

Fingal Development Board Forbairt Fhine Gall

“Building a Better Fingal”



**A Strategy for Economic,
Social & Cultural
Development in Fingal**

Le leagan Gaeilge den tuarascáil seo a fháil deán
teagmháil le hoifigí Bhord Forbartha Fhine Gall

Strategy 2009 - 2012



Dublin Airport





Map 1: General Map of Fingal

FDB Strategy 2009 - 2012

“Building a Better Fingal”



A Strategy for Economic, Social & Cultural Development in Fingal

Vision for Fingal

Fingal, a young, diverse and dynamic County, will provide opportunity and a better quality of life for its current and future citizens, while enhancing its role in an internationally competitive Dublin City Region.

Mission Statement

The Fingal Development Board, through increased collaboration of its members, will advance the economic, social and cultural development of Fingal and, by embracing the opportunities which exist through the diversity of its citizens, will provide a better quality of life for all.

Fingal Development Board

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FOREWORD OF CATHAOIRLEACH

The Fingal Development Board has come to the end of one 3 year cycle and is about to embark on another new Strategy that will carry us to 2012. I am happy to present the publication of the Strategy for the Economic, Social and Cultural Development of Fingal 2009–2012 on the Board’s behalf.

This is the second review of the Fingal Development Board Strategy. The Strategy is the outcome of work that took place in the latter half of 2008. The last Strategy highlighted the need for a continuing multi-agency response to the many challenges facing the new County of Fingal.



Cllr. Ciaran Byrne, Cathaoirleach

The result is this Strategy with just 12 priority actions. The actions build on the achievements of the 2005-2008 Strategy. It is my view that the actions, when implemented, will have a significant impact on the quality of life of the citizens of Fingal. While rolling out these actions the Board will continue to place a high priority on the other duties and functions that have been assigned to it by central Government since its inception. Chapter 4 of the Strategy outlines the implementation process in detail and sets out the roles and responsibilities of the Coordinating Agencies and Contributing Partners. About half of the actions are a response to the role and the themes that are suggested by central Government. The other half are actions born from the creativity and innovation of this Board at a local level.

At the time of writing the economic context and the condition of the public finances is not what it was in 2005 when we last published a Strategy. In challenging times when there must be a clearer focus on priorities by the Development Board the need for co-ordination and optimisation is significantly greater than in times of financial buoyancy. The Fingal Development Board will continue to be at the heart of deciding how these priorities will translate in Fingal. The Board will continue to promote shared resources among its members, help eliminate duplication, and look at the gaps in services to seek creative responses.

Once again I wish to record my appreciation and thanks to my fellow Board members who contributed freely of their time and expertise at meetings of the Board and sub-groups during the review process. I want also to express the thanks of the Board to the Director and staff who so ably facilitated the review process and who provided the developmental, networking and logistical support underlying the work of the Board. In my 5 years as Chairperson of this Board it is the synergy between the staff and the members that has made a huge difference to our productivity.

Despite the mounting challenges facing all of us on a National level and here in Fingal, the Board will continue its work behind the scenes to promote the County, increase opportunities for employment, improve the availability and quality of services on the ground, and maximise the co-operation between the State and State-funded agencies.

Ciaran Byrne
Cathaoirleach

DIRECTOR'S STATEMENT

The 2008 OECD review of the Irish Public Service – “Towards an Integrated Public Service” concluded that there was significant potential within our system for increasing value for money and achieving better quality and more efficient services for citizens. The Government appointed a Task Force to develop an action plan in response to the OECD’s review and it determined that *“the purpose of the Irish Public Service is to achieve valued outcomes for the citizen which, when taken together, make Ireland a more successful society”*. A key recommendation from the Task Force was that:



PJ Howell, Director

“The Multi-agency County / City Development Boards (CDB’s) should be strengthened to improve the co-ordinated delivery of publicly funded services at local level. In this context, Boards should be encouraged to identify specific joint service initiatives across constituent agencies, for priority implementation via their member agencies.”

This new FDB Strategy for 2009 – 2012 reflects the OECD and Government commitment to improved interagency working for the benefit of our citizens. Our Vision and Mission emphasize the important role of Fingal in an internationally competitive Dublin City Region and the commitment of Board Members working together to ensure a better quality of life for all our citizens. The focus of the strategic themes contained within the Strategy reflects the current priorities for our County taking account of the excellent work carried out over the previous Strategy period and the changing economic environment.

Although our economic environment has seen unprecedented change, which will in all likelihood continue at various levels throughout the lifespan of this Strategy, we can be confident that the factors which supported our recent economic success and prosperity still remain in place. We are better placed now than at any time in our history to overcome our current economic challenges.

Having reliable data is a priority requirement for effective interagency working and the Fingal Data Hub will continue to develop and expand to provide shared county-wide data. The need for economic development initiatives is particularly important in our current economic climate and Invest Fingal will continue to develop initiatives to promote enterprise and job creation while the Fingal Integrated Transport Forum will focus on the delivery of key infrastructure. Dublin Airport will continue to be the most important economic entity in the County and the Dublin Airport Stakeholders Forum will maintain an integrated approach to economic, environmental and community concerns for the overall benefit of Fingal. Delivering better quality of life is a fundamental element of our mission and will be advanced in very targeted ways through the work of the Interagency Traveller Plan, Comhairle na nÓg and the Disability / Accessibility theme and for the general population through the work of the Joint Policing Committee and Healthy Fingal. The Social Inclusion Measures Committee will continue its important overarching role in co-ordinating the social inclusion initiatives of member agencies and will focus on the integration of our new communities.

Our new Strategy is a result of excellent collaborative working between the staff of the Directorate and the Fingal Development Board members. I look forward to its successful implementation over the next four years.

PJ Howell
Director of Services



County Hall, Swords

CHAPTER 1

FINGAL: MAJOR DEVELOPMENTS SINCE THE LAST STRATEGY

During the lifetime of the last Strategy (2006-2008) Fingal experienced another 3 years of rapid economic and population growth. The County has continued to enjoy investment in infrastructure. This has led to additional job opportunities and, in general, an increased quality of life.

The economic boom since the mid-nineties and the demand for housing in the Dublin region led to a rapid expansion of population in the Fingal area. Not only has there been a significant growth in population in Fingal, but it is more unique, complex and diverse than ever before as is evident in the youthful age composition, high birth rates, varied family types, ethnic mix and income disparities among the population. The ongoing challenge for the Board is to ensure the continuation of economic development in Fingal and the best possible social, economic and cultural environment for the County and its citizens.

As in all economic cycles, there will inevitably be times of economic downturn. Ireland has experienced the current downturn more severely than many of our European neighbours. Fingal has not been immune in this regard, with major challenges being faced in maintaining employment, business activity and investment levels. This will require further development and delivery of infrastructure, services and supports to sustain our population, its skills and labour pools and ultimately our local economy. It will be important that we ensure that Fingal is well placed to take advantage of any economic turnaround.

Population Growth since the last Strategy

The growth rate from 2002 to 2006 was just over 22%, making Fingal the fastest growing County in modern times both in absolute and relative terms. The pace of this growth was reflected in the 2006 Census which showed that the population of Fingal had reached 239,992,

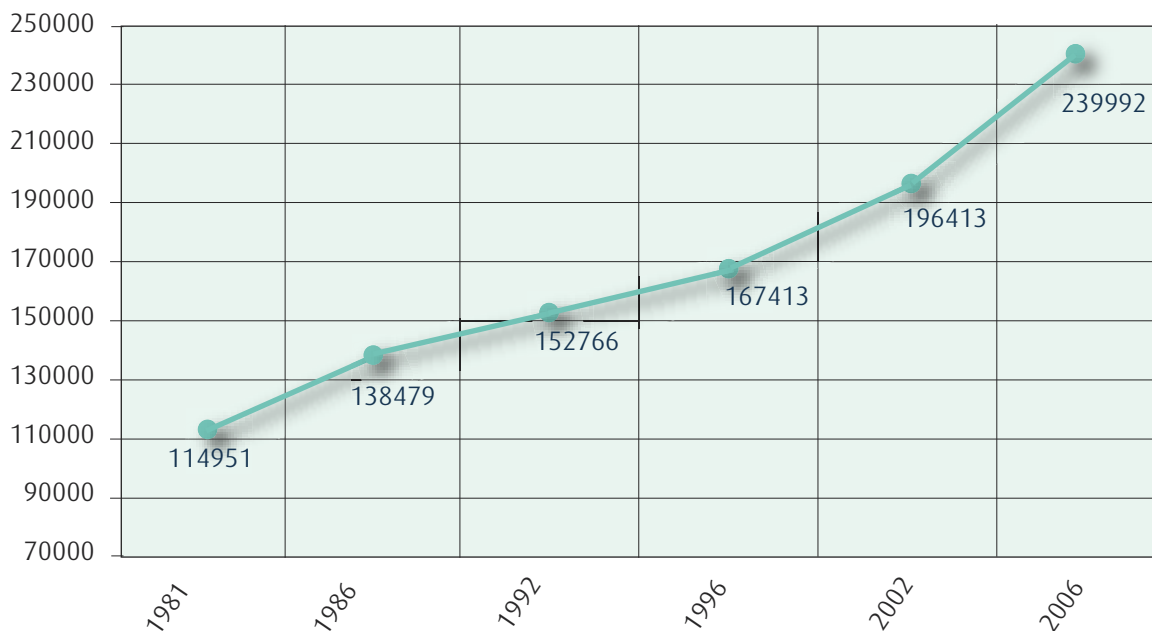
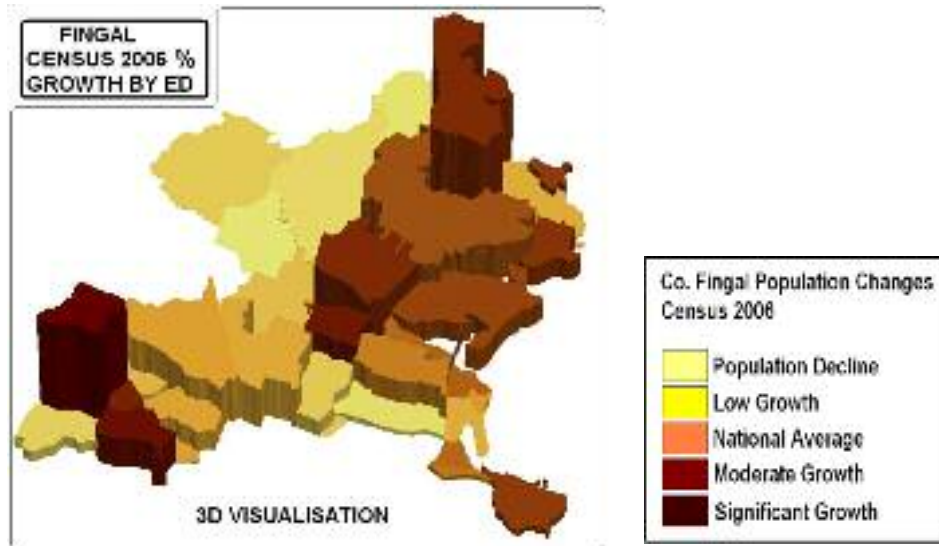


Figure 1 Fingal's Growing Population

In 2007 and 2008 the Central Statistics Office (CSO) carried out house-counts. Assuming a continuation of the existing birth rate, the current population of Fingal is calculated to be in excess of 254,000. Despite the reduction in the rate of residential building, it is anticipated that there will still be a significant population rise in most parts of Fingal in the period 2009 – 2012.



