

**Comhairle Contae
Fhine Gall**
Fingal County
Council



Fingal Digital Strategy
2020 - 2023



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Fingal County Council is focused on enhancing the digital economy and supporting communities to take advantage of a digitally enabled society. The fundamental goal of the Strategy is to maximise the opportunities of digital transformation for the benefit of our society and economy. We believe that, by promoting the digital agenda through a dynamic workforce, enhanced infrastructure and services, Fingal can secure sustainable economic growth and prosperity into the future.

Connectivity is a vital component for local business and is the essential backbone service of our national economy. The Strategy recognises the pivotal role the National Broadband Plan plays in providing high-speed fibre broadband to rural communities in Fingal. In this document we outline the importance of digital transformation for Fingal and showcase the opportunities for communities and businesses.

Working with our partners, this three-year Digital Strategy sets out what the Council wants to achieve and outlines strategic goals and objectives to enable us to make the most of digital opportunities for Fingal. The Strategy prioritises four key pillars; Digital Infrastructure, Digital Business, Digital Community and Digital Government. The pillars are strategically aligned to the County Development Plan and support its vision. An initial 48 actions have been identified through a robust stakeholder consultation process. The actions of this plan will be continually monitored and updated by the Digital Fingal Oversight Team working across all Council departments. This is a living document that will change and adapt overtime.

AnnMarie Farrelly

Chief Executive

Fingal County Council



02 Message from the Mayor

The Fingal County Council Digital Strategy sets out to encourage and support citizens, businesses and visitors to reap the full rewards of a digitally enabled society. The Strategy showcases the many benefits digital can make to our health, happiness and wellbeing, from supporting the economy and enabling remote working, to enhancing access to education, learning and social connectivity.

Access to digital technologies and digital services has become essential in our daily lives. The Fingal Digital Strategy aims to support the digital economy and enable people of all ages to access and utilise digital services in Fingal. The Strategy outlines a number of key objectives to help bridge the digital divide and support communities and businesses to access digital services. Recent extreme weather events and global pandemics such as COVID-19, have highlighted the importance of being digitally connected. The Fingal Digital Strategy aims to support communities to get online and stay connected.

This strategy is a reflection of our desire to transform Fingal's digital landscape and support the development of smart communities, and fulfill our vision of Fingal being the place of choice to live, work, visit and do business in, in Ireland.

Cllr Eoghan O'Brien
Mayor of Fingal



Product Design

Industrial Design

3D RENDERING PERSPECTIVE DESIGN VIEW

LAYOUT PLAN DESIGN

Urban Design

Facade Design

NETWORK

CONNECTIONS
DISTRIBUTIONS
SEGMENTATIONS

ABOUT THIS REPORT

Fingal County Council have developed this digital strategy to encourage and support communities and businesses to reap the full rewards of a digitally enabled society.

Fingal's Digital Strategy is a three-year plan that sets out what the Council wants to achieve and outlines strategic goals and objectives to make the most of digital opportunities for Fingal. It is a living document that will change overtime and adapt with an ever-changing digital society. The strategy sets out an overall vision for the County including a number of core objectives and outlines a clear path for implementation.

Fingal's Digital Strategy is closely aligned to the Fingal County Council Corporate Plan¹ core vision, *'making Fingal the place of choice to live, work, visit and do business in Ireland'*.

This strategy supports both national and EU digital programmes, the roll-out of the National Broadband Plan, and other local plans and strategies including; The Fingal Development Plan 2017–2023,² Fingal Libraries Development Plan 2018–2023,³ Fingal Local Economic and Community Plan (LECP) 2016–2020,⁴ Climate Change Action Plan 2019–2024,⁵ Smart Dublin Strategy,⁶ Fingal Skills Strategy⁷ and the United Nations Sustainable Development Goals.⁸

The National Broadband Plan⁹ (NBP) is a government initiative to deliver high speed broadband services to all businesses and households in Ireland. Fingal County Council is committed to facilitating the rollout of the NBP and recognises the vital role broadband will play in Fingal's urban and rural economic and social development. In line with the NBP deliverables Fingal County Council has developed this digital strategy to maximise the opportunities of digital transformation for the benefit of our society and economy, ensuring that Fingal is an even better place for people to live, work, visit and do business in.

The Fingal Digital Strategy is comprised of four pillars - Digital Infrastructure, Digital Community, Digital Business and Digital Government. The following are the strategic objectives under each of these pillars.



Pillar	Digital Infrastructure
Vision	Develop a world-class digital infrastructure across Fingal, ensuring that both rural and urban Fingal are equipped with a fit-for-purpose digital infrastructure.
Objective	Description
1	Facilitate the development of high-speed broadband and digital infrastructure
2	Develop and enhance access to wireless connectivity
3	Develop smart city infrastructure to drive efficiencies and improve services

Pillar	Digital Community
Vision	Empower citizens and communities to participate in the development of their communities and to promote and support communities to access digital skills, digital services and unlock opportunities for all.
Objective	Description
1	Promote digital inclusion and improve digital equality & engagement amongst minority groups
2	Support Digital Education and Training to increase citizen digital skills and digital literacy
3	Raise awareness of the risks and benefits for citizen going online
4	Support the development of Smart Communities to enhance socio-economic development

Pillar	Digital Business
Vision	To make Fingal the best place to start and grow a business.
Objective	Description
1	Support SMEs to tap into the digital economy
2	Utilise digital technology to promote Tourism in Fingal
3	Facilitate the development of digital hubs and co-working spaces for entrepreneurs
4	Support and encourage smart city development

Pillar	Digital Government
Vision	Transform key public services, focusing on driving efficiencies and accessibility for all, designing digital public services that are inclusive by default.
Objective	Description
1	Deliver excellent customer service
2	Increase the availability of user-friendly, accessible online services
3	Promote a culture of continuous improvement, transparency, innovation and sustainability

A number of actions have been identified under each of the above objectives which are set out in the Strategy.



Jan Feb Mar Apr May Jun Jul Aug Sep

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Innovation
Branding
Solution
Marketing
Analysis
Ideas
Success
Management

100000
10000
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6000
4000
2000

Jan Feb Mar Apr May Jun Jul A

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VISION

Our vision is to make Fingal the place of choice to live, work, visit and do business in Ireland. The aim of this strategy is to encourage and support communities and businesses to reap the full rewards of a digitally enabled society.

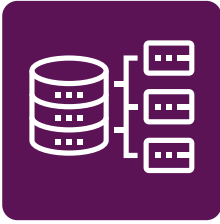
Digital is not about technology, it's about changing the way people live, connect and work. This strategy, therefore, is about how we will deliver and enhance our public services, infrastructure, spaces, economy and jobs for Fingal, now and for years to come.

The fundamental aim of the Fingal Digital Strategy is to support communities, businesses and citizens to leverage the full potential of broadband and digital technologies. Fingal County Council has a vision for all enterprises, communities and citizens across the County to have:

- Access to high-speed broadband infrastructure.
- Awareness of the potential uses and benefits of this infrastructure.
- Ability and skills required to realise and take advantage of the opportunities of a digitally enabled society.
- Access to online Council services.
- Enhanced job creation prospects as a result of the digital economy.

In order to create an inclusive Digital Strategy for Fingal, a comprehensive consultation and engagement process was undertaken. This process involved a number of measures, including the development of a public issues paper, design thinking workshops with strategic community and enterprise groups and the development of a consultation survey to stimulate engagement within the community. Further detail on the Digital Strategy consultation process can be found in Chapters seven and eight of this document.

We have identified four key pillars to support this vision and to inform the development and digital transformation of Fingal.



Digital Infrastructure

Develop a world-class digital infrastructure across Fingal, ensuring that both rural and urban Fingal are equipped with a fit-for-purpose digital infrastructure.



Digital Community

Empower citizens and communities to participate in the development of their communities and enable them to promote and support those communities to access digital skills, digital services and unlock opportunities for all.



Digital Business

Make Fingal the best place to start and grow a business. We will continue to support the digital economy by providing vital supports and facilities to businesses and entrepreneurs.



Digital Government

Transform key public services, focusing on driving efficiencies and accessibility for all as well as designing digital public services that are inclusive by default.

These pillars developed and evolved through the strategy consultation phase. The pillars are closely aligned to Ireland's National Digital Strategy Framework¹⁰ and Local Digital Strategy Framework developed by Indecon Economic Consultants.¹¹ Fingal's thematic framework is also closely aligned to Fingal County Council Local Plans and Strategies and the framework reflects best international practice in respect of digital strategies, as referenced in Chapter seven of this document.



PRINCIPLES

The development of the digital strategy for Fingal and associated actions, plans and policy initiatives will be underpinned by the following principles:

Citizen focus

Initiatives are designed with the citizen at the centre.

Inclusive by default

All digital services must be inclusive by default, alternative channels must be provided while training and assistance must be supplied when needed.

Stakeholder collaboration

Stakeholder engagement and collaboration is essential to deliver successful project outcomes.

Strategic alignment

All initiatives must be aligned to the County Development Plan and share its core vision.

Transparency

Digital Strategy initiatives will be open by default, using open architectures, open data and open standards, ensuring that they enable unrestricted collaboration, sharing and transparency.

Ethical

Initiatives will ensure they meet the EU Commission Data Ethics guiding principles.

Value for money

We will ensure that we spend smarter for smart initiatives, using partnerships to share costs and define projects that create value for all partners involved. We will work with academic institutions in finding new solutions to citizen problems.



The vision of this pillar is the development of a world-class digital infrastructure across Fingal, ensuring that both rural and urban Fingal are equipped with a fit-for-purpose digital infrastructure.

This pillar focuses on four key objectives:

- Facilitate the development high-speed broadband and digital infrastructure.
- Develop and enhance access to wireless connectivity.
- Develop smart infrastructure to drive efficiencies and improve services.
- Promote data-sharing capabilities and data driven services.

WHERE WE ARE NOW

Objective: Facilitate the development high-speed broadband and digital infrastructure

One of the biggest obstacles in digital development is the lack of high-speed broadband and digital infrastructure. Although we have seen significant investment in fibre cable and mobile telecommunications from commercial investment in recent years, there is still a rural-urban divide in broadband services within the County. The National Broadband Plan has been set up to address the digital divide in rural communities and bring high-speed broadband to every home in Ireland.

With regard to telecoms infrastructure, Fingal is better served than its more rural neighbouring counties, but it still experiences a rural-urban divide for high speed broadband services which has left rural communities disadvantaged for their living and working requirements. Latest figures available from the DCCAIE (Q3-2019 - Table 1) show just under 9% of premises have no access to reliable high-speed broadband services.¹²




	Link to Map	Premises in Intervention Area	Premises covered by Commercial Operators	Premises to be covered by Planned Commercial Rural Deployment	Total Number of Premises
Dublin Fingal	Map 	6,050	57,338	194	63,582
Dublin Bay North	Map 	425	65,595	0	66,020
Dublin West	Map 	1,121	46,976	0	48,097

Table 1: National broadband plan Constituency Maps - Q3 2019

Objective: Develop and enhance access to wireless connectivity

Fingal County Council currently provides free wireless connectivity in the Council Offices in Swords and Blanchardstown and Fingal Libraries. The Council plans to improve its WiFi infrastructure to deliver faster and more reliable connectivity to these public buildings. In 2019, the Council launched Fingal Public WiFi Roadmap. This plan outlines a roadmap to deliver high-speed public WiFi hotspots to Fingal towns and villages. Phase 1 of the Fingal Public WiFi Roadmap includes the implementation of a free public WiFi scheme by commercial operators. The Council is engaging with commercial operators to explore the feasibility of industry to provide free public WiFi in our major town centres - where it is commercially viable for them to provide a service to the public. In April 2018, Magnet Networks launched Balbriggan Town Centre WiFi under this commercial operator scheme.

Objective: Develop smart city infrastructure to drive efficiencies and improve services

Digitalisation, in a Smart City region context, is the capturing of analogue data of everyday life by means of suitable sensors and their transfer into digital information which can be further processed by electronic means. Everyday examples of this type of digitalisation can be found all around us, for example: real-time transport data on Google Maps, live car parking information displaying free car park spaces and live information at Dublin Bus stops. Fingal is currently trialling a number of Smart assets including;

- Solar compactor waste bins
- Electric car charging street lights
- Electric vehicle fleet
- Smart benches
- Bike sharing scheme
- Car sharing scheme
- Car parking app
- Smart water fountains
- Smart energy management

Objective: Promote data-sharing capabilities and data driven services

In order to build a 'Smart' county you need access to intelligent data. Fingal County Council was an early adopter of Open Data. In November 2010 Fingal County Council launched Fingal Open Data - Ireland's first Open Data portal data.fingal.ie. The following year, the four Dublin local authorities came together to produce Dublinked, providing open data from the Dublin region on data.smartdublin.ie. In 2014 the national open data portal, data.gov.ie, was launched by the Department of Public Expenditure and Reform (DPER). Fingal County Council was an active partner in this initiative and remains involved in an advisory capacity. The Council was also involved in the development of the National Open Data Strategy for 2017-2022¹³ which was published by DPER in July 2017. The goal of this strategy is for Ireland to become a leader in open data and to create an environment where the economic, social and democratic benefits of open data are recognised and realised.

Fingal's open data site has four principal objectives:

- **Transparency** – citizens can access the data that assists the Council and other public sector bodies in making decisions. Citizens can also use this data for additional social value.
- **Participation** – citizens can increase their participation in the county of Fingal by using the data to analyse issues, to propose new ideas, to gain an insight into local government and to enrich their lives and their community.
- **Economic Development** - citizens and businesses are encouraged to use this data to produce apps, websites or other useful products, and to support decision-making processes.
- **Collaboration** – citizens and businesses are encouraged to suggest ideas about additional data that could be published, what applications or services could be built using the data and how access to the data might be improved by contacting opendata@fingal.ie

The Fingal Digital Strategy aims to build on the progress of Fingal Open Data, DUBLINKED and the National Open Data platform to increase data sharing capacity throughout the Council in order to unlock the potential of Fingal's data.

