Fingal County Council Community Development Office

Strategic Plan 2010-2015

Summary Report

Comhairle Contae Fhine Gall
Fingal County Council
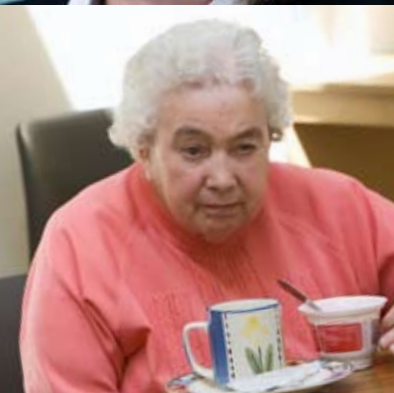
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An Introduction from the County Manager

It is with great pleasure that we introduce the Fingal County Council, Community Development Office Summary Report of the Strategic Plan 2010-2015. This important report is a summary of a substantial document which reviewed the work of the Community Development Office and helped to refocus and prioritise the work.

The Strategic Plan 2010-2015 has been researched and written by Burtenshaw Kenny & Associates in collaboration with the staff of the Community Development Office and outlines the strategic aims for the next five years to meet the challenges of an ever changing, fast growing and diverse population in Fingal.

Local Authorities deal ever day with issues that affect people's lives. This report sets out clear approaches and actions, which when taken as a whole, combine to build relationships to empower communities to work in conjunction with Fingal County Council to build a better future for all.

The work of the Community Development Office is key to Fingal County Council's commitment to putting people and communities first.

I wish to convey my thanks to the community and voluntary groups, the agencies and service deliverers, who participated in the consultation process. I would also like to thank the staff of the Community Development Office for their ongoing hard work and commitment to the people of Fingal.

David O'Connor
County Manager

Executive Summary

Fingal is a rapidly changing county with a fast growing young and diverse population spread across three large urban towns and a large rural commuter belt. The recent economic crisis has impacted on Fingal with increasing unemployment levels and delays in provision of some key local services in rapidly growing areas of population. It is felt that already vulnerable emerging and long established communities may be at increasing risk of social disconnect and disadvantage.

Local authorities play an important role in supporting the development of positive community structures, which enhance the wellbeing of those living within the community area and reduce the occurrence of anti-social behaviour and associated problems.

The Community Office of Fingal County Council was established in 2004 under the remit of the Community, Culture and Sports Division. The goal of the Community Office is to strengthen communities across Fingal and to ensure that people have a sense of their place and voice within their community.

The Community Office is staffed by a team of 12 Community Development Officers. The work is structured according to five work units: Community Development; Community Capital Projects; Community Facilities Support; Community Funding & Information and Networking & Forum Support. This report presents a snapshot of the work over the past five years, highlighting levels of community development and facility provision activity across the county. It also considers key achievements and challenges faced.

The strategic plan for the Community Office 2010 to 2015 is presented. This builds on existing work through the vision to build stronger communities across Fingal that are self sustaining, have greater levels of integration, input into decisions that affect their community and have access to sustainable community facilities. It prioritises vulnerable communities across large local authority estates, areas involving a mix of social and affordable housing, areas involving a high percentage of subsidised rented accommodation and areas with no community infrastructure, particularly recently established estates.

The four strategic aims for the five years ahead are to:

1. Further develop community infrastructure
2. Build stronger communities
3. Support sustainable community facilities
4. Ensure effective Community Office leadership.

"Never doubt that a small group of thoughtful, committed citizens can change the world; indeed it's the only thing that ever has."

(Margaret Mead)

Introduction

The Planning Process

A comprehensive review of the prior achievements and future goals of the Community Office of Fingal County Council (FCC) was undertaken during 2009 with the assistance of Burtenshaw Kenny Associates. The process involved analysis of current work, an extensive stakeholder consultation process and identification of strategic priorities for the coming five years, to assist the Community Office in prioritising work and allocating resources, particularly in these challenging economic times.

This report presents the outcomes of this process, most critically the five year strategic plan, which will guide the work of the Community Office from 2010 to 2015. It is set in the context of a rapidly growing and ethnically diverse environment and the enormous challenges of the current economic recession. It begins with an overview of the rationale for supporting community work and the importance of focused and appropriate community planning at local government level.

