



Connected

A Community Plan

for Armagh City Banbridge & Craigavon Borough
2017-2030

Delivering Our Community Plan

Creative Place Resource Pack



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1. PREPARING OUR COMMUNITY PLAN

PURPOSE

This document provides background information on:

- What is Community Planning?
- The Story so Far
- *Connected: A Community Plan for Armagh City, Banbridge and Craigavon Borough*
- How we will deliver 'Connected'

We hope you will find this resource pack useful as we progress onto delivery of the community plan through action planning. This is a live document which will develop and evolve throughout action planning and engagement activities.

INTRODUCTION TO COMMUNITY PLANNING

Community Planning is *“a process led by councils in conjunction with partners and communities to develop and implement a shared vision for their area, a long term vision which relates to all aspects of community life and which also involves working together to plan and deliver better services which make a real difference to people’s lives.”* Community Foundation Programme, Department of Environment

What does the legislation say?

The 2014 Local Government Act requires Councils to initiate and having done so, maintain, facilitate and participate in community planning for its district. Specifically, with regard to community involvement, the Legislation states;

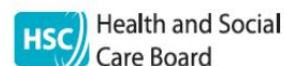
1. A Council and its community planning partners must seek the participation of and encourage the persons mentioned in subsection
2. to express their views, and take those views into account, in connection with –
 - a) community planning
 - b) the production of a community plan for the district; and
 - c) the review of community plans.
3. The persons are –
 - a) persons resident in the district;
 - b) persons who are not resident in the district but who receive services provided by the council or one of its community planning partners;
 - c) representatives of relevant voluntary bodies;
 - d) representatives of persons carrying on businesses in the district;
 - e) other persons who, in the opinion of the council, are interested in the improvement of the district’s social, economic or environmental well-being.

What does this mean?

Community Planning focuses on promoting positive outcomes for everyone within the Armagh City, Banbridge and Craigavon Borough. It is about giving local people an opportunity to have their say on issues that matter to them and their communities. It is an exciting time for us and by working together we can explore new, innovative and creative ways to deliver public services that will make a positive impact and bring about real change to help improve quality of life for all.

Who's Involved?

Community Planning Partners are named in legislation and are required to participate in all stages of the process and to assist councils in carrying out their community planning duties. The Community Planning Partners' logos are listed below.



Keeping People Safe



Northern Ireland
Fire & Rescue Service



www.librariesni.org.uk

Whilst councils and Community Planning Partners have specific duties in legislation, we recognise that for community planning to be successful, a wide range of people and organisations will be involved.

DEVELOPING OUR COMMUNITY PLAN

The first community plan for the Armagh City, Banbridge and Craigavon Borough was developed with statutory partners, community and voluntary sectors, businesses, local people and central government through an inclusive and participatory process.

The community plan was progressed through six task and finish thematic working groups, one for each of the themes identified. The overall objective of the thematic working groups process was to support the development of the plan for each theme and gain consensus on a baseline data report.

Parallel to the thematic working group process, partners and council undertook extensive engagement with wider stakeholders enabling us to identify the priorities for our borough. The plan was published in March 2017 following a formal public consultation.

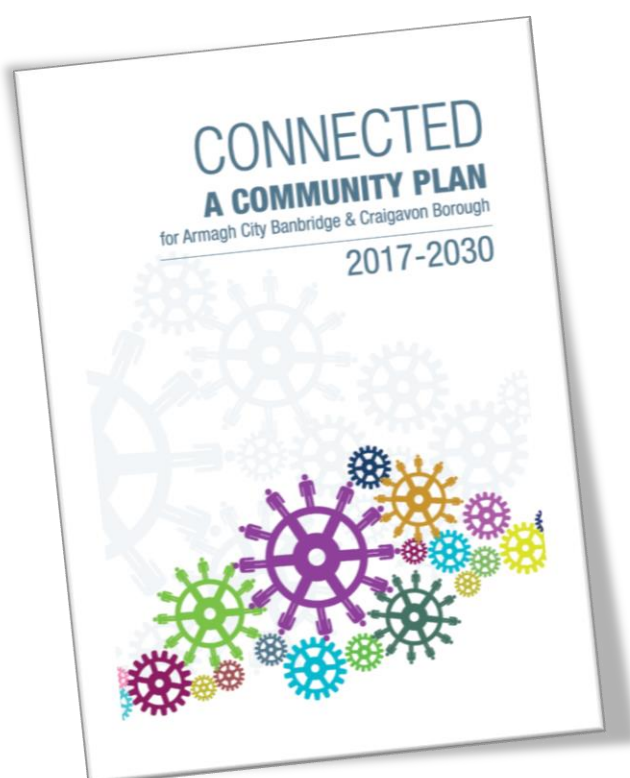
'Connected' aims to address the big issues affecting our borough and recognises that many of these will take joined up effort and time to change. In order to manage this process, we have adopted an Outcomes Based Approach which starts with the end results and works back to what needs to be done to achieve them.

