



**Causeway  
Coast & Glens  
Borough Council**

**CORPORATE SERVICES  
DIRECTORATE**

***POLICY AND COMMUNITY  
PLANNING***

***BUSINESS PLAN  
2020/21***

# **FUNCTIONS OF THE POLICY AND COMMUNITY PLANNING DEPARTMENT**

## **1. Corporate Policy**

- Development and review of the Council's Council Strategy
- Development and review of the Council Constitution
- Development of Policy Initiatives and provide assistance and support to the policy making processes of Council.

## **2. Community Planning**

- Evidence gathering and analysis of data for an evidence informed community plan
- Facilitate capacity building and culture change re community planning
- Initiate consultation, engagement and communication initiatives with stakeholders
- Develop appropriate delivery mechanisms to achieve the outcomes identified within the Community Plan.
- Develop and establish performance monitoring and reporting mechanisms for the community plan/delivery plan.

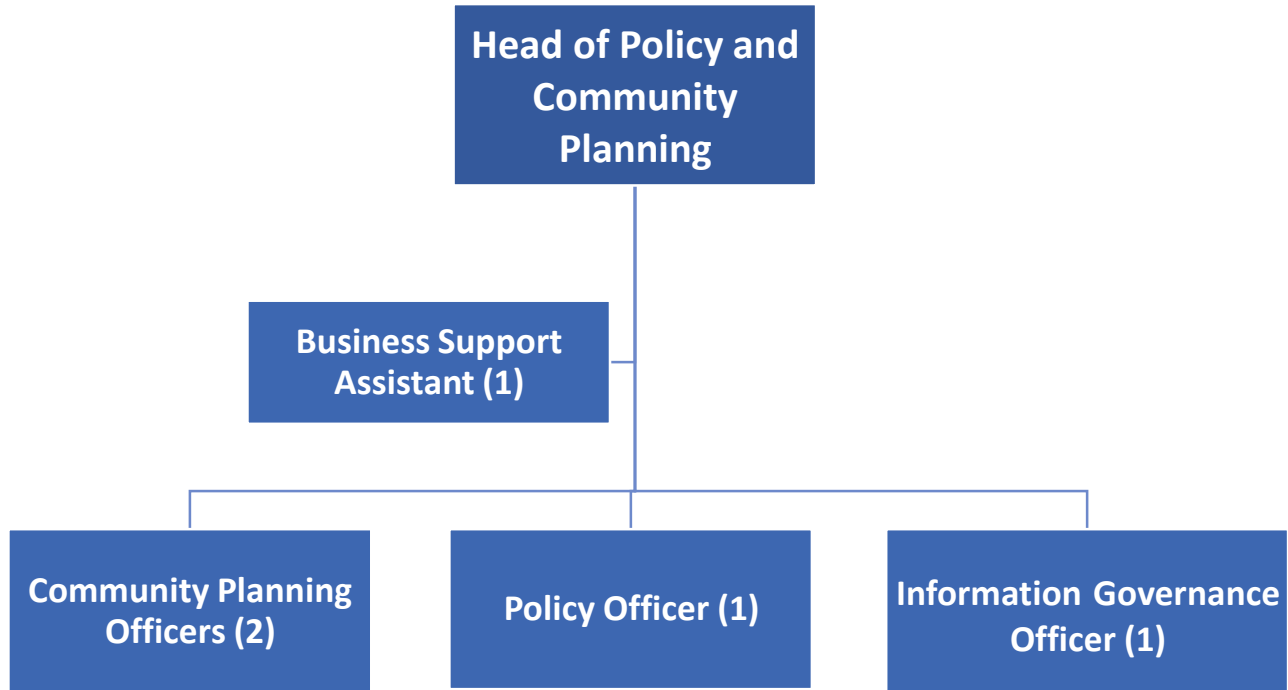
## **3. Information Governance**

- Ensure Council complies with access to information legislation such as Freedom of Information Act, Data Protection Act and Environmental Information Regulations.
- Development of a corporate records management strategy and framework with associated policies, procedures and systems.
- Development and implementation of a Disposal and Retention Schedule for Council

## **4. Equality and Diversity**

- Develop and implement strategies, policies and initiatives to promote equality of opportunity and appreciation of diversity within Council
- Ensure Council meets its legal obligations in relation to equality and diversity
- Ensure the Council meets its obligations in relation to the disability duties.

