
Community Planning Service Delivery Plan

1 April 2021 – 31 March 2022



Head of Service signature	 Patricia Mackey
Date	25/02/2021
Peer Review signature	 Stephen Addy
Date	25/03/2021
Director signature	Stephen Reid
Date	Click or tap to enter a date.



**Ards and
North Down**
Borough Council

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1. Introduction

Name of Service	Community Planning Service
Included Service Units	Community Planning
Directorate	Chief Executives
Purpose of Service	<p>The Local Government Act (NI) 2014 requires Ards and North Down Borough Council to initiate, maintain, facilitate and participate in community planning for our district. The Council is the lead partner and is required to put in place a process where we work with bodies (both named statutory and non-statutory) to develop and implement a shared vision for promoting well-being, increasing community cohesion and improving the quality of life of our citizens.</p> <p>The Community Planning Service works across the whole of the borough and on a range of issues that often fall outside the remit of the Council. The Service is responsible for working with Community Planning Partners, support organisations, government departments and all Council directorates to ensure the community plan is embraced, implemented and reported on in accordance with the legislation.</p> <p>The Community Planning Service:</p> <ul style="list-style-type: none"> • facilitates and manages the community planning process including putting in place appropriate governance structures. • ensures that the commitments set out in the Council's equality scheme are applied in the development and implementation, monitoring and review of the community plan. • works collaboratively with our statutory community planning partners and identifies support partners to implement the community plan and monitor its' impact • collates and manages a statistical evidence base to inform the community planning process and to support other council services. • monitors the whole population impact of community planning via an agreed suite of indicators and the production of Performance Update Reports. • facilitates partners being able to collaborate with each other to implement and report on shared activities. where the community planning process adds value • ensures that community involvement and engagement is an integral part of the full community planning process. <p>The purpose and priority of the Community Planning Service is to work with both internal and external partners to progress the aspirations and commitments made within the Big Plan for Ards and North Down 2017-2032</p>

Key customers/ stakeholders and their needs

Strategic Community Planning Partnership Members

Responsible for the development of the Big Plan and its implementation. Need to be provided with information on progress to enable them to make decisions on budgets and resources within their own organisations. In 2021-22 will meet three times a year

Priority Issues Workstream Groups

A review of how these groups operate was meant to have been completed in 2020-21 but was delayed due to Covid-19. Actions to be taken forward under each of the Big Plan priority issues will be co-ordinated where appropriate via workstream groups.

3rd Sector Community Planning Forum Members

Meets twice a year, members also attend Workstream Groups and Chairperson is a member of the Strategic Community Planning Partner

Council Services

Communication about the Big Plan and information on how the outcomes and delivery plans should be integrated within their own service areas. Statistical information, data collection and analysis

Elected Members

Communication about the Big Plan and awareness of the needs of constituents and how the Delivery Plans should improve the wellbeing of everybody within their Ards and North Down constituency

Department for Communities

The Department is the primary sponsor of the legislation governing community planning and the service will have to adhere to any future guidance or performance reporting requirements

AND Residents

Engagement and ensuring the Big Plan and its implementation are reflective of their needs. Once a year we aim to undertake a concentrated engagement activity. During 2020-21 we piloted a Big Conversation Panel engagement tool to receive feedback on a number of issues.

Context, challenges & key assumptions

Implementation of the Big Plan, published March 2016, is overseen by Ards and North Down's Strategic Community Planning Partnership (SCPP), with its own Partnership Agreement, operating outside the remit of the Council. The Partnership Agreement establishes that all members of the Partnership are equal and that the Big Plan is a collaborative document with shared responsibility for delivery.

Ards and North Down Borough Council must demonstrate how and where our services and programmes contribute to the achievement of the outcomes within the Big Plan. The development of a new Corporate Plan for Ards and North Down has provided closer links to the Big Plan, with the outcomes and vision echoed across both documents.

There is a statutory link between the Community Plan and the Local Development Plan (LDP). This means during the development of the LDP,