WHAT WE AIM TO ACHIEVE

Objective: Facilitate the development high-speed broadband and digital infrastructure

Fingal County Council is committed to developing and improving the county's digital infrastructure and services. A Broadband Officer has been appointed to oversee the county's connectivity infrastructure. The role of the Broadband Officer is to provide a local point of contact for telecoms operators and the public regarding telecoms issues. They will also play the leading role as the National Broadband Plan is rolled out in Fingal.

Objective: Develop and enhance access to wireless connectivity

Access to free public WiFi in our major town centres and villages will be a major asset to our visitors, businesses and residents. The Digital Strategy Survey found that access to free public WiFi scored highest overall as a project that should be prioritised. The development of a public WiFi plan for Fingal (Appendix D) shows the planned developments over the next 18 months.

The introduction of this service will strengthen Fingal's reputation as a forward thinking and digitally inclusive urban and rural landscape, which strongly promotes access to on-line services and information across the county.

The key aims of the Council's WiFi project are to:

- Provide free public access to internet services at key destinations in major town centres and villages.
- Promote Fingal as a forward-thinking and digitally inclusive region.
- Introduce free public WiFi as an aid to foster economic growth, making Fingal a more attractive destination for citizens, business and visitors.
- Increase public access to on-line services and information.
- Work with industry to promote investment in digital infrastructure.

You can see the full version of Fingal's Public WiFi Plan in Appendix D of this document.

Objective: Develop smart city infrastructure to drive efficiencies and improve services

As part of the Digital Strategy for Fingal, the Council is developing Smart Infrastructure pilot projects. The aim of these projects is to showcase digital innovation and make improvements to street furniture in Fingal. In 2019 the Council was successful in securing funding from the Department of Rural and Community Development's Digital Innovation Programme to develop a smart street furniture project in Fingal. This project will see the rollout of 15 benches across 8 towns and villages including high-speed WiFi hotspots. The benches include smart features such as; digital signage, IOT environmental sensors, solar panels, wireless phone charging and free public WiFi.

Other Smart Infrastructure projects the Council is currently developing include: retro-fitting street light columns with electric car charging points, installing bicycle counting sensors, asset tagging life buoys and installing solar compactor waste bins.

Objective: Promote data-sharing capabilities and data driven services

Studies have shown that Open Data has become an enabler for innovation and knowledge in today's world. Access to official, open format non-personal data supports more effective decision-making, increases transparency of public spending and empowers citizens to take a more active role in their communities. The Council will continue its efforts in releasing high-value data sets and promote a culture of transparency and openness. To do this we will provide Open Data awareness training to staff, showcase Fingal's Open Data with workshops and hackathons and encourage an open-by-default culture throughout the organisation. Fingal has appointed an Open Data Liaison Officer to work closely with Council departments to encourage and enable the publishing of Fingal County Council data to Open Data platforms.

Fingal aims to improve the quality of its data by conducting an Open Data audit in collaboration with Smart Dublin. We will review all data sets and create standardised data across the four Dublin Local Authorities. We will strive to produce better quality, accessible data with the creation of visualisation dashboards, displaying user-friendly data.

PRIORITY DELIVERABLES

Pillar	Digital Infrastructure				
Vision	Develop a world-class digital infrastructure across Fingal, ensuring that both rural and urban Fingal are equipped with a fit-for-purpose digital infrastructure.				
Objective	Facilitate the development of high-speed broadband and digital infrastructure				
Action	Description	Lead partner	Contributors	Status	KPI
1.1	Continue to proactively engage with telecoms industry to help deliver high-speed broadband services to every premises.	FCC	Broadband Development Officer (BBO)	Ongoing	Increase availability of high-speed broadband to premises.
1.2	Facilitate the rollout of the National Broadband Plan to deliver high-speed broadband to every premises in Fingal.	FCC	BBO, NBI, DCCAE, DRCD	Ongoing	Connectivity brought to areas in the NBP intervention zone.
Objective	Develop and enhance access to wireless connectivity				
Action	Description	Lead partner	Contributors	Status	KPI
1.3	Support the development of Broadband Connection Points in rural Fingal. These points will act as community connectivity hubs in rural communities.	FCC	BBO, NBI, DCCAE, DRCD	Ongoing	Connectivity brought to areas in the NBP intervention zone.
1.4	Develop a network of public WiFi hotspots in Fingal towns and villages.	FCC	WiFi4EU, DRCD	2020 - 2021	Free WiFi access in town and village centres.
1.5	Improve WiFi connectivity in Council buildings, Heritage Properties, Libraries and Community Centres.	FCC	Telcos	Ongoing	Fit for purpose WiFi in all Council buildings.
1.6	Improve connectivity at Fingal Events.	FCC		2020 - 2023	Investigate WiFi and phone signal improvements at events.
Objective	Develop smart city infrastructure to drive efficiencies and improve services				
Action	Description	Lead partner	Contributors	Status	KPI
1.7	Develop Fingal's Smart Street Furniture – Including smart benches, smart bus stops, solar bins, digital signage, etc.	FCC		Ongoing	Installation of Smart street furniture.

1.8	Develop a network of on-street Electric Vehicle Charging Points.	FCC	DCCAE	2020 - 2023	Installation of EV charging points as part of the Climate Change Action Plan.
1.9	Develop Smart Mobility Hubs in town centres, these Hubs will have an EV space, an age friendly space, disability space, a bike and car sharing space, bike racks and located beside busy public transport links.	FCC		2020 - 2023	Develop 10 Smart Mobility Hubs across Fingal to facilitate commuters.
1.10	Increase environmental monitoring through sensor technology – measuring air, noise, soil, water and flooding.	FCC		Ongoing	Increase the number of environmental sensors in Fingal.
1.11	Develop a smart sensor pilot project that looks at using sensors to improve council activities i.e. Asset tagging life buoys.	FCC		2020 - 2023	Pilot commencing with tracking life buoys with sensors.
1.12	Facilitate the development of smart energy initiatives to reduce energy use in Council buildings and social housing stock.	FCC	SEAI, Smart Dublin	Ongoing	Reduction in energy usage in Council buildings and social housing.
Objective	Promote data-sharing capabilities and data driven services				
Action	Description	Lead partner	Contributors	Status	KPI
1.13	Carry out an Open Data audit and improve the currency and quality of data sets on DUBLINKED & Fingal Open Data Portal.	FCC	Smart Dublin, Derilinx	Ongoing	Increase the number and quality of open data sets from Fingal.
1.14	Promote a culture of Open Data in the Council – Encourage an open by default policy.	FCC	Smart Dublin, Derilinx	2020	Open Data training for staff, staff engagement talks on Open Data.
1.15	Showcase the possibilities of Open Data to SMEs.	FCC	Smart Dublin, Derilinx	2020	Open Data hackathons, Open Data for Wellbeing, Open Data competitions and events.
1.16	Visualisation of data through public data dashboards.	FCC	Smart Dublin	2020 - 2023	Production of dashboards displaying high-quality data sets.

06 Digital Community



The vision of this pillar is to empower citizens and communities to participate in the development of their communities and to promote and support communities to access digital skills, digital services and unlock opportunities for all.

This pillar focuses on four key objectives:

- Promote digital inclusion and improve digital equality and engagement amongst minority groups.
- Support Digital Education and Training to increase citizen digital skills and digital literacy.
- Raise awareness of the risks and benefits for citizen going online.
- Support the development of Smart Communities to enhance socio-economic development.

WHERE WE ARE NOW

Objective: Promote digital inclusion and improve digital equality and engagement

amongst minority groups

Digital inclusion is about ensuring that everyone has the ability to use and access the internet and digital technologies so that they are not excluded and left behind in a digital society. The Council has an obligation to ensure that transforming services digitally does not disadvantage those who are not online. In 2019, Fingal County Council has launched a Migrant Integration and Cohesion Strategy 2019-2024¹⁴ which aims to ensure we meet the needs of the diverse population and contribute to making Fingal a place where all who live, work and visit are valued. The digital strategy outlines a number of awareness and engagement actions that will help to support communities and promote digital inclusion.

Fingal Age Friendly Strategy 2018-2023 identifies the need to support senior citizens to bridge the digital divide. The increasing digitalisation of society is impacting on the lives of senior citizens with the closure of post offices, banks and a proliferation of services being carried out online. In this context, there is a need to ensure our older citizens are facilitated and supported in a manner which bridges the digital divide while still respecting their choices and needs. The Age Friendly Strategy outlines a core goal to help bridge that divide.

Goal 17: To explore opportunities to support suitable initiatives which provide opportunities for senior citizens to engage with ICT and Smart Technology.¹⁵

The Unheard Voices Challenge is one way the Council has endeavoured to engage and empower citizens to participate in the development of their place. The Challenge set out to find low-cost, innovative ways to reach citizens who don't traditionally engage in public consultation. This project aims to engage and empower minority groups to have a say in their place. Two challenge solutions are currently being piloted with community stakeholders.

In 2019, Fingal County Council along with two other local authorities and Age Friendly Ireland piloted the ACORN tablet with members of Older People's Councils. The ACORN pilot project aims to trial a digital solution for use by older people, to provide a simplified, customised age-friendly platform on a tablet computer that can positively impact on, and contribute to improved outcomes for older people, particularly those in rural areas or small towns, isolated or otherwise vulnerable older people.

Fingal Arts Office collaborated with Silicon Synapse, an immersive virtual reality experience, which located in the Carnegie Library in Swords. The artist invited people to experience an audio and visual journey where technology is personified and is engaged in an argument with nature. The project was co-funded by the Arts Council of Ireland and the European Commission – SciArt Programme. This project is part of the Arts Office’s intention to create and imagine Swords as a vibrant site for contemporary art and audiences as the town prepares for an exciting cultural quarter initiative. Using technology and the arts to create this type of experience provides a collaborative opportunity between artists and new digital media.

Fingal Libraries assists digital inclusion through access to technology including PCs, Internet connectivity, free public WiFi and mobile devices. The Atrium in Swords is another example of how we are supporting digital inclusion through the availability and awareness of digital technologies at public buildings. The Atrium is equipped with self-service areas enabled by a suite of interactive technologies. The space enables citizens to access Council digital services with the assistance of a dedicated Customer Care Unit.

Objective: Support Digital Education and Training to increase citizen digital skills and digital literacy

Digital Strategy survey participants remarked that a lack of digital skills was the second highest barrier for people accessing digital technology. Digital skills are a key factor for socioeconomic development and employability. In order to navigate in today’s digital society, citizens require at the very minimum basic digital literacy and digital skills.

There are a number of organisations in the county providing training, education and supports ranging from unaccredited familiarisation classes, to third level accredited courses. The Department of Communications, Climate Action and Environment’s Digital Skills for Citizens’ scheme provides basic digital skills classes to help people take their first step online. The Digital Skills for Citizens classes target; people aged 45+, farming communities, small business owners, jobseekers, persons with disabilities, and disadvantaged groups. Currently, Digital Skills for Citizens training is being offered in libraries, community centres, training centres and primary schools around the country.

Fingal Libraries play a vital role in our communities, libraries are collaborative community spaces that give citizen access to access to information and stimulate a culture of lifelong learning. A diverse programme of events, workshops and classes are curated each year to support culture, literacy, digital skills, creativity and innovation through the Fingal Library network.

In 2018, Fingal Libraries secured €711k funding from the Department of Rural and Community Development to invest in ICT and digital services throughout its network. This investment will enhance ICT infrastructure, create new meeting spaces with state-of-the-art technology and provide dedicated digital learning suites. The new facilities and services will attract new users of all ages to our public libraries.

In 2019, Fingal Libraries secured funding from the Department of Rural and Community Development to invest in a My Open Library (MOL) at Baldoyle library. The MOL service will offer extended opening hours, providing library access to members from 8am to 10pm, 365 days per year. It complements regular staffed hours and ensures optimum delivery of the service and support for customers. The staffed hours, combined with the extended My Open Library hours, allows library members to access the library at times that suit them, particularly those who may not be able to access their library during regular staffed times.

The provision of the self-service activities during My Open Library hours will include:

- borrowing and returning items,
- internet access on PCs and with Wi-Fi on own device,
- printing, photocopying and scanning facilities,
- studying and reading spaces,
- community meeting facilities

The Fingal Libraries Development Plan 2018–2023 recognises the importance of STEAM (Science, Technology, Engineering, Arts and Maths) and identifies Libraries as key facilities to enable citizens to access emerging technologies.

Action 4.4: Ensure that our citizens have access to emerging technologies by offering STEAM (Science, Technology, Engineering, Arts and Maths) based activities for all ages.

Action 5.2: Empower citizens by providing a unique free training space and offering learning opportunities.¹⁶

The importance of digital skills for community economic growth is further emphasised in the Fingal Local Economic and Community Plan 2016–2021. The Plan identifies a strategic action to maximise job creation opportunities within local communities through the upskilling of communities in ICT.

Action 33: Maximise the potential of e-learning, up-skill communities in ICT, and facilitate access to technologies so as to enable the use of eLearning and access to information.¹⁷

The Community Development Office delivers a community training programme, Pathways to Participation in the community facilities. This programme includes committee skills, community development training and active citizenship as well as sessions on facility management, companies limited by guarantee, managing Finance, GDPR workshops and Digital Media.

The Local Enterprise Office Fingal provides a variety of digital skills training classes and mentorship programmes to small and medium-sized enterprises, from mastering Instagram and Facebook for your business to website analytics, SEO and supports to help businesses trade online.

Objective: Raise awareness of the risks and benefits for citizen going online

It's important to convey the benefits to society of embracing digital and by doing so highlight potential risks and demystify the unknown. By raising awareness, we aim to encourage and motivate more and more people to participate and alleviate fears and mistrust.

Recently, Fingal Libraries took part in 'Libraries Lead with Digital'.¹⁸ The project aims to partner Google and public libraries across the UK and Ireland to create usable toolkits in the areas of online safety, digital skills and computer science and to allow for the roll out of these skills to the general public. The initial phase of this project in Fingal focuses on staff capacity building using coding toolkits, provided by Google, and with assistance from professional coders. The output will be a "how-to" guide for other library professionals across Europe.

