

**Comhairle Contae Fhine Gall**  
Fingal County Council



# Fingal County Council

## Corporate Plan

### 2015 – 2019

Reviewed 2016



## Corporate Plan Review 2016

Fingal County Council adopted its Corporate Plan following the statutory process in March 2015. At the time, the process of developing the Local Economic and Community Plan (LECP) for the county was underway though had not yet been concluded. In Guidance issued by the Department of the Environment, Community, Heritage and Local Government, Local Authorities were asked to commit to reviewing their Corporate Plans following the adoption of their LECPs. The Fingal Corporate Plan contained this commitment.

Fingal's LECP was presented to the Council and adopted in December 2015. Following its adoption, and in line with the commitment given in the Corporate Plan, the Members of the Corporate Policy Group and the Members of the Council initiated a review of the Corporate Plan in March 2016.

The Review process included an internal consultation with Council Members, Strategic Policy Committees and Staff and an external consultation through the Council's public consultation portal and the PPN.

The review, in reflecting the changing external and internal environments for the organisation, has produced a number of revisions and updates to some elements of the Plan but has focussed primarily on redrawing and restating the Core Values and Strategic Objectives of the Council as we embark on the remaining 3 years of this Council's term.



*Paul Reid*

Paul Reid  
Chief Executive



*Darragh Butler*

Darragh Butler  
Mayor of Fingal County Council (2016 / 17)

## Original Introduction

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

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

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

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



*Paul Reid*

Paul Reid  
Chief Executive



*Mags Murray*

Mags Murray  
Mayor of Fingal County Council (2014 / 15)

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



## **Fingal in Context/Operating Environment**

Fingal is a highly attractive place to live, work, visit and to do business. It comprises a geographical area of 450 sq.km. (173 sq. miles) stretching from Balbriggan to Blanchardstown and over to Howth. The area is defined by the diversity of its landscape and includes Howth and Liffey Valley which are protected by SAAO and Natura 2000 designations. It has rural, urban and suburban locations all rolled into one county. There is 88km of coastline stretching from Kilbarrack to Balbriggan, three large protected estuaries and salt marsh habitats and 13 major beaches.

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

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

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

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

### **Population**

Fingal County Council celebrated 20 years in existence in 2014. During this time the population of the County has grown from 167,683 (Census 1996) to 296,294 (2016 census). Data shows that Fingal is the fastest growing County in Ireland, and four of the top 10 fastest growing areas nationally are located in the County. This will place further pressure on services but will also represent an opportunity and economic asset.

### **Households**

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

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

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

### **Businesses**

The number of active businesses in Fingal is determined from the Council's rate base. Table 1 shows the number of rateable businesses has continued to increase since 2014.

**Table 1**

	2014	2016
<b>Rateable Businesses</b>	5876	6,004

### **Economic Profile**

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

### **Zoned land**

The Fingal Development Plan 2011-2017 breaks the county into 21 different zoning types. The entire county is covered by a designated zoning. There are essentially four broad zonings, each broken down into sub-categories. The four broader zoning types can be categorised as Economic, Residential, Mixed Use/Other and Rural and Recreation. The Development Plan is under review at the time of the Review of this Corporate Plan.

## Operating Environment

### External Environment

An analysis of the external factors helps to inform on some of the development of key objectives -

**Political** – Some of the strategic priorities for the council have been set out in recent Government Legislation and Programmes. Specifically, ‘Putting People First, Action Programme for Effective Local Government’ and the Local Government Reform Act 2014 have set out many initiatives to strengthen the working of Local Government. These set out the need for a strengthened collaboration between the Executive and the Elected Members in areas of economic, community and local development.

The Dublin Region Action Plan for Jobs was launched in early 2016 and is now in the implementation phase. Fingal County Council will work with the various stakeholders involved to maximise the local economic and social impact of this and other policy initiatives.

There is also a strategic opportunity to capitalise on the renewed focus on tourism across the Dublin Region and this will benefit from redoubled policy emphasis at a local level. This offers considerable potential for Fingal, particularly in light of the County’s complementarity to Fáilte Ireland’s Breadth of Fresh Air campaign.