Map 2 Census 2006 - Growth of Fingal by Electoral Division (ED)

The 2006 Census showed that Fingal’s population growth was not equally distributed around the County. It confirmed that Blanchardstown and Swords were the major growth centres for the County, and that Balbriggan also grew significantly as did the various smaller towns around Fingal. The population of Blanchardstown now exceeds Tallaght, and Swords has the same population as Waterford City. In this strategic review the FDB has been considering the challenges arising from this unprecedented growth and how best these can be addressed within the current climate.

Demographic Change since the last Strategy

In 2007, the CSO made available a more detailed analysis of the population make up in Fingal, which showed an increase in its diversity.

The most notable factor is the proportion of children in the population with approximately 9% under 5 years of age; almost double the percentage of under 5’s in other local populations around the country. The average age of the population as a whole is 32 years, making Fingal the youngest County in the state. In addition the proportion of people under the age of 18 is 27%, further reinforcing the picture of Fingal as a young County.

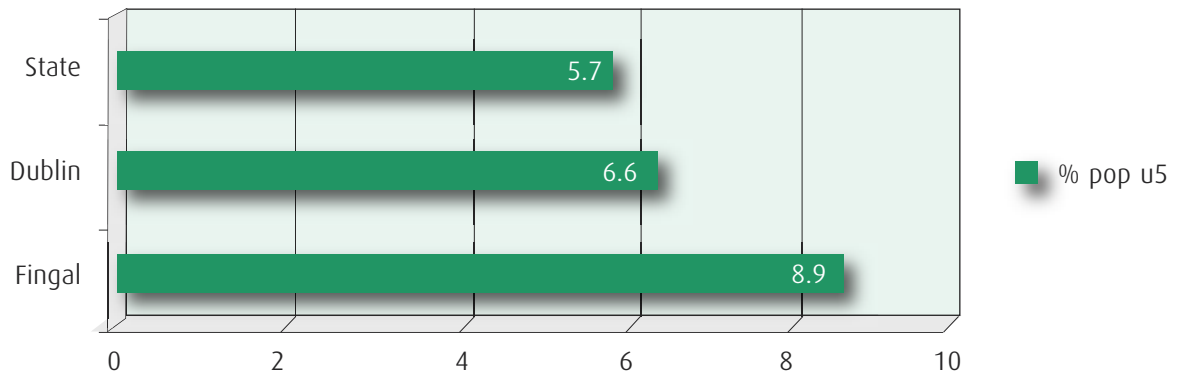
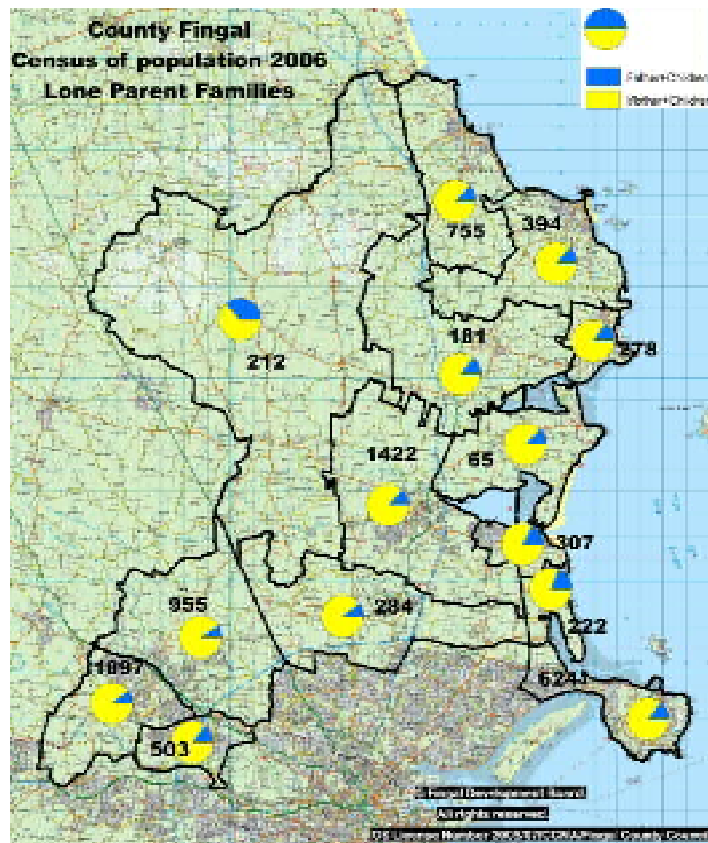


Figure 2 Population of Fingal Under 5

Family structure and family composition has also changed rapidly. There has been much comment on this at a national level. In Fingal, the effect is reflected in the growing number of single parent families and the gradual decline of “nuclear” family types. In the 2006 Census, 17,852 children were recorded in just over 9,600 lone parent families.



Map 3 Lone Parents in Fingal

Just over 7% of Fingal residents have a disability, which equates to approximately 16,800 people. The 2006 Census provided data, for the first time on the breakdown of the different types of disability by electoral division. It should be noted that the term 'disability' covers a broad set of social and physiological conditions.

Census figures revealed that over 17% of the population of Fingal belongs to communities that are not "White and Irish". This highlights the ethnic diversity of the County and demonstrates a higher concentration of immigration than in other areas of the country. In the State as a whole, the comparable figure is 10%. A survey commissioned by the Social Inclusion Measures Committee¹ showed that 51% of the immigrants in the County had made a decision to settle here and make Fingal their home in the long term.

Infrastructure

Transport 21, the Government's Strategy for transportation infrastructure, includes the extension of the Dublin Area Rapid Transport (DART) rail line to Balbriggan and a new metro line, Metro North from Dublin City Centre to Swords via Dublin Airport. Due for completion in 2013, the metro will facilitate journey times of 25 minutes between Swords and Dublin City and will have a major positive impact on economic and social development in Swords. The Metro North Economic Corridor study, commissioned by Fingal County Council in 2008, has identified the potential for 37,000 new jobs in Fingal resulting from the new metro line. A further metro line, Metro West is planned, which will link the Blanchardstown area with Dublin Airport and Swords, thereby greatly improving public transport accessibility within the County.

The metro will provide an added stimulus to the further development of Dublin Airport, the single most important economic entity in Fingal. Dublin Airport Authority has an infrastructure development programme of €1.2 billion including the new Terminal 2 building, due to open in 2010, and a new runway for long haul flights.

Plans are also being developed for a new seaport at Bremore, north of Balbriggan. The development of this facility will further improve accessibility to Fingal and provide economic development opportunities in the north of the County.

Business and Enterprise

In terms of economic development in Fingal, the retail, wholesale, transport and distribution sectors are the most important with the largest sector being "Transport, Logistics, Communications and Storage" which provides 36% of the jobs based in the County. The CSO has recorded only 100 businesses that are engaged in traditional manufacturing.

Fingal County Council's "Commercial Rates" database is an important and definitive indicator of the number of locally based businesses contributing to the economy, providing employment and funding local services. In 2008, the database indicated that there were 5,300 individual rateable businesses trading in the County. This rose in 2009 to 5,700. This represents an enormous level of local economic activity.

Fingal is already home to several blue-chip companies such as IBM, Astellas, Kelloggs, Hertz, Bristol-Meyers Squibb and e-Bay. While these are spread between Swords and Blanchardstown, the companies that provide highest levels of employment are in the Blanchardstown area. These

¹"Towards an Integrated Community..." (by Ipsos Mori)

companies also provide opportunities to sub-contracting partners and provide additional employment beyond the direct workforce at each location.

As the economy slowed throughout 2008, the Invest Fingal Group (the Economic Development Subcommittee of the Board) established that rising costs are the biggest concern for Fingal businesses, with 60% of businesses highlighting this in the Fingal Business & Employment Survey 2008. While the economy is in recession, at the time of writing only 20% of the companies surveyed foresaw having to reduce staffing and where envisaged this was mainly in the construction area. Similar surveys conducted in previous years showed that the main issues of concern were sourcing affordable labour and appropriate skills.

Employment

The Fingal Business & Employment Survey 2008 demonstrated that companies still experience skills shortages especially for information technology specialists, financial managers, sales and marketing, engineers, technicians and horticultural specialists.

At the end of February 2009 Fingal Development Board were presented with up to date Live Register figures by the Department of Social and Family Affairs. The national and regional trends for unemployment growth in the year February 2008 to February 2009 were 122% and 102% respectively. The following trends occurred in the main DFSA offices covering Fingal:

	Feb 2008	Feb 2009	% increase
Balbriggan	1,665	3,554	113%
Swords	1,739	3,246	87%
Blanchardstown	3,944	7,307	85%

Figure 3 Live Register February 2008-2009

Live Register figures indicated that men under the age of 25 were more likely to be made unemployed than either women or men over 25. Moreover the largest percentage increase in Live Register figures has been in respect of “Non-Irish Nationals”, with those from the EU “Accession States” the most affected. Much of this increase can be attributed to the downturn in the construction and hospitality industries.

Quality of Life

The 2006 Census revealed that there were a high number of new entrants to the housing market in Fingal. Data showed that 44,000 persons had not lived in Fingal at the time of the previous Census. Over 11% of people in Fingal had not lived at their present address a year prior to the Census count in April 2006. This has significant consequences for the overall level of “Social Capital” within the County, which is the extent to which people are linked together, have a shared sense of locality, citizenship and interaction.

