



FINGAL DEVELOPMENT BOARD

SUMMARY

**BUSINESS IMPLEMENTATION
PLAN
2004 / 05.**

Prepared for:

The Members of Fingal Development Board

For Meeting on 10th December 2003

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1. INTRODUCTION

The Fingal Development Board meeting of the 17th September 2003 mandated the FDB Directorate to prepare a revised business implementation plan to direct its strategy in 2004. The following executive summary sets out the 'what and the when' of this new approach.

2. PURPOSE OF REPORT

The purpose of the draft plan / meeting is to: -

- (a) Refamiliarise the Members with the key challenges and recommendations;
- (b) Present the draft business implementation plan for input from Members of the Board;
- (c) Stimulate the Members of the Board to discuss and approve the new approach;
- (d) Finalise the delivery mechanisms, key initiatives, and ownership, required resources, timing & responsibilities that are an integral part of the new implementation programme.

3. FDB STRATEGY - CHALLENGES & RECOMMENDATIONS

The FDB's 'Internal Review', presented at the 17th September 2003 meeting, highlighted the following: -

3.1 KEY CHALLENGES:

- a. Changed context of operation;
- b. Progress being made but not visible;
- c. Strategy not being delivered as originally envisaged;
- d. Lack of clarity on leadership / ownership;
- e. Limited (policy) decision making and accountability;
- f. Lack of involvement of several Members of the Board in FDB;
- g. Limited evidence of integration to date;
- h. Indifferent performance of existing Monitoring Committees;
- i. Limited evidence to date of inter-agency delivery.

3.2 KEY RECOMMENDATIONS:

- a. Change substance, style, impact of the FDB work at Board, Committee, and Directorate levels;
- b. Reprioritize and regroup key Actions, while not losing original spirit of remit;
- c. Refocus FDB strategy delivery process towards a combination of both existing Monitoring Committees and proposed new project initiatives;
- d. Provide greater input / capability in policy formulation and delivery in Fingal;
- e. Propose appropriate operating structures;
- f. Directorate to become resource for Members for future strategy delivery.

4. SUMMARY SWOT ANALYSIS

A summary SWOT Analysis of the Board is presented here on the assumption that there is no differentiation between the Members of the Board and the FDB Directorate.

(4.A) Internal FDB STRENGTHS:	(4.C) External FDB OPPORTUNITIES:
<p>1.CDB's have national remit to enhance delivery of Better Local Government;</p> <p>2.Backing of Fingal Co Council (FCC);</p> <p>3.Combined expertise of 50 agencies;</p> <p>4.FDB strategy is legitimized in FCC's County Development Planning process;</p> <p>5.Dedicated, experienced staffing who are backed up by a committed Director;</p> <p>6.Strategy has public, voluntary, and broadening community input;</p> <p>7.Annual operating budget of €455,000;</p> <p>8.Perceived by peers as a progressive and emerging county, (4th largest county in Ireland);</p>	<p>1.DoEHLG accept the need to be more flexible in implementation;</p> <p>2.Greater intergration across key delivery agencies;</p> <p>3.FDB policy input into FCC's County Development Plan for a sustainable Fingal</p> <p>4.FDB to become a new, policy formulator / driver to fill current policy gaps in Fingal;</p> <p>5.Opportunity for 'joined up' implementation via external agencies;</p> <p>6.FDB to jointly implement the eight new identified initiatives;</p> <p>7.FDB to deliver on mandate of DoEHLG by endorsing Local Development Plans;</p> <p>8.Data deficits in Fingal offers future additional information role for FDB;</p> <p>9.Providing additional information (A.I. Requests) support for the Strategic Planning Committees, Planning, Housing, Economic, Transport, Tourism, and Sports and Parks Depts;</p> <p>10.Provide marketing support for FCC;</p> <p>11.Opportunities via Comhairle Na Og;</p>

4.B) Internal FDB WEAKNESSES:	(4.D) External FDB THREATS:
<ol style="list-style-type: none"> 1.Ambitious strategy has too many undeliverable Actions and no clear prioritization to date; 2.Current capacity / capability of stakeholders to deliver on actions; 3.Fingal not getting full benefit from expertise / available resources of the Members; 4.Progress shows limited evidence of impact, intergration, or additionality; 5.Lack of available, timely data on Fingal 6.Stakeholders genuine commitment to ongoing culture of change? 7.Does Board / Directorate have expertise in strategy implementation? 8.Time availability of Members; 9.FDB Influencer role but, lack of ownership of agency impl.budgets; 10.Lack of specific targets / performance indicators to guide annual strategy; 11.Infrequency of Board meetings; 12.Insufficient ‘implementation’ budget. 	<ol style="list-style-type: none"> 1.High profile national remit – implications of FDB failure to deliver; 2.Economic reality impacting on all; 3.Over burdening role on Directorate; 4.Potential loss of contract staff; 5.Continuity of input at Member levels; 6.Managing risk in new initiatives; 7.Board Member/ staff burn out factor; 8.Inertia - head down, do nothing, denial by all stakeholders.