From an international perspective, the chief political threat relates to the fall-out from the UK’s recent vote to leave the EU. Fingal will remain vigilant to developments in this area and work with local and national stakeholders to minimise risks and capitalise on emerging opportunities.

**Economic** – National and international economic trends influence enterprise development in Fingal and our ability to attract foreign direct investment to the County. Ireland is now ahead of planned fiscal targets and the road to recovery in the Irish economy is underway. Unemployment is at its lowest level since 2008 at 8.3% and is expected to fall further. Employment growth has continued and there are now over 2 million people at work in the Irish economy.

The 2006 and 2011 census shows that unemployment rates in Fingal reflect the national position and more recent figures shown that unemployment remains a challenge.

Fingal has established clusters in a range of areas including technology, life sciences, aviation and agri-food. In an era of increasingly mobile foreign investment a key concern will be to ensure the ongoing competitiveness of Fingal as an international investment location. The delivery of actions in the context of this plan will be cognisant of potential implications for competitiveness.

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

increase employment in Fingal is a key objective of this Council and will assist in meeting the integration challenge.

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

**Environmental** – the management and regulation of the environment and meeting targets in emissions, resource use and protection, water and air quality, noise pollution etc are a significant responsibility in the Council's functions

**Financial** – While the national economy and government finances continue to recover, the financial position of the organisation continues to be constrained in a way that significantly affects our budgetary decision-making and financial capacity.

**Legal** – increasingly complex legal and regulatory environment being generated in the context of EU regulation, compliance, environment, governance, health and safety and the reformed structures of the Local Government system continue to present challenges to our capacity to respond, anticipate and implement

### **Internal Environment**

To deliver on the objectives set out in this Plan, the necessary organisational capacity, structures and resources must be put in place. Staffing levels, financial resources and measurement against targets will be key to delivering objectives. The principle influences will be the following internal factors -

**Reform Programme** – The impact of the reform programme set out in Putting People First continues to present challenges in delivering on economic, enterprise and community development, governance changes, increased numbers of Councillors and working through the transition of Water Services. These challenges and the organisational capacity required to deliver on them continue to be developed.

**Work Force Planning** - The Impact of new demands, public expectations and reforms has been significant on a reducing work force. Staffing level have recently stabilised with removal of the moratorium and the issuing of a delegated sanction for recruitment at certain grades. A robust approach to Work Force Planning and an effective organisational structure that ensures staffing levels and approaches to work are continually reviewed and assessed will be essential.

**Staff Support & Development** - The loyalty, commitment and flexibility demonstrated by staff during very difficult recent years is recognised. As the internal environment now improves, it will be essential that staff are supported, developed and enabled to continue to contribute and play their part in delivering objectives.

The Performance Management and Development System, development of the competencies framework and staff wellbeing initiatives will be critical to the organisations success in the future.

**Efficiency, Effectiveness & New Ways of Working** – While much has been achieved in improving efficiency, there remain opportunities in the development of shared services, digital technologies, work practice and structural improvements, customer service approaches, procurement and through the development of our work force to maximise the potential of our organisation.

**Performance Measurement & Reporting** - Improved governance arrangements and public expectations following the introduction of the local property tax are bringing an increased focus on performance and on the value for money being delivered. Current monthly Chief Executives Report, the National Service Indicators, Budgetary and Annual Reporting arrangements all provide opportunity to report on performance. The Performance Measurement and Reporting Framework will continue to be developed locally and in co-operation with NOAC.

## Fingal County Council Mission Statement

“To make Fingal the place of choice to live, work, visit and to do business in Ireland”

## Core Values

The following Core Values will inform all of the activities of the Council, shaping the culture of our organisation, guiding the setting of objectives and the delivery of services:

- Democratic and Civic Leadership
- High standards of integrity, transparency and accountability
- Inclusive engagement with communities, citizens and customers
- High quality, accessible services & value for money
- Proactive, Responsive, Innovative and Sustainable approaches
- The commitment and skills of our employees

## Corporate Objectives

A number of corporate objectives will guide the achievement of the mission statement. These objectives cut across the services and activities of all Departments of the Council.