**POLICY AND COMMUNITY PLANNING DEPARTMENT  
ORGANISATIONAL STRUCTURE**



# STRATEGIC CONTEXT

## 1. THE STRATEGIC OBJECTIVES OF THE SERVICE ARE TO:

- 1.1 Ensure that the Council delivers its services in accordance with its legal obligations and best practice relating to equality and diversity and develops/implements strategies, policies and initiatives which promote equality and diversity within the Council.
- 1.2 Ensure the Council meets its obligations in relation to the promotion of positive attitudes towards disabled people and encourages participation by disabled people in public life.
- 1.3 Support the development and implementation of the Causeway Coast and Glens Community Plan which includes evidence gathering, community engagement activities, performance management and putting in place governance and reporting mechanisms.
- 1.4 Develop and implement an information management strategy and framework for the Council which ensures Council compliance with a range of access to information legislation.
- 1.5 Develop and implement a records management strategy and framework for the Council with associated policies, procedures and systems, ensuring that it supports the priorities and statutory obligations of the Council.
- 1.6 Support the development of relevant strategies, policies, procedures and systems to support the priorities and statutory obligations of Council.

## 2. COUNCIL STRATEGY:

Aligned with the following Council Strategic Aims and Objectives:

- Leader and Champion.
- Innovation and Transformation.
- Resilient, Healthy and Engaged Communities.

## 3. LEGISLATIVE CONTEXT:

The functions of the service are shaped primarily by a range of legislative obligations such as the Local Government Act 2014, S75 of the Northern Ireland Act 1998, the Disability Discrimination Act 1995, the Freedom of Information Act 2000, the Data Protection Act 2018 and the Environmental Information Regulations 2004.

#### 4. RESOURCE CONTEXT:

The functions of the service are facilitated by a small team of 6 people and, given the current financial situation, the budget for the service has been reduced slightly for the 2020/21 financial year to a total budget of £315,279. Salaries and wages for staff make up the bulk of the Department's budget.

#### 5. INTERNAL CONTEXT:

The policy, equality and information governance functions of the service are primarily corporate in nature and require the co-operation and input of officers across the Council, for example in relation to dealing with requests for access to information, screening of policies, etc.

#### 6. EXTERNAL CONTEXT:

The Community Planning function is externally influenced by legislation and by statutory guidance issued by the Department for Communities. It also requires input from and external reporting to statutory partners and the general public.

#### 7. SWOT ANALYSIS AND PESTLE ANALYSIS:

A SWOT Analysis and a PESTLE Analysis were undertaken in relation to the Policy and Community Planning Department in order to identify issues which could potentially impact on the business planning process, with the following results:

<b>STRENGTHS</b> <ul style="list-style-type: none"><li>• Knowledgeable and skilled team of staff able to use their initiative to take forward projects.</li><li>• Established systems and process in place which underpin the functions of the service area.</li><li>• Positive relationships established with a range of internal and external stakeholders.</li></ul>	<b>WEAKNESSES</b> <ul style="list-style-type: none"><li>• A small team of staff – unforeseen or long term absence can have a detrimental impact on the work of the service area.</li><li>• Lack of co-operation internally and externally can impede progress of actions.</li></ul>
<b>OPPORTUNITIES</b> <ul style="list-style-type: none"><li>• Can access best practice ideas from other Councils.</li><li>• Can provide positive PR opportunities for Council.</li><li>• Can help develop a robust and effective Council Strategy.</li></ul>	<b>THREATS</b> <ul style="list-style-type: none"><li>• Increasing use of legal actions taken against Council which impact on the service area, eg compliance issues.</li><li>• Impact on resources through the budgeting and rates setting process within Council.</li></ul>

