 2017-2022

Flemington Community Research- Liveability and Flemington 2019

Healthy Ireland – Fingal Strategic Plan 2018 – 2020

Heart of Balbriggan Plan 2011

Integration Strategy

Keeping it Green – An Open Space Strategy for Fingal

Local Area Plans, Masterplans and Studies

Local Enterprise Development Plan 2017-2020

Mulhuddart Strategic Development & Implementation Plan 2017 - 2022

Noise Action Plan for Dublin Airport 2019- 2023

Our Balbriggan 2019 - 2025 Rejuvenation Plan

South Fingal Transportation Study

Swords Castle Conservation Plan

Swords Castle Cultural Quarter Architectural Masterplan 2015

The Forest of Fingal – a Tree Strategy for Fingal

Tyrrelstown Community Research (2020)

# APPENDIX 7: Baseline Data

FUNCTIONAL AREA	PERFORMANCE GOALS	SUPPORTING PROGRAMME	MEASUREMENT METHODOLOGY
<b>Fire Services and Emergency Management</b>	<p>To protect communities from fire and other emergencies, working with partner agencies and in accordance with national policies</p>	<ul style="list-style-type: none"> <li>• To identify and manage risk and to prepare to respond to emergencies in accordance with the Framework for Major Emergency Management</li> <li>• To provide a prevention, protection and response fire service, matched to locally identified fire risk, in accordance with national guidance</li> <li>• Performance in relation to prevention, protection and response as set out in national norms and standards</li> </ul>	<ul style="list-style-type: none"> <li>• Cost of Fire Service per capita</li> <li>• Time taken to mobilise fire brigades (full-time and part-time) in respect of fire/other emergency incidents</li> <li>• Percentage of cases in respect of fire/other emergency incidents in which first attendance is at the scene within:               <ul style="list-style-type: none"> <li>10 mins</li> <li>10-20 mins</li> <li>after 20 mins</li> </ul> </li> </ul>

# APPENDIX 7: Baseline Data

FUNCTIONAL AREA	PERFORMANCE GOALS	SUPPORTING PROGRAMME	MEASUREMENT METHODOLOGY
<p><b>Road Transportation and Safety</b></p>	<p>Improvement and restoration of the regional and local road network and the structural quality of roads for which Fingal County Council is responsible (ref Department of Transport, Tourism and Sport (Circular RW 21/2014))</p> <p>Ensuring climate resilience</p>	<ul style="list-style-type: none"> <li>• Maintenance of History of Pavement Works; Road Pavement Surface Inventory &amp; Surveys (Mechanical &amp; Visual)</li> <li>• Pavement Surface Condition Index (PSCI) ratings for regional, local primary, and local secondary roads</li> </ul>	<ul style="list-style-type: none"> <li>• Current ratings provided in the Pavement Surface Condition Index (PSCI)</li> </ul>
<p><b>Finance</b></p>	<p>Maintain moderate debt levels over the medium term</p> <p>Liquidity levels to be sufficient</p>	<ul style="list-style-type: none"> <li>• Provide for repayment of loans payable</li> <li>• Rolling cash flow forecast</li> <li>• Budget as adopted to be sufficient to meet the expenditure arising in the year</li> <li>• Income collection</li> </ul>	<ul style="list-style-type: none"> <li>• Value of LA loans to other Bodies that are in arrears for more than 90 days</li> <li>• Five year summary of revenue account balance</li> <li>• Five year summary of percentage collection levels on major revenue sources i.e. commercial rates, rent and annuities and housing loans</li> </ul>

# APPENDIX 7: Baseline Data

FUNCTIONAL AREA	PERFORMANCE GOALS	SUPPORTING PROGRAMME	MEASUREMENT METHODOLOGY
<b>Water Services</b>	Optimum level of operation of public water services	<ul style="list-style-type: none"> <li>• Service Level Agreement (SLA) with Irish Water</li> </ul>	<ul style="list-style-type: none"> <li>• % of drinking water in compliance with statutory requirements (both Public and Private schemes)</li> </ul>
<b>Waste Management</b>	Sufficient waste collection services and facilities in place	<ul style="list-style-type: none"> <li>• Waste collection licences awarded (through NWCPO) within Fingal's administrative area</li> <li>• Grants for waste recycling facilities (provided through Environment Fund)</li> </ul>	<ul style="list-style-type: none"> <li>• Number of licensees operating in their area (to provide adequate competitive services)</li> <li>• Number and percentage of households accessing multiple bin service collection (as per 2016 Census)</li> </ul>