To highlight the benefits of digital, Fingal Libraries have programmed a series of STEAM and coding events and workshops over the last 12 months. Most recently the Fingal Libraries opened their doors to EU Code Week and hosted a schedule of events across the county for all ages and abilities.

The council is proactive in ensuring that council staff are adequately trained and prepared when it comes to internet safety and data protection legislation. The IT Department delivers training and information sessions on Cyber Security Awareness. The purpose of the training is to help staff stay abreast of cyber-threats including data leakage, data loss and fraud. The training is compulsory for all staff that use technology for work purposes. Regular training is also provided to staff in the area of data protection, including FOI and GDPR workshops.

Objective: Support the development of Smart Communities to enhance socio-economic development

To support the development of Smart Communities Fingal County Council is working closely with the Department of Rural and Community Development (DRCD) and the Department of Communications, Climate Action and Environment (DCCA) to bring broadband to every premises in the county. In Fingal, seven Broadband Connection Point (BCP) locations have been identified in collaboration with DRCD. The BCPs are located within the State Intervention Area of the National Broadband Plan (NBP). The BCPs will be prioritised to receive high speed broadband connection once the NBP gets underway. These connection points will help to support smart community initiatives and enhance socio-economic development in rural Fingal.

WHAT WE AIM TO ACHIEVE

A number of priority actions have been identified to support digital community objectives in the areas of digital inclusion, digital skills and smart communities.

Objective: Promote digital inclusion and improve digital equality and engagement amongst minority groups

The Council aims to adopt a 'community-first' approach to digital, engaging with citizens by digital and non-digital means. Initiatives will be designed with the citizen at the centre, as outlined in our core strategy principles. The Council will actively engage with representatives of minority groups to reduce digital exclusion and digital inequality and empower citizens and communities to participate in the development of their communities.

Objective: Support Digital Education and Training to increase citizen digital skills and digital literacy

Fingal Libraries are committed to providing an innovative and technology-rich service that will meet the present and future needs of our communities. A creative suite of technology and creative spaces will assist in delivering better services, interactive spaces and a programme of STEAM events and workshops. The Libraries will provide access to digital skills training, coding classes, 3D printer classes, robotics workshops and much more. Fingal Libraries plan to also develop a creator in residence programme and develop a suite of creative maker spaces and mobile maker vans to stimulate STEAM learning and to promote Libraries as a place to learn digital and creative skills.

We will actively engage with communities to highlight digital skills and digital literacy training opportunities in Fingal.

Objective: Raise awareness of the risks and benefits for citizen going online

The Council will continue to proactively provide staff with the required internet safety and data protection training and supports to assist them in their work.

The Strategy sets out two core awareness campaigns that will highlight the risks, benefits and opportunities for citizens going online. We will undertake a communication awareness campaign promoting the benefits of high-speed broadband and encourage citizens to engage with online council services. We will also raise awareness of online safety risks for citizens and highlight anti-cyberbullying initiatives in line with the National Action Plan for Online Safety.

Objective: Support the development of Smart Communities to enhance socio-economic development

Smart Communities is a recent initiative of the Department of Rural and Community Development. The initiative is being piloted in Tubbercurry, Co. Sligo. Seán Canney TD, Minister of State for Community Development, Natural Resources and Digital Development, described the Smart Community initiative as “a community working together supported by local and central government, to bring people and technology together in time to capture and exploit the opportunities that new applications afford, and broadband-based services can deliver. Such focused and united community efforts create synergy, which allows individual projects to build upon each other and provide a coherence to Government supports and funding opportunities. In order to develop as a smart community, activities must be community driven and supported by industry and Government.”¹⁹ The Fingal Digital Strategy aims to build on the approach to smart communities and support rural development with the initiation of Smart Community. We will work with community stakeholders to identify funding mechanisms to enhance access to digital technology and digital skills training that will enable communities to fully engage with the digital society.



PRIORITY DELIVERABLES

Pillar	Digital Community				
Vision	Empower citizens and communities to participate in the development of their communities and to promote and support communities to access digital skills, digital services and unlock opportunities for all.				
Objective	Promote digital inclusion and improve digital equality and engagement amongst minority groups				
Action	Description	Lead Partner	Contributors	Status	KPI
2.1	Support improved access to and use of Libraries as Community Hubs with access to technology, internet and educational resources.	FCC		Ongoing	Number of people using library services. Development of My Open Libraries in Fingal.
2.2	Development of the Unheard Voices Challenge to encourage minority groups to engage in local decision making.	FCC	Smart Dublin, Enterprise Ireland	Ongoing	Number of people engaging in on-line public consultation.
2.3	Carry out a digital survey to analyse digital exclusion and digital inequality in Fingal.	FCC	PPN	2020	Consultation and survey analysis.
2.4	Continue to build e-service resources such as e-books, e-audiobooks, music, newspapers, magazines and learning courses.	FCC		Ongoing	Number of e-items borrowed. Number of online library services engagements.
2.5	Scan Local Studies and Archives material with a view to digitisation and increased accessibility beyond the physical environment.	FCC		Ongoing	Quantity and Quality of material digitised and accessible.
2.6	Develop new opportunities for Artists to work through digital media.	FCC	Draiocht	Ongoing	Number of initiatives that support new ways of communicating art through digital media.
Objective	Support Digital Education and Training to increase citizen digital skills and digital literacy				
Action	Description	Lead partner	Contributors	Status	KPI
2.7	Increase the availability and promotion of Digital Skills training available in Community Centres and Libraries.	FCC	Community Centres, Education providers	2020 - 2023	Increased uptake of digital skills classes.

2.8	Increase the availability of STEAM events and workshops in Libraries.	FCC	Community Centres, Education providers	2020 - 2023	Increased availability of STEAM events and workshops. Development of STEAM festival.
2.9	Develop a Creator In Residence programme to promote and curate STEAM events and workshops in Fingal.	FCC		2020	Appointment of a Creator In Residence.
2.10	Develop Maker Spaces in libraries.	FCC		2020 - 2023	Development of Maker Spaces in Balbriggan, Skerries, Swords and Blanchardstown libraries.
2.11	Scope out the development of a Mobile Maker Van to further build on creative activities centred around STEAM currently being delivered by Fingal Libraries Mobile Library fleet to schools around Fingal.	FCC		2020 - 2023	Scoping out exercise undertaken.

Objective Raise awareness of the risks and benefits for citizen going online

Action	Description	Lead partner	Contributors	Status	KPI
2.12	Undertake an awareness campaign promoting the benefits of high-speed broadband and encourage citizens to engage with online council services.	FCC	PPN	2020 - 2023	Broadband awareness campaign. Online services campaign.
2.13	Raise awareness of online safety risks for citizens and cyberbullying in-line with the National Action Plan for Online Safety.	FCC	PPN	2020 - 2023	Internet safety awareness campaign. Internet safety workshops and events around internet safety day.

Objective Support the development of Smart Communities to enhance socio-economic development

Action	Description	Lead Partner	Contributors	Status	KPI
2.14	Work with local stakeholders to support the development of community connectivity hubs in rural communities.	FCC	DRCD, PPN	2020 - 2023	Highlight funding mechanisms available. Encourage BCPs to develop their services.
2.15	Support the development of the NotsoDifferent Creative Ability Hub. In the Hub, people with neurodiversity are offered employability skills and opportunities to work with future employers.	FCC	Not So Different	2020	Number of people to receive work placements, training and services through the Creative Ability Hub.



ONLINE:USER A
08:54:30

VOICE FEED:NETWORK:38-38-73

PROFILE:



SECURITY
[Lock icons]



PROJECT:



ADDRESS:



TIME-DATE 00:38:29

Profits:



Evolution:



Actual vs Target



Market Share



ANALYTICS DASHBOARD



Data Availability

API Product

01:43:55

Customers Satisfaction

The vision of this pillar is to make Fingal the best place to start and grow a business. We will continue to support the digital economy by providing vital supports and facilities to businesses and entrepreneurs.

This pillar focuses on four key objectives:

- Support SMEs to tap into the digital economy.
- Utilise digital technology to promote Digital Tourism in Fingal.
- Facilitate the development of digital hubs and co-working spaces for entrepreneurs.
- Support and encourage Smart City region development.

WHERE WE ARE NOW

Fingal is home to a diverse range of employers varying in scale from large multi-nationals to indigenous small and medium sized enterprises (SMEs) and small local business start-ups with a steady rise in the number of businesses created in the county. In Fingal, 98% of businesses are classified as SMEs, employing 109,000 people, that are mostly made up of companies employing 10 or fewer staff. The Fingal Economic & Community Monitor indicates that over 21% of the industry located in Fingal relates to the ICT sector.

Objective: Support SMEs to tap into the digital economy

Local Enterprise Office (LEO) Fingal is situated within Fingal County Council and is part of a nationwide network of 31 LEOs. The LEO is the first-stop shop for enterprise supports in the county, providing a range of business support services aimed at cultivating entrepreneurship, to stimulating growth and creating employment in start-ups and small businesses. LEO Fingal has reported a significant increase in the demand for Trading Online Vouchers (TOV) applications, from small businesses planning to invest in their online sales platform. 61 Fingal businesses were awarded €132,000 worth of TOV grants in 2019.

Reflecting the objectives of Future Jobs Ireland 2019,²⁰ the Local Enterprise Office has identified digitalisation and technological change as one of the key areas in which future programmes will be developed and implemented. The impact of digitalisation is advancing in new and unanticipated ways. LEO Fingal will collaborate with other state agencies and organisations to incentivise SMEs to invest in new technologies and will aim to increase the capacity of SMEs to engage in research, development and innovation.

Objective: Utilise digital technology to promote Tourism in Fingal

Tourism is an important indigenous sector of the Fingal local economy generating income and employment. Visitors to Fingal generate a €500 million spend, which sustains a total of 20,000 jobs (one in four jobs in Fingal) across all sectors (transport, retail, entertainment and other services).

Tourism in the county is heavily dependent on:

- day trip visitors, particularly to coastal locations and heritage attractions;
- stay-over visits, largely concentrated around Dublin Airport.

A core objective of the Fingal Tourism Strategy is to optimise and expand the existing visitor experience. Fingal County Council works closely with Fáilte Ireland in this regard.

Objective: Facilitate the development of digital hubs and co-working spaces

for entrepreneurs

Fingal has established three Enterprise Centres around the County – Drinan in Swords, BASE in Mulhuddart and BEaT in Balbriggan - providing industrial and office units and standard services. These Enterprises Centres have a history of providing support, networking opportunities, business development support and links to enterprise support agencies, Third Level institutions and Research and Development (R&D) opportunities to start-ups and micro-enterprises. All three Enterprise Centres show high levels of occupancy, ranging from 88% to 97% and currently support 69 businesses and 342 jobs. This Strategy aims to increase the availability of co-working and digital hub facilities to enable more entrepreneurs to grow their businesses in Fingal.

Objective: Support and encourage smart city region development

In 2016 Smart Dublin,²¹ an initiative of the four Dublin Local Authorities, was established to engage with smart technology providers, researchers and citizens to solve challenges and improve city region life. The core aim of Smart Dublin is to position Dublin as a world leader in the development of new urban solutions, using open data, and with the city region as a test bed. Smart Dublin has identified mobility, environment, energy, waste and emergency management as priority challenges. As a founding member of the Smart Dublin initiative in 2016, Fingal County Council has actively sought to capitalise on the abundance of opportunities presented by the global Smart Cities movement for both internal digital transformation and to stimulate economic vibrancy in the region.

To date, the Fingal County Council Smart Dublin Team have led on the delivery of a host of Smart City region projects, including three SBIR (Small Business Innovation Research) Challenges in partnership with Enterprise Ireland – Illegal Dumping, Wayfinding and Unheard Voices.²² Engagement in the SBIR programme has embedded Smart Cities expertise within the local authority, while also supporting innovative, small businesses to develop and trial Smart solutions within a local authority context.

WHAT WE AIM TO ACHIEVE

Objective: Support SMEs to tap into the digital economy

The development of Digital Strategy for Fingal aims to support SMEs to grow their digital businesses, drive employment opportunities across Fingal and promote Fingal as the place of choice to grow your business. This Strategy aims to further promote digital opportunities, digital skills training and dedicated funding streams to support local businesses to reap the rewards of the digital economy.

We will also look to facilitate the development of digital signage on the High Street and at tourist attractions for wayfinding, news, events and promote local businesses.

Objective: Utilise digital technology to promote Tourism in Fingal

The strategy will seek to develop digital technology to support and enhance tourism in Fingal. Digital technologies can enhance the visitor experience and can improve accessibility for people who don't use English as a first language, people that have hearing or sight impairment and people with decreased mobility.

By taking advantage of appropriate digital technologies to improve the tourism offering in Fingal, it is envisaged that further economic opportunities for the tourism sector can be delivered. Technology advancements in virtual reality (VR) and augmented reality (AR) are opening tourist attractions to a new medium of experiences and where appropriate should be utilised in the tourism sector. Improved visitor access to these technologies can be achieved by providing public free Wi-Fi.

Fingal County Council will work with Fáilte Ireland on its Orientation Strategy for the Dublin Region to develop innovative and accessible digital solutions that integrates all visitor orientation and information and is available across all visitor touchpoints.

Objective: Facilitate the development of digital hubs and co-working

spaces for entrepreneurs

Fingal has over 28,000 workers commuting into Dublin City.²³ Data analysis further indicates that the majority of Fingal's citizens travel outside the county to work. With the economy in recovery, more of the county's population is in employment and commuting to work, leading to congestion and long commute times with affordable accommodation increasingly being pushed out to the fringes of Dublin and its environs. This compounds congestion and commuter issues thereby damaging Ireland's attractiveness to foreign investment.

In the Digital Strategy Survey, we asked what supports or services would business and residents like to see developed in Fingal. 8.5% of the respondents wanted to see Digital Hubs and co-working spaces developed in the region.

This Strategy will seek to facilitate the development of flexible co-working spaces and digital hubs that would provide vital supports to entrepreneurs and support the local economy by enabling more workers to work and live in their local communities.