<ul style="list-style-type: none"> <li>• Can help deliver positive change for people in Causeway Coast and Glens area through community planning activities.</li> </ul>	
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<p><b>POLITICAL</b></p> <ul style="list-style-type: none"> <li>• Programme for Government currently being developed which will have implications for the Community Planning process.</li> <li>• Introduction of legislation re Irish and Ulster-Scots language obligations.</li> </ul>	<p><b>ECONOMIC</b></p> <ul style="list-style-type: none"> <li>• Impact of economic indicators/Brexit on community planning activities.</li> <li>• Challenges to financial resources both internal and external.</li> <li>• Setting of central government budgets could potentially have an impact on the ability to progress community planning initiatives.</li> </ul>
<p><b>SOCIO-CULTURAL</b></p> <ul style="list-style-type: none"> <li>• Increased lobbying by special interest groups which impact particularly on the equality agenda.</li> <li>• An ageing population in CC&amp;G which will impact on community planning and equality.</li> </ul>	<p><b>TECHNOLOGICAL</b></p> <ul style="list-style-type: none"> <li>• New technological developments which can help provide better customer accessibility to Council services, for example the introduction of SignVideo.</li> </ul>
<p><b>LEGAL</b></p> <ul style="list-style-type: none"> <li>• Data Protection issues yet to be clarified post Brexit transition year.</li> <li>• Increasingly complex requests and complex guidance from ICO on a range of access to information issues.</li> <li>• Increased likelihood of legal challenge to various decisions of Council.</li> </ul>	<p><b>ENVIRONMENTAL</b></p> <ul style="list-style-type: none"> <li>• Greater emphasis on climate change/environmental issues and indicators will impact on community planning activities and initiatives.</li> <li>• Use of Rural Needs Assessments in policy development work within Council.</li> </ul>

## 8. PRE-REQUISITES AND EXTERNAL DEPENDENCIES

The following outlines the pre-requisites and external dependencies which could potentially impact or influence this Business Plan (predicated on certain things being in place):

- The Equality Forum is reconstituted and meeting quarterly.
- The S75 consultee database has been reviewed and updated.
- ICT systems will support any new technology introduced, such as SignVideo.
- The Community Planning Partnership continues to work together effectively.

- The revised/updated Equality Action Plan and Disability Action Plan are both agreed and in place.
- Sufficient resources are made available to the Department to enable it to function effectively.

## **9. ASSUMPTIONS:**

- 9.1 Sufficient resources will be available to enable the Department to function effectively.
- 9.2 Community Planning baseline data can be reviewed and updated as required.
- 9.3 A process for the management of requests for access to information is in place.
- 9.4 Processes for S75 screening and Rural Needs Assessments are in place and such screening is actively taking place within Council.

## **10. BUSINESS PLAN RISKS:**

- 10.1 Failure to meet commitments in Council Equality Scheme leading to litigation and loss of reputation.
- 10.2 Failure to meet commitments in Disability Action Plan leading to litigation and loss of reputation
- 10.3 Failure to maintain the Council Constitution leading to failure to meet statutory obligations.
- 10.4 Compromised/loss of Special Category Personal Data leading to litigation, loss of reputation and possible fines.
- 10.5 Complaints made to the ICO regarding how the Council has dealt with requests for access to information – subsequent risk to Council’s reputation.
- 10.6 Community Planning monitoring and reporting mechanisms not adhered to or not effective leading to possible failure of progress of community planning process.
- 10.7 Community Planning Partnership not operating effectively, eg because of lack of co-operation among partners.
- 10.8 Data analysis underpinning community planning monitoring and reporting systems not effective.

- 10.9 S75 systems and processes not adhered to resulting in challenge to Council's policy work.
- 10.10 Rural Needs Assessments not carried out as required resulting in public challenge to Council's policy work.

## **11. BUSINESS PLAN OBJECTIVES:**

- 11.1 Ensure that the Council addresses equality and diversity issues in accordance with its legal obligations and best practice and develops/implements strategies, policies and initiatives which promote equality and diversity within the Council.
- 11.2 Ensure the Council meets its obligations in relation to the promotion of positive attitudes towards disabled people and encourages participation by disabled people in public life.
- 11.3 Maintain, facilitate and participate in the development and implementation of the Causeway Coast and Glens Community Plan.
- 11.4 Develop and implement an information management strategy and framework for the Council, including an effective records management strategy and framework.
- 11.5 Support the priorities and statutory obligations of Council by developing and maintaining relevant strategies, policies, procedures and systems.



<b>Directorate</b>	Corporate Services
<b>Service Area</b>	Policy and Community Planning
<b>Reporting Year</b>	2020/2021