Outcomes – the conditions of wellbeing we want for our children, families and the community as a whole

Indicators – a measure which helps to demonstrate how well we are progressing towards an outcome.

CONNECTED: A COMMUNITY PLAN 2017-2030

Connected: A Community Plan for the Armagh City, Banbridge and Craigavon Borough 2017-2030 is the overarching strategic plan. It contains a long term vision and aspirations for the borough whilst providing a framework for other strategies and plans and for the development and delivery of public services. To achieve our vision, it is vital for us to begin the work now.



Our 2030 vision is the future aspiration that we want to realise for our borough:

*“We have a happy, healthy and connected **community**, a vibrant and sustainable **economy** and appealing **places** for living, working and learning.”*

To help us achieve our shared vision we have agreed nine long-term outcomes arranged under the strategic themes of **Community**, **Economy** and **Place**. The outcomes do not operate in isolation and the achievement of one outcome will impact on the success of the others.

In addition, three cross-cutting themes run throughout the plan: **connectivity**, **equality** and **sustainability**. These cross-cutting themes are at the heart of everything we do and will be integrated into our action plans.

Plan on a Page



Summary Table

Cross Cutting Themes



CONNECTIVITY



EQUALITY



SUSTAINABILITY

Community

Long-term Outcome

Indicator

Confident Community	Everyone has opportunities to engage in community life and shape decisions – we have a strong sense of community belonging and take pride in our area	Percentage of people who feel they have an influence on local decisions in neighbourhood
		Percentage of people who feel a sense of belonging to their neighbourhood
Healthy Community	People are making positive lifestyle choices. They are more resilient and better equipped to cope with life's challenges	Preventable mortality (age standardised preventable mortality rate)
		Gap in life expectancy between most deprived areas and the borough overall
		Percentage of people who participate in sport or physical activity on at least one day a week
Welcoming Community	Our borough is a safe, respectful and peaceful environment free from the fear of crime	Percentage of people reporting that fear of crime has a minimal impact on their quality of life
		Percentage of people who see town centres as safe and welcoming places for people of all walks of life.
		Number of accidental dwelling fires

Economy

Long-term Outcome

Indicator

Enterprising Economy	Our borough is a centre of excellence for entrepreneurship, innovation and investment	Number of VAT and/or PAYE registered businesses
		Business birth rates
		Survival rate of newly born businesses
Skilled Economy	We have a sustainable and vibrant economy with informed, flexible and skilled people	The proportion of the workforce in employment qualified to level 1 and above, level 2 and above, level 3 and above, and level 4 and above
		Employment rate (age 16-64)
Tourism Economy	Our borough is the destination of choice for international visitors	Number of overnight trips made by visitors from outside Northern Ireland

Place

Long-term Outcome

Indicator

Creative Place	Our borough is an inspirational and creative place offering quality, inclusive arts and cultural experiences	Percentage of people (aged 16+) engaging with arts/cultural activities in the past year
Enhanced Place	Our rich and varied built heritage and natural assets are protected, enhanced and expanded for future generations to enjoy	Number of buildings at risk saved
		Number of high quality parks/green spaces (those holding Green Flag Award® status)
Revitalised Place	Our distinctive and vibrant urban and rural areas are at the heart of community and economic life	City and town centre vacancy rates
		Level of social housing need

2. DELIVERING OUR COMMUNITY PLAN

WORKING TOGETHER

The Armagh City, Banbridge and Craigavon Community Planning Strategic Partnership provides an overarching framework for partnership working within the borough. Additionally, there are a number of other structures that support governance and delivery of the plan. These structures include a number of Thematic Action Planning teams, Communications and Engagement Working groups and the Community and Voluntary Sector Panel.