	<p>consideration must be given to how the LDP will help the Big Plan achieve its five outcomes.</p> <p>The Big Plan for Ards and North Down should link to the Northern Ireland Executive’s Programme for Government. Both plans have been developed using outcomes and indicators.</p> <p>Partnership resources and commitment will continue to be a challenge, as will the pressures on the limited resources of the Community Planning Service. Considerable work is still needed on the identification of available data as well as agreements on how to deal with the emerging ‘data development agenda’.</p>
<p>Reflection on previous performance – successes and lessons learned</p>	<p>Measurable achievements from previous service planning cycles:</p> <p>2016/17 – Publication of the Big Plan for Ards and North Down</p> <p>2017/18 – Endorsement of three delivery plans containing actions to implement the Big Plan and progress towards its five aspirational outcomes</p> <p>2018/19 – Turning the Curve reports and Performance Scorecards written for all delivery plan actions and database and Performance Update Report templates set up to monitor the effectiveness of community planning delivery</p> <p>2019/20 – Publication of the first Statement of Progress and initiation of a review progress to make community planning more tangible</p> <p>2020/21 – Covid-19 Pandemic</p> <p>Actions and activities planned to have taken place during 2020-21 were severely curtailed due to the Covid-19 pandemic. Community planning Service quickly moved from delivering against the aspirations of the Big Plan to co-ordinating the Council’s Community Support Plan and delivery 15,000 food parcels to people who found themselves vulnerable. The Service also established the Community Covid Recovery Steering Group to co-ordinate ongoing efforts by Council colleagues and other Community Planning Partners to identify need and put in place services to mitigate against long-term social damage caused by the pandemic.</p>

2. How does our Service contribute to community planning outcomes and PEOPLE priorities?

Ards and North Down Borough Council's Corporate Plan 2020-24 is under development at the time of writing this service plan. The Community Plan (The Big Plan for Ards and North Down) is a high level, outcomes focused, document that sits a level above the Council's Corporate Plan. The Council's new Corporate Plan has been written to better align with Big Plan and it mirrors both the vision and outcomes of the Big Plan. The PEOPLE priorities suggested in the draft plan explain how the Council's statutory functions and wider remit help contribute to the aspirations for the borough as set out in the Big Plan.

The link between the Big Plan Outcomes and the PEOPLE Priorities is explained in the table below:

PEOPLE Priorities	Big Plan Outcome All people in Ards and North Down ...	Our focus for 2021/2022 (Big Plan Priority Workstreams)
Prosperity	Outcome 4: Benefit from a prosperous economy	P7 – Better jobs and skills P8 – Economic inequalities
Environment	Outcome 5: Feel pride from having access to a well-managed sustainable environment	P9 – Sustainability P10 – Valuing our environment
Opportunity	Outcome 1: Fulfil their lifelong potential	P1 – Resilience, democracy and empowerment P2 – Infrastructure and the public estate
Pride	Outcome 3: Live in communities where they are respected, are safe and feel secure	P5 – Welcoming to everyone P6 – Vulnerable people
Life	Outcome 2: Enjoy good health and wellbeing	P3 – Emotional health and wellbeing P4 – Whole system approach to obesity
Excellence	The is an enabling priority	Engagement, communication and monitoring of progress

The overarching, cross-cutting ambition of the Big Plan is to have empowered, resilient individuals and communities; to reduce inequality; to promote good relations and sustainability; and to improve the accessibility of all public services.

3. Key activities for 2021/2022

SERVICE:	Community Planning Service			
Community Plan Outcome:	Outcome 4 – All people in Ards and North Down benefit from a prosperous economy			
Corporate Plan PEOPLE priority:	PROSPERITY – we will create the conditions for businesses to start, sustain and grow and provide opportunities for employment			
Council KPI(s):				
Service Objective:	To facilitate collaborative partnerships that achieve better outcomes for identified issues using a community planning approach.			
What difference will it make?				
Underpinning strategies:	The Big Plan for Ards and North Down 2017-2032			
Business as Usual activities we will deliver in 2021/2022 (actions)		Due Date	Lead Officer(s)	Who do we need to help us? (Internal/External partners)
Facilitate collaboration of community planning partners by providing opportunities for them to meet		1 per quarter	CP Manager	CP Partners
Create Performance Scorecards for each Big Plan Priority		2 per six months	D&A Analyst	CP Partners
Publish Performance Update Reports for each Big Plan Outcome		1 per six months	CP Manager	CP Partners

Performance Measures:									
Performance Measures	Is the measure Statutory, Corporate, Existing or New?	Reporting frequency	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Actual	2020/21 To date	2021/22
Facilitate 4 partner meetings	Existing	Quarterly	-	-	4	4	4	0 (Covid)	4
P7 - Performance Scorecard	Existing	6 months	-	-	-	-	2	0 (Covid)	2
P8 – Performance Scorecard	Existing	6 months	-	-	-	-	2	0 (Covid)	2
Outcome 4 Performance Update Report ¹	Existing	6 months	-	-	-	-	2	0 (Covid)	2

¹ Please note this is the same (single) performance report produced twice a year for the SSCP with information on all five Big Plan Outcomes