<b>Business Plan Objective 1</b>							
<b>Ensure that the Council addresses equality and diversity issues in accordance with its legal obligations and best practice and develops/implements strategies, policies and initiatives which promote equality and diversity within the Council.</b>							
<b>Work Stream</b>	<b>Actions</b>	<b>Outcome(s)</b>	<b>Budget £</b>	<b>Timescale</b>	<b>KPI's</b>	<b>Progress</b>	<b>RAG Status</b>
<b>Equality and Diversity</b>	Address a range of statutory strategic equality and diversity issues (as outlined in the Equality Action Plan).	Council services that are accessible, inclusive and responsive to the needs of people and communities in CC&G.	0	April 2020 to March 2021	<ul style="list-style-type: none"> <li>• No of equality screening exercises undertaken.</li> <li>• Quarterly screening reports prepared.</li> <li>• No of Rural Needs Assessments undertaken.</li> </ul>		
	Develop and implement a range of communication, information and engagement activities designed to positively improve levels of interaction on equality and diversity issues (as outlined in the Equality Action Plan).	<p>Raise awareness of equalities issues and tackle prejudices, both internally and externally.</p> <p>Attract, recruit, retain and progress a diverse range of employees in a culture which celebrates diversity and inclusion.</p>	500.00	April 2020 to March 2021	<ul style="list-style-type: none"> <li>• No of active engagement opportunities with S75 groups</li> <li>• No of requests for information in alternative formats.</li> <li>• No of staff training sessions</li> <li>• No of relevant items in internal/external communication tools.</li> </ul>		

	Work with Departments of Council to positively impact on levels of understanding of equality and diversity issues among Council staff (as outlined in the Equality Action Plan).	Provide a working environment where employees are treated with fairness, dignity and respect.	0	April 2020 to March 2021	<ul style="list-style-type: none"> <li>No of training sessions for staff</li> <li>Staff Survey undertaken</li> </ul>		
	Improve participation levels among under-represented groups when consulting on and developing Council's activities and services (as outlined in the Equality Action Plan).		1,000	April 2020 to March 2021	<ul style="list-style-type: none"> <li>No of engagement activities with S75 groups.</li> <li>No of meetings of the Equality Forum.</li> </ul>		
<b>Work Stream</b>	<b>Link to Corporate Aims and Objectives:</b>						
	<ul style="list-style-type: none"> <li>Innovation and Transformation</li> <li>Resilient, Healthy and Engaged Communities</li> </ul>						
	<b>Link to Community Plan</b>						
	<ul style="list-style-type: none"> <li>A Thriving Economy</li> <li>A Healthy Safe Community</li> <li>A Sustainable Accessible Environment</li> </ul>						
	<b>Link to Performance Improvement Plan</b>						

<b>Directorate</b>	Corporate Services
<b>Service Area</b>	Policy and Community Planning
<b>Reporting Year</b>	2020/2021

**Business Plan Objective 2**

**Ensure the Council meets its obligations in relation to the promotion of positive attitudes towards disabled people and encourages participation by disabled people in public life.**

<b>Work Stream</b>	<b>Actions</b>	<b>Outcome(s)</b>	<b>Budget £</b>	<b>Timescale</b>	<b>KPI's</b>	<b>Progress</b>	<b>RAG Status</b>
<b>Equality and Diversity</b>	Develop and implement measures to improve access to Council services by people with a disability (as outlined in the Council's Disability Action Plan).	Support the participation of people with a disability in Council events and programmes.  Support the ability of people with a disability to access and receive information about Council services.	2,000.00	April 2020 to March 2021	<ul style="list-style-type: none"> <li>• % of events with completed checklists.</li> <li>• No of fully operational changing places toilet facilities provided.</li> <li>• No of users of SignVideo service.</li> <li>• No of alternative formats requests received.</li> <li>• No of participants at Autism Friendly sessions.</li> <li>• No of individuals access specialist sport programmes.</li> <li>• % of audits and action plans</li> </ul>		

					completed for Every Customer Counts.		
	Develop and implement initiatives to promote awareness of and positive attitudes to people with a disability (as outlined in the Council's Disability Action Plan).	Better promotion of equality for people with a disability.	1,000.00	April 2020 to March 2021	<ul style="list-style-type: none"> <li>No of articles on council website, staff news, press releases, etc.</li> <li>No of retailers who participate in JAM Card initiative.</li> <li>% of staff trained on RADAR key use.</li> <li>% of accessible play facilities.</li> <li>% of staff who receive autism friendly training.</li> <li>% of internal documents which feature disability related information.</li> <li>% of staff who receive equality and diversity training.</li> </ul>		
	Develop and implement a range of initiatives to promote engagement and participation by people with a disability (as outlined in the Council's Disability Action Plan).	Higher levels of participation by people with a disability in public life.	500.00	April 2020 to March 2021	<ul style="list-style-type: none"> <li>% of participants with a disability on enterprise awareness initiatives.</li> <li>% of people with a disability attending stakeholder consultation events.</li> </ul>		