Objective: Support and encourage smart city region development

Complementing the development of co-working spaces and digital hubs, Fingal will also aim to develop a Smart Dublin District within the county. Building on the success of Fingal's leadership role in the Smart Dublin programme to date, we will examine options to develop a Smart District that will seek to transform how we address the key urban and rural challenges of our time such as environmental sustainability, connectivity, and the future of mobility.

The unique value of the proposed Fingal Smart Dublin District lies in its application of the Quadruple Helix Model of Open Innovation²⁴ (OI 2.0). Bringing together public sector, industry, academia and civil society, the Smart Dublin District will act as an honest broker between partners, whilst facilitating the testing of solutions within live urban and rural settings within Fingal. As a key priority of the European Commission's Digital Single Market policy, the application of OI 2.0 will allow for multidisciplinary perspectives to work together in the co-creation of Smart Cities solutions.

As part of the wider Smart Dublin eco-system, the district will benefit from expertise and relationships built within the Smart City Region community across the Dublin region including access to research communities and practical support from the Smart Dublin regional office. The district will also be able to access expertise and knowledge through engagement with the All-Ireland Smart Cities Forum.²⁵

The District will showcase the latest Smart technologies such as open data platforms, artificial intelligence, augmented reality, machine learning and the Internet of Things. The Smart Dublin District will further support future SBIR Challenges and will foster start-ups and SMEs to bring products to market.

PRIORITY DELIVERABLES

Pillar	Digital Business				
Vision	To make Fingal the best place to start and grow a business				
Objective	Support SMEs to tap into the digital economy				
Action	Description	Lead Partner	Contributors	Status	KPI
3.1	Support SMEs to enhance their online trading presence, through the Trading Online Voucher Scheme (TOVS).	FCC	LEO	Ongoing	Increase take up of TOVS.
3.2	Facilitate the development of Digital Signage on the high street and at tourist attractions for wayfinding, news, events, and promote local businesses.	FCC		2022	Expansion of Smart Street Furniture pilot.
3.3	Provide Digital Marketing Clinics, social media and digital skills training for SMEs.	FCC	PPN	Ongoing	Increase skills training to SMEs.
3.4	Develop and roll out an initiative focused on incentivising and enabling SMEs to become more competitive and productive through the adoption of innovation and new technologies.	FCC	LEO	2022	Increase innovation and technology use in SMEs
Objective	Utilise digital technology to promote Tourism in Fingal				
Action	Description	Lead Partner	Contributors	Status	KPI
3.5	Use digital technologies to improve the tourism offering in Fingal.	FCC/ Fáilte Ireland	Operators of FCC Heritage Properties		No of apps, audio guides, VR/AR experiences at tourist destinations.
Objective	Facilitate the development of digital hubs and co-working spaces for entrepreneurs				
Action	Description	Lead Partner	Contributors	Status	KPI
3.6	Facilitate the development of digital hubs and co-working spaces in Fingal.	FCC		2020 - 2023	Number of co-workings desks, indirect and direct jobs created. Sustainability of digital hub/co-working spaces.

Objective	Support and encourage smart city development				
Action	Description	Lead Partner	Contributors	Status	KPI
3.7	Facilitate the development of a Smart Dublin District in Fingal.	FCC	Smart Dublin	2020 - 2023	Development of a Smart Dublin District in Fingal.
3.8	Continue to work with Smart Dublin to deliver Smart City projects to solve challenges in Fingal and the wider Dublin region.	FCC	Smart Dublin	2020 - 2023	Participate in SBIR Challenges and Smart City Research & Projects.



08 Digital Government



Fingal County Council is committed to driving innovation in public services and is continually striving to improve and develop the services we provide to the public. The vision of this pillar is to transform key public services, focusing on driving efficiencies and accessibility for all and designing digital public services that are inclusive by default.

This pillar focuses on three key objectives:

- Deliver excellent customer service.
- Increase the availability of user-friendly, accessible online services.
- Promote a culture of continuous improvement, transparency, innovation and sustainability.

WHERE WE ARE NOW

For many years Fingal has been to the fore in promoting digital, in particular digital that improves quality of life for citizens. From the early use of open data and data driven services, to the redesign of customer facing services and the innovative approach to public consultation and Council meetings, Fingal has a keen focus on delivering innovative, cost-effective, citizen-centred services.

Objective: Deliver excellent customer service

Delivery of customer service is a fundamental role of the Local Authority. The Atrium at County Hall in Swords is an example of how Fingal is using technology to enhance customer experience; here customers can now easily access resources and services. The space is supported by a dedicated Customer Service Zone with self-service areas enabled by a suite of interactive technologies. The space provides a dual purpose to the community, with a new multifunctional event space that caters for civic, community and business events.

Objective: Increase the availability of user-friendly, accessible online services

Other digital innovations the Council have spearheaded include the development of a consultation portal, live streaming Council meetings and most recently redesigning the Fingal Website to deliver attractive, interactive mobile services to citizens and visitors of Fingal. Fingal.ie has been completely revamped and designed to give citizens a user-friendly experience interactive experience. The new ground-breaking website, which has a strong emphasis on easy navigation, stunning imagery and relevant content, revolves around four main pillars called Council, Resident, Business and Visitor with secondary pillars covering News and Events. The Council pillar is a new-look equivalent of the previous Fingal County Council website while the other three pillars are targeted at specific audiences in order to improve their awareness of what Fingal offers.

Objective: Promote a culture of continuous improvement, transparency, innovation and sustainability

The Council has been a driver when it comes to adopting a culture of openness, transparency and innovation. From the development of Ireland's first open data platform, data.fingal.ie, to facilitating innovations through Small Business Innovation Research (SBIR) Ireland. SBIR is the national innovation pre-commercial procurement initiative administered by Enterprise Ireland. Its aim is to drive innovation across all sections of the Irish Public Sector, via robust engagement with technology rich companies and organisations, through competitive challenges.

In 2018, as part of a staff development programme 'Engage', the Council focused on the theme of climate change. Arising from feedback from staff, the Council removed all disposable cups from our workplaces, and introduced a KeepCup for all our 1,400 staff. This will eliminate the 53,000 disposable cups we send to landfill every year. In 2019, as part of the Climate Change Action Plan, the Council held a series of workshops and events to gather public opinion and to highlight ways that we can incorporate sustainability in our daily lives. The Climate Change Action Plan for Fingal highlight a number of objectives to improve sustainability and increase green procurement, such as banning single use plastics in Council Offices and implementing green initiatives at Council events.

In 2019, Fingal County Council was ranked joint first in Transparency International's National Integrity Index of Irish Local Authorities.

WHAT WE AIM TO ACHIEVE

Objective: Deliver excellent customer service

The Council aims to digitally transform key public services, focusing on driving efficiencies throughout the organisation and enhancing the customer experience for the citizen. We will continue to deliver quality customer service through the Customer contact centre, providing customers with a seamless experience both online and offline. 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. The redesign of the Council website will incorporate the use of educational videos and images to make services more accessible for the public.

Objective: Increase the availability of user-friendly, accessible online services

Internal digital transformation is fundamental in order to deliver better services, drive efficiencies, resulting in better outcomes. Fingal is currently undertaking a workplace digital transformation programme, which is examining how we work, communicate and deliver services to the public. This programme will look to not only deliver better services to the public, it will also enhance the employee experience, attract talent to the organisation and create a more agile workforce. This programme will effect profound transformational change for the people, processes and assets within the organisation, and the services that we provide to Elected Members and the wider population of Fingal. It will be underpinned by a vision of achieving an end state, which fully leverages the capabilities and opportunities of a mix of digital technologies, to enable secure, consistent and sustainable high-quality methods of working, collaborating and communicating from any device, at any place and at any time.



The digital transformation programme includes multiple streams of work over a five-year period and will contribute to cultural change at a wider level. Major transformational programmes include:

- Move to Office 365 and cloud technologies to enable secure flexible mobile working and collaboration throughout the organisation.
- Implement a state-of-the-art customer contact centre and enterprise telephony system, ensuring residents can contact and hear from the council reliably and consistently.
- Design and run a mandatory learning and development programme and provide ongoing learning opportunities for all staff to increase digital confidence, instil cybersecurity best practices, improve data literacy, awareness and stewardship, and embed a digital culture including agile methods and working in the open.

The Council will also use digital technologies to enable and transform the delivery of public-facing services. We will seek to innovate in the design of these services based on the needs of citizens and businesses and use digital technologies to enable end-to-end service transformation.

Objective: Promote a culture of continuous improvement, transparency, innovation and sustainability

To further promote a culture of continuous improvement, transparency, innovation and sustainability we will engage with staff through a series of events, campaigns, workshops and training sessions. We will continue to drive innovative practices through the publishing of open data and by addressing county challenges through SBIR and innovative procurement.

We will promote innovation in the workplace with a series of events and ideation workshops during Public Service Innovation Week, highlighting the importance of innovation in our workplace.

PRIORITY DELIVERABLES

Pillar	Digital Government				
Vision	Transform key public services, focusing on driving efficiencies and accessibility for all, designing digital public services that are inclusive by default.				
Objective	Deliver excellent customer service				
Action	Description	Lead Partner	Contributors	Status	KPI
4.1	Continue to deliver quality customer service through the Customer contact centre.	FCC		Ongoing	Measure the quality of customer service and customer satisfaction.
4.2	Fingal website redesign will showcase Fingal services and amenities through a new website that focuses on four primary pillars: Council, Visitor, Resident and Business, and two secondary pillars: News and Events.	FCC		Ongoing	Improved online service accessibility.
4.3	Develop innovative communications solutions to reach citizens and deliver high-quality services.	FCC		2020	Improved out-of-hours communication delivery through website chat bot. Access to Live Chat on website with a member of the Customer Services Team during opening hours.
4.4	Develop a Customer Care Unit at Blanchardstown Civic Offices, equipped with a suite of interactive, user-friendly digital technologies to assist citizens in accessing Council services.	FCC		2020 - 2023	Creation of a Customer Care Unit in Blanchardstown.
Objective	Increase the availability of user-friendly, accessible online services				
Action	Description	Lead partner	Contributors	Status	KPI
4.5	Develop innovative apps to improve workflow processes.	FCC		Ongoing	Delivery transformative apps that improve work processes i.e. Private rental inspection app, playground inspection app.

4.6	Digitalise strategic public services and deliver via multiple channels including in person, by phone and online through Fingal.ie.	FCC		Ongoing	Facilitate the digitalisation of strategic public services including the development of an ePlanning portal.
Objective	Promote a culture of continuous improvement, transparency, innovation and sustainability				
Action	Description	Lead partner	Contributors	Status	KPI
4.7	Drive innovation through a series of events and workshops during Public service innovation week.	FCC		2020 - 2023	Number of events focused on innovation in the workplace
4.8	Learning and development programme to enable staff to become more agile and increase their digital skills-set.	FCC		2020 - 2023	CPD workshops in the areas of IT, Cyber security and digital transformation.
4.9	Support the engagement of innovative procurement through SBIR to address county challenges.	FCC		2020 - 2023	Identify county challenges and engage with procurement methods.



09 Research and Analysis



The internet and digital technologies are transforming the way people live, work and communicate today. We are in the era now known as the digital age or information age. Information is readily available and accessible through digital technologies and people born into this era are described as digital natives – someone who has used the internet and mobile phones since they were a child.²⁶ Technologies are constantly evolving and developing. We can see this especially in recent years with advances in the internet of things (IOT), artificial intelligence (AI) and machine learning – for example, electric cars, driverless vehicles, contactless payments, smart home appliances. As a result, consumer preferences have changed – people want to access more services online and at a time and place convenient for them.

We are using online services for shopping, banking, paying bills, information and entertainment because they tend to be more convenient and cheaper to use. Research carried out by Ipsos MORI on behalf of Deloitte found that three million people in Ireland, equivalent to 90% of the population, now have access to a smartphone - higher than the European average. The survey revealed that mobile phone usage among older people grew by 6% to 54% from 2016 to 2017, with eight in every ten of those carrying a smartphone. It also found that 83% of Irish people have access to at least one IoT device against a European average of 73%.²⁷

As a result of the technological advances in society Local Government need to evolve and adapt to ensure our citizens, business and communities remain well served.

The importance of the internet to our economy is becoming more and more evident each year. In 2016, Indecon Economic Consultants were commissioned by The Department of Communications, Climate Action and Environment to carry out an Assessment of the macro-economic impact of the internet and digital on the Irish economy.

This report found that:

- The digital economy represents **6% (€12.3bn) of Ireland's GDP.**
- It is growing fast, at approximately **40%** since 2012.
- The digital economy is expected to expand to about €21.4 billion or **7.9% of GDP** by 2020.
- Currently almost **116,000 direct and indirect jobs** are supported, of which 68,000 are directly linked to digital.
- The largest single contributor to the internet part of the economy is online consumer spending.
- Irish consumers spend around **€850,000 per hour online,** 24 hours a day, which represents more than a 20% increase since 2012.
- Irish consumers expect this to **grow by 25%** in the next 3 – 5 years.
- **88% of Irish consumers** research products online before buying, compared to 79% across the EU.
- Approximately **one in seven Irish people** (13.5% of the adult population) make a supplementary income on the internet.²⁸

In recent years cities around the world are now moving towards the concept of a 'Smart City', using technology to improve the way citizens interact with the city. Smart Cities and regions use data and technology to create efficiencies, improve sustainability, create economic development, and enhance quality of life factors for people. Smart Cities is one of the fastest growth markets globally, with Allied Market Research reporting that the global Smart Cities market was valued at \$517,629 million in 2017 and is projected to reach \$2,402,123 million by 2025, registering a compound annual growth rate of 21.28% from 2018 to 2025.²⁹

Smart Dublin, an initiative of the four Dublin Local Authorities, aims to position Dublin as a world leader in the development of new urban solutions, using open data, and with the city region as a test bed. As a founding member of the Smart Dublin initiative in 2016, Fingal County Council has actively sought to capitalise on the abundance of opportunities presented by the global Smart Cities movement for both internal digital transformation and to stimulate economic vibrancy in the region.