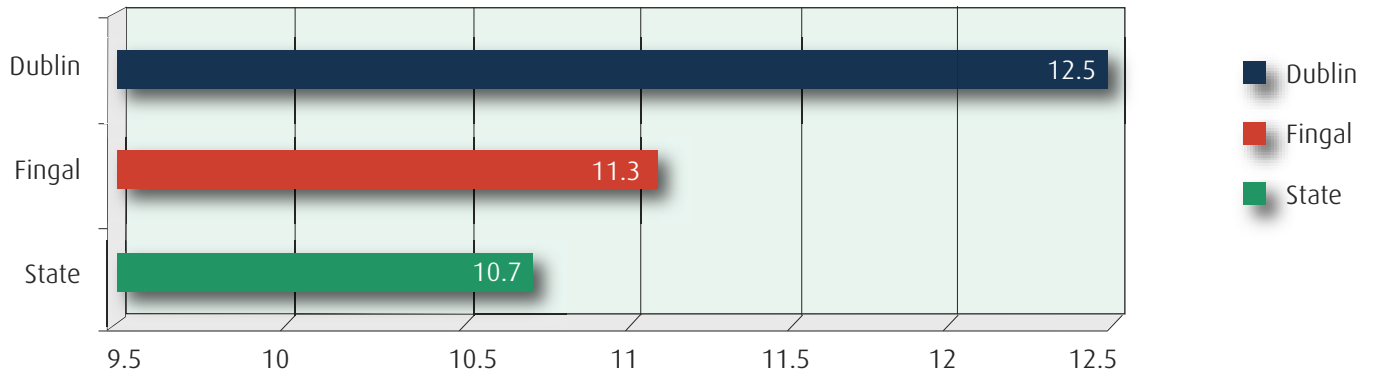


Figure 4 Percentage of people less than 1 year living in their area

While there a number of challenges created by the recent increase in the level of housing in the County there is still a reasonably high level of group activities and volunteering within particular areas. In 2008, Fingal County Council was aware of over 1,300 separate community, sports and other voluntary groups active within the County. This equates to 1 volunteer for every 184 people in the County.

In the period from 2005 to the present, Fingal County Council negotiated and delivered a large number of school sites for the Department of Education & Science. The implementation of the Fingal Schools Model resulted in the Council securing 11 new school sites for an eventual 17 schools (15 Primary and 2 Post-Primary). Within the 11 sites mentioned, the intention is for at least 9 Community Centres to be constructed as shared, integrated facilities.



CHAPTER 2

REVIEW OF FDB 2006 – 2008 STRATEGY

As a precursor to developing the new Strategy for 2009 -2012, a review of the actions which formed the basis of the 2006 – 2008 FDB Strategy was carried out. The rationale which formed the basis for each action, together with the key steps which had been envisaged, was revisited and the success of each action was measured against these benchmarks.

Each action differed in the extent to which it had achieved its original goal, but it was possible to broadly separate the actions into 3 headings, as shown in the table below.

2006 – 2008 STRATEGY

COMPLETE	MAINSTREAMED	ONGOING
Cultural Diversity Training	Fingal Walking Way (Lead Agency - FCC)	Fingal Integrated Transport Forum
Translation Services	Planning for Community Gain (Lead Agency - FCC)	Dublin Airport Stakeholders Forum
Analysis of Education Services	Energy Awareness (Lead Agency - FCC)	Invest Fingal
Improved Cohesion		English Language Provision for Training and Employment
County Brand		Disability / Accessibility
		Fingal Inter-Agency Traveller Plan
		Healthy Fingal
		Fingal Data Hub
		Fingal Joint Policing Committee
		Social Inclusion Measures Committee
		Fingal Comhairle na nOg

Table 1

2.1 Actions Completed during the 2006 – 2008 Strategy

A number of actions, which were included in the 2006 – 2008 FDB Strategy, have reached a stage where they have achieved their goals. In some instances the end goals achieved were in accordance with what was outlined in the original rationale whereas in other cases the end goals were modified or re-focused as the action developed.

Cultural Diversity Training

The original aim of this action was to develop a multi-agency awareness training programme regarding cultural diversity. In 2007, the scope of the action was reduced somewhat but an opportunity arose to undertake an audit of current activities. This was unique in that it was the first ever root and branch evaluation of the different staff training methods employed by the Board member agencies. The resulting report can be used by Board members and/or other agencies in embarking on training their staff in this area.

Translation Services

This action set out to ensure that translation services to Minority Ethnic Groups in Fingal would be further developed and to establish if it was possible to reduce the costs of these services. In 2007, this action was merged with the Cultural Diversity Training as they were seen to be complementary and involved many of the same agencies. The audit approach examined the extent of translation services developed by the various agencies in Fingal. A combined report covering both areas was produced by the team, and will act as a resource to be used by Board member agencies.

Analysis of Education Services

The original aim of this action was to provide a baseline review of formal education services and specialised supports provided in Fingal, as the basis for the development of a county-wide profile and Strategy. While the Board was aware that the Council was making headway fast-tracking the school development programme in the County through the "Fingal Schools Model", there remained a range of soft support services that required more detailed examination. The issues included in the analysis included, the provision/availability of specialised in-school curricula, supports for special needs pupils and the existence of school completion programmes.

Improved Cohesion

The Government charged City and County Development Boards with responsibility for the Improved Cohesion process. The aim of the process was to ensure that all areas and residents of Fingal would have access to relevant local development programmes, and to reduce duplication of service provision. Fingal has completed this process, with the setting up of the new Fingal LEADER Partnership Company which was a merger of Co-Operation Fingal and the Rural Dublin LEADER Company. This new company is responsible for all areas east of the N2. In addition all areas west of the N2 are now served by Blanchardstown Area Partnership arising from the expansion of its geographical area of coverage. The Improved Cohesion steering group completed work on a number of themes that were common to all the Local Development groups operating in Fingal including a community health focus which resulted in a health action plan for Corduff and a review of current practices in Estate Management.

County Brand

The original purpose of this action was to develop a brand which would reflect the positive aspects of the County including people, heritage, place and economy. While some work was done it was realised that a single brand was too challenging for the number of agencies that may wish to use it. The focus of the action altered and its remit became to create a brand for Fingal as an economic development location. Subsequently, an Economic Development promotional brochure was designed and agreed by all of the Economic Development Agencies.

2.2 Actions which have been mainstreamed.

The Actions set out below which were developed during the period of the 2006-2008 Strategy have all now reached a stage where they can be absorbed into the mainstream activity of a single agency. In each case the mainstreamed action sits closely to the remit of the Local Authority and Fingal County Council has agreed to include them into its mainstream activities.

Fingal Walking Way

As part of the 2006-2008 Strategy, it was proposed to develop a series of walking trails in the County. A number of new trails have been completed and steps to promote recreational walking in Fingal are well underway. New links have been developed with other agencies with a remit in this area. The Fingal Walking Way Action will be progressed through the County Council's Leisure Strategy, which is being developed by the Community, Recreation and Amenities Department of the Council. The walking theme is also being monitored by Healthy Fingal which will act as a forum to engage relevant agencies other than the Council.

Planning for Community Gain

The purpose of this action was to examine ways to increase public participation in the planning process, in particular with regard to large scale development in the County. The Lusk Local Area Plan was chosen as a pilot project and consultants were engaged to facilitate the process. A new approach to engaging the public in the consultation process was utilized in the development of the pilot plan. Key learning from an analysis of the project will now inform the Council's Planning Department in the roll-out of future Local Area Plans.

Energy Awareness

A project team was set up to investigate rational energy use in the County. As the issue was of particular concern to Fingal County Council an in-house multi-disciplinary team within the Council was established and given the task of examining the Council's energy use. A staff awareness campaign is planned for 2009, which will assist in the rollout of energy reduction measures throughout the Council.

2.3 Actions which are Ongoing

A number of actions, which were included in the 2006 – 2008 FDB Strategy, are ongoing for one or more of the following reasons:

- Actions which are nationally driven and require ongoing commitment and are expected to remain as a feature of locally delivered services.
- Actions which are determined locally with a remit that necessitates the existence of an ongoing forum for continuing collaboration between local partners

2.3.1 Actions which are nationally driven

A number of actions, which formed part of the 2006 – 2008 FDB Strategy, resulted from direction by Government. In some cases, CDBs were directly charged with responsibility for development of these strategic objectives. In other cases Fingal County Council was charged with the relevant responsibility but a decision was taken at local level that the Fingal Development Board was best placed to develop these actions in the Fingal area.

Social Inclusion Measures Committee

The SIMC was set up under Government memoranda in 2001 and its role is to advance Social Inclusion inter-agency work at local level. The focus of the group is to ensure the effective delivery of a co-ordinated range of services to those experiencing social exclusion in the County. Work carried out by SIMC during the period of the 2006-2008 Strategy included a number of actions progressed with funding accessed under the National "Anti-Racism and Diversity Plan" leading in particular to the development of a "Fingal Ethnic Network" and completion of the Fingal Minority Ethnic research study.

Disability / Accessibility

City and County Development Boards were charged by Government to ensure that disability is made a key theme in their strategic plans and this action was developed accordingly. In order to progress this, an "Audit of Key Service Provision to people with Disabilities in the Fingal area" was commissioned in 2008. This audit report is due for completion in 2009 and will identify the strengths and weaknesses of service provision for those with a disability within the County.

Fingal Inter-Agency Traveller Plan

Each City and County Development Board is required by Government to have a Traveller Inter-Agency Group and a County Traveller Action Plan. This group, which is a sub committee of Fingal Development Board, has finalised its Action Plan which was submitted to the Department of Justice, Equality and Law Reform in June 2008. The Plan has identified five areas of priority for the implementation phase i.e. Accommodation, Education, Health, Employment and Law & Order.

Fingal Joint Policing Committee

The Garda Síochána Act 2005 placed responsibility on each Local Authority to convene a Joint Policing Committee in its administrative area. In Fingal, this has been facilitated by the County Development Board. These committees provide a forum for An Garda Síochána, Local Authorities, Oireachtas members and community interests, to meet in a structured way to examine matters affecting the policing of the local authority area. The process allows all parties to make an important contribution in addressing issues relating to crime at a local level.

Fingal Comhairle na nÓg

City and County Development Boards were charged by Government with the responsibility of creating the means by which young people would have a voice in matters of concern to them at local and national level. The Fingal Comhairle na nÓg (FCNN) provides a forum for young people which allows them to influence National and Local Government policy. The 24 members of the FCNN are elected by their peers every two years. FCNN sends 8 delegates to the annual National Dáil na nÓg, an event at which young people can exchange viewpoints with their peers and present their findings to Government.

2.3.2 Locally Agreed Fora

The Development Board convened a number of Fora which were locally determined and addressed needs unique to Fingal. In the life of the 2006-2008 Strategy the Board member agencies who have taken the lead on these Fora have established that there is a long-term requirement for their continuation.

Invest Fingal

Invest Fingal is an inter-agency co-operative group led by Fingal County Council, which co-ordinates and promotes economic development in the County. Invest Fingal has set up two working groups to deal with current and future skills and employment needs and to co-ordinate, devise and promote enterprise supports. Government has recognised the value of economic groups such as Invest Fingal and has now charged all City and County Development Boards with the responsibility of putting Economic Development sub-committees in place.

English Language Provision for Training and Employment

This action team has been examining barriers to employment for members of the new communities in Fingal. The group has focused on gaps in the provision of English Language Training as the main barrier to employment and/or re-skilling. Two pilot English Language Training projects are to be held in early 2009 and these will be followed by an independent evaluation in June 2009. At this point the team will approach relevant Government Departments with a view to securing a dedicated funding stream to roll-out courses on a county-wide basis. Following this, the Invest Fingal group as referred to above will examine future training requirements, if any, in this area.

Fingal Integrated Transport Forum

This Forum is a mechanism which allows those agencies with a transport remit and other bodies with a related focus to work closely together in order to facilitate joined up planning of the transportation infrastructure in the County. Apart from a focus on the provision of transport services, outputs from the Forum feed into the forward planning processes undertaken by the participating bodies.