- CO.1 To support and strengthen democracy, good governance, openness and transparency at local level
- CO.2 To lead the creation of an environment in which sustainable development and growth of the Fingal economy is supported
- CO.3 To address the needs of the county in relation to the provision of Infrastructure, Housing and the removal of Homelessness
- CO.4 To develop, support and enhance the quality of life of sustainable, inclusive communities
- CO.5 To respect, protect and enhance the natural and built environments
- CO.6 To strengthen the proposition and marketing of tourism in Fingal
- CO.7 To promote participation in and awareness of Council activities through effective communications, consultation and engagement
- CO.8 To provide quality, effectiveness and value for money in our services and continually improve our approaches to service delivery
- CO.9 To develop the capacity of the organisation through organisational and staff development and the promotion of Safety, Health and Welfare of employees

### Supporting Strategies:

The Supporting Strategies set out below have been devised to achieve the foregoing Corporate Objectives. These strategies will provide a framework within which Annual Service Delivery Plans will set out the principle service objectives and priorities for each functional Directorate.

The Strategies are set out under the Principal Activity and set out the Corporate Objective to which they will contribute.

<b>Economic Development</b>		<b>Corporate Objective</b>
Provision of supports for structured and sustainable economic development of Fingal by planning for, initiating and managing projects that contribute positively to the county's ongoing economic and community development		
<b>ED 1</b>	Support local economic development by promoting Fingal as a location in which to invest and by developing and implementing sectoral policy initiatives.	CO 2 CO 6
<b>ED 2</b>	Facilitate the work of the Local Community Development Committee (LCDC) and Economic, Enterprise and Tourism SPC.	CO 1 CO 4
<b>ED 3</b>	Deliver the actions set out in Fingal's Local Community & Economic Plan and support the implementation of wider economic, enterprise and tourism policies at a regional and national level.	CO 1 CO 2 CO 4
<b>ED 4</b>	Co-ordinate, manage and oversee the implementation of local community development programmes including the government's Social Inclusion Community and Activation Programme (SICAP) and Leader.	CO 4
<b>ED 5</b>	Foster local enterprise development by delivering business advice, information and financial support through Fingal Local Enterprise Office and implement the Annual Enterprise Plan	CO 2
<b>ED 6</b>	Implement Fingal's Tourism Strategy, 2015-2018 and other actions to promote tourism in the county.	CO 4
<b>ED 7</b>	Execute property acquisitions and disposals and ensure the Council's property portfolio, strategic land banks and enterprise centres are utilised to maximise social and economic benefit.	CO 2 CO 3

<b>Planning &amp; Strategic Infrastructure</b>		<b>Corporate Objective</b>
Planning for the medium to long term development of the county while managing the day to day development, enforcement and building control of development being undertaken in the county		
<b>PL 1.</b>	Conclude the review of the Fingal County Development Plan and set out the strategy and objectives for the sustainable development of the county.	CO 1 CO 2 CO 3 CO 4 CO 5 CO 6
<b>PL 2.</b>	Develop a programme that supports increased housing output to meet demand as set out in Construction 2020 A Strategy for a	CO 3

<b>PL 3.</b>	Renewed Construction Sector. Collaborate with other stakeholders and statutory providers in developing the essential infrastructure necessary for economic and social development.	CO 2 CO 3
<b>PL 4.</b>	Contribute to the achievement of a sustainable transport system for all the citizens.	CO 2 CO 3 CO 4 CO 5
<b>PL 5.</b>	Deliver an effective and efficient development management and enforcement service to the public.	CO 5 CO 8

<b>Housing Services</b> Provision of Housing, Accommodation and Estate Management Services to council tenants, to those with a housing need and private householders		<b>Corporate Objective</b>
<b>HS 1.</b>	Implement the Government Housing Strategy in Fingal	CO 3
<b>HS 2.</b>	Address Homelessness in the county	CO 3
<b>HS 3.</b>	Adopt and Implement a progressive County Development Plan 2017-2023 that supports the roll out of the Fingal Housing Strategy.	CO 3
<b>HS 4.</b>	Maximise occupancy of social housing stock.	CO 8
<b>HS 5.</b>	Deliver the social housing procurement programme in line with the Fingal Housing Strategy.	CO 3
<b>HS 6.</b>	Plan, administer and manage the Housing Assistance Payment	CO 8
<b>HS 7.</b>	Implement the actions under the Traveller Accommodation Programme 2014 – 2018	CO 3 CO 8