	<p>Develop and implement a range of initiatives to mainstream issues relating to disability within Council (as outlined in the Disability Action Plan).</p>	<p>Better promotion of equality for people with a disability.</p> <p>Improved support for people with a disability in relation to employability.</p> <p>Capacity of the organization to understand the needs of people with a disability.</p> <p>Promotion of positive attitudes towards people with a disability.</p>	0	April 2020 to March 2021	<ul style="list-style-type: none"> <li>• No of new/revised policies screened for impact on the disability duties.</li> <li>• No of events attended by Disability Champions.</li> <li>• No of risk assessments which related to disability issues.</li> <li>• % of reasonable adjustments requested and provided.</li> <li>• No of staff declaring a disability.</li> <li>• % of campaigns which feature positive images of people with a disability.</li> </ul>		
<b>Work Stream</b>	<p><b>Link to Corporate Aims and Objectives:</b></p> <ul style="list-style-type: none"> <li>• Innovation and Transformation</li> <li>• Resilient, Healthy and Engaged Communities</li> </ul> <p><b>Link to Community Plan</b></p> <ul style="list-style-type: none"> <li>• A Thriving Economy</li> <li>• A Healthy Safe Community</li> </ul>						

	<ul style="list-style-type: none"> <li>A Sustainable Accessible Environment</li> </ul>
	<a href="#">Link to Performance Improvement Plan</a>

<b>Directorate</b>	Corporate Services
<b>Service Area</b>	Policy and Community Planning
<b>Reporting Year</b>	2020/2021

### Business Plan Objective 3

**Maintain, facilitate and participate in the development and implementation of the Causeway Coast and Glens Community Plan.**

Work Stream	Actions	Outcome(s)	Budget £	Timescale	KPI's	Progress	RAG Status
<b>Community Planning</b>	Management and facilitation of the CC&G Community Planning Strategic Partnership	Effective implementation of the CC&G Community Plan.	2,500.00	April 2020 to March 2021	<ul style="list-style-type: none"> <li>No of Partnership meetings.</li> <li>No of ASG meetings.</li> </ul>		
	Develop and implement monitoring, review and internal reporting mechanisms for Delivery Plan actions.		2,000.00	May 2020 to Oct 2021	<ul style="list-style-type: none"> <li>No of Partners and Action Leads completing training.</li> <li>No of quarterly reports completed.</li> </ul>		
	Review of Delivery Plan actions and preparation/publication of revised Delivery Plan.		3,000.00	March 2020 to Nov 2020	<ul style="list-style-type: none"> <li>No of facilitated thematic workshops.</li> <li>No of attendees at workshops</li> <li>No of delivery actions developed.</li> </ul>		

					<ul style="list-style-type: none"> <li>Revised Delivery Plan approved by Partnership.</li> </ul>		
	Commission and undertake collaborative training, awareness raising sessions and events to include promotion of inter-professional interactions across community planning themes.		1,500.00	April 2020 to March 2021	<ul style="list-style-type: none"> <li>No of collaborative events/training.</li> <li>No of inter-professional events/training.</li> </ul>		
	Develop participative and innovative community engagement and consultative activities, with a particular focus on youth engagement.		3,000.00	April 2020 to March 2021	<ul style="list-style-type: none"> <li>No of engagement activities.</li> <li>Evaluation of effectiveness of engagement activities.</li> </ul>		
	Review of Community Planning Data Analysis Report		3,000.00	February – March 2021	<ul style="list-style-type: none"> <li>No of new or potential baseline indicators identified.</li> </ul>		
	Commence formal review of Community Plan as required by legislation.		1,500.00	Nov 2020 to March 2021	<ul style="list-style-type: none"> <li>No of facilitated thematic workshops.</li> <li>No of attendees at workshops.</li> <li>No of community engagement activities undertaken.</li> <li>Revised Community Plan approved by Partnership.</li> </ul>		
<b>Work Stream</b>	<b>Link to Corporate Aims and Objectives:</b> <ul style="list-style-type: none"> <li><b>Innovation and Transformation</b></li> </ul>						

	<ul style="list-style-type: none"> <li>Resilient, Healthy and Engaged Communities</li> </ul>
	<p>Link to Community Plan</p> <ul style="list-style-type: none"> <li>A Thriving Economy</li> <li>A Healthy Safe Community</li> <li>A Sustainable Accessible Environment</li> </ul>
	<p>Link to Performance Improvement Plan</p>