WHY A DIGITAL STRATEGY?

Fingal has a population of 296,214, making it the third largest, fastest growing, and youngest population of any county in Ireland.³⁰ This represents a growth of close to 80% in comparison with 30% nationally since 1996. Since the 2011 census the population of Fingal has increased by 8% and by 2021 the population of this vibrant and diverse county is expected to be over 330,000. The population is ethnically and culturally diverse; 23% of the population were born outside of Ireland. Balbriggan, located in the north of the county, is Ireland's youngest, fastest growing and most diverse town in Ireland and over half of the population of Mulhuddart in Dublin 15 are under the age of 25.

Fingal's rapidly growing, diverse, young population presents a myriad of opportunities and challenges for the county. By developing a digital strategy for Fingal, we hope to deliver better services to our growing population and support communities, businesses and citizens to leverage the full potential of broadband and digital technologies.

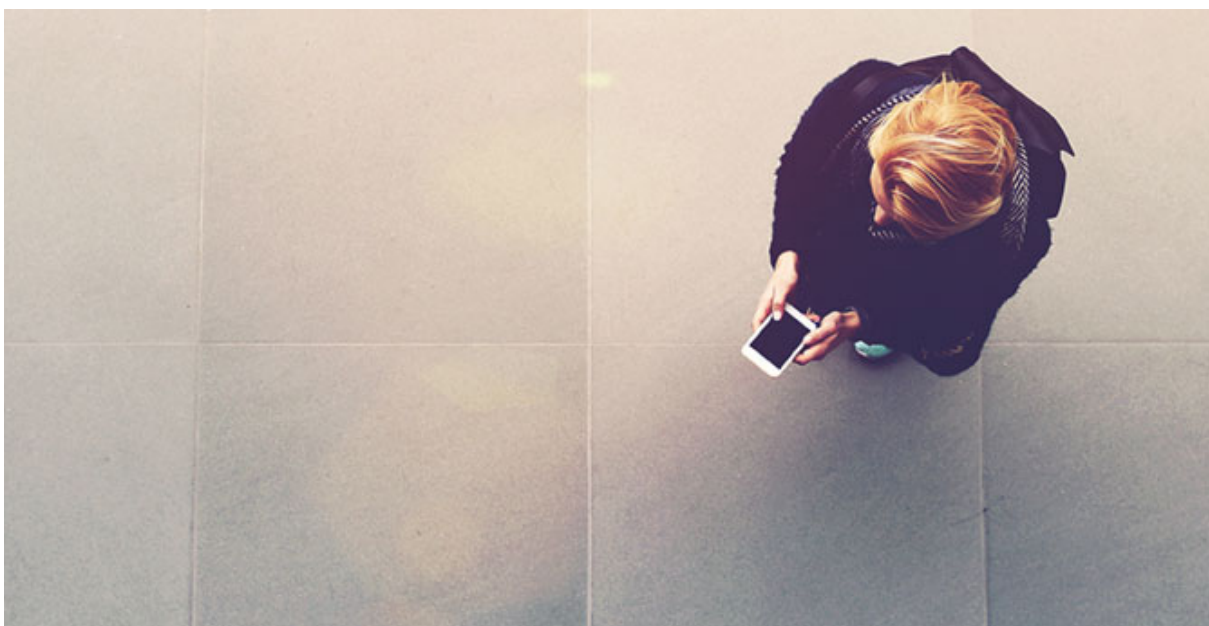
Fingal has major economic assets, including Dublin Airport, proximity to Dublin City and the Dublin Port Tunnel, road and rail infrastructure and a prime location on the Dublin-Belfast Economic corridor. Dublin Airport provides a significant economic hub for the county. Fingal has close links with Third Level Higher Education Institutes. Technological University Dublin - Ireland's first Technological University - has a campus based in Blanchardstown, Dublin 15. Fingal is also home to the Dublin Enterprise Zone (DEZ). The DEZ comprises of 1,571 hectares of land zoned for office, R&D, High Technology Manufacturing, Industrial and General

Enterprise and Employment, and is located just north of the N3 and south of the N2. The DEZ is one of the largest enterprise zones in Ireland and adds €14.4 billion to the national economic output while supporting 34,600 jobs. Fingal County Council has built a strong and dynamic ICT cluster in the Blanchardstown area with multi-national companies such as Synopsys, IBM, Amazon, PayPal and Symantec.

Fingal's Digital Strategy will leverage the supports of the world-leading science, technology, innovation and research ecosystem to support strategy goals and objectives and grow Digital Fingal.

Fingal is made up of a mix of rural, urban and suburban regions. The OECD has acknowledged the importance of broadband and digital infrastructure to both rural and urban communities. The term "digital divide" is commonly used to refer to different levels of access and use of information and communication technologies (ICTs) and, more specifically, to the gaps in access and use of internet based digital services. Broadband access provides the physical means for using these services, with availability gaps continuing to be a challenge in many rural and remote locations. In recent years, the increased role broadband connectivity plays in economic and social interaction has made this aspect of the digital divide a key matter for public policy.³¹ The National Broadband Plan (NBP) (2015) aims to deliver reliable high-speed broadband throughout Ireland through a combination of State and commercial investment. Fingal County Council is committed to facilitating the rollout of the NBP and recognises the vital role broadband will play in Fingal's urban and rural economic and social development.

To help our local economy and communities to take full advantage of the opportunities that digital presents, local digital strategies are of vital importance.



DIGITAL STRATEGY POLICY CONTEXT

European Level

The European Commission has been a driver of digital for many years. In 2015 the Commission developed Europe's 2020 Strategy³² which set out objectives for the growth of the European Union (EU) by 2020. This strategy was built around seven pillars, the Digital Agenda³³ formed one of these key growth pillars. The Digital Agenda's main objective was to develop a digital single market in order to generate smart, sustainable and inclusive growth in Europe.

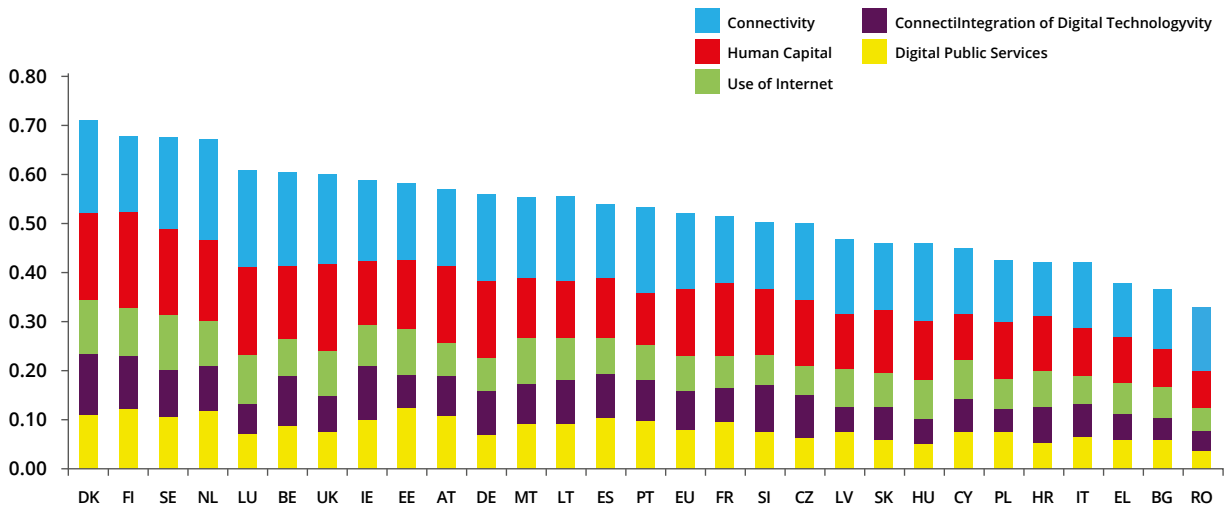
The core focus of the European Commission's Digital Single Market Strategy is for European citizens to benefit from developments in digital connectivity, digital skills, digital public services, and investment in research, development and innovation in ICT. The EU Commission is encouraging and supporting member states to develop their digital infrastructure and services through a series of funding opportunities. The WiFi4EU initiative was launched in May 2018 with a fund of €120 million and aims to promote access to wireless connectivity and usage in public places. The EU Commission has also proposed to invest a further €9.2 billion in the first ever Digital Europe programme.³⁴ Fingal County Council aims to optimise its digital infrastructure and services through EU Commission funding supports and other support and development initiatives.

As part of the Digital Single Market strategy, the European Commission annually publishes the European Digital Progress Report (EDPR), which monitors progress in digital policies in the Member States.

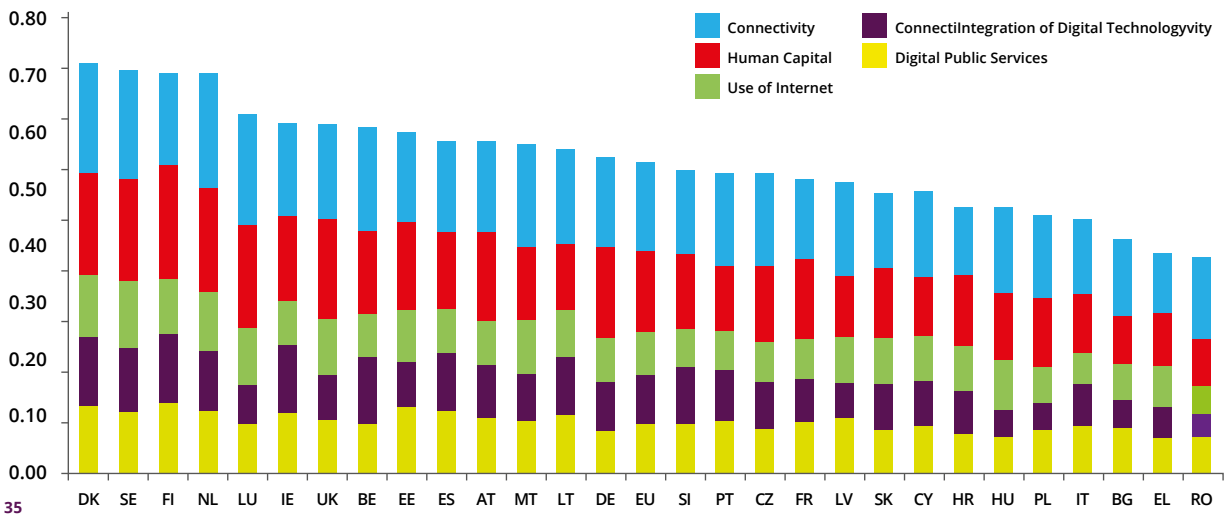
Digital Dimension	Description
1 Connectivity	Fixed broadband, mobile broadband, broadband speed and prices
2 Human Capital	Internet use, basic and advanced digital skills
3 Use of Internet	Citizens' use of content, communication and online transactions
4 Integration of Digital Technology	Business digitisation and eCommerce
5 Digital Public Services	eGovernment

The 2018 report showed that Denmark, Sweden, Finland, and the Netherlands have the most advanced digital economies in the EU followed by Luxembourg, Ireland, the UK, Belgium and Estonia on the Digital Economy and Society Index (DESI).

Digital Economy and Society Index (DESI) 2017 Ranking



Digital Economy and Society Index (DESI) 2018 Ranking



In 2017, Ireland ranked eight as most digitised nation among its EU Member States and in 2018 Ireland improved its overall performance and was ranked sixth overall in the Digital Economy and Society Index report.

National Level

In recent years, the Irish Government has prioritised the delivery and implementation of the EU digital agenda and Digital Single Market through development and implementation of the National Broadband Plan and by progressing national and local digital strategies.

The Department of Communications, Climate Action and Environment (DCCAE) has been a driver of digital for some time. In 2013, DCCAE published the National Digital Strategy³⁶ for Ireland. It focused on three target areas:

- **Enterprise** – a key aim was to get 10,000 businesses online for the first time and 2,000 trading online
- **Citizens** – a key aim was “to halve the number of “non-liners” (people who have not yet engaged with the internet) by 2016”
- **Education** – among many initiatives the “completion of the rollout of 100mbps to all post primary schools” was a key target

Under the Action Plan for Jobs 2018³⁷ a framework for a high level National Digital Strategy is currently in development. The purpose of this Strategy is to provide a whole of government approach to digital and it will enable Ireland to maximise the economic and societal benefits that arise from on-going digital developments. A Digital Strategy Interdepartmental Group has been established to support the National Digital Strategy.

Local Level

At a local and regional level digital already plays an important role in existing strategies. The Fingal County Development Plan 2017-2023, Section 6.5 Information and Communications Technology outlines Fingal County Council’s policy to grow the ICT presence in the county to maximise growth opportunities in the sector.³⁸

Fingal Libraries Development Plan 2018-2023 identifies the need for access to information technology, digital services and skills through its core objectives. Objective 5 focuses on technology. It states that states that Fingal Libraries will ‘provide training opportunities to bridge the digital divide internally and externally. Fingal Libraries are committed to providing an innovative and technology-rich service that will meet the present and future needs of our communities’.³⁸ Access to high-speed broadband in all Fingal Libraries is an action within the Library Development Plan.

Fingal Age Friendly Strategy 2018-2023 identifies the need to support senior citizens to bridge the digital divide. The increasing digitisation of society is impacting on the lives of senior citizens with the closure of post offices, banks and a proliferation of services being carried out online. In this context, there is a need to ensure our older citizens are facilitated and supported in a manner which bridges the digital divide while still respecting their choices and needs. The Age Friendly Strategy outlines a core goal to help bridge that divide.