# APPENDIX 7: Baseline Data

FUNCTIONAL AREA	PERFORMANCE GOALS	SUPPORTING PROGRAMME	MEASUREMENT METHODOLOGY
<b>Environment</b>	Ensure a high-quality environment and take early action to protect it.	<ul style="list-style-type: none"> <li>• Environmental objectives in land use plans</li> <li>• Adherence to SEA and EIA in relation to plans, projects and developments</li> <li>• National Litter Monitoring Pollution Results</li> <li>• National Oil Spill Contingency Plan (DTTAS) (due for publication Sept 2019)</li> </ul>	<ul style="list-style-type: none"> <li>• Number of complaints lodged with EPA Office of Environment Enforcement (OEE)</li> <li>• % of Non-EPA (OEE) environmental complaints investigated that were closed.</li> <li>• Percentage of areas in the local authority that are:               <ul style="list-style-type: none"> <li>- unpolluted (i.e. litter-free)</li> <li>- slightly polluted with litter</li> <li>- moderately polluted with litter</li> <li>- significantly polluted with litter</li> <li>- grossly polluted</li> </ul> </li> <li>• Percentage of schools that have been awarded Green Flags status</li> </ul>
<b>Climate Action</b>	Reducing greenhouse gas emissions and building resilience to the impacts of climate change	<ul style="list-style-type: none"> <li>• Develop and implement policies that reduce greenhouse gas emissions and climate resilience to the impacts of climate change at local level.</li> <li>• Develop and implement policies that mainstream climate action objectives across all functions</li> </ul>	<ul style="list-style-type: none"> <li>• Tonnes of carbon abated per Euro of expenditure</li> <li>• Percentage reduction in local authority's total greenhouse gas emissions</li> </ul>

# APPENDIX 7: Baseline Data

FUNCTIONAL AREA	PERFORMANCE GOALS	SUPPORTING PROGRAMME	MEASUREMENT METHODOLOGY
<b>Water Safety</b>	To ensure safety for users of aquatic environments	<ul style="list-style-type: none"> <li>• Provision and maintenance of safety equipment on rivers, lakes and beaches</li> <li>• Provision of lifeguard services where and when required</li> </ul>	<ul style="list-style-type: none"> <li>• Inspection of water safety equipment and replacement as necessary</li> <li>• Number of areas with trained lifeguards on duty</li> <li>• Number of days per annum of provision of lifeguards</li> </ul>
<b>Homelessness</b>	Addressing homelessness	<ul style="list-style-type: none"> <li>• Provide and oversee the delivery of homeless accommodation and related services in the context of Rebuilding Ireland Action Plan for Housing and Homelessness</li> </ul>	<ul style="list-style-type: none"> <li>• Number of adult individuals considered to be long-term homeless as % of the total number of adult individuals either using emergency accommodation or sleeping rough in a given period</li> <li>• The number of adult Individuals, families and their dependants accessing emergency accommodation in a given period</li> <li>• The number out of those individuals who, at a given time, had been in emergency accommodation for 6 months continuously, or for 6 months cumulatively within the previous 12 months</li> <li>• The number of households who exit emergency accommodation to a tenancy on a quarterly basis</li> </ul>