Directorate	Corporate Services
Service Area	Policy and Community Planning
Reporting Year	2020/2021

Business Plan Objective 4							
Develop and implement an information management strategy and framework for the Council, including an effective records management strategy and framework.							
Work Stream	Actions	Outcome(s)	Budget £	Timescale	KPI's	Progress	RAG Status
Information Governance	Continue to develop and update guidance papers on data protection legislation utilising ICO guidance and case law and review existing policies and procedures as required.	Compliance with a range of access to information legislation.	0	April 2020 to March 2021	<ul style="list-style-type: none"> <li>No of guidance papers prepared or reviewed/amended.</li> </ul>		
	Update Council information governance policies taking into	A records management strategy which supports the priorities and	0	April 2020 to March 2021	<ul style="list-style-type: none"> <li>No of policies and procedures amended.</li> </ul>		



	account ICO issued guidance and relevant case law.	statutory obligations of Council.					
	Continued involvement in the operation of the Information Security and Management Group.		0	April 2020 to March 2021	<ul style="list-style-type: none"> <li>No of meetings of ISMG held.</li> </ul>		
	Maintain effective day to day management of information access requests.		0	April 2020 to March 2021	<ul style="list-style-type: none"> <li>90% of all requests responded to within legislative time limits.</li> <li>Statistical update provided to Performance officer on a quarterly basis</li> </ul>		
	Inform staff of information governance and records management issues and key points of relevant policies and procedures.		0	April 2020 to March 2021	<ul style="list-style-type: none"> <li>No of articles published in Staff News.</li> </ul>		
	Identify training requirements for Council staff in relation to information governance and records management policies and procedures.		Training budget held by OD/HR	April 2020 to March 2021	<ul style="list-style-type: none"> <li>No of training sessions organised and held in association with OD/HR.</li> </ul>		

<b>Work Stream</b>	<b>Link to Corporate Aims and Objectives:</b> <ul style="list-style-type: none"> <li>Innovation and Transformation</li> <li>Resilient, Healthy and Engaged Communities</li> </ul>
	<b>Link to Community Plan</b>

	<ul style="list-style-type: none"> <li>• A Thriving Economy</li> <li>• A Healthy Safe Community</li> <li>• A Sustainable Accessible Environment</li> </ul>
	<a href="#">Link to Performance Improvement Plan</a>

<b>Directorate</b>	Corporate Services
<b>Service Area</b>	Policy and Community Planning
<b>Reporting Year</b>	2020/2021

<b>Business Plan Objective 5</b>							
<b>Support the priorities and statutory obligations of Council by developing and maintaining relevant strategies, policies, procedures and systems.</b>							
<b>Work Stream</b>	<b>Actions</b>	<b>Outcome(s)</b>	<b>Budget £</b>	<b>Timescale</b>	<b>KPI's</b>	<b>Progress</b>	<b>RAG Status</b>
<b>Policy Development</b>	Progress the development and implementation of a new Council Strategy.	Have in place a strategic direction for Council for the next four years.	10,000	June 2020	<ul style="list-style-type: none"> <li>• No of workshops with stakeholders</li> <li>• Consultation exercises undertaken.</li> <li>• Adoption of Council Strategy.</li> </ul>		
	Review and amend Council Constitution on at least a quarterly basis.	Council achieves relevant statutory obligations.	0	April 2020 to March 2021	<ul style="list-style-type: none"> <li>• No of quarterly reviewed undertaken.</li> </ul>		
	Review the role and remit of the Data Protection Officer	A policy resource is available to staff.	0	April 2020	<ul style="list-style-type: none"> <li>• No of data protection issues raised with DPO.</li> </ul>		

	Review the log of adopted Council policies and develop a resource on the Staff Portal to provide easy access to these policies.		0	April 2020 to July 2021	• No of policies uploaded onto Staff Portal.		
<b>Work Stream</b>	<b>Link to Corporate Aims and Objectives:</b>						
	<ul style="list-style-type: none"> <li>• Innovation and Transformation</li> <li>• Resilient, Healthy and Engaged Communities</li> </ul>						
	<b>Link to Community Plan</b>						
	<ul style="list-style-type: none"> <li>• A Thriving Economy</li> <li>• A Healthy Safe Community</li> <li>• A Sustainable Accessible Environment</li> </ul>						
	<b>Link to Performance Improvement Plan</b>						