Rationale for Supporting Community Work

Community development is the process through which citizens participate in identifying and implementing solutions to overcome shared challenges and improve the quality of life for all. It is an approach to achieve social change, based on the understanding that disadvantage and social injustice cannot be tackled by top-down solutions alone.

International research has shown that communities can be a source of social support and well being for members. However, communities that lack positive connection between members can be a source of significant stress and strain for members. This is particularly so in areas of economic disadvantage or rapid social change. This is known as "disconnect" and resulting problems including anti-social behaviour are well documented.

Building community capacity, strengthening community participation and involving people in decisions that affect their lives is a complex process that involves working directly with local communities and agencies. The arguments in favour of focused and appropriate local government support for community development are compelling: people living in strong communities feel proud to live there, have a number of opportunities to develop personally and socially and become part of decisions that affect their area. They are characterised by strong inclusive local leadership and active citizen involvement.

Role of the Community Office

Communities across Fingal have a long history of community development supported by local authorities. Prior to the establishment of FCC in 1993, Dublin County Council carried out this role. The current Community Office was established in 2004, under the remit of the Community, Culture and Sports Division of the FCC Department of Community, Recreation and Amenities.

The aim of the Division is to work in partnership with all stakeholders to improve quality of life in Fingal, by providing community recreation and sports facilities, education programmes, support services and to advise and support community efforts. The mission of the Community Office is "to develop strong, engaged, integrated communities across Fingal which people are proud to live in, have access to a range of social, cultural and development opportunities and can input into decision making processes".

The development of strong communities across Fingal is at the core of the work of the Community Office. In addition to working directly on the ground with community groups, it involves internal collaboration within FCC, inter-agency work with statutory and other bodies and inter-sectoral cooperation with community development projects and other such organisations. The work is carried out to the internationally agreed community development principles and values:

- Participation
- Collective action
- Empowerment
- Power sharing
- Equality

Office Structure

The Community Office is managed by a Principal Community Officer reporting to the Senior Executive Officer of the Community Culture and Sports Division. There are currently 12 staff in the Community Office, working across five units.

UNIT	CORE ROLE
Community Development	To establish and support local community groups and activities across Fingal. This includes developing the capacity of local communities, supporting a range of training opportunities, mentoring local groups and working in partnership with key agencies to develop innovative projects to strengthen and develop communities.
Community Capital Projects	To work closely with communities across Fingal in conjunction with other departments of FCC, including the Planning Department and the Architects Department, to design and establish sustainable, high quality accessible facilities from which a range of community activities, initiatives and local services can operate.
Community Facilities Support	To work with the management committees of established community facilities to manage and run their facilities according to best practice.
Community Funding & Information	To work with local communities to provide information and support in accessing funding.
Networking and Forum Support	To work with community groups across the county who share similar experiences to establish and develop networks, from which they can form common positions and represent their interests.

"working in partnership with key agencies to develop innovative projects to strengthen and develop communities."

2. Fingal: A Dynamic Environment

Fingal county borders counties Dublin, Meath and Louth and comprises three large urban areas, a number of other midsized suburban areas and a large rural commuter belt. The three large urban areas of Blanchardstown, Swords and Balbriggan have greater populations than some cities and counties across Ireland.

Fingal: CSO Census 2006

	Blanchardstown	Swords	Balbriggan	Other Areas	Total
	90,952	43,360	16,217	105,680	239,992
	37.90%	18.07%	6.76%	44.03%	100.00%

Social demographics, economic trends and other factors have meant that Ireland has experienced significant change in recent years. The extent of change in Fingal has been unprecedented, particularly in terms of population growth and immigration. As a result, Fingal is largely unique in the Irish context and presents challenges more frequently experienced in international urban contexts.

Population Growth

• Fingal has expanded at an unprecedented rate. The population of the county doubled in the 15 years from census 1991 to census 2006. It is the fastest growing county in Ireland, with the current population estimated at just over a quarter of a million people.

• The pace of growth in Fingal has resulted in key challenges for all agencies and service providers with the majority of the population living in the urban centres of Blanchardstown, Swords and Balbriggan. Fast growth places significant pressure on all aspects of life, from school provision to community facilities and other essential social and physical infrastructure.

Age Profile and Diversity

• Fingal is the youngest county in Ireland with higher than average numbers of young people and young families. This feature puts pressure on schools, youth services and childcare provision.