To achieve optimum impact, it will be necessary to keep our governance structures under review to allow them to evolve as necessary. Flexibility in all aspects of the structure will ensure that it is fit for purpose.

While Armagh City, Banbridge and Craigavon Borough facilitated the development of ‘Connected’, it is not a council plan. All Community Planning partners are responsible for its development, implementation and review.



Community Planning Strategic Partnership

This is the overarching strategic partnership for community planning within the borough. The partnership will initially be made up of four Elected Members and Chief Executives/Senior Directors of the thirteen Statutory Partners named in the Community Planning Partners Order (Northern Ireland) 2016. The CPSP will be governed by a terms of reference, with scope for the partnership to invite additional Support Partners from the private, public and voluntary sectors as their input is required at a strategic level.

The Community Planning Strategic Partnership (CPSP) will encourage collaboration to grow and allow decisions to be made collectively. The key roles of the CPSP are to provide strategic direction and commitment and to the implementation and monitoring of ‘Connected’ A Community Plan for Armagh City, Banbridge and Craigavon on behalf of the organisations they represent.

Thematic Action Planning Teams

Thematic Action Planning Teams have been established to develop action plans on a thematic basis, aligning with the long-term outcomes set out in the community plan. Action plans will be for a two-year period, and will aim to contribute to the shared outcomes in the plan through increased collaborative actions. The teams will support the delivery and implementation of the community plan and carry out engagement activities.

Each Thematic Action Planning Team is led initially by a Statutory Partner and the relevant Head of Department from Council and will report to the CPSP.

The main roles and responsibilities of the Chair and Council Lead will include:

- Chairing and convening meetings
- Ensuring each action is attributed to an owner
- Ensuring the development and delivery of the Thematic Action Plans within the agreed timeframe
- Agreeing and reviewing performance management
- Ensuring that the group reports on progress at designated intervals

Community and Voluntary Sector Panel

A Community and Voluntary Sector Panel has been established

- Ensure the Community, Voluntary and Social Enterprise Sector is represented
- Promote ongoing Community Engagement
- Articulate the voice of the Community and Voluntary sector
- Support the development of Cross-sectoral Relationships and improved Partnership working

Thematic Action Planning Process

Each team will be required to develop, implement and monitor thematic action plans to ensure they are contributing to their relevant outcomes. Commonality and consistency across the teams should be maintained where possible but each team will have unique requirements.

The action plans are not necessarily about attracting additional resources, but identifying links where partners can work better together to use existing resources better to deliver real and meaningful change.

The action plans will be ‘living documents’ meaning that specific actions can be added or removed throughout their timespan to reflect emerging needs and what the evidence tells us about their effectiveness.

The action planning process will take a phased approach with three teams being convened in September.

The teams will work through a series of workshops. It is envisaged that the development of the action plans will require approximately four meetings over a 12-week period.

Thematic Action Planning Workshop Guidance

Preliminary meeting	With Statutory Partner Lead (Chair) and Council Lead (relevant Head of Department) to determine meeting schedule, membership of TAP Team and guest speaker.
Workshop 1	<ul style="list-style-type: none"> - Getting to know each other - Reviewing the evidence - How we work together
Workshop 2	<ul style="list-style-type: none"> - Shared learning - Agreeing engagement - What can we do together
<i>Members undertake engagement activities for workshop 3</i>	
Workshop 3	<ul style="list-style-type: none"> - Engagement feedback - Agreeing actions
Workshop 4	<ul style="list-style-type: none"> - What does success look like - Getting started
<i>Action coordinators to agree performance measures with Community Planning Team</i>	

3. MEASURING OUR PROGRESS

MONITORING AND EVALUATION

We are using an outcomes based approach for community planning - we will incorporate and use evidence in the planning, delivery and reporting stages. This evidence will feed into the two-year report of progress and review of action plans and subsequently the four-year review of the community plan.