5. FDB OBJECTIVES 2004 - 2005

The following objectives link directly to the activities set out in the Implementation Strategy in Section Six.

- 5.1 To maintain & harness the goodwill, expertise, resources from all stakeholders and transfer this into the new FDB Implementation Strategy; See 6A.
- 5.2 To strengthen FDB's existing Vision / Mission and to link it to current economic reality in Fingal; See 6B;
- 5.3 To become more relevant and responsive to the Fingal community local needs via ongoing consultation; See 6C.
- 5.4 To finalise the FDB 'Services Provision' including existing structures and new Project Initiatives at the December Board Meeting; See 6 D and Chart 4 in the accompanying pack;
- 5.5 To focus the role of the FDB Directorate. See 6 E and Chart 3.
- 5.6 To revamp and strengthen the existing Boards role in the areas of strategy, decision making, policy review and adoption, resources provision, feedback and co-ordination. See 6 F and Chart 6 in the accompanying pack.
- 5.7 To introduce a new 'Executive Implementation Board' to fill a potential gap between the Board and Directorate. See 6 G and Chart 7 in the accompanying pack.
- 5.8 To reposition the FDB Board as 'policy formulator and Influencer' for the Fingal area; See 6 E and Chart 6 in the accompanying pack.
- 5.9 To maintain the following Committees structures: Economic, Social Inclusion, Sustainability, Evaluation, Fingal Data / ICT. See 6H and Chart 2 in accompanying pack.
- 5.10 To reassign the specific workload / actions of the following committees: Public Services, Physical Development, County Identity; See 6 I;
- 5.11 To deliver on action Evaluation and Performance indicators in 2004; See 6 J;
- 5.12 To significantly upgrade internal / external communication / profile, image as well as a revamped FDB website in 2004. See 6.K

6. PROPOSED FDB IMPLEMENTATION PROGRAMME 2004- 2005

(6.A) FDB Strategic Overview

As part of its new approach, the FDB Directorate will: -

- Harness the expertise and goodwill of our current Members via closer cooperation;
- Implement a more effective use of resources, expertise, and thereby creating greater impact at Board, Directorate, Committee, Initiative and public levels;
- Introduce a new delivery approach namely an Executive Implementation Board;
- Become a policy ‘Shaper / Influencer’ and Decision-maker at Board level;
- Display and apply greater collective leadership and direction;
- Simplify the administrative system / feedback process;
- Introduce a number of new initiatives to help prioritise and deliver actions and bring credibility to Fingal Development Board.

(6.B) Revisioning FDB’s Mission

We propose to incorporate and reflect the following activities into the existing FDB Vision / Mission Statements.

- Integrated service planning and delivery;
- Localized agency response;
- Community participation;
- Economic development;
- Linkage to FCC Vision of Fingal County;
- Apply the principles of Sustainability.

(6.C) FDB’s Guiding Principle (s) and Delivery Values

The Directorate proposes to apply a number of guiding principles and delivery values to help it implement its work priorities / commitments.

‘FDB is a new mechanism within Local Government and Public Service delivery to which it seeks to bring **'additionality'** via co-ordinated input by Statutory and Social

Partner organisations. Its future is based on sustainable co-operation and **collaboration**. FDB is committed to an improvement in knowledge, culture and practices, which will underpin all FDB does in 2004 and beyond. Furthermore the needs of our local communities should be expressed and consulted via an ongoing implementation process.

FDB will apply the following core 'delivery' values: -

- Connected / integrated approach;
- Policy - driven ethos;
- 'Can-do' culture;
- Strategic in outlook and application;
- Positive benefits / impacts;
- Professionalism.