• Fingal is the most diverse county in Ireland with the 2006 CSO census figures demonstrating that 16% of the population from backgrounds other than settled white Irish backgrounds (compared with the national average of 10%). Cultural and social integration is a core challenge to avoid racial tension.

The illustration below reveals significant population growth across Fingal in recent years:

Current Economic Crisis

- The recession is impacting very heavily on Fingal. There is major concern arising from job losses at Dublin airport, the multi-national companies in the business parks located around Blanchardstown and within other large and small employers in the retail, wholesale, distribution and transport sectors. Unemployment rates are high and have increased significantly over the last year.

- The impact of the recession on the future of the funded community and voluntary and local development sector is not clear. Cuts will continue to impact on delivery and the existing funding and monitoring structures are at risk of being disbanded.

- Many parts of Fingal do not have essential services such as permanent school facilities, FAS training centres and community welfare services. In many cases people have to travel across the county and into Dublin city to access the essential services.

- In many parts of Fingal there are limited, if any, community facilities from which to establish local community groups. This situation impacts heavily on community ownership, spirit and connectivity.

Deprivation and Social Exclusion

- Although there are areas of affluence in parts of Fingal such as within Malahide, Castleknock and other areas, social exclusion is experienced in pockets across the county, and is particularly acute in parts of Blanchardstown and Balbriggan.

Conclusion

The demographic profile of Fingal reveals a fast growing, young, diverse county with pockets of deprivation. Although there are areas of relative affluence, there are a number of pockets of social and economic disadvantage. This profile suggests a number of new communities and a number of established communities at risk.

The current economic situation consisting of rising unemployment, cuts in public expenditure and halts to the provision of new essential services has impacted considerably on Fingal. In other words, already vulnerable communities are even more at risk. During difficult times such as the present, vulnerable communities with population, age and diversity profiles like Fingal must be supported to work together to avoid racial tension.

A strategic plan for the Community Office to focus delivery of relevant supports is vital at this time as the Community Office plays a central role in supporting communities to strengthen and overcome adversity. Through community work and the provision of shared facilities, the communities of Fingal can be helped to participate in identifying and addressing their problems and challenges.

3   Review of Current Work

The work of the Community Office is broad and far-reaching, covering:

- Community development work
- Provision of community facilities

Although Fingal stretches a large geographical area, in recent years considerable work of the Community Office has been within the Blanchardstown area. This has been in a response to the needs of rapid growth areas, many of which coincide or are in close proximity to the communities experiencing social exclusion. Furthermore, government policy directs statutory bodies to prioritise areas of social exclusion.

This section presents a snapshot of the community development and community facilities activity over recent years, together with an assessment of achievements and challenges faced.

"There are currently 1,500 community groups and organisations on the FCC community database"