There are two levels of monitoring:

At an overall borough level progress on the community plan will be monitored by population indicators which have been identified and documented for each theme in the community plan. These will measure progress towards achieving the nine long term outcomes and will be collated by the community planning team in council.

At a lower level, progress will also be monitored for each programme or project in the action plans. As part of the action planning, Thematic Action Planning Teams will agree a range of information that will feed into and inform the review. TAP Team members will collect:

- Performance measures for each action (how much, how well and is anyone better off?)
- Achievements – e.g. significant milestones or strategic projects
- Stories - case studies documenting personal/community impact

Performance Measures

For each project or programme in the action plans performance measures will be identified and agreed with TAP Teams. These will need to be in place at start so that data can be collected during project delivery by those on the ground delivering the programmes/projects. The measures will cover quantity (outputs), quality and impact. These will take the form of a short report card template included below. These report cards can be developed for both revenue and capital projects. The data will be collected on a regular basis and reported through the Thematic Action Planning Team to allow progress to be monitored.

Performance Measurement Template

Action:

Delivery Partner(s):

Who are the customers of this programme or project?

Date/time period:

<p><u>How much did we do? (Quantity of effort)</u></p> <ul style="list-style-type: none"> • <i>Number of customers served</i> • <i>Number of activities</i> 	<p><u>How well did we do it? (Quality of effort)</u></p> <ul style="list-style-type: none"> • <i>Percentage of participants completing the training</i> • <i>Percentage reporting being treated well throughout their engagement with project</i>
<p><u>Is anyone better off? (Quantity and quality of effect - impact)</u></p> <ul style="list-style-type: none"> • <i>Number and percentage of participants showing improved results</i> • <i>Number and percentage of participants reporting that the project helped them</i> 	

4. VISION, OUTCOMES AND INDICATORS

PLACE

“The borough is a place of discovery, where unique cultural and natural assets are cherished and people are inspired to be creative, to grow and to flourish”



Creative Place

This group will focus on the Creative Outcomes from the Community Plan. Over the pages you will find information relevant to this TAP team including:

- Relevant outcomes, indicators from the community plan
- Indicator Baselines
- Draft Action Plan Template
- Terms of Reference for Creative Place Thematic Action Planning (TAP) Team
- Dates for workshops

CREATIVE PLACE

LONG-TERM OUTCOME

Our borough is an inspirational and creative place offering quality, inclusive arts and cultural experiences.

SHORT-TERM OUTCOMES

- More people benefit from high quality, accessible artistic and cultural engagement and expression
- Better partnership working helps to nurture skills development, foster innovation and raise our profile as a region that champions creativity

INDICATORS

- **Percentage of people (aged 16+) engaging with arts/cultural activities in the past year**

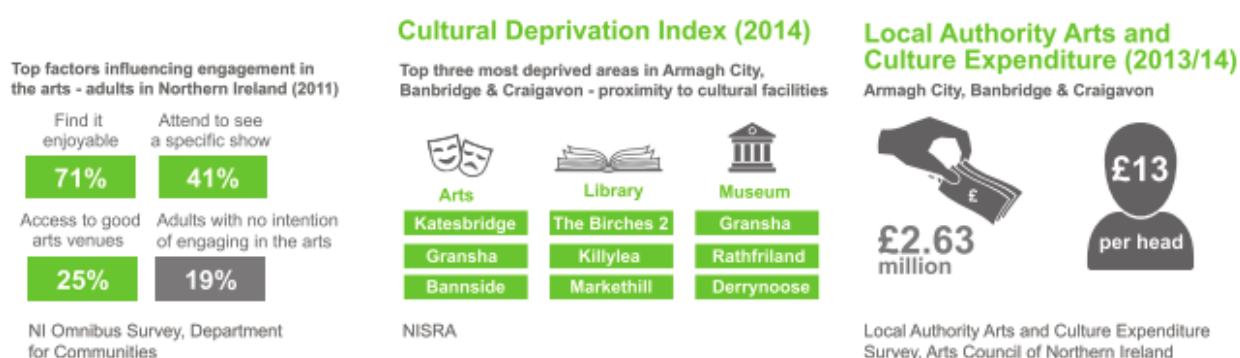
It is our aspiration that our borough has a vibrant, authentic, dynamic and inclusive arts and cultural offering that is responsive to the needs of residents and has mass appeal to visitors.