The Fingal Skills Strategy has identified critical skills shortages for the Professional Services sector. The analysis indicates a significant gap of up to 919 Professional, Associate Professional and Technical Occupations per annum. In order to meet the demand for highly skilled technical workforce the report recommends that education providers and Fingal County Council work to improve promote digital skills services and courses.⁴⁰

Fingal Local Economic and Community Plan (LECP) 2016–2020 outlines the importance of digital for the growth of communities. The plan prioritises digital in High-Level Goal 4: To maximise Training and job creation Working opportunities by activating the potential within local communities. Action 33: Maximise the potential of e-learning, up-skill communities in ICT, and facilitate access to technologies so as to enable the use of eLearning and access to information.⁴¹



FINGAL'S DIGITAL LANDSCAPE

With regard to telecoms infrastructure, Fingal is better served than its more rural neighbouring counties, but it still experiences a rural-urban divide for high speed broadband services which has left rural communities disadvantaged for their living and working requirements. Latest figures available from the DCCAE (Q2-2019 - Table 1) show just under 9% of premises have no access to reliable high-speed broadband services.⁴²

Engagement with local citizens and business have revealed that pockets or blackspots of poor connectivity exist within the blue area of the National Broadband Plan map. A consultation on conclusion of the National Broadband Plan mapping exercise for the 'Intervention Area' has recently been undertaken (Q3-2019) with relevant agencies and the telecoms industry to update the National Broadband Plan intervention area.⁴³

National Broadband Plan - Constituency Maps - Q3 2019




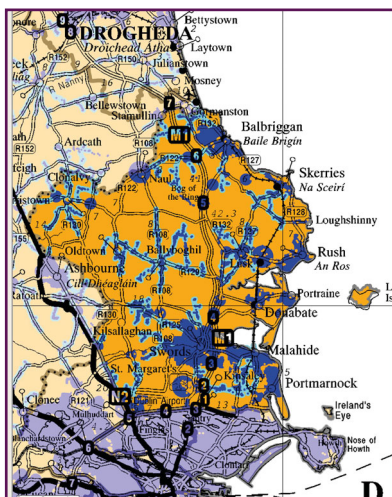
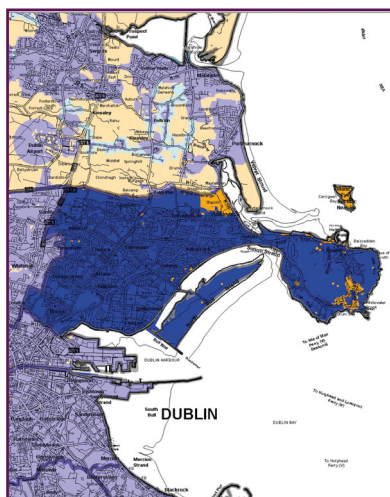
	Link to Map	Premises in Intervention Area	Premises covered by Commercial Operators	Premises to be covered by Planned Commercial Rural Deployment	Total Number of Premises
Dublin Fingal	Map 	6,050	57,338	194	63,582
Dublin Bay North	Map 	425	65,595	0	66,020
Dublin West	Map 	1,121	46,976	0	48,097

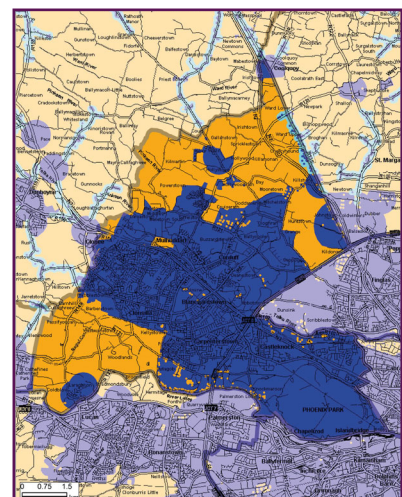
Table 1: National broadband plan Constituency Maps - Q3 2019



Dublin Fingal



Dublin Bay North



Dublin West

Digital Readiness Assessment

In January 2018, The Department of Rural and Community Development contracted Indecon Economic Consultants to undertake a Digital Readiness Assessment (DRA) of each local authority. The DRAs provide an overview of each county's digital maturity, highlighting strengths and weaknesses and can be used as a guide to measure progress.

The DRAs look at local authority public services and infrastructure, citizens, businesses, as well as the activities of the Council itself. The report sets out a seven-pillar approach to digital maturity.

The seven pillars identified are:

- | | | | |
|---|------------------------------|---|-------------------------------|
| 1 | Transitioning to Digital | 5 | Digital Skills |
| 2 | Infrastructure | 6 | Innovation & Entrepreneurship |
| 3 | Digital Economy & Employment | 7 | Community & Culture |
| 4 | Digital Services | | |

The county's performance was compared with a peer group of counties with a similar urban rural population division and with the Country as a whole.

Fingal County Council performed higher than the national average on each of the seven pillars and is performing on par with its peer group.

The DRA classed Fingal County as 'Highly Developed' in terms of digital innovation and entrepreneurship and ranks the county as 'Transformational' in terms of digital infrastructure. The report also ranked Fingal County as 'Developed/Highly Developed' with regard to the provision of digital services.

Fingal's Digital Strategy will build on the success to date under these pillars to ensure maximum digital optimisation and transformation for citizens, businesses and government.

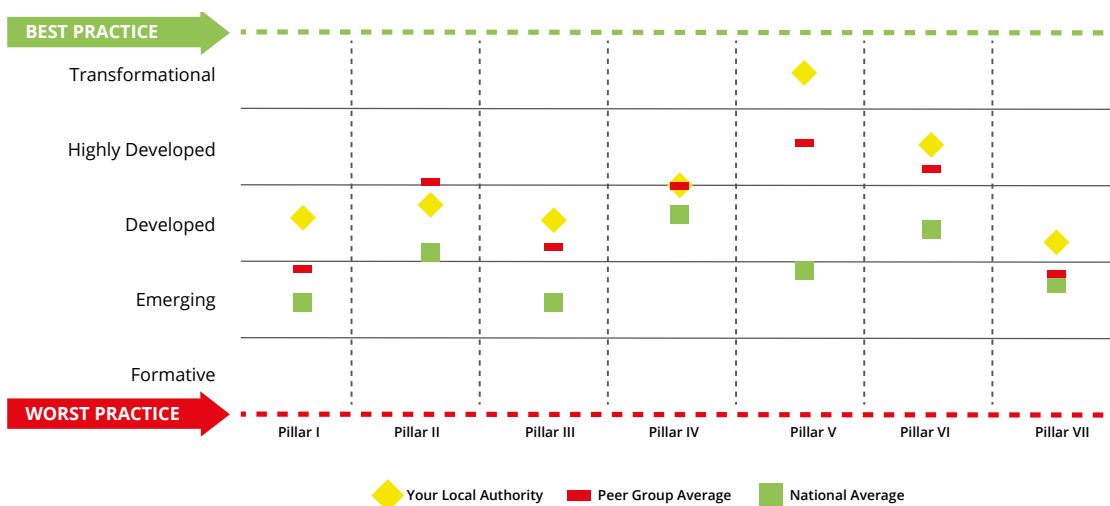


Figure 1: Digital Maturity Assessment Dashboard



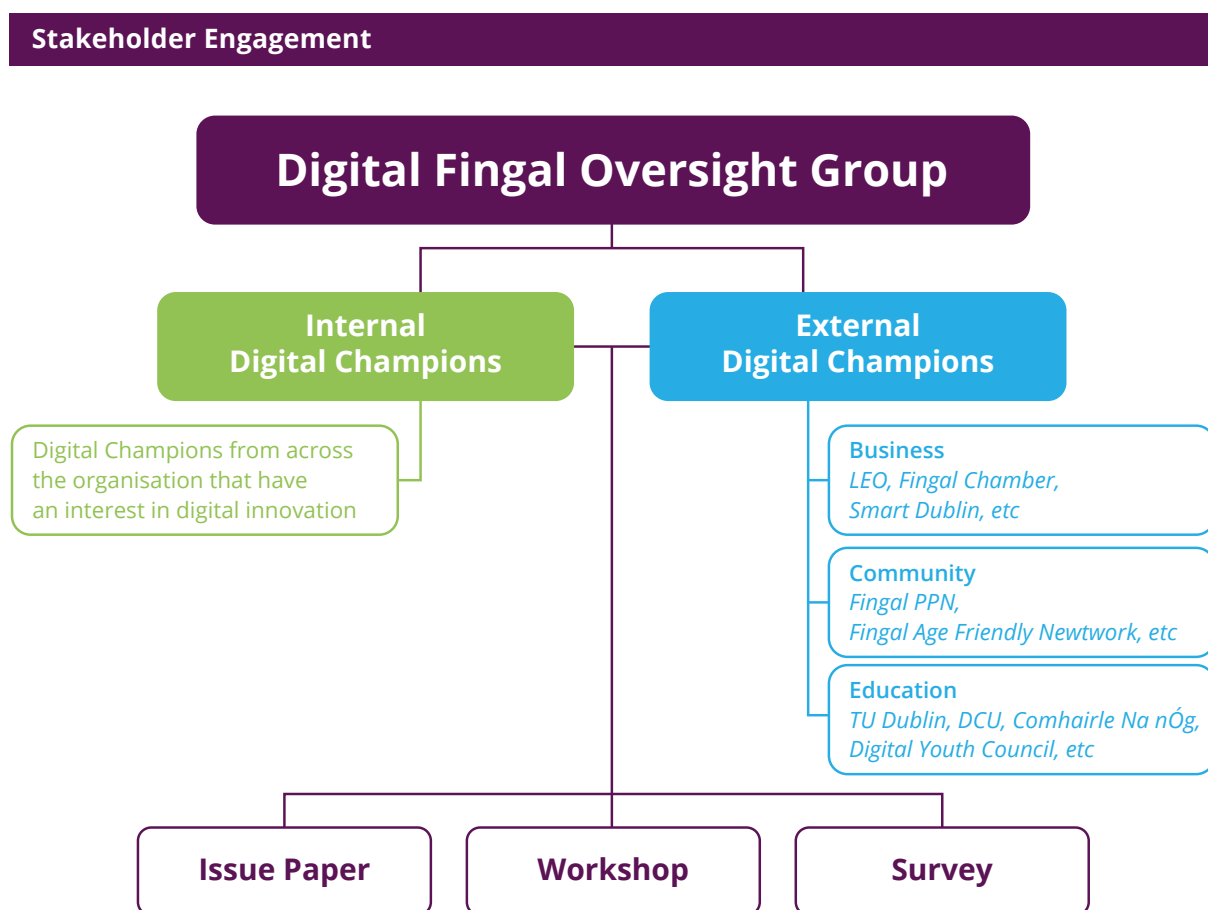
DIGITAL STRATEGY CONSULTATION

In order to create an inclusive Digital Strategy and implementation plan for Fingal, a comprehensive consultation and engagement process was undertaken. This process involved a number of measures, including analysis of relevant policy and documents, formation of an oversight group, development of a public issues paper, design thinking workshops with community and business stakeholders and the development of a consultation survey.

The formation of the Digital Fingal Oversight Group was a fundamental first step in developing a digital strategy for Fingal. The oversight group was set up to oversee the development of a digital strategy and implementation plan. This group is comprised of senior representatives from Fingal County Council. These representatives are crucial

to the success of the Strategy and implementation plan and represent the following council departments – Economic Development, Community, Libraries, Finance, Planning, Operations, Environment, Architects, Corporate Affairs and Governance, Data Protection and Communications. Participants are listed in Appendix A.

The role of the oversight group was to firstly discuss the potential a digital strategy could have on their departments, highlight existing digital initiatives in their respective departments and discover potential digital projects that might be included in the strategy. Through this engagement process the group identified the need for further engagement with both internal and external digital champions to drive the digital agenda. This engagement process led to a robust consultation with both internal and external digital champions. The figure below shows the breakdown of the stakeholder engagement process.



The other core focus of the oversight group is to assist in the development and implementation of a Digital Strategy for Fingal.

The Digital Strategy Consultation involved three main methods of engagement – the publication of an Issues Paper and online consultation; various consultation workshops with strategic stakeholder groups; the publication of an online survey to obtain input from a wider audience.



ISSUES PAPER



WORKSHOPS



SURVEY

The core objectives of the Digital Strategy Consultation were:

- To inform the development of Fingal County Council Digital Strategy with insight from relevant stakeholders
- To enable and encourage engagement and meaningful dialogue between key stakeholders and with the Fingal County Council Digital Fingal team

The Digital Strategy Issues Paper was published on the Council's consultation portal and was shared widely through the Council's communication channels. The Issues Paper consultation was open from 4 June until 28 July 2019. The purpose of the Issues Paper consultation was to ask members of the public for their comments, submissions or suggestions relating to the Digital Strategy. The paper presented an overview of the strategy framework and posed questions to encourage discussion and debate on what the public wanted to see in their digital strategy.

The snippet below is an extract from the Issues Paper outlining questions to consider when commenting on the Digital Economy Pillar.

Digital Economy - Making Fingal the best place to start and grow your business

Supporting and encouraging innovation and entrepreneurship is vital for the future of Fingal and increases the over and increases the overall attractiveness of the county for international investment.

When are you making your submission you may wish to consider the following questions as part of your response:

- What facilities would encourage you to grow a business in Fingal?
- What supports should be in place to help grow business in rural Fingal?
- How can we support SMEs through dedicated digital programmes?
- How can we seek to attract international investment into Fingal?
- How can we use smart technologies to improve liveability and competitiveness?
- How can we encourage and develop entrepreneurship amongst young people?
- How can we improve our digital tourism offering?

To further complement the consultation process, the Digital Fingal team organised design thinking workshops with strategic stakeholder groups. A total of seven stakeholder engagement workshops took place during the consultation period with the following groups

- Fingal Senior Citizens Forum
- Fingal Chamber of Commerce
- Fingal Comhairle na nÓg
- Fingal PPN Social Inclusion, Rural Development, Youth & Enterprise
- Fingal PPN Climate Change, Environment & Water
- Blanchardstown Centre for Independent Living
- Fingal Councillor Workshop

At the workshops the Digital Fingal team gave an outline of the Digital Strategy framework and split the participants into groups to explore what areas they wanted the digital strategy to focus on. They were asked to imagine a blank canvas, with unlimited resources and unlimited budget – what would they like to see developed as part of the digital strategy for Fingal. At the end of the workshop all the suggestions were put on a board and they were then asked to prioritise their top three suggestions.