Community Development

There are currently 1,500 community groups and organisations on the FCC community database with an estimated 15,000 people involved in voluntary/community activity across the county. The Community Office provides information to all of these groups, communicating general training and development, showcasing and funding opportunities. About half of the listed groups (750 of 1,500) are affiliated to the 'Community and Voluntary Forum', which acts as a representative body for the community and voluntary sector across Fingal onto a range of decision making bodies such as the Fingal Leader Partnership and sub groups within the County Development Board (CDB). The Community Office provides funding and support to run and manage this forum.
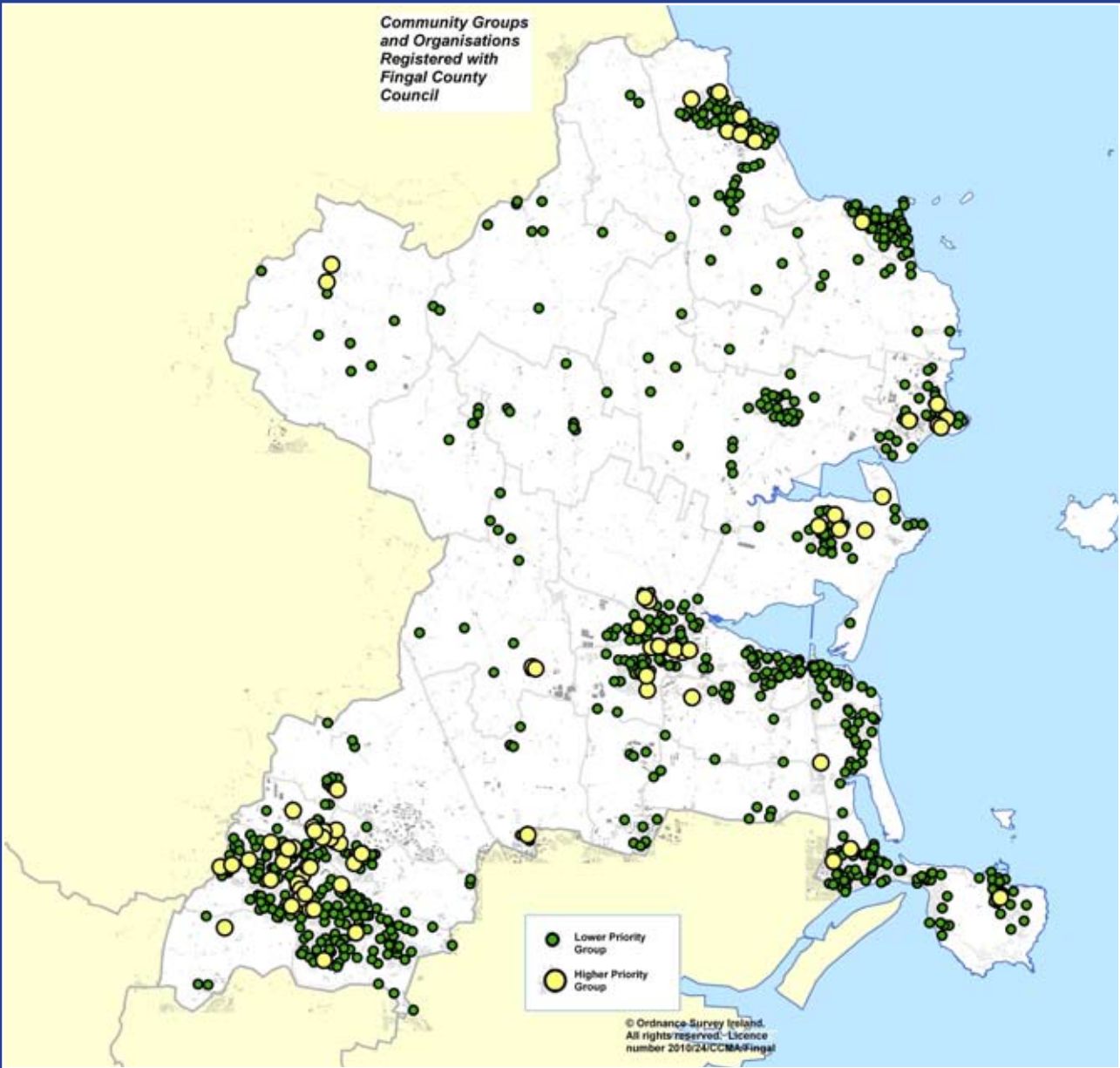
The Community Office also supports seven forums bringing together groups with common interests such as disability, health, environment, etc. At present there are 90 active community / voluntary group members participating in these forums, which act as a way for representatives across the county to meet, share information, highlight the issues that affect them and represent sectoral interests on decision making processes.

Overall, the Community Office works directly with 123 different community groups across Fingal, of which 103 require medium to high levels of support and another 20 require less regular support.

A summary of the types of community groups that require medium to high (intensive) level support is provided below:

Type of Group	Number	Activities	Support Level
Tenant Participation Groups - Estate Management / Residents Associations	30 groups	8 of these groups are part of TEAM Fingal an internal FCC pilot scheme to prioritise responses to issues that emerge in these estates.	Intensive
Community Training Programmes	10 programmes	A variety of needs based training work. programmes are organised by the community	Medium to intensive
Community Project Board Development and Support	7 organisations	• Support the development of best practice management. • Ensure that the needs of the neighbourhood are met within the work of the project. • Support managers to implement plans.	Medium to intensive
Community Facility Management Support	26 facilities intensive support 30 medium support / information	• Support development of best practice management. • Establish sustainable facilities. • Ensure that the community have access to the facility for personal and social development.	Medium to intensive

Community Groups

Community Groups and Organisations Registered with Fingal County Council

Lower Priority Group
Higher Priority Group

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number 2010/24/CCMA/Fingal

Provision of Community Facilities

Provision of facilities so that communities have places to meet and to develop local groups and services is central to the work of the Community Office.