Arts and culture play an important role in community life, enhancing our sense of place and improving wellbeing and quality of life. Our borough has a range of first class facilities. For example, the Millennium Court Arts Centre has been described as one of Northern Ireland's premiere art spaces, the Marketplace Theatre and Arts Centre attracts audiences as far reaching as Monaghan, Cavan and Dundalk, whilst the F.E McWilliam Gallery and Studio attracts a wide range of visitors welcoming approximately 42,500 in 2015. The borough is enriched by a thriving arts scene, populated with professional artists, creative industries, a host of localised arts-based interest groups and vibrant community festivals and celebrations. All of these combine to create an attractive and animated environment which enhances quality of life.

Despite this, statistical evidence suggests that our borough's investment in arts and culture per head of population was lower than the NI Local Government District average. Discussions with stakeholders highlighted the need to overcome barriers to engagement and recognise the benefits of arts participation to individuals' quality of life.

We are committed to working with local partners to continue to develop creative talent, to innovate and grow the creative industries sector and to ensure that we deliver a vibrant, authentic, dynamic and inclusive arts and cultural offering that is accessible to everyone. Although it is historically difficult to quantify and qualify the positive impact of arts and cultural engagement, we will look at ways to help demonstrate the wide ranging nature of arts activities and their positive contribution to life-long learning, wellbeing, prosperity and sense of place.

KEY STATISTICS



HOW WE MIGHT ACHIEVE THIS:

A working group of key partners will be tasked with developing an action plan for the delivery of outcomes. Below are a few examples of potential actions which may be taken forward:

- Improve the collection of consistent and comprehensive qualitative and quantitative baseline data relevant to the sector
- Understand the reasons for non-participation and potential barriers to participation
- Develop dynamic audience development strategies and partner initiatives to improve arts accessibility
- Develop an instantly recognisable brand for the arts and culture in the borough

5. BASELINE

Long-term outcome: Our borough is an inspirational and creative place offering quality, inclusive arts and cultural experiences.

One indicator is being used to monitor progress towards the creative place long-term outcome for the borough:

- Percentage of people (aged 16+) engaging with arts/cultural activities in the past year.
Source: [Continuous Household Survey, NISRA, Department for Communities.](#)

Indicator: Percentage of people (aged 16+) engaging with arts/cultural activities in the past year

In Armagh City, Banbridge and Craigavon Borough, engagement levels in arts and culture are high, 86% of adults engaged in culture and arts in the past year (based on three-year average for 2013/14-2015/16). This is the same level in the previous two rolling three-year periods (both 86%).