Dublin Airport Stakeholders Forum (DASF)

The DASF allows for the discussion of a broad range of matters concerning the development and operation of Dublin Airport. The Forum involves a wide range of stakeholders including Dublin Airport Authority, the economic development agencies, representatives of local community groups and the local authority. The Forum has recently been strengthened with the setting up of 3 working groups, each with a specific work-plan.

Healthy Fingal

Healthy Fingal is a Health Stakeholders Forum which aims to promote Health Gain through interagency working in Fingal. The group has agreed its work-plan for the period 2008-2010. They will seek to influence the Council's medium term plans for the County through input to the County Development Plan and the County Leisure Strategy. The group also holds the objective to bring together other service providers who deliver services and programmes that potentially affect the health of the local population. In light of recent downturn in employment trends, the Healthy Fingal group will consider the negative impact of issues like unemployment on the general health and well being of the citizens of Fingal.

Fingal Data Hub

Fingal Data Hub is an interagency group which seeks to increase the availability of Fingal specific data in order to assist all agencies in Fingal to plan for future service provision in a more strategic way. A web-based map interface product was sourced which displays Fingal data on a small area basis and each agency simply has to geo-code its data in order to participate.



Ardgillan Castle, Skerries

CHAPTER 3

DEVELOPING THE NEW STRATEGY

Developing the New Strategy

The Board was notified by the Department of Environment, Heritage and Local Government in early October 2008 that it should initiate a Review of the Development Board Strategy. The review document should encompass a new Strategy with a limited number of strategic themes. It should also clearly define an implementation plan for the period 2009-2012. The Strategy should be approved by the County Development Board and submitted to Government by the end of April 2009.

Guiding Principles

Government guidelines on the process included the following main provisions:

- To identify a limited number of key priorities and strategic themes aside from nationally determined initiatives
- Particular emphasis to be placed on better outcomes for the individual through integrated service delivery

Structures

One part of the review process required by the Guidelines was undertaken in 2007 when the Director of Services and the Chairperson conducted a series of meetings with individual Board members. During this process the views of Board members were elicited as to how they felt the role of the Board could be strengthened and what changes were required in order to improve effectiveness.

Following on from this period of consultation, a number of changes and reforms to the operating procedures and structures of the Board took place. A summary of the changes to structures is as follows:

- The abolition of the delegated committee structure that had existed previously and the whole Board to meet as a collective 4 times per year
- The formation of an Executive Committee of the Board.
- A greater emphasis to be placed on networking and sharing information at Board meetings to allow the Board an opportunity to consider new priorities and issues as they emerge.

Review Process

The review process commenced at the September 2008 meeting of the Board. The following decisions were agreed in relation to the review:

- The FDB Directorate would prepare a document outlining the current and developing profile of Fingal which would form the basis for the Board's considerations in developing the Strategy for Fingal 2009-2012.
- Board members' views would be elicited by a questionnaire being issued to each member.

A questionnaire was drafted and forwarded to all members of the Board. Analysis of the returned questionnaires demonstrated a variety of proposals for new and additional themes for inclusion in the revised Strategy. All of the issues raised were re-classified under general headings such as Infrastructure, Economic Development and Social Inclusion. As part of this exercise, the FDB

Directorate had to remain cognisant of Guidelines from Government on the review process which required the identification of 'natural homes' within existing Board structures for the proposed actions, e.g. tourism and economic based issues were seen as falling within the remit of Invest Fingal, the Economic Development Committee of the Board. Similarly issues concerning the integration of new and old communities were perceived to fall within the remit of the Social Inclusion Measures Committee (SIMC).

A full report with recommendations was compiled by the Directorate and presented to the December 2008 meeting of the Board. The Board members agreed to the following:

- Continue nationally determined actions
- Continue ongoing, relevant local initiatives
- Incorporate new initiatives within existing Board Structures
- Mainstream actions which can be absorbed into the work of a member agency.

The above principles formed the basis on which the Directorate proceeded to identify the primary areas of activity for the Fingal Development Board during the period of the new Strategy 2009 -2012 as set out in the following chapter.

Subsequent to the Board decisions regarding the strategic themes to be included in the 2009-2012 Strategy, the Health Services Executive proposed the setting up of a Fingal Children's Services Committee under the auspices of the Board. The proposal was endorsed by the Board in March 2009 and is included in the new FDB Strategy.



CHAPTER 4 - MOVING FORWARD 2009 - 2012

The review process which was carried out from October 2008 to March 2009 has identified 12 Strategic Themes. These themes represent a wide range of service and policy areas, designed to be of relevance to all member agencies represented on the Board. Each one will lead to the establishment of a working group which will be regarded as a sub-committee of the Fingal Development Board.

As in earlier Strategies, responsibility for achieving outputs remains with the named agencies, with the Board providing support and structures through which inter-agency working is facilitated and monitored.

Within each of the strategic themes, Fingal Development Board is committed to proofing the outcomes to ensure sustainability. While the themes are limited in number they are ambitious in their range and diversity. They will be implemented to provide greater integration of economic, environmental and social development in the County and focus on actions, which of their nature require a multi-agency response and creative leadership to bring about results.

A number of the themes result from national guidelines, including the following:







- The Social Inclusion Measures Committee
- Invest Fingal - the Economic Development Committee
- Fingal Disability/Accessibility Forum
- Fingal Traveller Inter-Agency Group
- Fingal Data Hub
- Fingal Joint Policing Committee
- Fingal Comhairle na nÓg
- Fingal Children's Services Committee








Others such as the Fingal Integrated Transport Forum, the Dublin Airport Stakeholders Forum and Healthy Fingal which were initiated in the *FDB Revised 'Strategy into Action' 2006-2008* are ongoing in nature because of their continuing relevance to member agencies and their importance to the development of the County as a whole. The Board has also carried over the strategic theme relating to barriers to employment for minority ethnic communities in Fingal, evidence of which was further highlighted in research that was carried out by consultants on behalf of the Board.²

What follows is a series of templates which set out as terms of reference what each of the Groups will deliver over the next three years. The template states the name of each Group/Fora, its purpose and the key players who are vital to its success. Also set out are key steps that need to be taken, a timeframe and the commitment to costs.








There will be a need throughout the period of the Strategy to constantly re-examine the themes and priorities contained in the Strategy. We will need to be prepared to adapt, reprioritize these themes or to develop something completely new based on emerging trends and challenges.








² "Towards and Integrated Community" - A Survey of Minority Ethnic Communities in Fingal (prepared by Ipsos MORI) and "English Language Training in Fingal" (prepared by Collier Broderick).

Title	Social Inclusion Measures Committee (SIMC)							
Purpose	SIMC is a county-wide interagency group which has been set-up under national guidelines. Its purpose is to promote interagency cooperation and better co-ordination of social inclusion services/activities at local level.							
Roles of Contributing Partners		 Chair	 Finance	 Co-ordinate and support	 Provide Data	 Implement	 Integrate into Plans	 Comment and Observe
FCC					√	√	√	√
HSE					√	√	√	√
FDB Directorate			√	√	√	√	√	√
FÁS					√	√	√	√
Co Dub VEC					√	√	√	√
DSFA					√	√	√	√
FCCC	√				√	√	√	√
An Garda Síochána					√	√	√	√
FLP	√				√	√	√	√
BAP	√				√	√	√	√
RAPID					√	√	√	√
CIS					√	√	√	√
Pavee Point					√	√	√	√
Dublin Trades Council					√		√	√
Fingal Ethnic Network					√		√	√
Key Steps	<ul style="list-style-type: none"> • Develop a work plan. • Identify cross-cutting themes for member agencies, emerging from current economic downturn. • Work with the Social Inclusion Unit, Fingal County Council to develop a Poverty Profile for Fingal. • Identify what social inclusion services and activities are available through public service providers in Fingal. • Work with the Social Inclusion Unit, Fingal County Council to develop a Local Anti-Poverty and Social Inclusion Strategy (LAPSIS). 							
Timeframe	<ul style="list-style-type: none"> • Work plan completed by mid 2009. • Poverty Profile completed by late 2009. • LAPSIS complete by 2011. 							
Indicators	<ul style="list-style-type: none"> • Completion of actions contained in work-plan. • Increase role for SIMC at Fingal Development Board Meetings. • Level of attendance at meetings. 							
Commitment of Resources	Fingal Development Board will continue to administer and support the work of the SIM. Committee. Funding for individual actions will be sourced from participating agencies or national government where appropriate.							








Title	Invest Fingal – the Economic Development Committee of the Fingal Development Board.							
Purpose	Invest Fingal is an interagency co-operative group, lead by Fingal County Council which co-ordinates and promotes economic development in the County to include the initiation and delivery of specific economic development activities and the economic promotion of the County.							
Roles of Contributing Partners		 Chair	 Finance	 Co-ordinate and support	 Provide Data	 Implement	 Integrate into Plans	 Comment and Observe
FCC		✓	✓	✓		✓	✓	✓
FDB Directorate				✓	✓			✓
IDA						✓	✓	✓
FCEB						✓	✓	✓
DAA						✓	✓	✓
FLP						✓	✓	✓
Enterprise Ireland						✓	✓	✓
Dublin City University						✓	✓	✓
Institute of Technology, Blanchardstown					✓	✓	✓	
Fingal Tourism Ltd.				✓		✓	✓	✓
Fingal Dublin Chamber of Commerce						✓	✓	✓
Balbriggan Chamber of Commerce					✓	✓	✓	
Blanchardstown Chamber of Commerce					✓	✓	✓	
Key Steps	<ul style="list-style-type: none"> • Develop a work programme in line with the proposed structure of Invest Fingal and its working groups. • Fingal Skills and Employment Group- dealing with current and future skill needs and the promotion of life long learning. • Fingal Enterprise and Employment Alliance – to co-ordinate, enhance and promote available business supports and business start-up assistance. • The work programme to include: <ul style="list-style-type: none"> • Promotion of the Metro North Economic Corridor. • The development of a Fingal Tourism Strategy subject to available funding. • Input to future Fingal Development Plans. • The convening of a Fingal Employers Forum and a Fingal Economic Task Force and to explore the potential and opportunity of a Fingal Global Economic Network. 							
Timeframe	Ongoing.							
Indicators	<ul style="list-style-type: none"> • The delivery of a Fingal Skills Strategy. • Improved awareness and co-ordination of business supports. • The delivery of a Fingal Tourism Strategy (subject to available funding). • Marketing and promotional materials produced and endorsed by member agencies. • Level of attendance no less than 66% of overall membership. 							
Commitment of Resources	Fingal County Council will continue to administer and support the work of Invest Fingal.							