<b>Community Services</b> Library, Community, Sports and cultural services		<b>Corporate Objective</b>
<b>CS 1.</b>	Review the Fingal Community Development Strategic Plan 2010-2015	CO 3
<b>CS 2.</b>	Develop a strong Public Participation Network and implement a Well-Being Plan for the citizens of Fingal.	CO 4 CO 7
<b>CS 3.</b>	Implement the Arts Plan 2013- 2017	CO 4
<b>CS 4.</b>	Implement the “Opportunities for All – A strategy for Public Libraries 2013-2017.	CO 4
<b>CS 5.</b>	Implement the Sports Strategy – Supporting Sport in Fingal, 2011-2016.	CO 4
<b>CS 6.</b>	Implement the actions under the Fingal Age Friendly Strategy Initiative 2012-2017	CO 4
<b>CS 7.</b>	Provide support and assistance to people, emerging and established communities to access services, participate in and contribute to their community.	CO 4

<b>Environment &amp; Water Services</b>		<b>Corporate Objective</b>
Develop and implement sustainable policies for the protection of our environment and to safeguard the provision and distribution of high quality drinking water supply and the treatment and disposal of waste waters		
<b>ENW 1.</b>	Develop an adaptation policy regime in line with the National Climate Change Adaptation Framework & Dublin's Climate Change Strategy	CO 5 CO 5
<b>ENW 2.</b>	Protect and enhance the natural environment of Fingal through effective education, awareness, monitoring and enforcement of national and local legislation and policy.	CO 8
<b>ENW 3.</b>	Improve energy efficiency by 3% per year and an overall target of 33% by 2020.	CO 5
<b>ENW 4.</b>	Act as Irish Water's agents under the Service Level Agreement that was adopted on 1 January 2014.	CO 8 CO 5
<b>ENW 5.</b>	Implementation of the Eastern and Midlands Region Waste Management Plan 2015-2021 and the River Basin Management Plan 2015-2021.	

<b>Operational Services –</b>		<b>Corporate Objective</b>
The general maintenance of regional and local roads, parks and public open spaces along with landscaping, tree maintenance, litter collection, beaches, harbours and public conveniences		
<b>OP 1.</b>	Improve accessibility for citizens	CO 4
<b>OP 2.</b>	Provide safe transport infrastructure	CO 3 CO 8
<b>OP 3.</b>	Deliver core operational services in the most efficient and effective manner possible.	CO 8
<b>OP 4.</b>	Train and resource personnel to meet the demands of the citizens across all operational areas.	CO 9
<b>OP 5.</b>	Keep our beaches clean and free from pollution	CO 5 CO 8
<b>OP 6.</b>	Manage and maintain the four Harbours in Fingal to an acceptable standard.	CO 8

<b>Corporate Affairs</b>		<b>Corporate Objective</b>
Provision of support for the democratic functions and corporate support and strategic planning to the organisation		
<b>CA 1.</b>	Support the Elected Members in delivering their policy making, oversight and representational roles	CO 1
<b>CA 2.</b>	Provide strong executive business management, risk management, procurement, audit and corporate governance structures and systems	CO 1
<b>CA 3.</b>	Measure and Report on the performance of the organisation	CO 1 CO 7
<b>CA 4.</b>	Provide a consistent and high quality customer service and complaints handling approach across the organisation	CO 8 CO 7
<b>CA 5.</b>	Develop strategies and channels that use literacy friendly	CO 7

	techniques to promote the County, the work of the Council and enable effective communication, consultation and engagement with people and organisations	CO 8
CA 6.	Implement the Fingal County Council Irish Language Scheme 5015 - 2018	CO 7
CA 7.	Make information available and accessible and ensure a culture of openness exists within the organisation	CO 1
CA 8.	Promote and Implement the Public Sector Duty obligations of the organisation	CO 8 CO 9

<b>Information, Communication and Digital Services</b>		<b>Corporate Objective</b>
Provision of information technology and digital services to the organisation		
IT 1.	Develop and Implement a ICT & Digital Strategy for the organisation	CO 8
IT 2.	Optimise infrastructure, systems and services to enable Citizens, Staff and Councillors to utilise technologies.	CO8
IT 3.	Innovate and lead on projects that support the analysis, design and deployment of innovative business processes	CO 8
IT 4.	Use and expand ICT technologies such as Intranet, online, GIS, data analytics, performance and knowledge management systems to improve performance and efficiency	CO 8
IT 5.	Promote a culture of continuous improvement and support project management techniques across the organisation	CO 8

