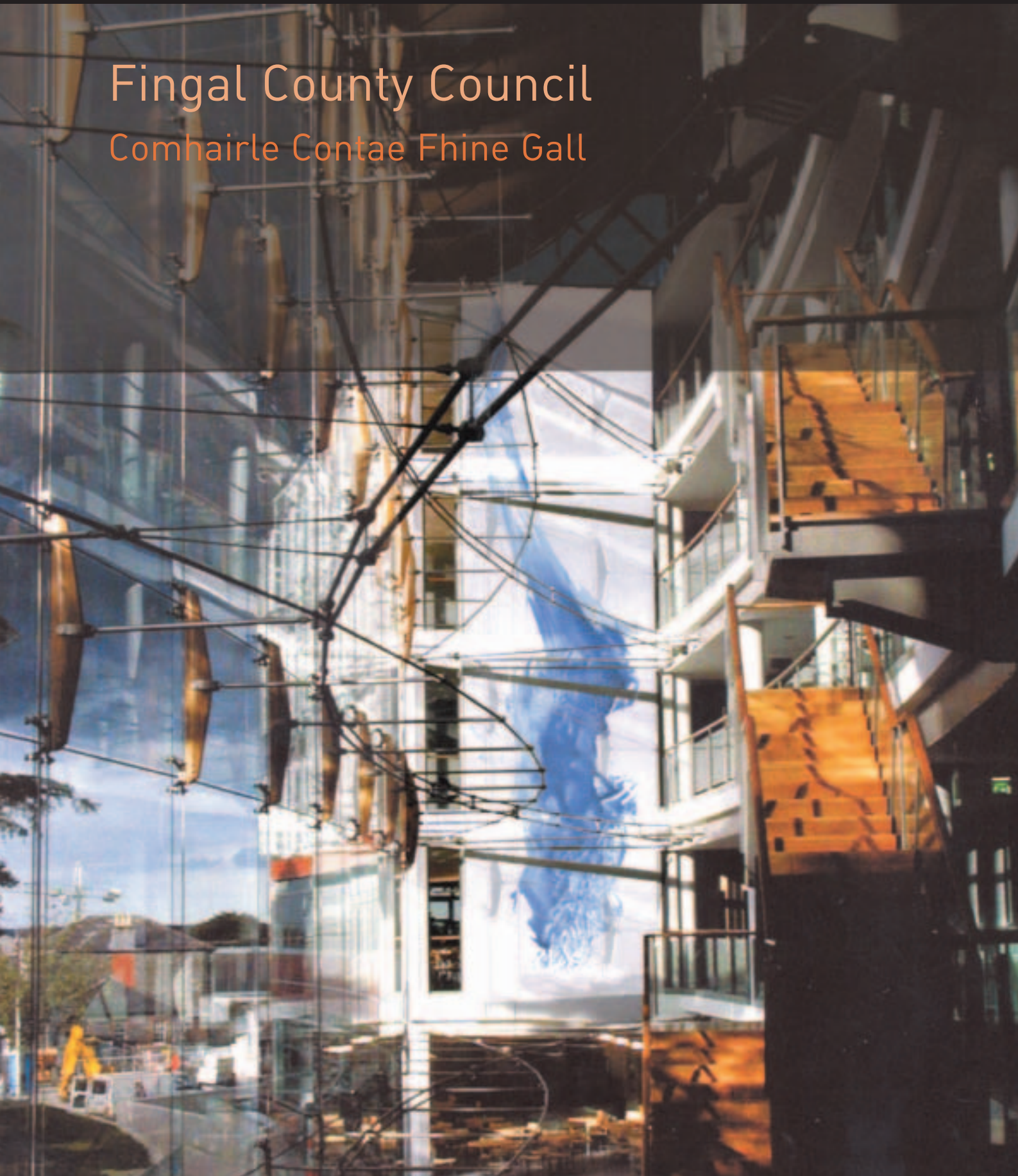


Corporate Plan

2004 - 2009



Fingal County Council Comhairle Contae Fhine Gall



2. Introduction

We are pleased to present Fingal County Council's Corporate Plan for the period 2004-2009. The Plan was adopted by the elected members at the meeting of the Council held on 13th December 2004 i.e. within six months of the election of the new Council. This accords with the provisions of the Local Government Act 2001. The period of the Plan now coincides with the 5 year term of the Council and sets out the core values of the Council, the principle objectives to be achieved within this period and the various strategies for delivery of the objectives.