Title	Fingal Disability/Accessibility Forum							
Purpose	To ensure that Disability is a key theme in Fingal and that accessibility is improved.							
Roles of Contributing Partners		👤 Chair	€ Finance	💡 Co-ordinate and support	🔄 Provide Data	🔄 Implement	📝 Integrate into Plans	💬 Comment and Observe
FDB Directorate				√	√			√
FCC x 3	√	√			√	√	√	√
DSFA					√	√	√	√
HSE x 2					√	√	√	√
FCVF					√	√	√	√
CIL					√	√	√	√
NPSA					√	√	√	√
Key Steps	<ul style="list-style-type: none"> • Complete and Launch the Audit/Report of Key Service Provision to People with Disabilities in Fingal. • Examine the recommendations of the Report on Key Service Provision to People with Disabilities in Fingal. • Develop a work programme to promote disability as a key theme. 							
Timeframe	Ongoing.							
Indicators	<ul style="list-style-type: none"> • Complete Audit/Report of Key Service Provision to People with Disabilities in Fingal by July 2009. • Launch the report, July 2009. • Develop a work programme on key issues of concern to members - 2009. 							
Commitment of Resources	FCC and FDB will continue to administer and support the work of the Disability Fingal Group.							

Title	Fingal Inter-Agency Traveller Group							
Purpose	The Inter-Agency Traveller Group is a requirement of Government whose purpose it is to meet and progress the Traveller Inter-Agency Plan.							
Roles of Contributing Partners		 Chair	 Finance	 Co-ordinate and support	 Provide Data	 Implement	 Integrate into Plans	 Comment and Observe
DSFA		✓	✓	✓		✓	✓	✓
FDB Directorate				✓				✓
FCC						✓	✓	✓
FÁS						✓	✓	✓
HSE						✓	✓	✓
An Garda Síochána						✓	✓	✓
BAP						✓	✓	✓
FLP						✓	✓	✓
Co Dublin VEC						✓	✓	✓
BTSG						✓	✓	✓
FTSG						✓	✓	✓
Pavee Point						✓	✓	✓
Key Steps	<ul style="list-style-type: none"> • Renew the Traveller Interagency Group membership with all relevant agencies. • Complete all 2008 actions. • Implement Action Plan with targets for 2009, 2010 and 2011. • Set Traveller Employment as a high priority throughout the plan. 							
Timeframe	<ul style="list-style-type: none"> • All relevant participant agencies by mid 2009. • All other actions initiated according to timeframes set out in Inter-Agency Traveller Action Plan. 							
Indicators	<ul style="list-style-type: none"> • A minimum of two actions per theme initiated by end of 2009. • Level of attendance at meetings. 							
Commitment of Resources	The Department of Social & Family Affairs will continue to administer and support the work of the Inter-Agency Traveller Action Group. All member agencies that agreed to be lead agencies in specific actions will bear the costs of that action in terms of staff time and programme costs.							








Title	Fingal Joint Policing Committee (JPC)							
Purpose	The Fingal JPC provides a forum for Fingal County Council, An Garda Síochána, Oireachtas members and community interests to work together to address matters affecting the policing of the County.							
Roles of Contributing Partners		 Chair	 Finance	 Co-ordinate and support	 Provide Data	 Implement	 Integrate into Plans	 Comment and Observe
An Garda Síochána x 2				√	√	√	√	√
FDB Directorate			√	√	√			√
FCC x 15	√				√	√	√	√
Oireachtas Members x 5								√
Community Representatives x 3								√
Key Steps	<ul style="list-style-type: none"> • Develop an annual work plan. • Convene public meetings as per work plan. • Implement actions of the work plan. • Establish working groups to implement specific actions. 							
Timeframe	Ongoing.							
Indicators	<ul style="list-style-type: none"> • Work plan developed and implemented on an annual basis. • Number of public meetings held annually. • Level of attendance at meetings. 							
Commitment of Resources	FDB will continue to administer and support the work of the Fingal Joint Policing Committee.							








Title	Fingal Data Hub							
Purpose	Fingal Data Hub is an inter-agency group which will further develop the availability of Fingal specific data and will liaise with other action teams to deliver relevant data to support long-term planning and evaluation							
Roles of Contributing Partners		👤 Chair	€ Finance	🧠 Co-ordinate and support	🔄 Provide Data	🔄 Implement	📝 Integrate into Plans	💬 Comment and Observe
FCVF		✓			✓	✓	✓	✓
FDB Directorate			✓	✓	✓			✓
FCC			✓		✓	✓	✓	✓
HSE			✓		✓	✓	✓	✓
DOES			✓		✓	✓	✓	✓
DSFA			✓		✓	✓	✓	✓
FÁS			✓		✓	✓	✓	✓
BAP			✓		✓	✓	✓	✓
FLP			✓		✓	✓	✓	✓
Co Dublin VEC			✓		✓	✓	✓	✓
FCCC			✓		✓	✓	✓	✓
Key Steps	<ul style="list-style-type: none"> • Launch the Fingal Data Hub. • Convene a stakeholder consultation exercise to seek the views of the other action teams and other bodies. • Enable the Hub to have a constant stream of end-user feedback through the interface. • Advertise and publicise the Fingal Data Hub through advertisements, press releases, links from websites or visits to schools. • Develop the technology behind the Hub interface. • Publicise and promote the availability and use of Fingal Data. • Continue to train and develop the capacity of its members. • Continuously monitor similar projects in Ireland, the EU and beyond in order to improve the value and utility of the hub. • To maintain a focus on sustainability the Fingal Data Hub will work with the Central Statistics Office to display data on local residential energy use. • Throughout the three years of the Strategy the Fingal Data Hub will maintain a watching brief on the evolving issue of unemployment and will prioritise the publication and sharing of unemployment claims data. 							
Timeframe	<ul style="list-style-type: none"> • Launch completed by April 2009. • Complete the Stakeholder Consultation exercise before the end of 2009. • Develop technology, training, promotions and uploading data ongoing throughout the years 2010, 2011 and 2012. 							
Indicators	<ul style="list-style-type: none"> • Level of usage of the Fingal Data Hub. • Level of public awareness of the Fingal Data Hub. • Level of attendance at Fingal Data Hub meetings. 							
Commitment of Resources	<ul style="list-style-type: none"> • The core costs of the Hub; technology, support, development, training will be borne by Fingal County Council. • The individual costs of geo-coding will be borne by the data owners of each dataset that is uploaded. 							

Title	Fingal Comhairle na nÓg (FCNN)							
Purpose	FCNN provides a forum for young people to examine key issues of concern to them e.g. employment/unemployment, career opportunities, health, suicide, drugs, sustainability etc. and which facilitates them to influence policy being developed by local and national government.							
Roles of Contributing Partners		 Chair	 Finance	 Co-ordinate and support	 Provide Data	 Implement	 Integrate into Plans	 Comment and Observe
FDB Directorate			√ ³	√	√			√
FCC					√	√	√	√
Co Dublin VEC					√	√	√	√
Baldoyle/Swords Youth Service	√ ⁴				√	√	√	√
Blanchardstown Youth Service					√	√	√	√
IAYPIC					√	√	√	√
FCNN former members x 2					√			√
FCNN members X 24 + 8 reserves	√				√			√
Key Steps	<ul style="list-style-type: none"> • Develop a work plan every two years. • Hold Consultation/Elections every two years. • FCNN delegates to attend Dáil na nÓg yearly. • Make submissions to FCC and National Government. • Launch website. • Produce newsletter biannually. 							
Timeframe	Ongoing.							
Indicators	<ul style="list-style-type: none"> • Work plan completed. • Elections held. • Level of attendance at Dáil na nÓg. • Number of submissions made to FCC and National Government. • Level of usage of website. • Number of newsletters distributed County-wide. • Level of attendance at meetings. 							
Commitment of Resources	The Office of Minister for Children and Youth Affairs financially support the running costs of FCNN. Fingal Development Board will continue to provide administrative support in cooperation with the County Dublin VEC, Fingal County Council and the Youth Service Providers in Fingal.							








³ Finance for the running cost of FCNN are met by the Office of Minister for Children and Youth Affairs








⁴ The Chair of the FCNN Steering Committee is met by Baldoyle/Swords Youth Services

Title	Fingal Children's Services Committee (CSC)							
Purpose	CSC is a County-wide interagency group which is to be set-up under national guidelines. Its role is to promote interagency cooperation in the area of Children's Services in Fingal.							
Roles of Contributing Partners		 Chair	 Finance	 Co-ordinate and support	 Provide Data	 Implement	 Integrate into Plans	 Comment and Observe
HSE		✓	✓	✓	✓	✓	✓	✓
FCC				✓	✓	✓	✓	✓
FDB Directorate					✓			✓
Co Dublin VEC					✓	✓	✓	✓
DSFA					✓	✓	✓	✓
FCCC		✓			✓	✓	✓	✓
An Garda Síochána					✓	✓	✓	✓
NEWB					✓	✓	✓	✓
DOES					✓	✓	✓	✓
Barnardos					✓	✓	✓	✓
Probation Service					✓	✓	✓	✓
The Daughters of Charity					✓	✓	✓	✓
Key Steps	<ul style="list-style-type: none"> • Establish a Children's Services Committee on an interagency basis. • Agree Terms of Reference for Committee. • Develop a work plan. 							
Timeframe	<ul style="list-style-type: none"> • Committee established by June 2009. • Terms of Reference Agreed by 2009. • Develop work plan by August 2009. • Work plan completed by (date to be agreed). • Implement Actions from work plan by (date to be agreed). 							
Indicators	<ul style="list-style-type: none"> • Committee established. • Terms of Reference Agreed. • Work plan developed. • Implementation of actions contained in work-plan. • Level of attendance at meetings. 							
Commitment of Resources	The Committee will be led by the HSE. Fingal Development Board will support the work of the CSC Committee. Funding for individual actions will be sourced from participating agencies or national government where appropriate.							

Title	Fingal Integrated Transport Forum (FITF)							
Purpose	The FITF is an inter-agency forum, driven by Fingal County Council's Transportation Department, which seeks to address key transport issues at local, County and regional level. Its main aim is to promote and facilitate an improved level of integrated and coordinated transport services in Fingal.							
Roles of Contributing Partners	 Chair	 Finance	 Co-ordinate and support	 Provide Data	 Implement	 Integrate into Plans	 Comment and Observe	
FCC x 5	✓	✓	✓	✓	✓	✓	✓	
FDB Directorate				✓				✓
RPA				✓	✓	✓		✓
DAA				✓	✓	✓		✓
An Garda Síochána				✓	✓	✓		✓
Dublin Bus				✓	✓	✓		✓
Bus Éireann				✓	✓	✓		✓
Iarnróid Éireann				✓	✓	✓		✓
Swords Fingal Chamber of Commerce				✓	✓	✓		✓
Balbriggan Chamber of Commerce				✓	✓	✓		✓
Blanchardstown Chamber of Commerce				✓	✓	✓		✓
Fingal Access for All				✓	✓	✓		✓
Key Steps	<ul style="list-style-type: none"> • Develop a policy statement on the provision of integrated transport in Fingal. • Convene meetings on a quarterly basis. • Develop cross-boundary co-operation. • Facilitate the implementation of Metro North. 							
Timeframe	Ongoing.							
Indicators	<ul style="list-style-type: none"> • Improvement in the overall provision of transport services in the Fingal area. • Improved information and awareness for all members. • Integration into plans of contributing partners. • Level of attendance of overall membership. 							
Commitment of Resources	Fingal County Council will continue to administer and support the work of the FITF through its Transportation Department.							