<b>Human Resource Management</b>		<b>Corporate Objective</b>
Provision of Human Resource Management services to the organisation		
HR 1.	Promote the development of a culture that allows staff to reach their full potential and to contribute positively to the Council	CO 9
HR 2.	Support staff and organisational development through the implementation of the Performance Management Development System, Competency Frameworks and development programmes	CO 9
HR 3.	Optimise staff deployment and opportunity through Work Force Planning, succession and mobility programmes	CO 9
HR 4.	Improve staff engagement and communication structures through PMDS, line management and improvement of internal communications channels	CO 9
HR 5.	Promote staff wellbeing through occupational health and wellbeing, diversity and equality programmes	CO 9
HR 6.	Adopt best practice in relation to all Health & Safety matters	CO 9

<b>Financial Services</b>		<b>Corporate Objective</b>
Provision of Financial Management advice and services to the organisation		
F 1.	Advance the delivery of the Council's adopted Capital Programmes subject to available funding	CO 3
F 2.	Monitor the short and long term financing needs of the Council	CO 9
F 3.	Optimise the use of resources and obtain value for money	CO 9

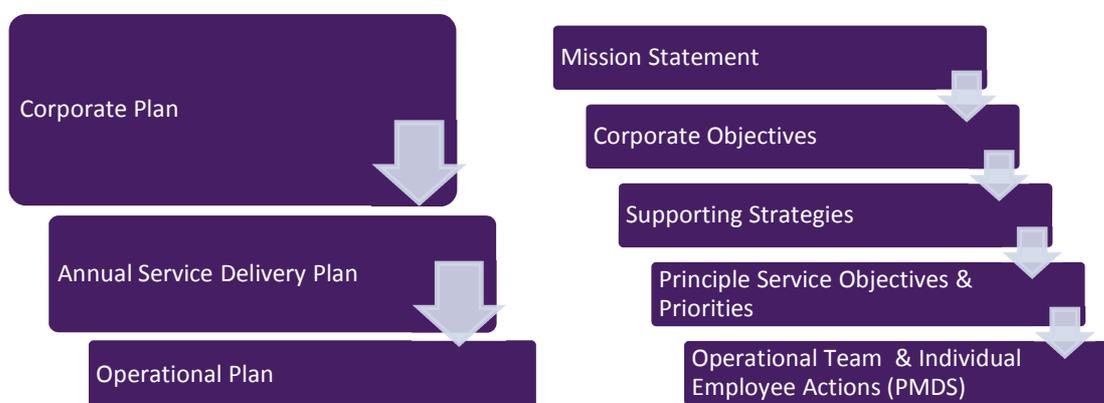
<b>Architectural Services</b>		<b>Corporate Objective</b>
Provision of Architectural advice and services to the organisation		
<b>AR 1.</b>	Provide quality architectural design, conservation, urban design, building procurement and quantity surveying services to all departments of the Council.	CO 8
<b>AR 2.</b>	Prepare a Swords Castle Architectural Masterplan proposing works and measures which will regenerate Swords Castle and its environs.	CO 4 CO 5 CO 6

<b>Legal Services</b>		<b>Corporate Objective</b>
Provision of legal advice and services to the organisation		
<b>L 1.</b>	Provide a comprehensive in-house legal service to the Chief Executive and all of the Council's Departments relating to the broad and varied range of statutory functions that the local authority is responsible for.	CO 8

## Implementation and Monitoring

This Corporate Plan sets out the framework within which the delivery of services is planned in each year covered by the Plan.

Annual Service Delivery Plans will be set out, in line with the Annual Budget, the principle service objectives and priorities for adoption each year by the Council. Individual Directorates will develop these service objectives, under the guidance of the Supporting Strategies set out in the Corporate Plan. Once adopted, these service objectives and priorities will provide the basis for Operational Planning and Performance Management & Development System (PMDS) within each Department. In this way, the link between individual actions undertaken by staff in their day to day work will be clearly linked back to the achievement of the Council's corporate objectives and mission. This business planning structure is set out below -



Through the annual service delivery planning and budgetary processes, the Corporate Plan objectives will also be linked to the risk management, performance measurement and service indicator frameworks developed locally and at national level by the National Oversight & Audit Commission (NOAC). These will be reported to the Council, the Audit Committee and NOAC as appropriate.