Our mission statement is "to improve the quality of life for the people we serve". Despite the simplicity of the statement it is a challenging goal given the rapidly expanding population base that has to be accommodated in the fastest growing local authority area in the Dublin region. In the past two years alone some 14,000 housing units have been provided in Fingal placing increasing demands on all services. We intend to be inclusive, progressive and efficient in meeting the challenges ahead. In tandem with this Plan a

Citizens Charter is being published setting out how the Council will meet its obligations in relation to service delivery. However it also highlights the duties and responsibilities of citizens in ensuring the common good. It is crucial that we all play our part in working for the benefit of Fingal and in this way the quality of life for all can be improved.

We wish to thank all who have contributed to the formulation of the Plan. The staff of the Council (including the in house working group) were involved together with the Workplace Partnership Committee. The County Development Board and its sub- groups and also the Community Forum provided valuable inputs. The Corporate Policy Group of the Council considered various drafts of the Plan at three meetings, before recommending the final version of the Plan to the full Council. Annual Progress Reports will be presented to the elected Council each year on progress in implementing the Corporate Plan and the Annual Operational Plans.



A handwritten signature in black ink that reads "John Tierney". The signature is written in a cursive, flowing style.

John Tierney
County Manager



A handwritten signature in black ink that reads "Peter Coyle". The signature is written in a cursive, flowing style.

Peter Coyle
Cathaoirleach

3. Operating Environment

Fingal Full of Life and Opportunity



a. General

Fingal is an area defined by vibrancy, economic growth and huge population expansion. Current population estimates suggest a population of 210,000 in 2004 with growth projections to 260,000 by the year 2010. The challenges facing Fingal are primarily those of prosperity.

Fingal is defined by the diversity of its landscape. It is rural, urban and suburban. It is home to established communities who trace their roots back hundreds of years. These sit side by side with communities who are emerging with little past but exciting futures.

Fingal covers an area of 452.7 sq.km and is bordered by Dublin City, South County Dublin, Meath and Kildare. It has 88km of coastline stretching from Sutton in the South to Balbriggan in the North. It is drained by the Delvin River along its Northern Boundary, the Ward and Broadmeadow Rivers in the centre, the Tolka and Santry Rivers on the Southern Fringe. The River Liffey forms its border along the

southwestern edge. There are three large protected estuaries and salt marsh habitats, with thirteen major beaches. Howth Head and the Liffey Valley are covered by Special Area Amenity Orders.

Our industrial base includes computer software and hardware, pharmaceuticals, food processing, electrical/electronics crafts and services.

Fingal is Ireland's primary horticultural production region, however, the areas of production are coming under increasing pressure from other development and the rural towns are increasingly becoming dormitories for the City. Howth Harbour is the biggest fishing harbour on the East Coast and is the fifth largest in the Country.

Dublin Airport remains the most significant economic hub in Fingal and is of major national significance due to its employment base, passenger throughput and airfreight services.



b. External Environment

Fingal's economic advantages are many ensuring our continued growth into the future. These advantages include Dublin Airport, access to Dublin Port, Rail infrastructure, Road, Power and Telecommunication networks, proximity to Dublin City and being situated on the Dublin-Belfast economic corridor. Fingal has its own Institute of Technology and ready access to other third level institutions and colleges in neighbouring counties.

Fingal's operating environment is significantly influenced by International, National and Regional factors. On the International level, Fingal attracts high levels of foreign investment in the ICT and Pharmaceutical sectors but therefore is vulnerable to world trends. Fingal is strongly influenced by the European Union, its structural funding and compliance requirements under EU directives.