The contents from each workshop were recorded and added as submissions to the Digital Strategy Issues Paper consultation. Common themes emerged as a result of the stakeholder workshops which helped to structure a short online Digital Strategy Survey.

The purpose of the survey was to engage with a wider audience who might not be prepared to make a longer submission and to obtain input at public events.

The survey was promoted widely on social media. It was accessible through a weblink and on the Fingal Voices App. The Digital Fingal team set up stands at Fingal Libraries and at the Flavours of Fingal County Fair which had over 80,000 attendees. The consultation team ran a colouring competition at the Digital Fingal stand to engage a younger audience and gather a visual representation of what a Digital Fingal might look like in the year 2100.



Fingal Digital Strategy Survey

Fingal County Council is preparing a Digital Strategy to encourage and support communities and businesses to reap the full rewards of a digitally enabled society. The results of this survey will help prioritise and shape the future of Fingal's Digital Strategy.

1

Start

2

Complete

What are the most important areas the Strategy should focus on? (Please choose top 3 choices)

- | | | |
|--|--|--|
| <input type="checkbox"/> Digital Economy | <input type="checkbox"/> Digital Services | <input type="checkbox"/> Infrastructure & Data |
| <input type="checkbox"/> Digital Skills | <input type="checkbox"/> Community & Culture | <input type="checkbox"/> Transition Digital |

How can digital improve the way we live, work or do business in Fingal?
What would you like to see in Fingal's Digital Strategy?

The following ideas/issues were identified in the Digital Strategy consultation workshops. What ideas/issues do you most agree with? (Please choose up to 5 choices)*

- | | | |
|--|---|---|
| <input type="checkbox"/> Free Public Wifi | <input type="checkbox"/> Electronic Cars | <input type="checkbox"/> Co-Working Spaces |
| <input type="checkbox"/> Digital Skills Training | <input type="checkbox"/> Internet Quality | <input type="checkbox"/> Inter-generational Schemes |
| <input type="checkbox"/> Community Driven Projects | <input type="checkbox"/> Drones for Illegal Dumping | <input type="checkbox"/> Renewable Energy |
| <input type="checkbox"/> Digital Signage | <input type="checkbox"/> Digital Hubs | <input type="checkbox"/> Community CCTV |
| <input type="checkbox"/> Privacy & Security | <input type="checkbox"/> Smart Benches | <input type="checkbox"/> Bike/Car Sharing Apps |
| <input type="checkbox"/> Accessibility Apps | <input type="checkbox"/> Technology Free Zones | <input type="checkbox"/> Awareness & Engagement |

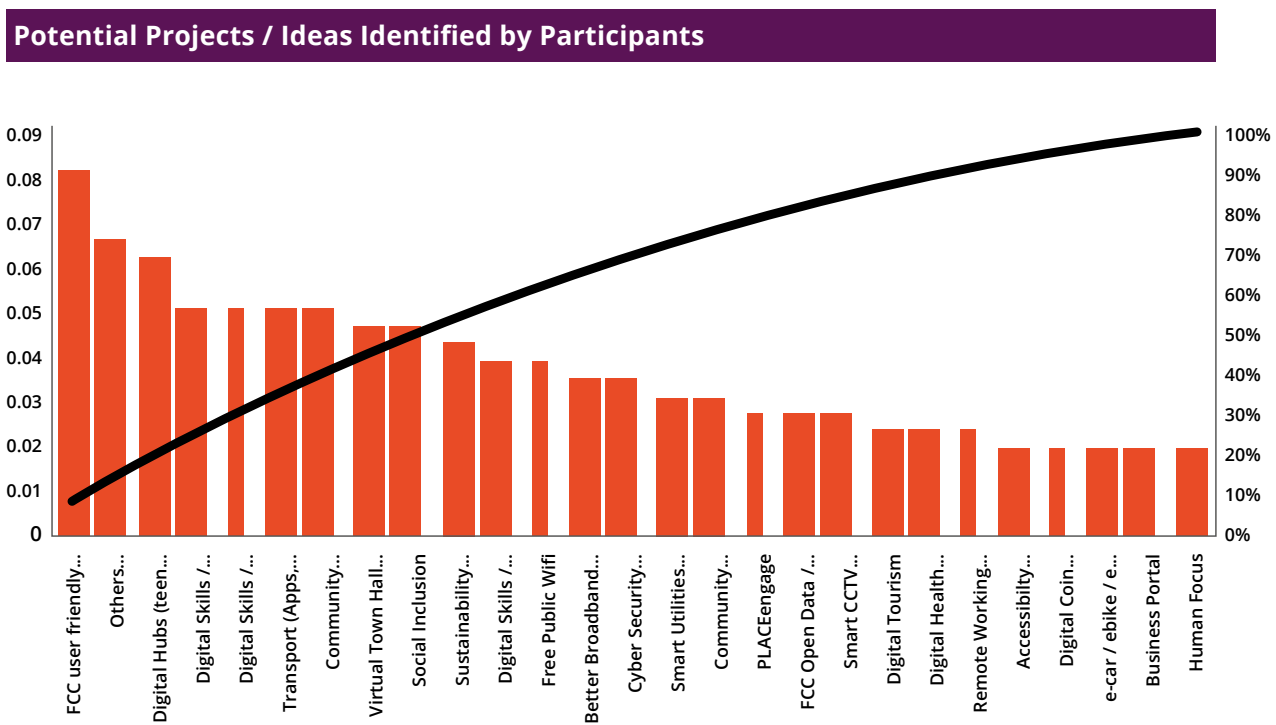
Is there anything stopping you as a citizen from using more digital technology in any aspect of your life?

If you have any additional thoughts or comments, please include them here.

CONSULTATION FINDINGS

The Digital Strategy Public Issues Paper received a total of 26 submissions with 62 observations. These observations led to over 100 ideas that could potentially be developed to support Fingal's Digital Strategy.

The Digital Fingal team examined each and every consultation submission and categorised suggestions and ideas into common themes. By doing this they were able to analyse the frequency of the most common suggestions. The graph below shows submission projects and ideas grouped together by common themes.



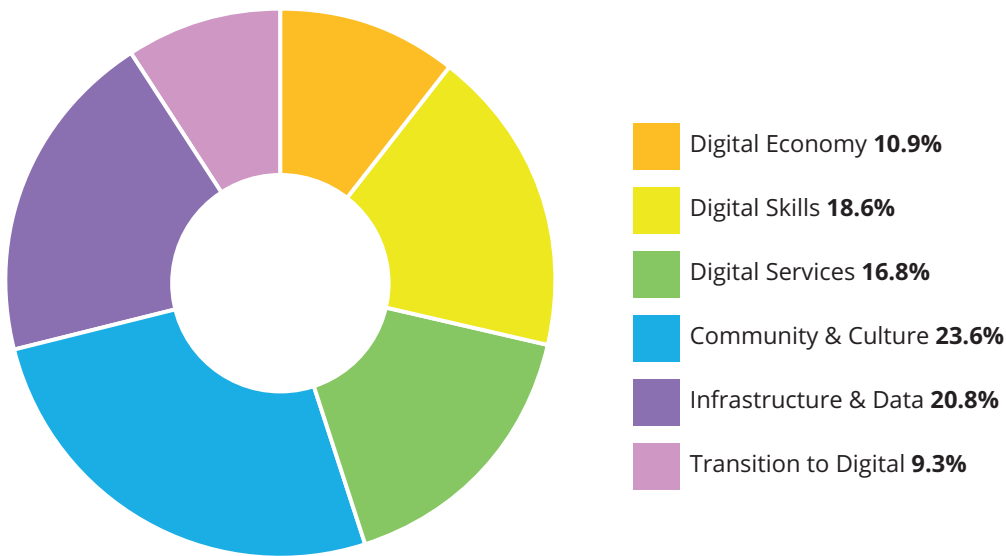
The most popular themes identified were:

- Digital Government - E.g. Online Council services
- Digital Business - E.g. Digital hubs & co-working facilities
- Digital Infrastructure - E.g. Free WiFi & better broadband availability
- Digital Community - E.g. Community engagement & Digital skills

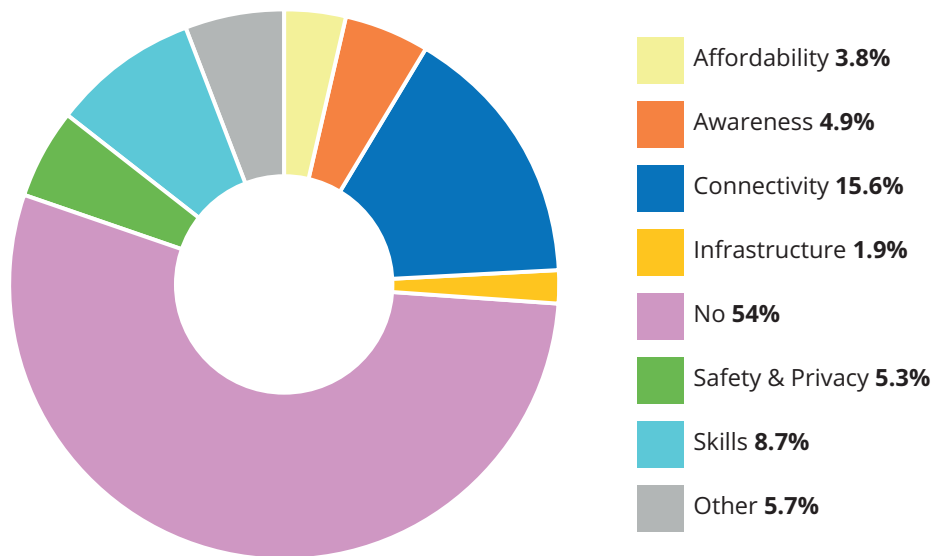
337 participants took part in the Digital Strategy Survey. The survey focused on particular ideas and issues that had been raised in the Digital Strategy consultation workshops. Below are the key findings from the survey analysis.

Notably, 46% of survey participants said that they experienced barriers in accessing digital technology. The main reasons identified were poor connectivity, lack of skills and concerns over online safety.

What are the most important areas the strategy should focus on?



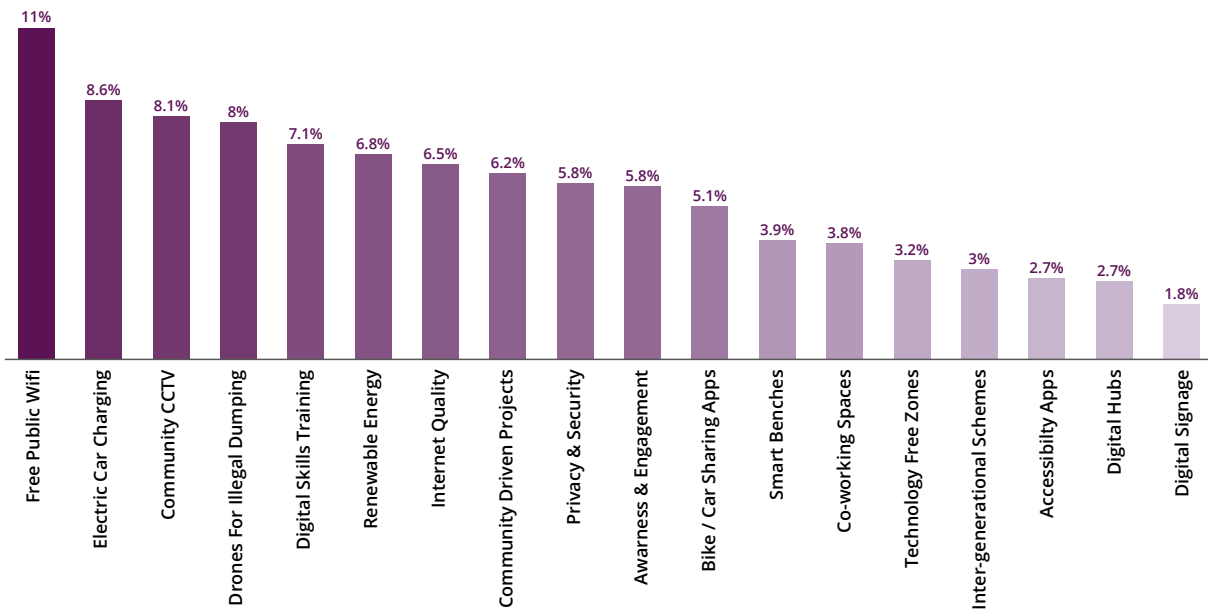
Is there anything stopping you as a citizen from using more digital technology in any aspect of your life?



When asked to prioritise what ideas they would like the Strategy to focus on, participants ranked access to free public WiFi as the major priority.

The following ideas/issues were identified in the Digital Strategy consultation workshops.

What ideas/issues do you most agree with?



Below is a snapshot of some of the comments taken from the Issues Paper and Survey participants.

"If **digital security cameras** could be included which would assist with **anti-social behaviour and illegal dumping**. Fingal could lead the way to make it harder for these things to happen and make a change for the better which would help the Gardai and Fingal and be cost effective for tax payers."

"**More electric car charging points** are needed across Fingal."

"To attract hi-tech FDI and tech entrepreneurs to Fingal **Digital Hubs**, promote serviced land as **Digital Ready Zones**. Showcase the performance of quality Broadband. **Invest in tech incubator facilities. Hot desks for tech start-ups**. Have a culture of embracing tech start-ups."

"Supports should be given to **community groups to enable them to have a digital strategy**."

"**Free and secure wifi** throughout the Fingal Region to facilitate access to public information and council services."

"We need to **engage and continue to offer the elder generation the opportunity to get online and use digital to empower** them. More publicly accessible training for elders."

The Digital Strategy consultation feedback was analysed, summarised and presented to the Digital Fingal Oversight Group for review. The consultation feedback forms the foundation of the Digital Strategy deliverables outlined in this document.

Further information on the Digital Strategy Consultation Issues Paper and Survey can be found in Appendix B.