An Annual Progress Report on the Corporate Plan will be reviewed by the Members as part of the annual budget process while mid-year and end of year reports will be presented on the Annual Service Delivery Plans. Monthly updates on specific items will be provided through the Chief Executives Monthly Management Report.

The National Oversight and Audit Commission (NOAC) will monitor the adequacy of the Corporate Plan and any recommendations made by NOAC will be reviewed by the Corporate Policy Group. Once reviewed, this Corporate Plan will be made available through publishing on the Council's website and copies will be made available for circulation as necessary.

## **Appendix 1 – Committees of the Council**

### **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 2014 and will last until June 2019.

The role 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 3 -

- Castleknock/Mulhuddart Area Committee - 15 Members
- Balbriggan/Swords Area Committee - 17 Members
- Howth/Malahide Area Committee - 8 Members

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

### **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

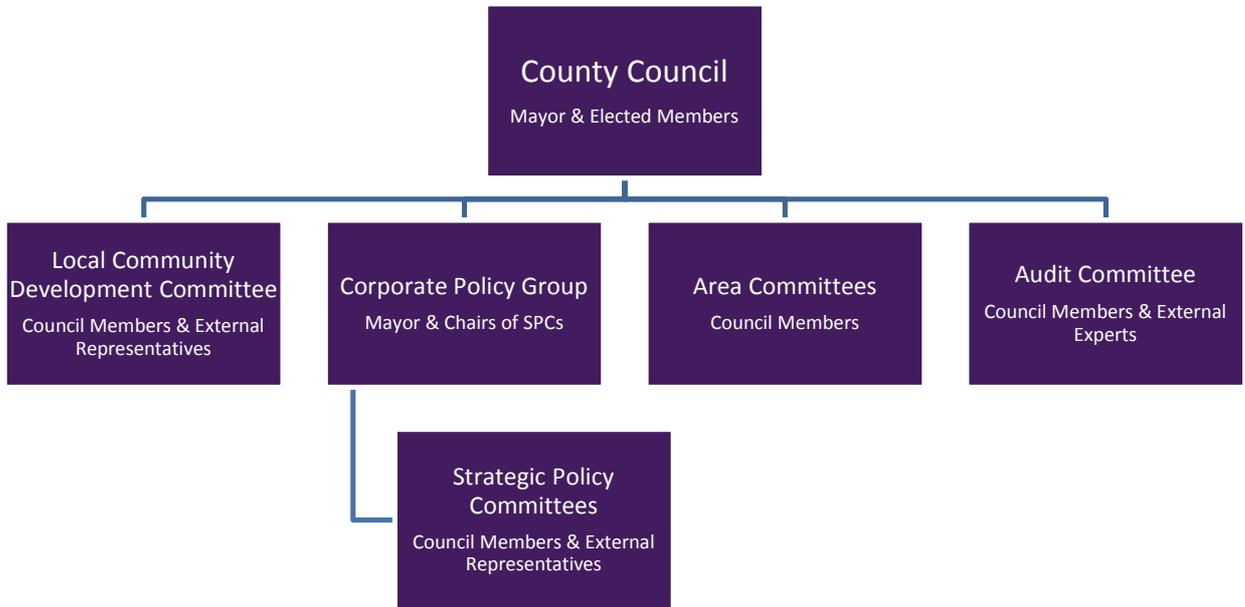
### **Strategic Policy Committees:**

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.