Title	Dublin Airport Stakeholders Forum (DASF)							
Purpose	DASF will provide an effective forum for the discussion of all matters concerning the development or operation of the airport, which have an impact on users of the airport and on those living and working in the surrounding area.							
Roles of Contributing Partners		👤 Chair	€ Finance	🧠 Co-ordinate and support	🔄 Provide Data	🔄 Implement	📝 Integrate into Plans	🗣️ Comment and Observe
Dr. Danny O’Hare	✓							✓
Chambers of Commerce x 2					✓	✓	✓	✓
IDA Ireland					✓	✓	✓	✓
Residents Groups x 7					✓			✓
FCC x 5			✓		✓	✓	✓	✓
FDB Directorate x 3				✓	✓			✓
DAA x 3			✓	✓	✓	✓	✓	✓
Tourism Bodies x 3					✓	✓	✓	✓
DCC					✓	✓	✓	✓
DCU					✓	✓	✓	✓
Trade Unions x 3					✓	✓	✓	✓
IAA					✓	✓	✓	✓
IBEC					✓	✓	✓	✓
Key Steps	<ul style="list-style-type: none"> • Continue to develop and implement the work programme of the Environmental Monitoring and Surface Access working groups. • Facilitate the establishment of the third working group which will examine economic development and customer service. 							
Timeframe	Ongoing.							
Indicators	<ul style="list-style-type: none"> • Level of delivery from the three working groups. • Improved information and awareness for all members. • Level of attendance of overall membership. 							
Commitment of Resources	Fingal Development Board and Dublin Airport Authority will continue to administer and support the work of the Dublin Airport Stakeholders Forum.							

Title	Healthy Fingal							
Purpose	Healthy Fingal is a forum for the various organisations who seek to promote health and wellness. Its aim is to further develop the capacity, credibility, functions, public profile and linkages to Healthy Fingal and to promote the twin objectives of <i>inter-agency working</i> and <i>Health Gain</i> in Fingal.							
Roles of Contributing Partners		 Chair	 Finance	 Co-ordinate and support	 Provide Data	 Implement	 Integrate into Plans	 Comment and Observe
DCU	✓					✓	✓	✓
FDB Directorate			✓					✓
FCC						✓	✓	✓
FCVF						✓	✓	✓
HSE			✓	✓		✓	✓	✓
Key Steps	<ul style="list-style-type: none"> • Health Impact Assessment (HIA) Training modules with the Institute of Public Health. • Influence the County Development Plan (FCC) and become a conduit through which detailed observations from senior officials from the Health Service Executive (HSE) can feed into the Plan and its objectives. • Be a conduit for HSE (Health Promotion) and others to make inputs into the County Leisure Strategy, with a specific focus on walking. • Develop a public profile through a website www.healthyfingal.ie which will also become a conduit for direct interaction with the public. • Create a network of health and healthy lifestyle focused groups, officials and projects that are active in the County to promote engagement and interagency working at different levels. 							
Timeframe	<ul style="list-style-type: none"> • All HIA training complete by 2009. • Submissions made to both the County Development Plan and the County Leisure Strategy. 							
Indicators	<ul style="list-style-type: none"> • Submissions made by end 2009. • Website functioning in 2009. • Network convened by end of 2010. • Level of attendance at all forum meetings. 							
Commitment of Resources	Costs will be funded on a 50/50 basis by the FDB and HSE. Costs will refer to the costs of the Healthy Fingal Forum directly and not the core costs of organisations meeting their obligations.							

Title	English Language Provision for Training and Employment						
Purpose	To examine what barriers exist and to seek ways to address any gaps in service provision in the County.						
Roles of Contributing Partners							
	Chair	Finance	Co-ordinate and support	Provide Data	Implement	Integrate into Plans	Comment and Observe
FDB Directorate		✓	✓	✓			✓
BAP	✓			✓	✓	✓	✓
FLP				✓	✓	✓	✓
Co Dublin VEC				✓	✓	✓	✓
FÁS				✓	✓	✓	✓
DOES				✓	✓	✓	✓
DSFA		✓		✓	✓	✓	✓
FCEB				✓	✓	✓	✓
Key Steps	<ul style="list-style-type: none"> • Prepare Report on English Language Provision in Fingal. • Pilot two English language training projects in Blanchardstown and Balbriggan respectively. • Evaluate projects. • Seek dedicated funding from National Government for roll out of English language training on a County-wide basis. 						
Timeframe	<ul style="list-style-type: none"> • Report printed – May 2009. • Pilot projects – Roll out Feb – April 2009. • Evaluation of projects – June 2009. • Seek funding - 2009. 						
Indicators	<ul style="list-style-type: none"> • Production of consultants report. • Success of pilot projects. • Completion of evaluation of projects. • Level of funding secured. • Level of attendance at meetings. 						
Commitment of Resources	Department of Social & Family Affairs have provided funding for the two pilot projects. Fingal Development Board will continue to administer and support the work of this group.						



CHAPTER 5

OTHER COMMITMENTS

In addition to the 12 Strategic Themes outlined in this Strategy the Directorate staff participate on a number of committees to represent the interests and policy agenda of the Fingal Development Board. Participation on these bodies, committees or groups is done in order to promote the interests and views of the Board. Engagement with such bodies, committees or groups affords the Directorate staff an opportunity to monitor possible joint interests and projects and ensure that they achieve the maximum synergy with the activities of the Board.

Fingal County Childcare Committee

Under the direction of the Department of Justice, Equality & Law Reform each County Childcare Committee (CCC) is deemed to be a technical working group of the County Development Board. The FDB has fully endorsed the FCCC to coordinate and support the development of childcare in Fingal on its behalf. The FCCC coordinator is a member of the FDB and the Social Inclusion Measures Committee and reports regularly on the progress of the current Childcare Action Plan and issues arising.

RAPID - Revitalising Areas By Planning, Investment and Development

The Government designated Blanchardstown as one of the 25 disadvantaged urban RAPID areas in the state. At the core of RAPID's approach has been working with communities to define local needs and priorities and then with the support of a wide range of partners how best these might be met, usually through additional funding, capacity or improvements in the way those services are delivered. Key priorities in the RAPID programme are:

- Community Safety
- Family Support
- Health & Well Being
- Education
- Employment and Training
- Young people

The Directorate is represented on the Board of Management of RAPID and the RAPID co-ordinator is a member of the Social Inclusion Monitoring Committee.

Fingal Community & Voluntary Forum

Community and Voluntary Fora were initially established for the purposes of facilitating the communities' input into the CDB process and Local Authority Strategic Policy Committees. In line with the White Paper '*Supporting Voluntary Activity*', other public sector agencies operating at local level are also encouraged to use the Forum for consultative purposes.

The Fingal Community & Voluntary Forum is an independent body, acting at County level to represent the interests of the community and voluntary sector in Fingal. Established in March 2000, it has 24 members from a diverse range of interests. The Forum is represented on the Fingal Development Board with four seats.

The Forum acts as a platform for Community and Voluntary groups to come together and voice their opinions and develop common policy on issues affecting Fingal. Equally as important, it enables ordinary citizens to influence the decisions of statutory bodies.

The objectives of the Forum are:

- To encourage greater participation in public decision-making
- To seek to directly involve and empower groups and individuals within the community
- To act as a catalyst to influence the sustainable development of Fingal
- To develop the Forum as a resource for the Community & Voluntary Sector and act as an information-sharing and networking body for member organisations
- To support elected representatives to achieve the policy objectives of the Forum.

Fingal County Council Social Inclusion Working Group (SIWG)

The Directorate influences this working group through the Social Inclusion Unit and has linked with other local authorities to adopt and implement best-practice for our disadvantaged and vulnerable clients and citizens. The potential for synergy between the Social Inclusion Measures Committee and the SIWG is considerable, especially since the Social Inclusion Unit of the Council is charged with carrying out a County-wide Poverty Profile and agreeing a Local Anti-Poverty and Social Inclusion Strategy in 2009.

Fingal Access for All Working Group

Fingal Access for All Working Group comprises representatives from all Council Departments and representatives from Disability Organisations from the community and voluntary sector. The group meets regularly to coordinate Fingal County Council's Accessibility Programme, which is set out under four headings,

- Access Audits
- Training/Awareness
- IT Improvement and Assistive Technology
- Capital Works

A member of the Directorate staff participates in the working group in order to provide a link between the Council and the relevant member agencies on the Board who have a disability remit.

Fingal Corporate Geographic Information Systems Committee

A member of the Directorate staff is nominated to participate on this working group. The group organises training and networking for users of specialist GIS technology. The capacity to drive forward the technical aspects of the Fingal Data Hub is greatly enhanced by this interaction.

The North Dublin Development Coalition - NorDubCo

The Board is represented on the NorDubCo Board by two officers of the Boards Directorate. NorDubCo has been described as a "*regional think tank to promote the economic, social and civic development of the North Dublin region. It provides a neutral space for discussion and debate between public institutions and local development agencies to address the primary strategic issues facing North Dublin*". As a member of the NorDubCo Board the FDB has an influencing role in the development of policy and the carrying out of research. NorDubCo also allows the Board to link with Dublin City University in particular, thereby creating an awareness of the current and potential research activities of the academic community.

Sporting Fingal Community Trust

Sporting Fingal Football Club was founded in 2007. The setting up of this new independently funded club and the proposed development by Fingal County Council of a football academy complex are part of the Council's Football Development Plan which has been almost two years in the making. Fingal County Council is firmly committed to ensuring that this new club will build and develop a strong community spirit through sport in Ireland's fastest growing County.



In addition to Sporting Fingal FC, a Sporting Fingal Community Trust has been established to fulfil the community element of the Football Club. The Trust is a registered Charity that uses the power of sport and in particular football as a vehicle to inspire and motivate children, young people and adults to achieve their potential. The Trust is facilitated by Fingal County Council and is independently funded.

The remit of the Trust is to initiate a number of programmes aimed at addressing social issues in the County through the medium of sport, particularly football. These issues include early school leaving, alcohol and substance abuse, literacy and numeracy problems and racism. It is a priority for both the Club and the Trust to try to embrace our non-Irish communities and to assist their full integration into Fingal.

The ethos of every City/County Development Board is “Cooperation, Collaboration, Networking and Sharing of Resources”. The SFCT will seek to maximise its effectiveness by, whenever possible, working closely with the member agencies of the FDB. The Board will work to ensure that, at all times, the work of the Trust is synonymous with greater inter-agency co-operation and collaboration.