# APPENDIX 7: Baseline Data

FUNCTIONAL AREA	PERFORMANCE GOALS	SUPPORTING PROGRAMME	MEASUREMENT METHODOLOGY
<b>Housing</b>	<p>Deliver social housing to meet identified needs</p> <p>Increase social housing construction in order to deliver built units</p> <p>Build on better utilisation of existing stock to increase the availability of units available for social housing</p> <p>Rollout of Housing Assistance Payment Scheme (HAP)</p> <p>Deliver sufficient and appropriate housing for disabled persons</p>	<ul style="list-style-type: none"> <li>• Rebuilding Ireland Housing Services Plan</li> <li>• Land Use Strategy</li> <li>• National Funded Programme for Vacant Stock</li> <li>• Housing First National Implementation Plan 2018-2021</li> <li>• Deliver on the Housing and Disability Steering Groups Five Year plans</li> </ul>	<ul style="list-style-type: none"> <li>• Combined total number of dwellings provided and data for each delivery type</li> <li>• Expenditure and maintenance costs for Council owned stock</li> <li>• % of compliant/non-compliant private rented tenancies inspected</li> <li>• % local authority housing vacant; Number of Voids</li> <li>• Average re-letting times and costs</li> <li>• Achieve national targets for the provision of suitable housing for people with disabilities</li> <li>• Number of grants paid</li> </ul>

# APPENDIX 7: Baseline Data

FUNCTIONAL AREA	PERFORMANCE GOALS	SUPPORTING PROGRAMME	MEASUREMENT METHODOLOGY
<b>Economic Development</b>	<p>To promote entrepreneurship foster business start-ups and develop existing micro &amp; small businesses</p> <p>To drive job creation and to provide accessible high quality supports for new business ideas</p>	<ul style="list-style-type: none"> <li>• Use a range of measures and supports working in collaboration with other public and/or private organisations that support enterprise development through the use of the Local Enterprise Development Plans (LEDP)</li> </ul>	<ul style="list-style-type: none"> <li>• Economic Impact - Number of jobs created</li> <li>• Financial Activity – Number of grants approved</li> <li>• Training – Number of participants on Start your Own Business Courses</li> </ul>
<b>Library Services</b>	<p>Developing a well-resourced public library service that contributes to the social, economic and cultural well-being of communities</p>	<ul style="list-style-type: none"> <li>• Our Public Libraries 2020</li> </ul>	<ul style="list-style-type: none"> <li>• Average weekly opening hours</li> <li>• Active membership per head of population</li> <li>• Number of visits to libraries per head of population</li> <li>• Number of issues per head of population</li> </ul>

# APPENDIX 7: Baseline Data

FUNCTIONAL AREA	PERFORMANCE GOALS	SUPPORTING PROGRAMME	MEASUREMENT METHODOLOGY
<b>Tourism</b>	To support the sustainable development of tourism	<ul style="list-style-type: none"> <li>• National Tourism Policy and Action Plans</li> <li>• LA Tourism Strategy</li> <li>• LA Tourism Officer Capability Programme</li> <li>• Regional Festivals and Events Programme</li> </ul>	<ul style="list-style-type: none"> <li>• Revenue from tourism (per Fáilte Ireland)</li> <li>• No. of tourism events/projects supported</li> </ul>
<b>Planning</b>	To ensure effective, proper planning and sustainable, balanced development of urban and rural areas	<ul style="list-style-type: none"> <li>• Adopt and implement quality development plans consistent with regional and national policies</li> <li>• Implement Ministerial policy direction on enforcement</li> <li>• Monitor compliance of conditions associated with grants of planning permission</li> <li>• National Planning Framework under Project Ireland 2040</li> </ul>	<ul style="list-style-type: none"> <li>• % of planning enforcement cases closed (against the number of cases that were investigated)</li> <li>• % of applications where the decision was confirmed (with or without variation) by An Bord Pleanála</li> <li>• Buildings inspected as a percentage of new buildings notified to the Council</li> <li>• Cost of the planning service per capita</li> </ul>

## APPENDIX 7: Baseline Data

FUNCTIONAL AREA	PERFORMANCE GOALS	SUPPORTING PROGRAMME	MEASUREMENT METHODOLOGY
<b>Building Control</b>	To ensure safe and sustainable buildings in urban and rural areas	<ul style="list-style-type: none"> <li>• Framework for Building Control Authorities</li> <li>• Monitor compliance with the Building Regulations and Building Control Regulations</li> <li>• Monitor compliance with the Construction Products Regulation</li> <li>• Monitor compliance with the Energy Performance of Buildings Directive</li> </ul>	<ul style="list-style-type: none"> <li>• Building Control activity in line with criteria defined by the National Building Control Office and NOAC including Fire Safety Certificates</li> <li>• Cost of the Building Control Service per capita</li> </ul>