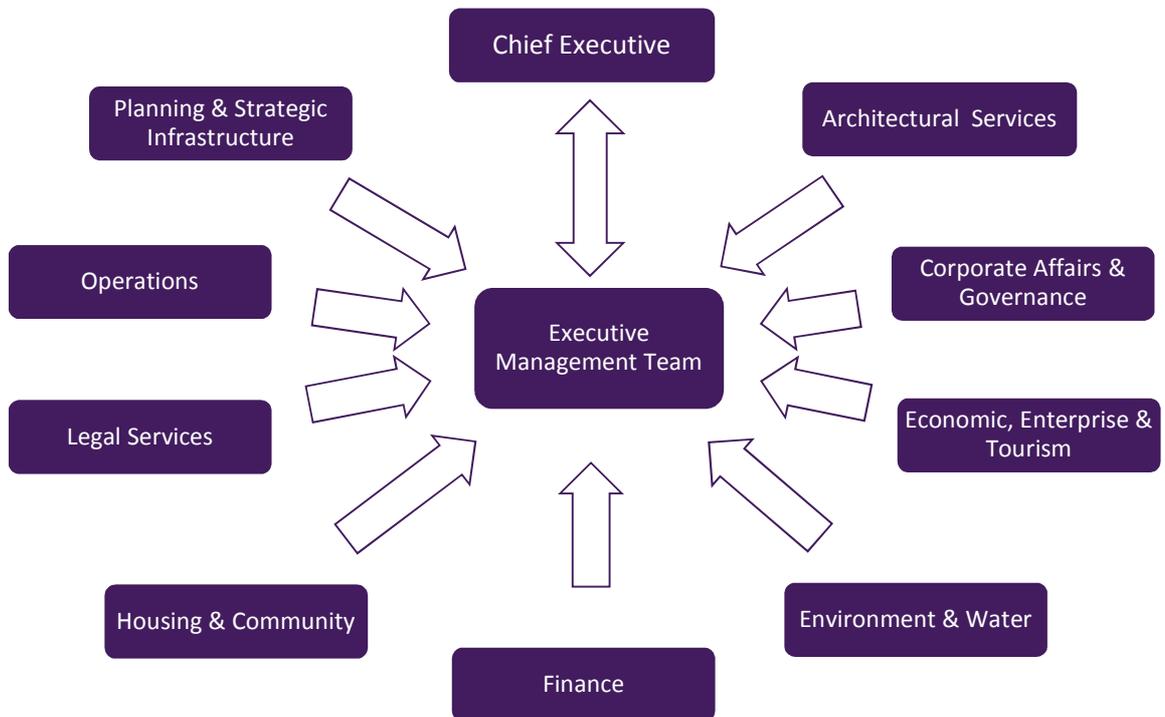
<b>SPC</b>	<b>Total membership</b>	<b>Councillors</b>	<b>Non-Councillors</b>
Transportation	9	6	3
Housing	15	10	5
Art, Culture, Heritage & Community	9	6	3
Planning & Strategic Infrastructure	12	8	4
Water & Environment Services	9	6	3
Economic Development & Enterprise	15	10	5

## Appendix 2 – Organisational Structure

### County Council Governance Structure



### Executive Organisational Structure



### **Appendix 3 - Strategy & Policy Documents relevant to Fingal County Council**

#### **National/EU**

- Role of Fingal County Council in progressing and playing its part in existing relevant national policies and existing/future nation partnership agreements
- National Development Plan for the period to 2016
- Infrastructure & Capital Investment Programme and associated strategies
- DECLG Strategy Statement 2011 – 2014 and any subsequent Strategy Statements
- National Spatial Strategy
- Public Service Reform Plan 2014-2016
- Construction 2020 – A Strategy for a Renewed Construction Sector
- Homelessness Policy Statement 2013
- Traveller Accommodation Programme 2014 – 2018
- Keeping Communities Safe – Fire Services Framework
- National Climate Change Adaptation Framework
- National Disability Strategy
- National Housing Strategy for People with a Disability 2011-2016
- Social Housing Strategy
- Action Programme for Effective Local Government, Putting People First
- Implementation Plan on the State’s Response to Homelessness
- “Opportunities for All” – A Strategy for Public Libraries 2013 - 2017
- Medium-Term Economic Strategy 2014-2020, Action Plan for Jobs, Construction 2020
- Our Sustainable Future – a Framework for Sustainable Development for Ireland
- Open Government Partnership Ireland National Action Plan 2014-2016
- National Policy Framework for Children 2014-2020
- Food Harvest 2020
- Making it Happen – Growing Enterprise for Ireland
- Delivering our Green Potential – Government Policy Statement on Growth and Employment in the Green Economy
- Developing a Green Enterprise
- Our Cities: Drivers of National Competitiveness
- Energising Ireland’s Rural Economy – Commission for the Economic Development of Rural Areas (CEDRA)
- Local Government Sectoral Strategy to Promote Employment and Support Local Enterprise – “Supporting Economic Recovery and Jobs – Locally”
- Supporting Enterprise, Local Development and Economic Growth
- Fingal Age Friendly County Strategy 2012-2017 + (Revised Strategy)
- World Health Organisations Global Friendly Cities Guide
- National Positive Ageing Strategy
- Dublin Declaration of Age Friendly Cities & Communities 2013
- Straiteis 20 bliain don Ghaeilge 2010 - 2030