It is structured according to four categories:

- Integrated shared school facilities
- Redevelopment of existing / stand alone facilities
- Campus development
- Management support

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Integrated Shared School Facilities	The Community Office has been involved in the design, support, operation and management of community facilities across Fingal for the past decade. In doing this, the Department of Education & Science, the Community Office and other FCC departments have pooled resources and worked collaboratively to develop a unique and innovative model whereby a broad range of community needs are met in one single location. This is known as the 'Fingal Schools Model' and involves designation of shared areas, community facilities and school facilities within single complexes.
Redevelopment of Existing Facilities	A number of facilities across Fingal are currently being refurbished or extended to respond to community needs. Some new facilities are also being developed. An example is the Blakestown refurbishment project in Blanchardstown which is at the final stages of completion. There are also planned projects in Swords, Rush, Portmarnock, Baldoyle and Malahide. Staff of the Community Office also support the running and governance of facilities once built.
Campus Development	In recent years FCC have clustered a number of FCC owned / supported facilities built within close geographic proximity who provide a range of community services to management on a campus basis. The primary aim is to pool resources, to manage and maintain the common grounds, boundaries and facilities. These have been developed in four areas of Blanchardstown: Corduff, Parslickstown House, Buzzardstown and Mountview.
Management Support	In addition to the facilities outlined above, the Community Office works with a wide number of community centres, family resource centres, sports and leisure facilities and community employment schemes to provide management assistance in the form of funding or through provision of a director on boards of management. The Community Office also provides governance and management support, which is crucially important to ensure that facilities are being run in line with best practice.

Community Facilities – Activity Levels

The table below presents an overview of the number of facilities the Community Office has worked in Fingal, in the three urban areas:

Area	Facilities
Blanchardstown	9 large community centres 7 smaller centres (special projects) 2 integrated schools facilities, (four planned) 2 campuses of facilities with another planned
Swords	2 large community centres (not in areas of high social exclusion) 2 planned facilities
Balbriggan	No large community centre 1 smaller centre 1 planned integrated schools facility