(6.D) FDB New Services Provision to 2004 - 2005

Based on the Members feedback and the changed delivery environment, we propose to provide the following services in 2004 / 05: -

- Access / produce data on Fingal to back up FDB national / local policy positions;
- Produce policy position papers;
- Become a sounding board for strategic, development / policy recommendations;
- Refocus the role of staffing towards policy work, building relationships / new project delivery;
- Host high impact conference / workshops/ initiatives;
- Publish end of year report / commentary;
- Upgrade, maintain and develop an accessible FDB website;
- Become a 'one stop shop' and first point of contact for stakeholders, publish information / profile on Fingal County;

(6.E) Role of FDB Directorate in 2004 / 05

Based on our member survey and the current changes in local service delivery, the following sets out the role of the FDB Directorate:-

- Provide leadership in strategic / key policy areas;
- Maintain relevance of FDB at national, regional, local levels;
- Ongoing liaison with key stakeholders;
- Manage the day to day operational / budgetary issues;
- Specifically, manage the new Project Initiatives and measure impact;
- To deliver on national policy issues in the areas of Social Inclusion and Sustainability;
- To review and assess the plans of the local and community development sector;
- Co-ordinate / enhance linkages amongst Board members and across all FDB delivery activities;
- Redevelop the FDB image / profile in enhanced communications at local, regional & national levels;
- Revisit the role and responsibility of Directorate staffing/resources.

(6.F) Members of the Board Meetings – Future Role and Responsibilities

The existing (quarterly) FDB Board Meetings will be revamped to enhance delivery of the following: -

- Focus on key strategic and policy issues for the County;
- Minder of original remit and consensus set out in the FDB 2002-2011 strategy;
- Regular update / feedback of Board on news within Member organisations;
- Act as a contact point on their organisations;
- FDB resource for agency follow up / consultation / implementation;
- Make recommendations on future FDB's Implementation Strategy;
- Ensure appropriate resources are in place for enhanced local delivery;
- Oversee the ongoing co-ordination of all FDB Initiatives / Committees.
- Link all new initiatives to FDB process

(6.G) New Executive Implementation Board – Role and Responsibilities

We propose the setting up of a new Executive Implementation Board (E.I.B.) to undertake the following activities: -

- To fill the potential gap between the Directorate and the Board;
- To track operational deficits / needs;
- To consider emerging issues;
- To respond to tasks as requested by the Members;
- To oversee project initiatives;
- To represent the Board in influencing at national, regional and local levels.

It is proposed that the new Executive Implementation Board (EIB) would consist of the following representatives nominated from their own sector: -

- 2 Local Authority representatives;
- 2 State Agencies;
- 1 Local Development Group;
- 1 Social Partner Representative.

It is envisaged that clearly defined terms of reference will be prepared for the EIB meeting in January 2004 and that EIB membership will rotate on an annual basis.

(6.H) FBD’s Proposed Eight New FDB Initiatives for 2004 / 2005

The following Initiatives will be discussed and prioritized for 2004. They include: -

A. New Project Initiatives:

- | | |
|---|-------------------|
| 1. Airport | - 7 FDB Actions; |
| 2. Civic Responsibility | - 17 FDB Actions; |
| 3. County Development Plan | - 37 FDB Actions; |
| 4. Crime Prevention and Estate Management | - 15 FDB Actions; |
| 5. Education | - 20 FDB Actions; |
| 6. Planning for Community Gain | - 21 FDB Actions. |
| 7. Tourism Development | - 17 FDB Actions; |
| 8. Transport | - 21 FDB Actions; |

Note - A separate document (Document 4) sets out the detail behind each of the new Initiatives.

B. Existing Monitoring Structures:

1.Economic Development 36 FDB Actions;

C. Cross-Cutting Committees:

1. Social Inclusion Monitoring Committee All FDB Actions.
 2. Sustainability Monitoring Committee All FDB Actions.
 3. Fingal Data / ICT Committee All FDB Actions.
 4. Evaluation Committee All FDB Actions.

Total No. of Actions 191 Actions

The above tasks will be implemented via a combination of existing Monitoring Committees and proposed, Project Teams which will have resources and access to wider consultations, when required. The FDB Directorate requests the option to incorporate other special/ strategic projects, if and when required by the Board.

(6.I) SUMMARY OF PROPOSED PROGRAMME 2004 - 05**a.Airport Initiative**

To set up a Dublin Airport Stakeholders Forum in 2004. This seeks to provide input and feedback on the future airport development, both inside and outside the airport limits i.e. the wider Fingal community.

b.Civic Responsibility and Cultural Pride Initiative

This project is aimed at all Fingal residents and is intended to promote the concept of personal responsibility for actions & attitudes, as well as creating a clear sense of identity for Fingal.

c.County Development Plan Initiative

Ensure that the Development Plan takes into account the FDB vision, goals and actions relating to Land Use Planning set out in the County Strategy.

d.Crime Prevention Initiative

To develop a crime prevention strategy for the county.