#### **Regional**

- Regional Planning Guidelines & Regional Spatial and Economic Strategies other local authorities best practice
- The Regional Indicators Report – monitoring Framework for the Implementation of the Regional Planning Guidelines
- Regional Waste Management Plan

- River Basin Management Plan
- Strategy Plans of other Regional Bodies, for example, HSE, Garda Síochána
- EIP European Innovation Partnership on Active & Healthy Ageing – Action Plan

#### **Local**

- Fingal County Development Plan 2011-2017
- Local Area Plans & Studies
- Fingal Heritage Plan
- Local Economic & Community Plan
- Fingal PPN Well-Being Plan
- Fingal Leisure Strategy
- Biodiversity Strategy
- Tree Strategy
- Arts Plan date 2013 – 2017
- Sports Strategy – Supporting Sport in Fingal 2011 - 2016
- Housing Strategy.
- Fingal Community Development Strategic Plan 2010 - 2015
- Fingal Disability Implementation Plan 2008 – 2010
- Skerries Age Friendly Town Action Plan
- Fingal County Council Irish Language Scheme 2015 - 18

#### **Appendix 4 – Consultees**

##### **Internal:**

- Fingal County Council Councillors
- Corporate Policy Group
- Strategic Policy Committees & Council associated committees
- Council Staff

##### **External:**

- Fingal PPN & Associated groups
- Advertised through Fingal County Council Website & Public Consultation Portal

## Appendix 5 – Elected Members, Fingal County Council

### BALBRIGGAN ELECTORAL AREA



Brian Dennehy,  
Fianna Fáil



Ken Farrell,  
Labour Party



Gráinne Maguire,  
Independent



Barry Martin,  
People Before Profit



Tony Murphy,  
Independent



David O'Connor,  
Independent



Malachy Quinn,  
Sinn Féin



Vacancy,  
Fine Gael.

### CASTLEKNOCK ELECTORAL AREA



Howard Mahony  
Fianna Fáil



Sandra Kavanagh,  
Anti-Austerity  
Alliance



Ted Leddy,  
Fine Gael



Eithne Loftus,  
Fine Gael



Mags Murray,  
Fianna Fáil



Roderic O'Gorman,  
Green Party



Natalie Treacy,  
Sinn Féin

### HOWTH MALAHIDE ELECTORAL AREA



Jimmy Guerin,  
Independent



David Healy,  
Green Party



Anthony Lavin,  
Fine Gael



Brian McDonagh,  
Labour Party



Daire Ní Laoi,  
Sinn Féin



Eoghan O'Brien,  
Fianna Fáil



Cian O'Callaghan,  
Social Democrats



Keith Redmond,  
Renua

## MULHUDDART ELECTORAL AREA



Kieran Dennison,  
Fine Gael



Paul Donnelly,  
Sinn Féin



Tania Doyle,  
Anti-Austerity  
Alliance



Edmund Lukusa,  
Sinn Féin



Mary McCamley,  
Labour Party



David McGuinness,  
Independent



Lorna Nolan,  
Independent



Matthew Waine  
Anti-Austerity  
Alliance

## SWORDS ELECTORAL AREA



Darragh Butler,  
Fianna Fáil



Eugene Coppinger,  
Anti-Austerity  
Alliance



Anne Devitt,  
Independent



Adrian Henchy,  
Fianna Fáil



Philip Lynam,  
Sinn Féin



Paul Mulville,  
Independent



Joe Newman,  
Independent



Justin Sinnott,  
Independent



Duncan Smith,  
Labour Party