Community Facilities
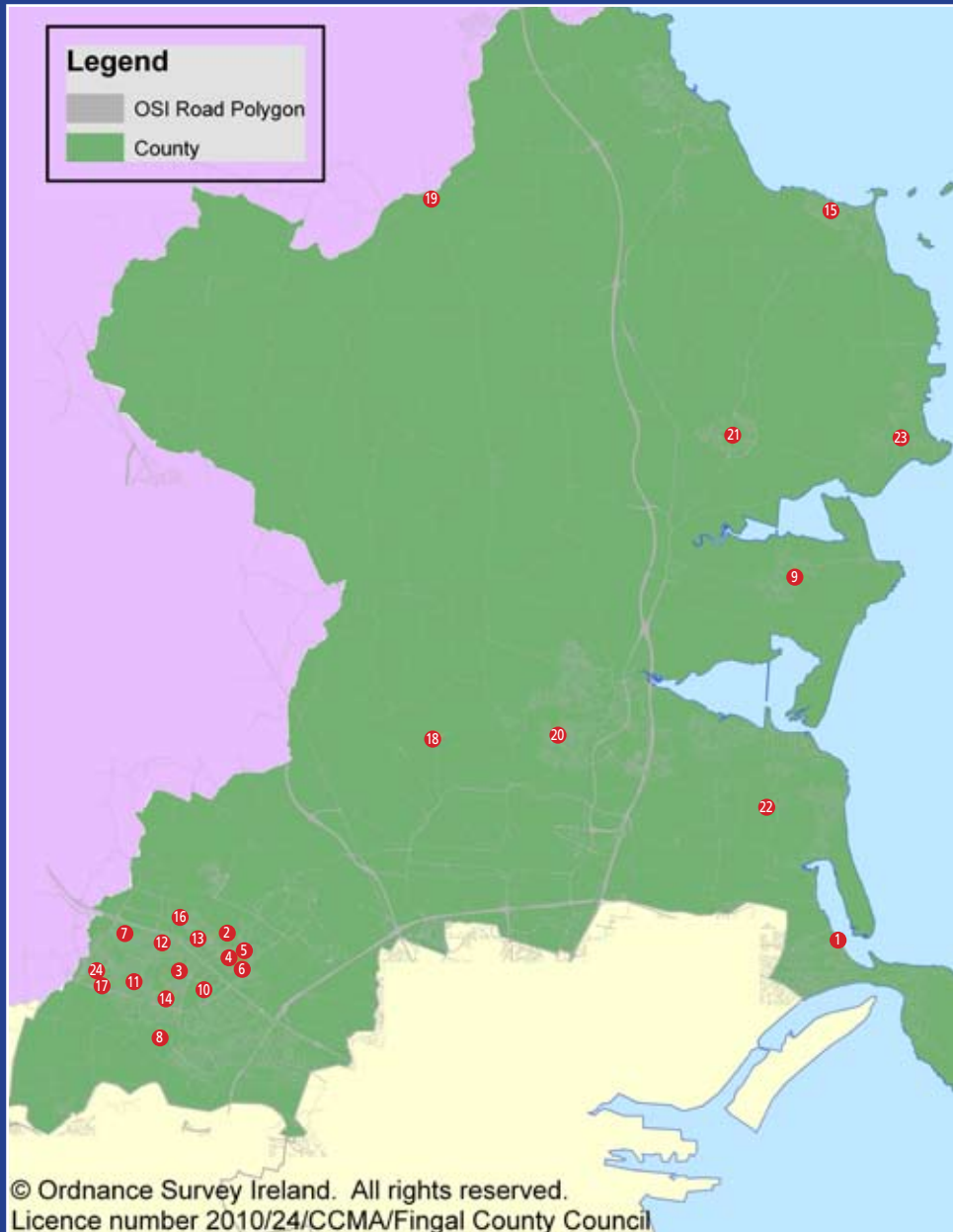
1   Baldoyle Forum, Community Hall
2   Blakestown Community Centre,
3   Buzzardstown Campus, Mulhuddart
4   Corduff Campus,
5   Corduff Sports Centre,
6   Corduff Resource Centre
7   Castaheany Community Centre,
8   Diswellstown Community Centre,
9   Donabate, Portrane Community & Leisure Centre
10   Draiocht Arts Centre, Blanchardstown
11   Hartstown Community Centre,
12   Huntstown Community Centre,
13   Mulhuddart Community Centre,
14   Mountview Community Campus,
15   Mourne Estate, Community Facility,
16   Parlickstown House,
17   Phibblestown Community Facility
18   Rivermeade Community Facility
19   Seamus Ennis, Naul,
20   St. Finians, Rivervalley Community Centre
21   St. Macullians Community Facility,
22   Portmarnock Sports & Leisure Facility
23   Rush Multi-Purpose Facility
24   St. Benedict's

Our Process

Community development work involves working directly with communities and agencies to build and enhance local capability. The Community Office is increasingly using a mapping approach to assess the capacity of communities in terms of development, service availability and infrastructure.

Stage	Community Office Activity
1: Pre-Development Work	• Support for established and new estate management groups and resident associations. • Coordination of 'Planning for Real' and 'Team Fingal' exercises with estate management groups and resident associations. • Coordination of 'Halloween Safety Programme' and other events. • Provision of the 'Translation Interpretation Service', 'Swords Strategic Partners', 'Friendly Call', 'Sporting Fingal Community Trust' and various other special projects and integration initiatives.
2: Developing Capacity Work	• Development, mentoring and governance support for local community based organisations with a remit for developing the neighbourhoods in which they are based, e.g. community development projects and family resource centres. • Continued support for the Fingal Volunteer Centre which the Community Office played a key role in establishing.
3: Policy Level Work	• Development of networks of groups for organisations with similar interests / concerns across the county. • Responsibility for the Community Voluntary Forum which acts as a representative structure for groups on a number of decision making structures.

Key Achievements

Community work is essentially collaborative in nature and the activities of the Community Office are carried out in close consultation with stakeholders from groups across Fingal. A summary of 'shared' achievements is presented below:

- The establishment and support of local community development groups to aid the development of communities and the scale and numbers of people involved in positive community work across the county.

- The establishment of projects and initiatives such as Fingal Volunteer Centre, Sporting Fingal Community Trust, the Translation Interpretation Service, Fingal Community & Recreation Services and the numerous Community Safety Initiatives, all of which have enhanced the lives of those who live in the county.