SERVICE:	Community Planning Service				
Community Plan Outcome:	Outcome 5 – All people in Ards and North Down feel pride from accessing a well-managed sustainable environment				
Corporate Plan PEOPLE priority:	ENVIRONMENT – We will provide clean, attractive and environmentally responsible place				
Council KPI(s):					
Service Objective:	To facilitate collaborative partnerships that achieve better outcomes for identified issues using a community planning approach.				
What difference will it make?					
Underpinning strategies:	The Big Plan for Ards and North Down 2017-2032				
Business as Usual activities we will deliver in 2021/2022 (actions)			Due Date	Lead Officer(s)	Who do we need to help us? (Internal/External partners)
Facilitate collaboration of community planning partners by providing opportunities for them to meet			1 per quarter	CP Manager	CP Partners
Create Performance Scorecards for each Big Plan Priority			2 per six months	D&A Analyst	CP Partners
Publish Performance Update Reports for each Big Plan Outcome			1 per six months	CP Manager	CP Partners

Performance Measures:									
Performance Measures	Is the measure Statutory, Corporate, Existing or New?	Reporting frequency	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Actual	2020/21 To date	2021/22
Facilitate 4 partner meetings	Existing	Quarterly	-	-	4	4	4	0 (Covid)	4
P9 - Performance Scorecard	Existing	6 months	-	-	-	-	2	0 (Covid)	2
P10 – Performance Scorecard	Existing	6 months	-	-	-	-	2	0 (Covid)	2
Outcome 5 Performance Update Report ²	Existing	6 months	-	-	-	-	2	0 (Covid)	2

² Please note this is the same (single) performance report produced twice a year for the SCPP with information on all five Big Plan Outcomes

SERVICE:	Community Planning Service			
Community Plan Outcome:	Outcome 5 – All people in Ards and North Down feel pride from accessing a well-managed sustainable environment			
Corporate Plan PEOPLE priority:	OPPORTUNITY – We will work with our partners to develop the potential of our residents, young and old			
Council KPI(s):				
Service Objective:	To facilitate collaborative partnerships that achieve better outcomes for identified issues using a community planning approach.			
What difference will it make?				
Underpinning strategies:	The Big Plan for Ards and North Down 2017-2032			
Business as Usual activities we will deliver in 2021/2022 (actions)		Due Date	Lead Officer(s)	Who do we need to help us? (Internal/External partners)
Facilitate collaboration of community planning partners by providing opportunities for them to meet		1 per quarter	CP Manager	CP Partners
Create Performance Scorecards for each Big Plan Priority		2 per six months	D&A Analyst	CP Partners
Publish Performance Update Reports for each Big Plan Outcome		1 per six months	CP Manager	CP Partners

Performance Measures:									
Performance Measures	Is the measure Statutory, Corporate, Existing or New?	Reporting frequency	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Actual	2020/21 To date	2021/22
Facilitate 4 partner meetings	Existing	Quarterly	-	-	4	4	4	0 (Covid)	4
P1 - Performance Scorecard	Existing	6 months	-	-	-	-	2	0 (Covid)	2
P2 – Performance Scorecard	Existing	6 months	-	-	-	-	2	0 (Covid)	2
Outcome 1 Performance Update Report ³	Existing	6 months	-	-	-	-	2	0 (Covid)	2

³ Please note this is the same (single) performance report produced twice a year for the SCPP with information on all five Big Plan Outcomes

SERVICE:	Community Planning Service				
Community Plan Outcome:	Outcome 5 – All people in Ards and North Down feel pride from accessing a well-managed sustainable environment				
Corporate Plan PEOPLE priority:	PRIDE – We will work in partnership with our communities				
Council KPI(s):					
Service Objective:	To facilitate collaborative partnerships that achieve better outcomes for identified issues using a community planning approach.				
What difference will it make?					
Underpinning strategies:	The Big Plan for Ards and North Down 2017-2032				
Business as Usual activities we will deliver in 2021/2022 (actions)			Due Date	Lead Officer(s)	Who do we need to help us? (Internal/External partners)
Facilitate collaboration of community planning partners by providing opportunities for them to meet			1 per quarter	CP Manager	CP Partners
Create Performance Scorecards for each Big Plan Priority			2 per six months	D&A Analyst	CP Partners
Publish Performance Update Reports for each Big Plan Outcome			1 per six months	CP Manager	CP Partners