f.Economic Development Initiative

Pursue quantitative and qualitative development on the following fronts:-

- Developing the labour market;
- Attract/Grow dynamic economic activities;
- Strengthen the indigenous sector;
- Plan the transition away from contracting economic activities;
- Intervene in key economic sectors;
- Exploit spatial advantages (e.g. the D-B corridor).

g. ICT/Fingal Data Initiative

The long term aim of this Committee is integrate data sources amongst all statutory agencies and service providers, to develop flexible data systems with the ultimate aim to show data at a sub-county level, preferably at District Electoral Division level.

h. Planning for Community Gain Initiative

To strive to ensure the timely provision of convenient facilities that meets the broad range of their social and recreational needs in Fingal.

i. Social Inclusion Initiative

Endorsement of the plans/strategies of Local and Community Development sector.
Credible attempts to arrive at the 'Ladder Approach'* in Fingal by networking, integrating, collaborating, and changing the delivery of NDP programmes by statutory/government funded agencies.

As before the SIMC will form an overview of all proposed new implementation structures of the Fingal Development Board from the point of view of Social Inclusion. Delivering on Social Inclusion principles in the FDB strategy by encouraging organisations to use the 3R method (see Appendix 3, FDB Strategy)

j. Sustainability Initiative

SMC to remain in place and to undertake the following activities in 2004: -
Presentation on sustainability issues arising from Tíros Resources Ltd. and its specific relevance to Fingal Co. Co. County Development Plan;
Prepare Sustainability submission on Dublin Airport;
To examine the impact of the current FCC Housing 'density' policy.

k. Tourism Initiative

The object is to maximise the tourism potential of Fingal by developing and expanding the range of facilities and services to attract tourists.

l. Transportation Initiative

Promote public transport within the policies of Fingal County Council and energise existing FCC structures to lobby central government to provide key infrastructure.

1. Bus;
2. Bus hubs and roads infrastructure;
3. Rail.

(6.J) Evaluation and Key Performance Indicators for 2004 / 05

The Directorate will liaise with the existing Evaluation Committee on a future programme of work in 2004. It is envisaged that this will commence, in earnest, in Spring 2004. The former will also work on the development of a number of key performance indicators to be brought to the Board for final approval in March 2004.

(6.K) FDB Internal / External Communications Programme

The Directorate staff will prepare a draft Communications Programme in early January 2004, to address the communications deficits including the upgrade and maintenance of the FDB website. It is envisaged that the FDB web would be utilised as a feedback mechanism for the FDB stakeholders and the wider community in Fingal.

7. FINANCIAL BUDGETS 2003 / 2004

EXPENSE	OUT TURN 2003 (estimated)	ESTIMATE 2004 (to be approved)
	€	€
Salaries	295,000	327,000
Travel	12,000	19,000
Repairs & Maintenance	400	
Staff Travel & Expenses	2,000	3,000
Other Travel Expenses	18,000	15,000
Computer Software	10,000	10,000
Communications	4,000	5,000
Courier	100	
Training		
• Staff	6,000	6,000
• Comhairle na Nóg	8,300	3,000
• Board Members	5,000	1,000
• Sectoral Initiative		10,000
Other Fees and Expenses		
• General Administration	47,000	40,000
• Sectoral Initiative		10,000
Advertising	1,000	5,000
Printing & Office Consumables		
• Comhairle na nÓg	11,400	14,000
• General Administration	12,700	4,000
• Sectoral Initiative		10,000
Miscellaneous Expenses	2,000	2,000
TOTAL	€434,900	484,400

8. TIMING AND IMPLEMENTATION

We propose to finalise a timetable for implementation once the Members of the Board have reviewed / signed off on this new implementation plan. We have prepared the following indicative framework for discussion purposes only.

2004	FDB New Initiatives Tracking Progress:	FDB Member Board Meetings :	FDB Executive Impl. Board Meetings :
January	Start of 8 Initiatives.		Finalise T.O.F.
February			10/02/04
March	Q1- reports.	24/03/04	
April			06/04/04
May			
June	Q2- reports.	16/06/04	25/05/04
July			
August			
September	Q3- reports.	29/09/04	07/09/04
October			
November			09/11/04
December	Q4- reports	08/12/04	
January '05	Y E Review	Y.E. Review.	Y.E. Review

All meetings to start at 4.30p.m.

9. NEXT STEP

We would welcome you input and views on shaping the FDB Implementation Plan and key projects for 2004.

On behalf of: -

Directorate

FINGAL DEVELOPMENT BOARD

10th December 2003