- The increasing opportunities that now exist for communities and interest groups in Fingal to form networks, which are supported to participate in decision making structures.

- The state of the art community facilities that have been developed in Fingal, which are managed and run by local communities with support from the Community Office.

- The innovative Fingal schools model which is successfully providing integrated schools and community facilities in newly established areas.

- The funding opportunities that were accessed and maximised, particularly in relation to the development of services and facilities targeting socially excluded areas.

- The relationships with external organisations, state agencies and local communities that have been strengthened and developed in recent years and the collaborative approaches to assessing and responding to community issues that are now an integral part of the work of the Community Office.

- The positioning of the Community Office as central to the work of many Departments within FCC, particularly Architects, County Development Board, Planning, Housing, among others.

- The acknowledgment by stakeholders of the commitment and skills of the staff of the Community Office as integral to the growth of services to the communities across the county in recent years.

These achievements demonstrate a very sound foundation from which to progress the strategic objectives for the coming five years. The significant contributions of staff of the Community Office and the stakeholders in the community and within FCC are acknowledged in reaching this point. However, there are challenges ahead, some internal to the Community Office and some external to the Community Office.

Key Challenges

A range of challenges emerged from the consultation process. The themes included:

- The increasing vulnerability across the county in terms of fast population growth, growing unemployment and increases in social exclusion, anti-social behaviour and racial tensions emerging.

- The acute funding challenges, particularly in maintaining existing community facilities and developing new facilities in areas lacking in community spaces in the context of the current economic climate.

- The need to further build the community representative process to ensure representation of all and effective communication channels.

- The requirement to enhance mutual interactions: greater understanding of the role and operation of the Community Office at community level and greater use of the skills and resources within the community at Community Office level.

The challenging nature of community work is widely acknowledged, particularly the often delicate boundaries between support and dependence or leadership and collaboration. There are also the difficult balances in prioritising support to most at risk areas while ensuring provision of support across all areas.

4 Strategic Plan

"These communities will have greater levels of integration and will be supported by sustainable community infrastructure and facilities"

The Community Office and stakeholders within FCC and across the county share a vision to work effectively to build stronger communities across Fingal. These communities will have greater levels of integration and will be supported by sustainable community infrastructure and facilities.

The vision builds on the achievements of the Community Office and the voluntary groups across Fingal over the past five years. However, it also recognises the challenges that lie ahead. These challenges are evident in the traditionally vulnerable communities and are emerging in other communities due to their increasing populations and as a result of the current economic recession.

The strategic plan develops the vision in terms of four strategic aims. Prioritisation of focus is based on vulnerable areas across Fingal.

It is recognised that this plan is presented at a time of national economic crisis, which has been severely felt across Fingal. The lack of financial stability makes it imperative for all of the strategies below to be reviewed and adjusted (if appropriate) at regular intervals. A high level of flexibility, creativity and collaborative working will be required in order to implement the strategic objectives identified.

Vision	To build stronger communities across Fingal that are self sustaining, with greater levels of integration, input into decisions that affect their community and have access to sustainable community facilities.
Strategic Aim 1	Further develop community infrastructure
Strategic Aim 2	Build stronger communities
Strategic Aim 3	Support sustainable community facilities
Strategic Aim 4	Ensure effective Community Office leadership
Prioritisation	• Large local authority estates • A mix of social and affordable housing • A high percentage of subsidised rented accommodation • No community infrastructure, particularly recently established estates.

The strategic plan recognises the need for the Community Office to work strategically, taking a regional overview, using good leadership, planning, communication measurement and adjustment.

Furthermore it acknowledges the position of the Community Office as the face of FCC on the ground and the requirement for greater communication and liaison between the Community Office and other departments within FCC in relation to broad quality of life issues and development of services within the community.

Aim 1: Further Develop Community Infrastructure

To build on work to date in developing and strengthening community infrastructure.
This will facilitate communities to become stronger and self reliant.