National policies and funding programmes are also significant influences on Fingal's

operating environment. The National Development Plan, The National Spatial Strategy, Sustainable Development - A Strategy for Ireland, The National Anti-Poverty Strategy, e Government initiatives, are but a few examples where national policy impacts on the work we do in Fingal.

At regional level the need to co-operate and co-ordinate effort and resources on cross boundary issues such as Physical Planning, Transportation (DTO), Water Services, Waste Management, Coastal Zone Management also exerts influence on our operating environment. The reverse is also true. Fingal in turn must operate effectively so that EU, National and Regional policies are successfully implemented.

At local level Fingal County Council must take account of the stated actions in the Fingal County Development Board Strategy - A Strategy for Economic, Social and Cultural Development in Fingal 2002 - 2011.

As stated previously, with projected population growth to 260,000 by 2010, the need to develop housing, employment, education, transport, recreational and other services impacts significantly on our operating environment.

Fingal will proactively liaise with government agencies to provide necessary infrastructure to ensure the balanced and sustainable implementation of national and regional policies, especially with respect to housing development issues.

Despite the incredible economic progress and overall prosperity of Fingal, a number of disadvantaged areas remain where unemployment is above the national average and where citizens continue to experience poverty and the ill effects of other social issues. We will continuously monitor our policies and programmes taking positive action to promote social inclusion and equality.

c. Internal Environment

A new Council was elected in Fingal in June 2004. The ruling groups (Labour, Fine Gael and the Green Party) emerged with a partnership agreement setting out their aims and objectives for the five-year term of this Council. Regard was had to the operational aspects of this agreement "[Partnership Programme for Sustainable Development and Governance of Fingal](#)" in the preparation of this Corporate Plan.

Fingal County Council is committed to bringing local democracy to our citizens so that they can access services in the communities in which they live and work. We are delighted to open two new Regional Offices, (Blanchardstown and Balbriggan) during the course of this Plan. These, together with the existing County Hall and the recently opened Baldoye offices will provide an excellent network of physical contact points for residents of Fingal. Along with the physical manifestation of service provision, we continue to improve our ICT systems keeping up with changing technologies. We want to deliver efficient

management of our citizen contact systems and to offer a far greater number of virtual contact points where citizens of Fingal can access services/information.

Staffing levels are currently capped (Government Directive). This means that any additional services must be considered in the context of redeployment of personnel through staff and ICT efficiencies in existing areas of operation. However in a rapidly expanding County this allows for only a partial response and the capping directive needs examination to facilitate a full response to local demands.

In relation to Capital Works additional resources arising from the Development Contribution Scheme will be utilised to ensure stable communities and will be put into effect through rolling three year capital programmes.

Under the Guidelines for Local Authorities in the Preparation of Corporate Plans (2004-2009) having stated our **Mission**

Fingal Leading the Way Forward

Statement and Core Values we must translate these into a series of statements showing how we will go about implementing our mission. These objectives should express what we hope to achieve and must be consistent with other relevant strategies and plans including the County Development Board's long-term themes.

These objectives should

- Follow directly from our Mission Statement
- Be expressed in terms of intended effects or outcomes
- Should be achievable

What follows therefore are the objectives for each of our Departments and strategies for delivery. Each of these will be supported by Departmental Annual Operational Plans. The Operational Plan is the "how" of implementing the Corporate Plan and forms the basis of the monitoring and implementation of the Corporate Plan.

4. Departmental Objectives

4.1.1 Housing Department

Objectives

To implement progressive housing policies with provision for Social, Affordable, Voluntary and Traveller Housing Accommodation.

To work in partnership with all stakeholders so as to ensure vibrant communities in meeting housing demand.

Strategies for Delivery

- Fingal Housing Strategy
- Fingal Housing Action Plan
- Fingal Traveller Accommodation Plan
- Dublin Homeless Persons Action Plan

4.1.2 Transportation Department

Objectives

To support national and regional objectives to improve the transport infrastructure of Fingal encouraging and promoting sustainable modes of transport.

To work with other agencies to ensure that public transport services are developed in tandem with major residential developments.