ARTIFICIAL
INTELLIGENCE



MACHINE LEARNING



BLOCK CHAIN

DIGITAL FINGAL OVERSIGHT GROUP

Digital Fingal Oversight Group		
John Quinlivan (Chair)	Director of Services	Corporate Affairs & Governance
Aishling Hyland	Digital Strategy Manager	Information Technology
Dominic Byrne	Head of IT	Information Technology
Brian Buckley	Senior Executive Officer	Corporate Affairs & Governance
Colm McQuinn	Information & Data Management Officer	Corporate Affairs & Governance
Pat Boyle	Senior Architect	Architects
Íde De Bairtiséil	Senior Executive Officer	Community
Aoife Sheridan	Senior Executive Officer	Economic, Enterprise & Tourism Development
Helen O'Donnell	Senior Executive Librarian	Libraries
Shay Barker	Senior Executive Officer	Finance
Paul Smyth	Senior Executive Officer	Operations
Gerry McDermott	Media & Communications Manager	Communications
Catherine O'Donovan	Senior Executive Officer	Environment
Philip Long	Senior Executive Officer	Planning

Other Contributors	
Aishling Lennon	Smart Dublin
Alan Murphy	Smart Dublin
Giovanni Maccani	Maynooth University
Niall Connolly	Maynooth University
Jamie Moore	Fingal PPN
Oisín Geoghegan	Fingal LEO

DIGITAL STRATEGY CONSULTATION ISSUES PAPER

Fingal County Council developed a Digital Strategy Strategic Issues Paper to support consultation and stakeholder engagement. The document presented an overview of the Strategy framework and set out questions to encourage discussion. The Issues Paper was published on the Council's consultation portal and was shared widely through the Council's communication channels. Hard copies of the Paper were made available in Fingal Libraries and Council Offices. The Issues Paper consultation was open from 4 June until 28 July 2019.

Full details of the paper and submissions can be found here

<https://consult.fingal.ie/en/consultation/fingal-digital-strategy>

Members of the public were asked to give their feedback in one of the following ways:

- online at <https://consult.fingal.ie/en/consultation/fingal-digital-strategy>
- by email to digitalfingal@fingal.ie
- by post to Digital Strategy Manager, Information Technology Department,
Fingal County Council, County Hall, Main Street, Swords, Co Dublin. K67 X8Y2

The snippets below are extracts from the Issues Paper outlining questions to consider when commenting on the Digital Strategy Pillars.

When are you making your submission you may wish to consider the following questions as part of your response:

- What facilities would encourage you to grow a business in Fingal?
- What supports should be in place to help grow business in rural Fingal?
- How can we support SMEs through dedicated digital programmes?
- How can we seek to attract international investment into Fingal?
- How can we use smart technologies to improve liveability and competitiveness?
- How can we encourage and develop entrepreneurship amongst young people?
- How can we improve our digital tourism offering?

When are you making your submission you may wish to consider the following questions as part of your response:

- How can we encourage and develop community led digital initiatives?
- As a member of the Fingal community how would you like the council to engage with you?
- Is there any vital digital infrastructure the council should develop for communities?
- What are the most important areas the digital strategy should focus on for the community?
- How can collaborative technologies help bring communities together?
- How can we help older people live independently for longer?
- How can we encourage uptake of digital skills workshops for community groups?
- How can we improve citizen well being?

When are you making your submission you may wish to consider the following questions as part of your response:

- What should we do to help address the digital skills gap?
- Should we carry out digital skills gap analysis of Fingal?
- What digital services/tools would you like to see in your local library, community centre or public buildings?
- What can we do to help senior citizens to learn basic digital skills?
- Are there any specific supports that we should include in the strategy to help people in minority groups utilise technology?
- How can we bridge the digital divide in Fingal?

When are you making your submission you may wish to consider the following questions as part of your response:

- What is your digital vision for Fingal?
- Are there any underpinning principles that should be included in Digital Strategy?
- How would you like to be informed and have your say on the Digital Strategy?
- Is there anything stopping you as a citizen from using more digital technology in any aspect of life?

When are you making your submission you may wish to consider the following questions as part of your response:

- What infrastructure would you like to see developed in Fingal?
 - What smart city themes do you think are most important for Fingal?
- | | |
|-----------------------|-----------------------|
| Sustainable Transport | Smart gov/council |
| Smart Mobility | Connected Communities |
| Smart Buildings | Other |
| Energy, Water & Waste | |
- How can we redevelop or reuse underutilised infrastructure?
 - What improvements can be made to the facilities in Fingal?
 - How can we increase awareness around the topics of data ethics, data rights, data protection and cyber security?
 - How can we deliver relevant information to citizens in real time?
 - What type of data would you most like to see made available to the council and other public bodies?

Transport	Health
Environment	Arts, Cultures & Heritage
Business	Population
Housing	

When are you making your submission you may wish to consider the following questions as part of your response:

- How can we become an inclusive digital council?
- What improvements would you like to see made to our services?
- In what way could the council support people to use online services?
- What do you see as the main benefits to using online?
- What do you see as the main benefits to using online public services?
- What do you see as the main barriers to using online public services?
- How can we seek to use digital technologies to drive innovative services?
- How should we incorporate collaborative inclusive design of our services?
- Can you identify areas that technology can foster innovation in public services?

DIGITAL READINESS ASSESSMENT

The Department of Rural and Community Development contracted Indecon Economic Consultants to undertake a Digital Readiness Assessment (DRA) of each local authority. The DRAs provide an overview of each county's digital maturity, highlighting strengths and weaknesses and can be used as a guide to measure progress.

The standard of Fingal County Council's digital capability is higher than the national average, according to the National Digital Readiness Assessment report released by the Department of Rural and Community Development.

The DRAs look at local authority public services and infrastructure, citizens, businesses, as well as the activities of the Council itself.

The report sets aside a seven-pillar approach to digital maturity. The seven pillars identified are:

- **Pillar I:** Transitioning to Digital
- **Pillar II:** Infrastructure
- **Pillar III:** Digital Economy & Employment
- **Pillar IV:** Digital Services
- **Pillar V:** Digital Skills
- **Pillar VI:** Innovation & Entrepreneurship
- **Pillar VII:** Community & Culture

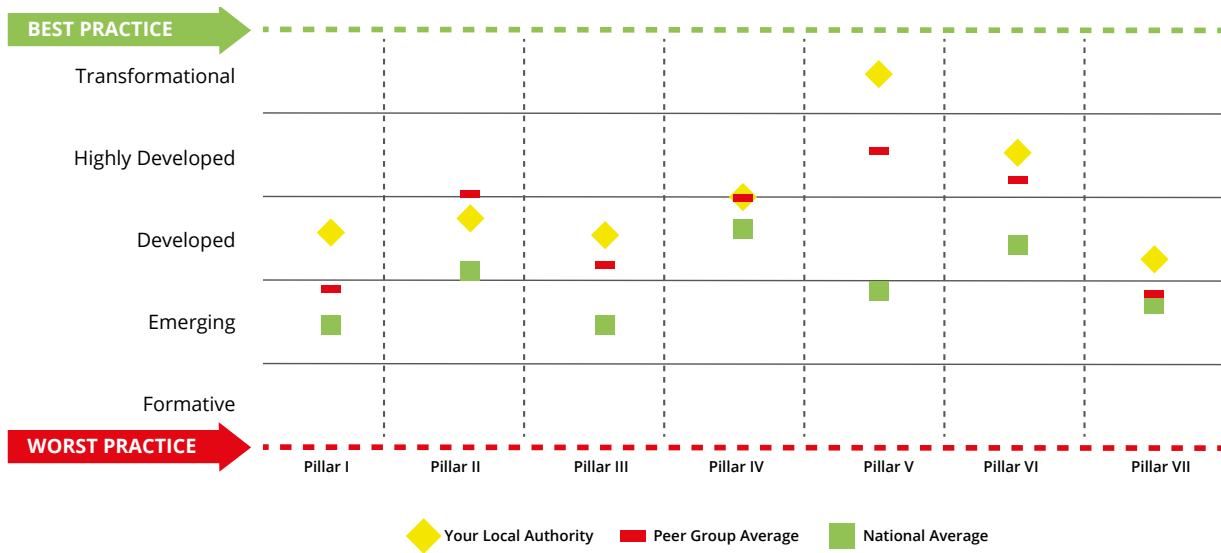
Fingal County Council performed higher than the national average on each of the seven pillars and is performing on par with its peer group (urban areas with a rural population below 30%).

The DRA classed Fingal County Council as 'Highly Developed' in terms of digital infrastructure and ranks the Council as 'Transformational' in digital economy and employment. The report also ranked Fingal County as 'Developed/Highly Developed' with regard to the provision of digital services.

A copy of the full national average of local digital readiness assessment is available at the following link: <https://www.gov.ie/pdf/4827/?page=1>

Digital Maturity Assessment Dashboard

- Fingal County performed well under Pillar V (Digital Infrastructure)
- Further progress is possible in Fingal County across all Pillars, including Pillar II (Digital Economy and Employment)



FINGAL COUNTY COUNCIL PUBLIC WIFI PLAN

Fingal County Council is committed to developing and improving the County's digital infrastructure and services. Access to free public Wi-Fi in our major town centres and villages will be a major asset to our visitors, businesses and residents. The provision of free public WiFi and improving digital infrastructure is a strategic objective of the Council's Digital Strategy. The introduction of this service will strengthen Fingal's reputation as a forward thinking and digitally inclusive urban and rural landscape, which strongly promotes access to on-line services and information across the County. The initiative is being project managed by the Council's Information Technology Department, with liaison across relevant departments within the Council.

The key aims of the Council's Wi-Fi project are to:

- Provide free public access to internet services at key destinations in major town centres and villages.
- Promote Fingal as a forward-thinking and digitally inclusive region.
- Introduce free public Wi-Fi as an aid to foster economic growth, making Fingal a more attractive destination for citizens, business and visitors.
- Increase public access to on-line services and information.
- Work with industry to promote investment in digital infrastructure.

The rollout of public Wi-Fi hotspots will be implemented on a phased basis, prioritising areas of strategic importance identified in the Fingal Development Plan 2017-2023 – Major Town Centres, Town and District Centres, Local Centres and Rural Villages. Public Wi-Fi hotspots will be installed in a variety of public areas including town centre main streets, village centres, community centres and parks. The roadmap is broken into 6 phases

Phase	Description	Locations
1	Commercial operator providing free WiFi service	Balbriggan, Malahide
2	Smart Bench WiFi hotspots across 8 towns & villages	Blanchardstown, Swords, Howth, Balbriggan, Malahide, Skerries, Portmarnock, Rush
3	WiFi4EU initiative - major town centres	Blanchardstown, Swords
4	WiFi4EU initiative - town and district centres	Blanchardstown, Howth, Malahide, Skerries, Rush, Portmarnock, Castleknock, Clonsilla, Donabate, Lusk, Sutton, Baldoyle
5	WiFi4EU initiative - rural villages	Santry, Kinsealy, Ballyboughal, Balscadden, Coolquay, Garristown, Naul, Rivermeade, St. Margarets, Oldtown, Ballymadun
6	Broadband Connection Points - under the National Broadband Plan	Balscadden, Man O'War, Oldtown, Tyrrelstown, Ardgillan, Newbridge

Full details of the Fingal County Council Public Wi-Fi Roadmap can be found at www.fingal.ie/sites/default/files/2019-05/fingal_county_council_public_wifi_roadmap.pdf

GLOSSARY OF TERMS AND ACRONYMS

Acronyms

BCP	Broadband Connection Point
DCCAE	Department of Communications, Climate Action and Environment
DFOG	Digital Fingal Oversight Group
DRA	Digital Readiness Assessment
DRCD	Department of Rural and Community Development
FCC	Fingal County Council
LEO	Local Enterprise Office
NBI	National Broadband Ireland
NBP	National Broadband Plan
NDS	National Digital Strategy
PPN	Public Participation Network
TUD	Technology University Dublin

Terms

Broadband	In the context of Internet access, broadband is used to mean any high-speed Internet access - delivering speeds upwards of 30mb download and 6mb upload.
Digitalisation	Digitalization is the use of digital technologies to change a business model and provide new revenue and value-producing opportunities; it is the process of moving to a digital business.
WiFi	WiFi or wireless fidelity is the name of a wireless networking technology that uses radio waves to provide high-speed network and Internet connections.

AI	Artificial intelligence (AI) is the simulation of human intelligence processes by machines, especially computer systems.
AR	Augmented reality (AR) a technology that superimposes a computer-generated image on a user's view of the real world, thus providing a composite view.
VR	Virtual reality (VR) the computer-generated simulation of a three-dimensional image or environment that can be interacted with in a seemingly real or physical way by a person using special electronic equipment, such as a helmet with a screen inside or gloves fitted with sensors.
STEAM	STEAM is an educational approach to learning that uses Science, Technology, Engineering, the Arts and Mathematics as access points for guiding student inquiry, dialogue, and critical thinking.
Smart City / Region / County	A smart city is a municipality that uses information and communication technologies (ICT) to increase operational efficiency, share information with the public and improve both the quality of government services and citizen welfare.
Digital Single Market	The Digital Single Market is a policy belonging to the European Single Market that covers digital marketing, E-commerce & telecommunications.
Smart Dublin	Smart Dublin is an initiative of the four Dublin Local Authorities to engage with smart technology providers, researchers and citizens to solve challenges and improve life in Dublin city and region.
All-Ireland Smart Cities Forum	The All Ireland Smart Cities Forum is a community of practice focused on the advancement of cities in both the Republic of Ireland and Northern Ireland through the deployment of, and value creation generated by, smart city programmes.
IoT	IoT is short for Internet of Things. The Internet of Things refers to the ever-growing network of physical objects that feature an IP address for internet connectivity, and the communication that occurs between these objects and other Internet-enabled devices and systems.
Machine Learning	Machine learning is an application of artificial intelligence (AI) that provides systems the ability to automatically learn and improve from experience without being explicitly programmed.

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Comhairle Contae
Fhine Gall
Fingal County
Council



Fingal County Council County Hall
Swords, County Dublin
01 890 5000 | fingalcoco.ie