Level	Objectives
Neighbourhood/Community	• Work with funded community projects to develop their role in increasing community participation, ownership and involvement. • Actively support the development of best practice governance of funded community projects. • Support the organisational development of projects such as Fingal Volunteer Centre to respond to demands for their services. • Work closely with funded projects to plan, review and adjust their work to respond to changing needs and resources. • Support funded projects to maximise their resources, create alliances with other organisations and consider mergers (where appropriate) with similar organisations. • Work closely with local projects to initiate and deliver specific needs based projects, e.g. translation mentoring service, diversity projects
Area Based / Regional	• Continue to play a leadership role in interagency processes to respond to community development gaps, initially prioritising the Swords area. • Develop a fully inclusive, representative mechanism for the community voluntary sector across Fingal by working with the Community and Voluntary Forum to support their development. • Collaborate with key partners to promote inclusion and manage diversity effectively.
Internally	• Plan for the retention and expansion of key community services across Fingal, especially services which focus on supporting the unemployed.

Aim 2: Build Stronger Communities

To create inclusive, participative communities that have influence over the decisions that affect them.

Level	Objectives
Neighbourhood/Community	• Work with existing estate management and residents groups to sustain them and support their development
	• Support estate management and residents groups to highlight and respond to new and emerging issues such as youth responses, transport issues
	• Support estate management residents groups and community funded projects to be fully inclusive of the community they represent in the planning, design, implementation, management, and review of their work
	• Develop estate management and residents groups in agreed target areas.
	• Ensure that volunteering is promoted and fully utilised as a means of developing communities across Fingal, e.g. actively working with the Fingal Volunteer Centre.
	• Lead initiatives to increase local awareness and promote fully inclusive communities (where projects do not exist)
	• Continue to develop and utilise models of community consultation to assess needs, inform plans and review outcomes
	• Provide information to communities, for example on relevant funding and training.
Area Based / Regional	• Work with existing networks to support their development and maximise their impact.
Internally	• Ensure that developing strong, healthy communities is at the core of FCC work.
	• Plan for the retention and expansion of key community services across Fingal, especially services which focus on supporting the unemployed.
	• Promote the value of greater engagement of communities in the design and development of services that affect them.
	• Highlight and facilitate effective ways to engage with local communities.
	• Review progress of TEAM Fingal and work closely with other FCC departments to strengthen and develop coordinated responses and supports to estate management groups.
	• Fully utilise existing mechanisms (such as the FCC website) to effectively communicate both the work of the Community Office and opportunities for communities to strengthen and develop.
	• Encourage and support local groups and communities to clearly communicate their work to the broader community and other stakeholders.
	• Agree proofing mechanisms to ensure that the economic, cultural and social diversity of the county is reflected in planning and service delivery.
	• Carry out research to inform the development of strong, cohesive communities across Fingal.

Aim 3: Support Sustainable Community Facilities

To support the continued development of sustainable community facilities across Fingal with an emphasis on priority communities.

Level	Objectives
Neighbourhood/Community	• Continue progress to develop facilities across Fingal.
	• Promote active involvement of local communities in the design, building and running of community facilities.
	• Work with existing management committees / boards to continue their development and progression in line with best practice governance and to respond to the changing needs within their communities.
	• Work with existing facilities to extend access to nearby communities that do not have a local community facility.
	• Support management committees / boards to develop strong financial plans, systems
Area Based / Regional	• Provide supports where appropriate to management committees / boards on a network / campus basis.
	• Work closely with collaborative partners to fully utilise community facilities and support their sustainability.
Internally	• Plan for the retention and expansion of key community services across Fingal, especially services which focus on supporting the unemployed.

Aim 4: Ensure Effective Community Office Leadership

To ensure that the Community Office is effective in its role in delivering the plan to develop strong, cohesive, engaged communities across Fingal. This will be central to the continued success of the Community Office.

Level	Objectives
Internal	• Develop an overall operational plan with individual unit plans, based on the overall strategic plan. • Lead, support and promote research / data collection to establish facts in relation to the experiences of communities across the county. • Communicate regularly with internal stakeholders within FCC and seek opportunities for collaboration. • Work flexibly, effectively, openly as a team, sharing information and collaborating in order to fully utilise core competencies while maintaining accountability.
External	• Work with existing networks to support their development and maximise their impact.

Glossary of Terms

CDB:	County Development Board
CSO:	Central Statistics Office
FCC:	Fingal County Council
TEAM Fingal	Representatives of a number of departments within FCC with authority to improve service delivery to residents of Local Authority housing estates.

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