Greater Blanchardstown Initiative

Fingal County Council in recognising the need to explore alternative approaches for urban planning and design, set up the Greater Blanchardstown Initiative in 2007. The core principle of sustainable development is integral to the workings of the Greater Blanchardstown project which is driven solely by Fingal County Council

In practical terms the GBI project is trying to maximise urban permeability (i.e. the ease with which people move about in their localities) in Blanchardstown. The project recognises the need to explore ways to ensure that Fingal undergoes the transition to a more sustainable economy and society, primarily at the level of local neighbourhood design.



Quinn Building, Blanchardstown

CHAPTER 6

FDB MONITORING AND IMPLEMENTATION

6.1 The Board

The Board recognises that monitoring and implementation of the Strategy is critical to its success. While there are other structures and themes, the Board itself has to provide the ultimate oversight for the progress of the individual elements of the Strategy. Because the Board is comprised of senior representatives from member organisations, it is assumed that each member of the Board is in a position to ensure that there is support at the highest level within their nominating organisation. If due to operational difficulties an action needs to change or refocus the consent of the Board will be required.

Board

Composition	Full Board as suggested in “ <i>Shared Vision for County/City Development Boards</i> ”
Focus	To have a strategic view on the long-term needs of the County and an oversight on implementation of the Strategy
Responsibilities	Collective responsibility for implementation
Meetings	Four times a year
Reports	Implementation Reports four times a year Ensure that these reports meet the objectives of the Strategy An Annual Report and overview presented at AGM

6.2 The Executive Committee

An Executive Committee of the Board was established in April 2008 as a direct result of the recommendations of an internal review carried out by the Directorate of the Board in late 2007. This preceded the recommendation from Government that each City and County Development Board should as part of a structural reform set up a smaller Executive Board. The role of the Executive Committee is to give direction to the Board and facilitate decision making at times when the Board is not meeting. Another key undertaking for this Committee is an annual audit of the effectiveness of the operations of the Board in line with best practice. A locally agreed objective includes agreeing the agenda for forthcoming Board meetings and deciding on matters of strategic interest where members may wish to invite key speakers.

Executive Committee

Composition	Board Chairperson, Director of Services, County Manager and other representatives from the sectors represented on the Board
Focus	Proposing a Work Programme for the FDB Providing continuity on operational matters between quarterly meetings of the Board Agreeing the agenda for FDB meetings Monitoring the performance of the Board
Responsibilities	To focus on issues/challenges in the implementation phase To give guidance and support to the Directorate
Meetings	Four times a year, two weeks in advance of each Full Board meeting
Reports	Report to each Full Board meeting

6.3 Social Inclusion Measures Committee (SIMC)

The SIMC is a Government mandated County wide inter-agency group charged with maintaining strategic oversight of service delivery to the most socially excluded in society. Issues facing the Board which address matters with a social inclusion focus are generally considered in the first instance by SIMC or alternatively may be referred to SIMC by the Board as appropriate.

Composition	All agencies listed under the NDP SIM measures plus others by arrangement
Role	To assist the Board in development and implementation, via it's member organisations, of initiatives focused on better co-ordination of publicly funded social inclusion services, at local level.
Responsibilities	To ensure the effective delivery of a co-ordinated range of services to those experiencing social exclusion
Meetings	5-6 times per year
Reports	Report to each Full Board meeting

6.4 External Reporting

In the interests of ensuring that the general public is kept fully informed of its activities, the Board makes use of a number of different opportunities in order to disseminate information into the public domain. The Directorate maintains the FDB website (www.fdb.ie), produces an Annual Report and a Newsletter in line with best governance practices.

FDB Annual Report

In line with standard practice for public bodies the Board collates and publishes an Annual Report which is distributed to the Board members and colleagues in their nominating organisations. Copies of the Annual Report are available in Fingal's public libraries, on www.fdb.ie or on request from the Directorate. The content focuses on progress and activities that have taken place within the preceding 12 months.

FDB Website

The Board recognises the importance of the web as a major communications tool and its primary aim is to communicate the work of the Board to the public. The site provides access to information regarding the activities of the Board and its publications, as well as current and previous meeting documentation. It is proposed to redevelop the website during 2009.

FDB Newsletter

The Board produces two Newsletters per year. The Newsletter aims to bring to public attention, information on Board actions and policies that impact upon the economic, social and cultural development of Fingal. This publication also provides an opportunity for member organisations of the Board to highlight activities and developments within their own organisations.

Reports to Fingal County Council

Because the Fingal Development Board operates within the framework of Local Government, it is recognised that the elected members of the County Council need to be kept informed of strategic policies and decisions which affect the development of social, economic and cultural infrastructure within their administrative area. In this context regular reports are presented by the Board to meetings of the County Council.

6.5 Tracking

The Fingal Development Board uses an online Management Information System to track the progress with its strategic actions. This system was designed by the Local Government and Computer Services Board in 2005. The URL is password protected and located at: <https://cdb.lgcsb.ie/login.aspx>

System Features:

- Customised to suit FDB actions
- Structured search facility
- Statement of progress with actions and sub actions
- Stores supporting documentation
- Automatically collates progress reports for Board meetings (Tracking Reports)

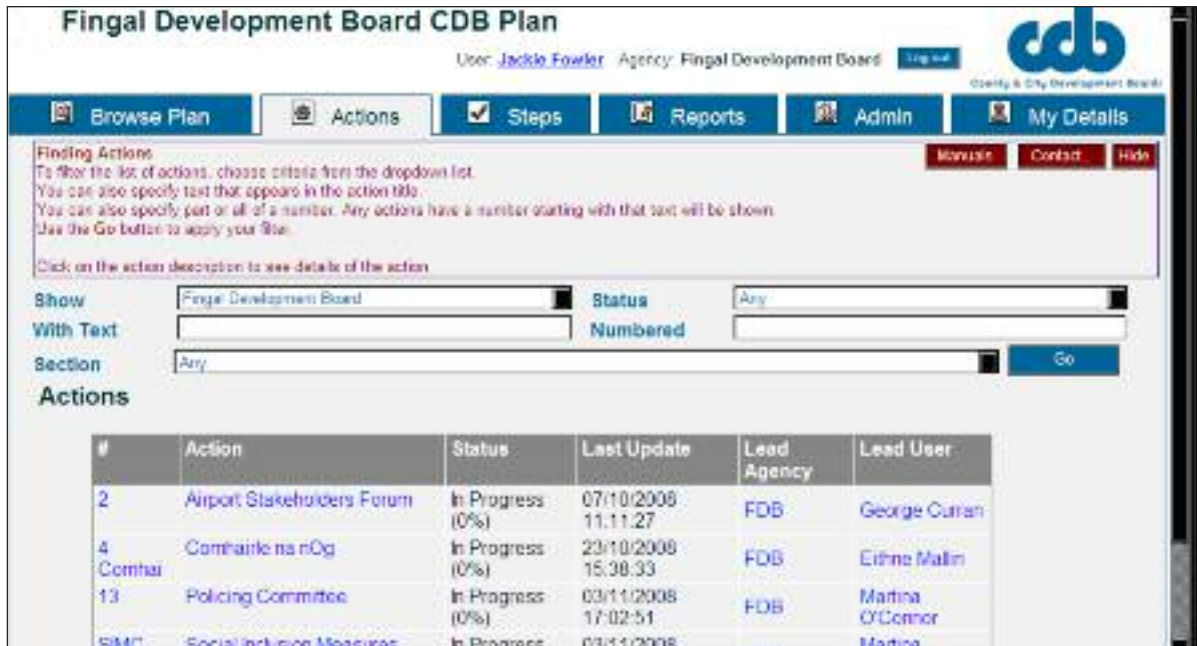


Figure 3 Sample Screen of the LGCSB Tracking System

APPENDIX A

BOARD AND COMMITTEE MEMBERSHIP

FDB MEMBERS

Local Government:

Cllr. Ciaran Byrne	Planning & Development SPC ⁵ , FCC ⁶
Cathaoirleach	
Cllr. Michael O'Donovan ⁷	Cathaoirleach, Fingal County Council
Cllr. Anne Devitt	Community, Culture & General SPC, FCC
Cllr. David Healy	Environmental Services SPC, FCC
Cllr. Margaret Richardson	Transportation SPC, FCC
Cllr. Gerry McGuire	Housing SPC, FCC
Cllr. May McKeon	Balbriggan Town Council
David O'Connor	Manager, Fingal County Council

Social Partners:

Ann Brophy	Fingal Community & Voluntary Forum
Valerie Henderson	Fingal Community & Voluntary Forum
Rory Bannon	Fingal Community & Voluntary Forum
Colm O'Maolmhuire	Fingal Business Forum
Tony Lambert	Fingal Business Forum
Frank O'Leary	Irish Farmers Association
Tom Simpson	Dublin Trades Council
Andrew McCann	Citizens Information Service
Gráinne Maguire	Fingal Community & Voluntary Forum

State Sector:

Orla Nic Mhathúna	IDA Ireland
Frank Donnelly	FÁS
Siobhan Moore	Dublin Airport Authority
Catherine McCluskey	Dublin Tourism
Gerard Philips	An Garda Síochána
Tom Doyle	Institute of Technology, Blanchardstown
Austin Wynne	Co. Dublin VEC
Colm O'Neill	Dept. of Social & Family Affairs
Elaine O'Sullivan	Fingal Tourism
Lorcan O'Toole	Teagasc
Jim O'Sullivan	Health Service Executive
Stephen Falvey	Dept. of Education & Science
Martin Conry	Dublin City University

Local Development:

Linda Curran	Blanchardstown Area Partnership
Oisín Geoghegan	Fingal County Enterprise Board
Emer Mulligan	Fingal LEADER Partnership Co. Ltd.
Michelle Butler	Fingal County Childcare Committee

SOCIAL INCLUSION MEASURES COMMITTEE

Andrew McCann	Citizens Information Service
Interim Chairperson	
Michelle Butler	Fingal County Childcare Committee
Linda Curran	Blanchardstown Area Partnership
Ronnie Fay	Pavee Point
Mal Geraghty	An Garda Síochána
Austin Wynne	Co. Dublin VEC
Margaret Campbell	Health Services Executive
Emer Mulligan	Fingal LEADER Partnership Co. Ltd.
Colm O'Neill	Dept. of Social & Family Affairs
Breffni O'Rourke	RAPID
Pat Queenan	Community, Culture & Sports Division, FCC
Philip Long	Housing Dept., FCC
Iggy Fields	FÁS
Reginald Okoflex Inya	Fingal Ethnic Network
Eric Fleming	SIPTU

INVEST FINGAL

David O'Connor	Fingal County Manager
Chairperson	
Cllr. Ciaran Byrne	Planning & Development SPC, FCC
Orla Nic Mhathúna	IDA Ireland
Noel McCabe	Enterprise Ireland
Fran Whelan	Swords Fingal Chamber of Commerce
Colm O'Maolmhuire	Dublin 15 Chamber of Commerce
Tony Lambert	Fingal Tourism
Jeanne Deegan	Fingal LEADER Partnership Co. Ltd.
Oisín Geoghegan	Fingal County Enterprise Board
Gordon Mc Connell	Dublin City University
Claire Boyles	Balbriggan Chamber of Commerce
Lorcan Tyrrell	Dublin Airport Authority
Assumpta Harvey	Institute of Technology Blanchardstown
Bernard Mc Nally	FÁS