Strategies for Delivery

- Fingal County Development Plan 2005-2011
- Multi-Annual Road Works Programme
- Annual Works Programme
- Fingal Three Year Capital Programme

4.1.3 Water Services Department

Objectives

To provide the necessary water services infrastructure to meet the expanding needs of the county while meeting water quality objectives.

To produce high quality drinking water and implement measures to achieve "Good Ecological Status" for surface, ground and coastal waters by 2015.

To reduce water wastage through appropriate management of the water network and encouraging sustainable water usage by customers.

Strategies for Delivery

- Water Services Business Plan 2005-2009
- Water Services Investment Programme
- Regional Water Conservation Programme
- Fingal Three Year Capital Programme

4.1.4 Planning Property and Economic Development Departments

4.1.4.1. Planning Department

Objectives

To have in place a system of physical planning capable of meeting the economic, social and sustainable development of the county.

To deliver a planning service that is open, fair and efficient through developing dialogue with citizens and by providing development and control processes that strengthen the respect of citizens for the planning system.

Strategies for Delivery

- Fingal County Development Plan 2005-2011
- Local Area Plans
- Village Improvement Schemes
- APAS - Advanced Planning Application System
- Fingal Heritage Plan

4.1.4.2 Property and Economic Development Department

Objectives

To promote job creation by attracting suitable Economic Drivers to Fingal and to work in partnership with relevant state agencies and local business to strengthen economic development in Fingal.

To acquire and maintain land banks necessary for various programmes of the Council

Strategies for Delivery

- Fingal County Development Plan 2005-2011
- Fingal County Development Board Strategy 2002-2011

4.1.5 Environmental Protection and Waste Management

Objectives

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

To deliver an integrated Waste Management Infrastructure encouraging the efficient delivery of waste, recycling and cleansing services.

To work with the communities of Fingal to encourage environmentally responsible citizens who are aware of their individual and collective responsibilities to the environment.

Strategies for Delivery

- Dublin Regional Waste Management Plan
- Fingal Litter Management Plan
- Fingal Three Year Capital Programme
- Fingal Beach Management Programme

4.1.6 Community, Recreation and Amenities

Objectives

To support the work of community and voluntary organisations and help create a greater sense of belonging to Fingal and to society as a whole.

To widen the range of services we provide to ensure that our citizens have access to a broad range of recreation, amenity (including parks and open spaces) and cultural experience.

Strategies for Delivery

- Fingal Arts Plan
- Fingal Three Year Capital Programme
- Fingal Play and Recreation Strategy
- Strategy for Economic, Social & Cultural Development 2002-2011
- Bio-Diversity Plan

4.1.7 Corporate

4.1.7.1 Architecture

Objective

To provide strategic architectural advice to service departments and Council on the development and conservation of the built environment and to provide architectural advice on housing stock maintenance and management of Council property.

Strategies for Delivery

- Fingal County Development Plan 2005-2011
- Record of Protected Structures and Conservation Areas
- Fingal Housing Action Plan
- Fingal Three Year Capital Programme

4.1.7.2 Corporate Affairs

4.1.7.2.1 Corporate Services

Objective

To strengthen democracy by providing effective and efficient services to the elected Council. This will be achieved by continuously improving processes and facilities that help them fulfil their democratic functions and ensuring the information on the operation of the elected Council is accessible as possible to the public.

Strategies for Delivery

- Political Services Programme
- The Information Technology Operational Plan
- Fingal County Council Communications Strategy

4.1.7.2.2 Citizen Services

Objective

To deliver a progressive, inclusive and efficient citizen service using all forms of communication to clearly promote Fingal County Council's aims and objectives.

Strategies for Delivery

- Fingal Citizens Charter
- Fingal County Council Communications Strategy

4.1.7 Corporate

4.1.7.3 Finance Department

Objectives

To maximise the financial resources of Fingal County Council and to ensure best value for money is obtained through their efficient and effective use.

To promote the concept of devolved budgets and sound financial management / responsibility throughout the organisation.