Performance Measures:									
Performance Measures	Is the measure Statutory, Corporate, Existing or New?	Reporting frequency	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Actual	2020/21 To date	2021/22
Facilitate 4 partner meetings	Existing	Quarterly	-	-	4	4	4	0 (Covid)	4
P5 - Performance Scorecard	Existing	6 months	-	-	-	-	2	0 (Covid)	2
P6 – Performance Scorecard	Existing	6 months	-	-	-	-	2	0 (Covid)	2
Outcome 3 Performance Update Report ⁴	Existing	6 months	-	-	-	-	2	0 (Covid)	2

⁴ Please note this is the same (single) performance report produced twice a year for the SCPP with information on all five Big Plan Outcomes

SERVICE:	Community Planning Service			
Community Plan Outcome:	Outcome 5 – All people in Ards and North Down feel pride from accessing a well-managed sustainable environment			
Corporate Plan PEOPLE priority:	LIFE– We will support the physical and mental wellbeing of our residents through access to services, facilities and partnerships			
Council KPI(s):				
Service Objective:	To facilitate collaborative partnerships that achieve better outcomes for identified issues using a community planning approach.			
What difference will it make?				
Underpinning strategies:	The Big Plan for Ards and North Down 2017-2032			
Business as Usual activities we will deliver in 2021/2022 (actions)		Due Date	Lead Officer(s)	Who do we need to help us? (Internal/External partners)
Facilitate collaboration of community planning partners by providing opportunities for them to meet		1 per quarter	CP Manager	CP Partners
Create Performance Scorecards for each Big Plan Priority		2 per six months	D&A Analyst	CP Partners
Publish Performance Update Reports for each Big Plan Outcome		1 per six months	CP Manager	CP Partners

Performance Measures:									
Performance Measures	Is the measure Statutory, Corporate, Existing or New?	Reporting frequency	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Actual	2020/21 To date	2021/22
Facilitate 4 partner meetings	Existing	Quarterly	-	-	4	4	4	0 (Covid)	4
P3 - Performance Scorecard	Existing	6 months	-	-	-	-	2	0 (Covid)	2
P4 – Performance Scorecard	Existing	6 months	-	-	-	-	2	0 (Covid)	2
Outcome 2 Performance Update Report ⁵	Existing	6 months	-	-	-	-	2	0 (Covid)	2

⁵ Please note this is the same (single) performance report produced twice a year for the SSCP with information on all five Big Plan Outcomes

SERVICE:	Community Planning Service			
Community Plan Outcome:	Outcome 5 – All people in Ards and North Down feel pride from accessing a well-managed sustainable environment			
Corporate Plan PEOPLE priority:	EXCELLENCE– This requires us to be innovative and partner with other to make sustainable choices			
Council KPI(s):				
Service Objective:	To facilitate collaborative partnerships that achieve better outcomes for identified issues using a community planning approach.			
What difference will it make?				
Underpinning strategies:	The Big Plan for Ards and North Down 2017-2032			
Business as Usual activities we will deliver in 2021/2022 (actions)		Due Date	Lead Officer(s)	Who do we need to help us? (Internal/External partners)
We Will inform people about the impact of community planning via the production of the Community Planning Service's Engage Newsletter		4 months	CP Officer	CP Partners
Facilitate meeting of the Strategic Community Planning Partnership		4 Months	CP Manager	CP Partners
Provide secretariate support for the 3 rd sector Community Planning Forum		6 months	CP Officer	CP Partners
Produce a Performance Scorecard for the SCPP which will include additional performance information on the number of Partners submitting Performance Returns		6 months	D&E Analyst	CP Partners
Publish the results of the legislative review under the tile of the Big Plan – Our Big Priorities		March 2022	CP Manager	CP Partners
Publish an updated Assessment of Wellbeing (formally called statistical baseline)		March 2022	D&E Analyst	CP Partners
Produce an updated Statement of Progress for DfC		Nov 2021	CP Manager	CP Partners
Review the effectiveness of the Big Conversation Panel		Sept 2021	CP Manager	CP Partners

Performance Measures:									
Performance Measures	Is the measure Statutory, Corporate, Existing or New?	Reporting frequency	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Actual	2020/21 To date	2021/22
Engage newsletter	Existing	4 months			3	3	3	2	3
SCPP Meetings	Existing	4 months			4	2	2	2	3
3 rd Sector Forum Meetings	Existing	6 months				3	2	2	2
Big Conversation Panel	New	1 a year						2	TBD ⁶
Performance Scorecard for SCPP	Existing	6 months					2	0(Covid)	2
Publication of Big Plan : Our Big Priorities	New (one off)	Once						0(Covid)	
Submission of Statement of Progress	Statutory	Every 2 years					1	0	1
Publication of Assessment of Wellbeing	New	Every 2 year	-	-	1	-	-	0(Covid)	1
% spend against budget	Existing	Quarterly			90.16%	91.6%			95%
% staff attendance	Existing	Quarterly			87.4%	100			95%
% staff reporting regular receipt of team briefings	Existing	Quarterly						0(Covid)	
Pride in Performance Conversations	Existing	Once						0(Covid)	