# APPENDIX 7: Baseline Data

FUNCTIONAL AREA	PERFORMANCE GOALS	SUPPORTING PROGRAMME	MEASUREMENT METHODOLOGY
<p><b>Community</b></p> <p><b>Social Inclusion and Community Activation Programme (SICAP) 2018 - 2022</b></p>	<p>To reduce poverty, promote social inclusion and equality through local, regional and national engagement and collaboration</p>	<ul style="list-style-type: none"> <li>• Putting People First</li> <li>• Report on Citizen Engagement</li> <li>• To support and resource disadvantaged communities and marginalised target groups to engage with relevant local and national stakeholders in identifying and addressing social exclusion and equality issues</li> <li>• To move them closer to the labour market and improve work readiness, and support them in accessing employment, self-employment and creating social enterprise opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• Number of Groups associated with the PPN</li> <li>• Number of individuals from the most marginalised SICAP target groups who are nominated to LCDC membership via the PPN structure and who take up their positions on the Committees.</li> <li>• The agreed KPIs for the two programme goals, Supporting Communities and Supporting Individuals, are met</li> </ul>

# APPENDIX 7: Baseline Data

FUNCTIONAL AREA	PERFORMANCE GOALS	SUPPORTING PROGRAMME	MEASUREMENT METHODOLOGY
<b>Citizen Engagement/ Public Participation Networks (PPNs)</b>	<p>To enable the public to take an active formal role in policy making and oversight committees of the local authority</p>	<ul style="list-style-type: none"> <li>• Report on Citizen Engagement</li> <li>• SLA/MOU between LA and PPN</li> <li>• Provision of dedicated funding at national and local level</li> <li>• Consultation with children and young people in line with guidance from the Department of Children and Youth Affairs and in line with equality and diversity requirements</li> </ul>	<ul style="list-style-type: none"> <li>• No of PPN member groups</li> <li>• No of Council consultations issued to PPN</li> <li>• No of Council consultations carried out via the PPN as main vehicle</li> <li>• No of LA Boards/Committees in which community representation is facilitated through PPN</li> <li>• No of training days for Council staff and elected members in public participation and the PPN</li> <li>• Percentage of local schools in the Youth Council / Comhairle na n-Óg</li> </ul>

# APPENDIX 7: Baseline Data

FUNCTIONAL AREA	PERFORMANCE GOALS	SUPPORTING PROGRAMME	MEASUREMENT METHODOLOGY
<p><b>Corporate</b></p>	<ul style="list-style-type: none"> <li>• Optimum management of resources within the local authority</li> <li>• Development of ICT based customer friendly initiatives</li> <li>• Compliance with the statutory obligation to eliminate discrimination and promote equality and protect human rights under Section 42 of the Irish Human Rights and Equality Commission Act 2014</li> <li>• Provide robust business management, risk management, procurement, audit and corporate governance structures and systems in compliance with statutory obligations including under:               <ul style="list-style-type: none"> <li>• FOI Act</li> <li>• GDPR</li> <li>• Official Languages Act</li> <li>• Protected Disclosures Act</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Workforce Plan</li> <li>• Annual Budget</li> <li>• Putting People First</li> <li>• E-Government Policy</li> <li>• Training programme for staff</li> <li>• Awareness campaigns</li> <li>• FCC Migrant Integration and Social Cohesion Strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Total Number of WTEs</li> <li>• WTEs per capita</li> <li>• % of Working Days lost to Sickness (certified / uncertified)</li> <li>• Average no. of Training Days per WTE</li> <li>• Number of Page Visits to the Council's website</li> <li>• Overall cost of ICT provision per WTE</li> <li>• Elimination of complaints</li> <li>• Staff Awareness of Corporate policies</li> <li>• Annual Reports</li> </ul>