FINGAL DISABILITY/ACCESSIBILITY FORUM

Cllr. Margaret Richardson	Fingal County Council
Chairperson	
Carol Doolan	Health Service Executive
Ann Brophy	Fingal Community & Voluntary Forum
Colm O'Neill	Dept. of Social & Family Affairs
Eugene Moore	Community, Culture & Sports Division, FCC
Maeabh Reynolds	Health Service Executive
Mairéad Phelan	Transportation Dept., FCC
Michael Ryan	Centre for Independent Living
Seamus Greene	National Parents/Siblings Alliance

FINGAL TRAVELLER INTER-AGENCY GROUP

Colm O'Neill	Dept. of Social & Family Affairs
Chairperson	
Philip Long	Fingal County Council
Margaret Campbell	Health Service Executive
Seamus Moriarty	FÁS
Catherine Joyce	Blanchardstown Traveller Support Group
Ronny Fay	Pavee Point
Jacinta Harley	An Garda Síochána
Niamh McTiernan	Finglas Cabra Traveller Support Group
Nick Murphy	Fingal Traveller Organisation
Maria Culbert	County Dublin VEC
Brendan Doody	Dept. of Education & Science
Aidan McKeogh	Dept. of Social & Family Affairs
Pauline Mangan	Blanchardstown Area Partnership
Mairead Price	Dept. of Social & Family Affairs
Pauline Conlon	Dept. of Social & Family Affairs
Michelle Donnelly	Health Service Executive

⁵ Strategic Policy Committee

⁶ Fingal County Council

⁷ Replaced Cllr. Alan Farrell, June 2008

FINGAL JOINT POLICING COMMITTEE

Alan Farrell	Fingal County Council
Chairperson	
Cllr. Ciaran Byrne	Fingal County Council
Cllr. Ruth Coppinger	Fingal County Council
Cllr. Peter Coyle	Fingal County Council
Cllr. Anne Devitt	Fingal County Council
Cllr. David Healy	Fingal County Council
Cllr. Peggy Hamill	Fingal County Council
Cllr. Tom Kelleher	Fingal County Council
Cllr. May McKeon	Fingal County Council
Cllr. Joan Maher	Fingal County Council
Cllr. David O'Connor	Fingal County Council
Cllr. Margaret Richardson	Fingal County Council
Cllr. Mags Murray	Fingal County Council
Cllr. Michael O'Donovan	Fingal County Council
David O'Connor	Fingal County Manager
Liam Burke	Fingal County Council
	Housing Department
Tommy Broughan	Oireachtas Member
Darragh O'Brien	Oireachtas Member
Michael Kennedy	Oireachtas Member
Joan Burton	Oireachtas Member
Dr. James Reilly	Oireachtas Member
Declan Coburn	Chief Superintendent, An Garda Síochána
Gerard Philips	Chief Superintendent, An Garda Síochána
Grainne Maguire	Fingal Community & Voluntary Forum
Kevin Quinn	Fingal Community & Voluntary Forum
Vacant	Fingal Community & Voluntary Forum
PJ Howell	Fingal Development Board

FINGAL DATA HUB

Ann Brophy	Fingal Community & Voluntary Forum
Chairperson	
Hazel Farley	I.T. Dept., FCC
Joan McCarville	FÁS
David Sheridan/Helen Duffy	Fingal LEADER Partnership Co. Ltd.
Emma Murphy	Social Inclusion Unit, FCC
Conor Ryan	Blanchardstown Area Partnership
Kieran O'Sullivan	Co. Dublin VEC
Aidan McKeogh	Dept. of Social & Family Affairs
Jim O'Sullivan	Health Service Executive
Edel Curtin	Fingal County Childcare Committee
Jimmy Malone	Dept. of Education & Science

FINGAL COMHAIRLE NA NÓG STEERING COMMITTEE

Melissa Monks	Swords Youth Service
Chairperson	
Martin McEntee	Co. Dublin VEC
Larissa Comiskey	Irish Association for Young People in Care
Billy Burke	Blanchardstown Youth Service
Sandra Moore	Blanchardstown Youth Service
Gary Harding	Balbriggan Youth Service
Haris Puskar	Former Fingal Comhairle na nÓg member
James T. Doyle	Former Fingal Comhairle na nÓg member

FINGAL COMHAIRLE NA NÓG MEMBERS

Balbriggan/Swords Electoral Area

Aidan McGrath
Chairperson
Cathy Berger
Conall Shaw
Dáire Kelly
Emma Murphy
Jordan Dennis
Laura Clinton
Nieashia Coleman

Castleknock/Mulhuddart Electoral Area

Ciara Molloy
Carl Halpin
Gavin Smullen
Katherine O'Gorman
Ruth Condron
Shannon Woods
Bethany Lean
Sophie Boucher

Malahide/Howth Electoral Area

Andrew Farrelly
Sayeda Leahy
Craig Walsh
Jordan Mooney
Mark Roote
Owen Costello
Sarah Malone
Will Cooper

FINGAL INTEGRATED TRANSPORT FORUM

David O'Connor	Fingal County Manager
----------------	-----------------------

Chairperson

Mick Lorigan	Transportation Dept., FCC
Cllr. Ciaran Byrne	Chair Planning & Development SPC, FCC
Cllr. Margaret Richardson	Chair of Transportation SPC, FCC
Martin Sweeney	Transportation Dept., FCC
Barry Drinan	Dublin Airport Authority (DAA)
Donal Keating	Dublin Bus
Tom Finn	Iarnród Éireann
Robert O'Mahoney	Bus Éireann
Tony Lambert	Swords/Fingal Chamber of Commerce
Garvin Cerasi	Balbriggan Chamber of Commerce
Michael Ryan	Fingal Access for All
Rory O'Connor	Railway Procurement Agency
Colm O'Maolmhuire	Blanchardstown Chamber of Commerce
Anthony Watters	An Garda Síochána

DUBLIN AIRPORT STAKEHOLDERS FORUM

Dr. Danny O'Hare

Chairperson

Catherine McCabe
Alice Ratcliffe
Angela Lawton
Orla Nic Mhathúna
Cllr. Tom Kelleher

Dublin Chamber of Commerce
St. Margarets Community Council
VOICE
IDA Ireland
Chair of Balbriggan/Swords Area
Committee, FCC
Dublin Airport Authority
Dublin Tourism
Chair of FDB
Dublin City Council
Corporate Services Dept., FCC
Chair of Malahide/Howth Area
Committee, FCC

Bob Hilliard
Ciara Sugrue
Cllr. Ciaran Byrne
Michael O'Neill
Peter Caulfield
Cllr. Robert Kelly

Fingal Tourism
Irish Tour Operators Federation
NorDubCo
St. Margarets Concerned
Residents Association

Michael Dawson
Flan Clune
Paul Smith
Helena Merriman

ICTU
IMPACT
Planning Dept., FCC
Chair of Castleknock/Mulhuddart
Area Committee, FCC

Liam Berney
Michael Landers
Seán Ó'Faircheallaigh
Cllr. Eithne Loftus

IBEC
Malahide Community Forum
Santry Community Association
Aer Lingus
Cloghran Hill Residents
Association

Paul Sweetman
Stephen Byrne
Caroline Molloy
Neill Walsh
Kieron Gargan

Portmarnock Community
Association
SIPTU

Teresa Kavanagh
Michael Halpenny
Lorraine Sutton
Tony Lambert

Swords Community Council
Swords Fingal Chamber of
Commerce
Irish Aviation Authority

Malcolm Campbell

HEALTHY FINGAL

Prof. Niall Moyna

Chairperson

Jim O'Sullivan
Carmel Keaveney
Noreen Murphy
Cllr. May McKeon
Cllr. Alan Farrell

Health Service Executive
Health Service Executive
Health Service Executive
Fingal County Council
Fingal County Council

Cllr. Ciaran Byrne
Jim Collier
Celia Durnin
Forum
Michael Quinn
Martin Naughton

Fingal County Council
Fingal Senior Citizens Network
Fingal Community & Voluntary

Fingal Disability Network
Fingal Disability Network

ENGLISH LANGUAGE TRAINING FOR TRAINING AND EMPLOYMENT

Linda Curran

Blanchardstown Area Partnership

Chairperson

Pauline McNamee

Fingal LEADER Partnership
Co. Ltd.

Mairead Price
Jimmy Malone
Stephen Bearpark
Pat O'Hanlon
Oisin Geoghegan

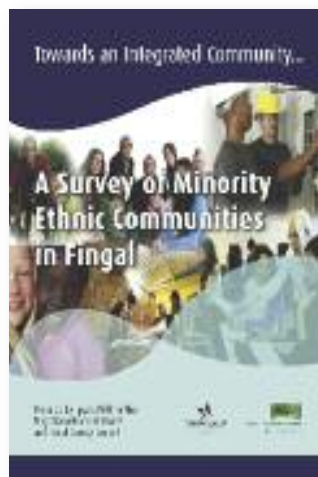
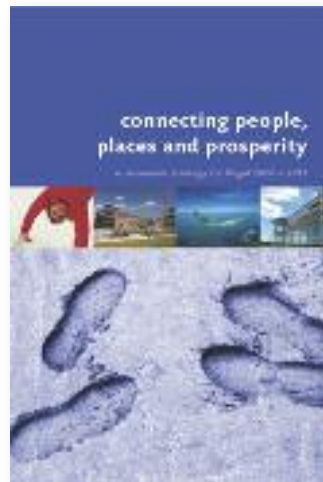
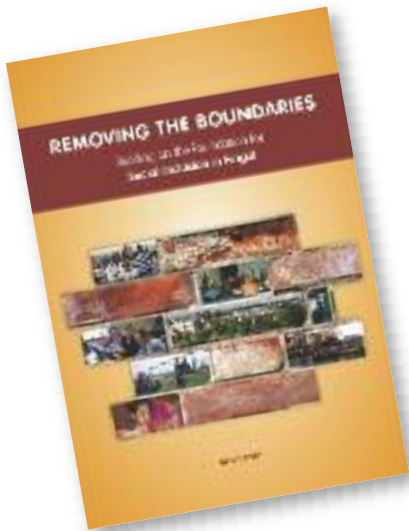
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APPENDIX B - FDB STAFF

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AnnMarie Farrelly
Eithne Mallin
Ciarán Staunton
Martina O'Connor
George Curran
Linda Martin
Anne-Marie Gargan
Valerie Markey

Director
Senior Executive Officer
Administrative Officer
Administrative Officer
Administrative Officer
Administrative Officer
Assistant Staff Officer
Assistant Staff Officer
Clerical Officer

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