⁶ A review of the Big Conversation Panel will take place to determine if it is an effective method of engaging with the public

4. Risks

Ref:	Risk Description	Gross Risk			Current controls	Residual Risk			Risk Status	Further Action Required	Action Due by	Risk Owner	Notes to explain rationale for scoring, etc.
		I	L	R		I	L	R	Tolerate / Action				
1	Failure to engage communities in the delivery of the community plan	5	4	20	Promotion and accessibility of the Big Plan for Ards and North Down and the Big Conversation – online and hardcopy	4	2	8	Action	Consult with communities on the Big Plan priorities identified via the review	March 2022	Community Planning Manager	
2	Failure to secure buy-in from Statutory Community Planning Partners	5	4	20	Formalised structure of Partnership to ensure the correct people engage at the correct level	5	2	10	Action	Publication of Performance Update Reports for each Big Plan Outcome and Partnership Scorecard. Increase meetings from 2 to 3 per annum.	March 2022	Community Planning Manager	
3	Failure to secure buy-in from Council department	5	3	15	Facilitation of community planning professional workshop and inclusion in other working groups. Communication via intranet	4	2	8	Action	Relevant officers participating in groups delivering the priority issues. Link Big Plan Performance Returns to Council's internal performance management software	March 2022	Community Planning Manager	

Ref:	Risk Description	Gross Risk			Current controls	Residual Risk			Risk Status	Further Action Required	Action Due by	Risk Owner	Notes to explain rationale for scoring, etc.
		I	L	R		I	L	R	Tolerate / Action				
4	Failure to gather adequate data to measure the success of the Big Plan	5	4	20	Not all data needed to assess performance is collected. The Big Plan has a large data development agenda	5	3	15	Action	Development of Performance Returns	March 2022	Community Planning Manager	Risk will need reassessed if we don't appoint a data analyst
5	Failure to adequately resource changes to service delivery the community plan may require	5	3	15	Information and training provided to CLT and HOST and inclusion in community planning progression	5	2	10	Action	Regular updates and inclusion of HOST and relevant service managers in delivery groups to agree actions and service changes required	March 2022	Community Planning Manager	
6	Failure to deliver a Community Plan	5	2	10	Delivery plans have been agreed and contain actions to implement the aspirations of the Big Plan. Performance Update Report template has been developed	4	1	4	Action	Publication of Big Plan Part II with a more focused list of priorities	March 2022	Community Planning Manager	
7	Interruption to service caused by Covid-19	5	4	20	Established Covid-19 Community Recovery Steering Group to co-ordinate the activities of relevant community planning working groups	3	4	12	Action	Report to Council's Strategic Covid-19 Recovery Group	March 2022	Community Planning Manager	The impact from a second wave is unknown but can be considered likely

5. Resources

Are all actions resourced within the current (2021/22) budget plan? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Will additional resources be required? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> (If no please comment in Section A below how the actions will be funded, ie Staff Resources, Equipment, Revenue Budget, Capital Budget.) (If yes please detail additional resources in Section B below.)
Section A: Actions are all based on staffing levels of service The service is supported by the following officers: 1 full-time Community Planning Manager 1 full-time Community Planning Officer 1 full-time Community Planning Data and Evidence Analyst
Section B:
Staff: <Details of changes to required resources to deliver on objectives>
Financial: <Insert budget required to deliver on objectives>
Other: <Insert details of other resources required to deliver on objectives>
If the required additional resources are NOT available, please state:
What is the likely impact on performance?
What is the likely impact on the public?
What is the likely impact on staffing?

6. Monitoring and Review

The Community Planning governance structure is responsible for ensuring the delivery of the Community Plan is completed on time and that appropriate indicators are used to measure the ability of the Plan to 'turn the curve' and deliver the desired outcomes.

Regular meeting of the Strategic Community Planning Partnership and the various delivery groups will also monitor the delivery of the Community Plan.

The original service plan for 2020-21 focused on transforming the effectiveness of the monitoring and reporting arrangements. The interruption to the service caused by Covid-19 and the vacant Data Analyst post meant that this was not possible During 2020-21. Many of these actions have transferred to the 2021-22 Service Plan.

7. Conclusions

Highlights will include:

- Production of an Assessment of Wellbeing
- Production of Our Big Priorities – Part II of the Big Plan
- Performance Scorecards

8. Appendices

None