# APPENDIX 8: Consultees

Fingal Elected Members

Fingal Public Participation Network

Corporate Policy Group

Fingal Age Friendly Alliance

Fingal Audit Committee

Fingal Dublin Chamber of Commerce members

Council Staff







# APPENDIX 9: Key Achievements/Deliveries

## 2015

### Best Local Authority for Economic Development Services

Best Local Authority for Economic Development Services in 2015, by Public Sector Magazine

### Purple Flag for Swords

for its evening and night-time economy

### National Planning Award

President's Choice Award for Lesotho Planning and Mapping

### Chambers Ireland Excellence in Local Government Awards

Best Practice in Citizen Engagement award for Fingal's Age Friendly Facilities

### Pride of Place Awards

First prize for Ballyboughal

### LAMA Community & Council Awards

Overall winner for Best Sports Facility for Donabate and Portrane Community Centre

### Business, Enterprise and Employment Service (BEE)

Business, Enterprise and Employment Centre opened at Blanchardstown Library

## 2016

### Chambers Ireland Excellence in Local Government Awards

- Local Authority of the Year
- Heritage and Built Environment Award for the Swords Castle
- Digging History
- Skerries Age Friendly Town Initiative shortlisted

### Ireland eGovernment Awards

Accessibility Award for the Online Consultation Portal

### ESRI Ireland Award

Technology Award for "Unfolding News Story" App

### Irish Planning Institute Awards

President's Choice Award for Lesotho Planning and Mapping Project

### Fingal Dublin Chamber Awards

Customer Service Excellence Award for Fingal Tourism

### Pride of Place Awards

Mulhuddart Motorcross Project - first prize in the Special Projects Category  
Donabate & Portrane Pride of Place Committee - runners up in category for population of 5000+

### Swords Cultural Quarter

Consolidation works were completed on the Gatehouse and east wall  
A new tourist information facility was provided  
Demolitions of buildings on North Street were completed

### Fingal Local Economic & Community Plan 2016 – 2021

### eGovernment Award

First place for the Fingal Online Consultation Portal consult.fingal.ie in the Accessibility category

### Fingal 2016 Centenary Programme Highlights

Launch of Oral History Collection  
Public Arts Commission 'Mobile Monuments'  
Flagship Event 24th April 2016  
Exhibitions including 'Fingal and the Fingal for Irish Freedom'  
Memorabilia days  
Launch of the Commemorative Garden at County Hall, Swords  
Launch of the Film 'Fingal's Finest'

# APPENDIX 9: Key Achievements/Deliveries

## 2017

Local Authority Members Association (LAMA) Awards  
Council of the Year

Irish Georgian Society's Architectural Conservation Awards  
Conservation Award for Newbridge House

Pride of Place Awards  
Council Community Engagement Award

InBusiness Recognition Awards  
Council Award for support of Homegrown Business and FDI

National Procurement Awards  
Best Procurement External Collaboration, Project of the Year for the Rapid Delivery Housing Framework

County Hall  
The re-design of the County hall atrium including new Entrance lobby and a public landscaped area was completed in March to provide an improved customer service for visitors

Castlelands Community Centre opened in February

Balbriggan Community College Sports Hall opened in November.

Liam Rodgers Centre was officially opened in December.

Launch of Creative Ireland Fingal Programme by An Taoiseach Leo Varadkar T.D. in July

IPB Pride of Place Awards  
Special Award for Seamus Ennis Centre

## 2018

LAMA Awards  
Winner of the Best Heritage Project for Malahide Castle and Gardens  
Award for the Fingal Kaleidoscope Intergenerational Project (Seniors & Four-Year Olds)

Pride of Place Awards  
Corduff and Baldoyle both received awards

Bloom  
Gold Medal for "A Greener Way for Fingal" (in collaboration with ITB Blanchardstown and the ETB – Education and Training Board)

Irish Landscape Institute (ILI)  
First Place for "Keeping It Green – An Open Space Strategy for Fingal"

Irish Construction Excellence Awards  
Housing Project finalists - Racecourse Common, Lusk & Patrick's Grange, Ballyboughal

New Community & Sports HUB in Balbriggan launched in October.