Strategies for Delivery

- Annual Budget
- Financial Management System
- Fingal Three Year Capital Programme
- Value for Money Committee
- Risk Management Policy

4.1.7.4 Information Technology

Objectives

To provide technology and training for all Departments in Fingal County Council and create relevant and up to date Citizen centred information on the Council Website.

To provide suitable applications for all Departments to meet their work requirements as well as maximising the use of the Intranet to generate greater efficiency through shared information to all staff.

Strategies for Delivery

- The Information Technology Operational Plan

4.1.7.5 Internal Audit

Objectives

To examine, evaluate and report on the adequacy and reliability of the internal control systems and promote concepts of Risk Management and Value for Money.

Strategies for Delivery

- Audit Plan
- Value for Money Committee
- Risk Management Policy

4.1.7.6 Law Department

Objective

To provide a competitive legal service to the Council that is commercially viable, cost effective and timely.

5. Human Resources

Fingal County Council currently employs a "wholetime equivalent" staff of 1525. The Human Resources Department has a staff of 17 and the core activities include recruitment, staff records, staff development and performance management, industrial relations, health and safety, staff welfare and pensions administration.

Objectives

To recruit, develop, motivate and manage results driven, high performing staff, who will deliver customer focused quality services.

To work in partnership with staff, through the Workplace Partnership Committee, to build internal capabilities furthering the modernisation agenda set out in Better Local Government and National Partnership Agreements and reflecting the core values of Fingal County Council.

To maintain an enabling environment for staff potential to flourish by harnessing diversity and by ensuring a healthy and safe work environment.

Strategies for Delivery

- Deepening Partnership in Local Government
- Fingal County Council Staff Development Programme
- Dignity in the Workplace
- Corporate Safety Statement
- Performance Management Development System
- Sustaining Progress

6. Balbriggan Town Council

Balbriggan Town Council (Town Commissioners as it was prior to 2002) has a long history of service as a Local Authority, which began in 1860. The current nine councillors took up office following the Town Council elections held on 11 June 2004. The Council's present role is to provide civic leadership for the people of Balbriggan, represent their concerns and needs with Fingal County Council, Government Departments and other Statutory Bodies and to promote the town as a good place to live, work and visit. The expected growth in Balbriggan and its surrounding area serves to underline the importance of the Town Council's role. It is also important to note the inter-dependency and the need for co-operation that exists between Balbriggan Town Council and Fingal County Council in serving the people of Balbriggan.

Objectives

To provide wider access to information on the work of the Town Council and improved supports to the Town Councillors in their representational role.

To promote the economic, educational, health, recreational, cultural and environmental development of the town for the benefit of those who live, work and visit Balbriggan.