Fingal Creative Ireland Programme  
Launch of Culture and Creativity Strategy 2018-2022

Air Quality / Noise Control  
Two Noise Action Plans were prepared and finalised in accordance with the Environmental Noise Regulations 2006  
- Dublin Agglomeration Noise Action Plan 2019-2023  
- Dublin Airport Noise Action Plan 2019- 2023

## 2019

Chambers Ireland Excellence in Local Government Awards  
Local Authority of the Year  
Our Balbriggan - Best Practice in Citizen Engagement  
Dublin Bay Prawn Festival - Festival of the Year

25th Anniversary  
The 25th Anniversary of Fingal County Council took place across the year of 2019.

Local Elections 2019  
The 2019 Local Elections were held on the 25 May and the new Council had its first meeting in June

LAMA Awards  
Best Public Park St. Catherines Park Dublin 15  
Best Energy Smart Initiative FCC installs Electric Vehicle Charging on Public Street Lighting System

Excellence in Public Relations Awards  
Our Balbriggan public engagement strategy - Best Public Sector Campaign

National Procurement Awards  
'Project of the Year' award at the for the establishment of a central procurement unit

National Age Friendly Recognition and Achievement Awards  
Communications award for the ACORN project

Fingal Dublin Chamber Business Excellence and CSR Awards  
Newbridge House and Farm - winners of Best Leisure/ Tourism Service

Engineers Ireland Excellence Awards  
Swords Castle - Heritage and Conservation award

Climate Change Action Plan  
The Climate Change Action Plan 2019-2024 published in 2019.