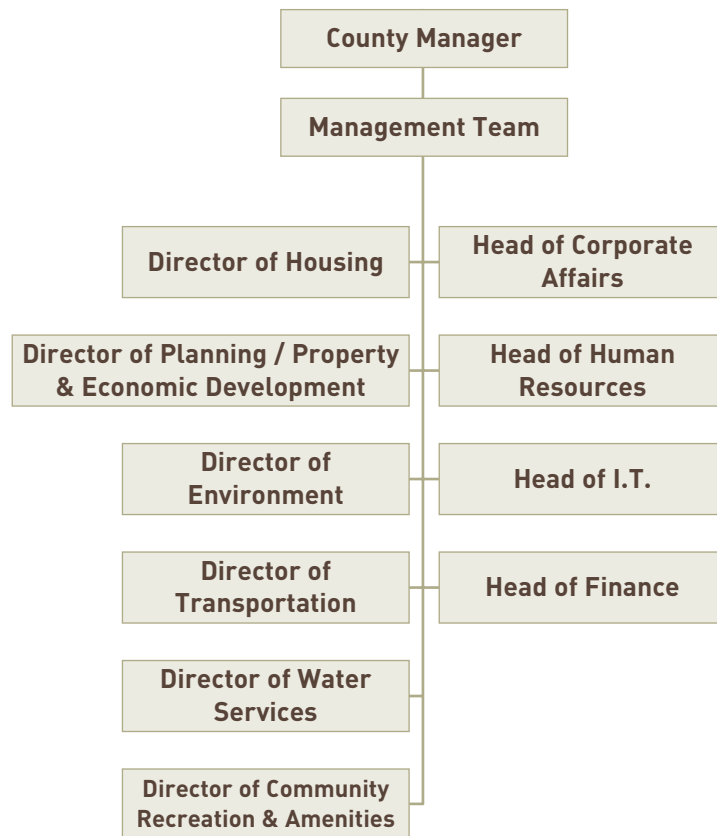
Strategies for Delivery

- The New Town Hall Building Project
- Political Services Programme
- Citizens Charter
- The Information Technology Operational Plan

7. Implementation and Monitoring

There will be an annual progress report presented to the full Council each year on progress in implementing the Corporate Plan and Annual Operational Plans. It will also provide information on progress against indicators in service delivery. In tandem with this Plan a Citizens Charter is being published setting out how the Council will respond to its obligations in relation to service delivery to its citizens but also highlighting the duties and responsibilities of citizens in the common good.

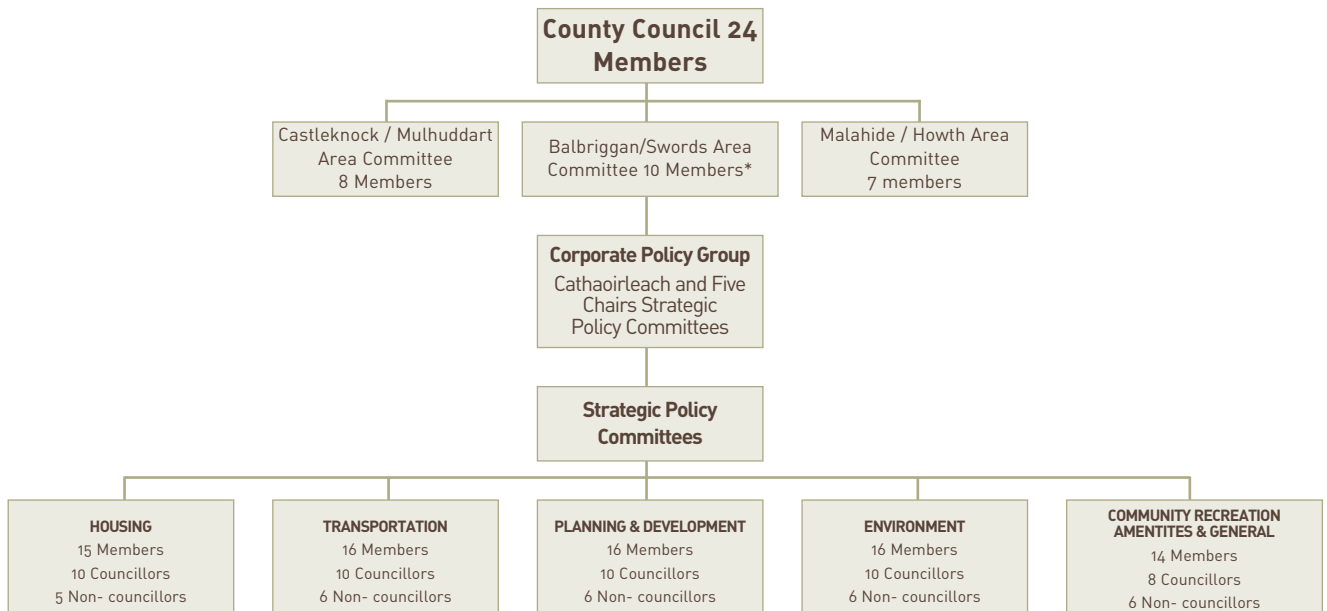




STAFF STRUCTURE

STAFFING	NUMBER
CORE STAFF	
Managerial	11
Clerical/Admin	534
Professional/Technical	358
Outdoor	622
Total Core Staff	1525

COMMITTEES OF THE COUNCIL



*Including Cathaoirleach Balbriggan Town Council

Corporate Plan

2004 - 2009



Fingal County Council Comhairle Contae Fhine Gall