New Website  
Official launch of the Council's new website on 30 September

# APPENDIX 10: Elected Members

## Balbriggan Electoral Area



Tony Murphy,  
Non Party



Grainne Maguire,  
Non Party



Seána Ó Rodaigh,  
Labour Party



Tom O'Leary,  
Fine Gael



Cllr Karen Power,  
Green Party

## Blanchardstown-Mulhuddart Electoral Area



Mary McCamley,  
Labour Party



Breda Hanaphy,  
Sinn Féin



John Burtchaell,  
Solidarity



Punam Rane,  
Fine Gael



Freddie Cooper,  
Fianna Fáil

# APPENDIX 10: Elected Members

## Castleknock Electoral Area



Roderic O'Gorman,  
Green Party



Emer Currie,  
Fine Gael



Ted Leddy,  
Fine Gael



John Walsh,  
Labour Party



Howard Mahony,  
Fianna Fáil



Natalie Treacy,  
Sinn Féin

# APPENDIX 10: Elected Members

## Howth-Malahide Electoral Area



Eoghan O'Brien,  
Fianna Fáil



David Healy,  
Green Party



Cian O'Callaghan,  
Social Democrats



Brian McDonagh,  
Labour Party



Jimmy Guerin,  
Non Party



Aoibhinn Tormey,  
Fine Gael



Anthony Lavin,  
Fine Gael

# APPENDIX 10: Elected Members

## Ongar Electoral Area



Paul Donnelly,  
Sinn Féin



Tania Doyle,  
Non Party



Tom Kitt,  
Fianna Fáil



Daniel Whooley,  
Green Party



Kieran Dennison,  
Fine Gael

## Rush-Lusk Electoral Area



Robert O'Donoghue,  
Labour Party



Adrian Henchy,  
Fianna Fáil



Brian Dennehy,  
Fianna Fáil



Cathal Boland,  
Non Party



Paul Mulville,  
Social Democrats

# APPENDIX 10: Elected Members

## Swords Electoral Area



Darragh Butler,  
Fianna Fáil



Ian Carey,  
Green Party



Dean Mulligan,  
Independents 4  
Change



Duncan Smith,  
Labour Party



Joe Newman,  
Non Party



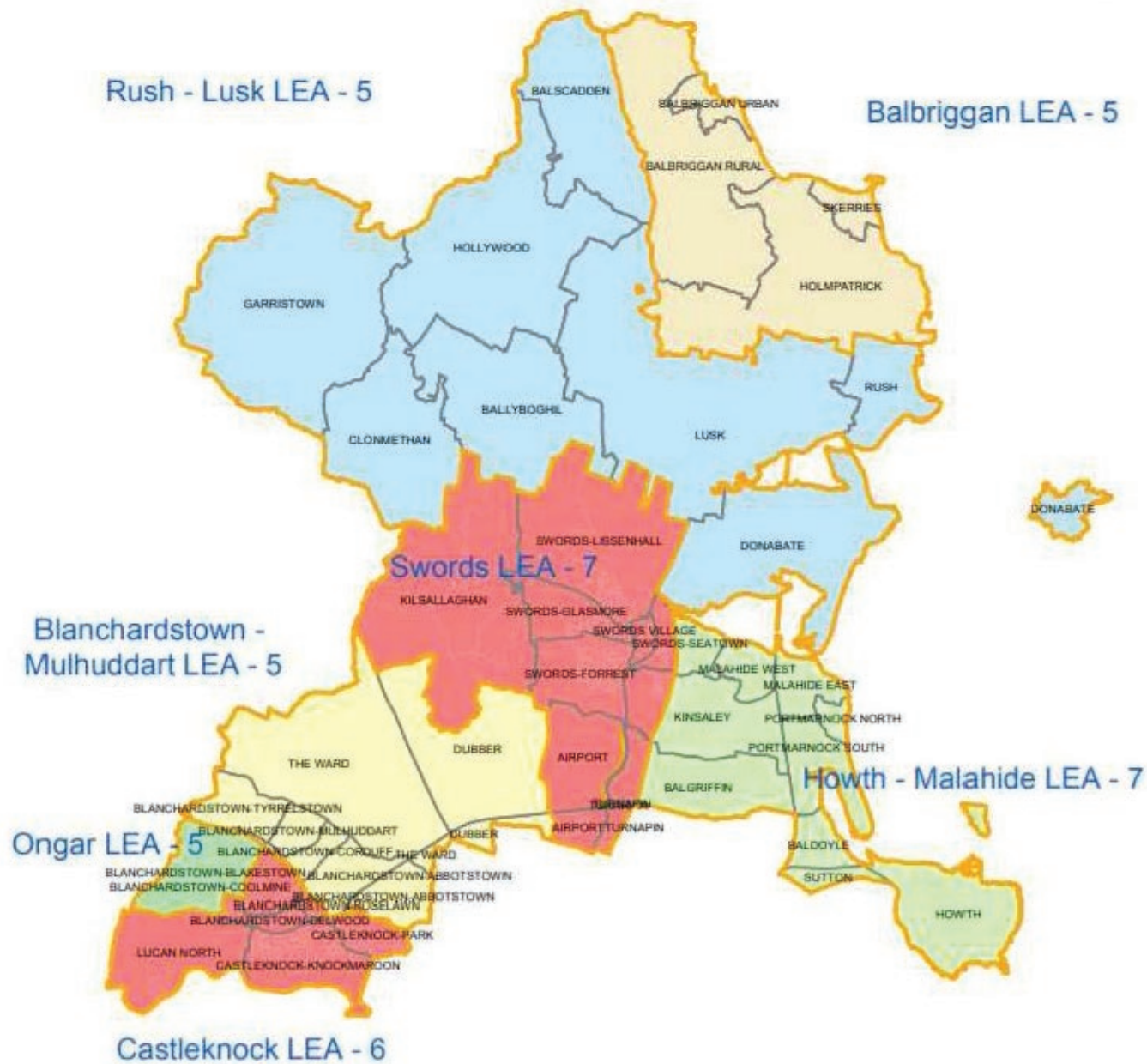
Brigid Manton,  
Fianna Fáil



Ann Graves,  
Sinn Féin



# APPENDIX 11: Local Electoral Area Map



# OUR MISSION

---

To be a vibrant, outward looking,  
well run Council that  
shows leadership and  
embraces diversity  
and opportunity

---