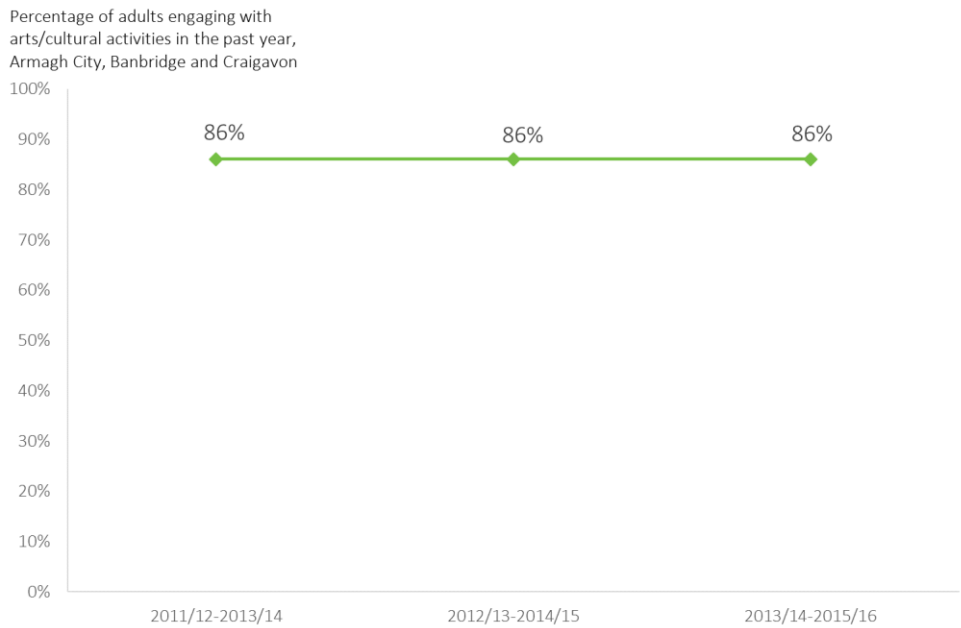


Figure 1. Percentage of adults engaging with arts/cultural activities in the past year, 2011/12-2013/14 to 2013/14-2015/16, Armagh City, Banbridge and Craigavon Borough. Source: Continuous Household Survey, NISRA, Department for Communities.

Percentage of adults who engaged in culture and arts in the past year	2011/12-2013/14	2012/13-2014/15	2013/14-2015/16
Armagh City, Banbridge and Craigavon	86%	86%	86%
Northern Ireland	86%	87%	86%

Table 1. Percentage of adults engaging with arts/cultural activities in the past year, 2011/12-2013/14 to 2013/14-2015/16, Armagh City, Banbridge and Craigavon Borough and Northern Ireland. Source: Continuous Household Survey, NISRA, Department for Communities.

Notes on indicator data

The Continuous Household Survey (CHS) is a Northern Ireland wide household survey administered by the Northern Ireland Statistics and Research Agency (NISRA). The survey covers respondents aged 16 and over.

Engaged in culture and arts - have done at least one of the following in the 12 months prior to the CHS:

- Engaged in the arts (either participated in arts activities or attended arts events)
- Used the public library service
- Visited a museum or science centre
- Visited PRONI

A full list of activities and events included are available in the report on the Department for Communities website: <https://www.communities-ni.gov.uk/publications/engagement-culture-arts-and-sport-by-adults-northern-ireland-201718>

The indicator is an estimate based on sample surveys, as such, the estimates from it are subject to sampling error and care should be taken when making inferences from them. The table below shows confidence intervals and base achieved sample sizes for the estimates. The indicator engagement rates are calculated on three-year rolling averages. Comparisons should not be made across the years provided due to overlapping samples.

Engaged in culture and arts	2013/14-2015/16			
	%	Confidence intervals		Base
		Lower limit	Upper limit	
Armagh City, Banbridge and Craigavon	86%	84.5%	88.2%	1,280
Northern Ireland	86%	85.6%	86.9%	10,379

Engaged in culture and arts	2012/13-2014/15			
	%	Confidence intervals		Base
		Lower limit	Upper limit	
Armagh City, Banbridge and Craigavon	86%	83.7%	87.6%	1,276
Northern Ireland	87%	85.9%	87.2%	10,711

Engaged in culture and arts	2011/12-2013/14			
	%	Confidence intervals		Base
		Lower limit	Upper limit	
Armagh City, Banbridge and Craigavon	86%	83.8%	87.6%	1,284
Northern Ireland	86%	85.3%	86.6%	11,045

Table 2. Confidence intervals and achieved base sample sizes for estimates of percentage of adults (aged 16 and over) engaging with arts/cultural activities in the past year, 2011/12-2013/14 to 2013/14-2015/16, Northern Ireland. Source: Continuous Household Survey, NISRA, Department for Communities.

This indicator is also one of the 49 indicators being used to monitor progress with the draft Programme for Government Framework (January 2018). Specifically Outcome 5 - We are an innovative, creative society, where people can fulfil their potential.

6. DRAFT ACTION PLAN TEMPLATE

Action Plan Template

THEMATIC ACTION PLANNING TEAM: CREATIVE PLACE

CHAIR: Averil Morrow; Education Authority **COUNCIL LEAD:** Brian Johnston; Head of Tourism, Arts & Culture

Creative Place Long- term Outcome

Our borough is an inspirational and creative place offering quality, inclusive arts and cultural experiences

Short-term outcome

- More people benefit from high quality, accessible artistic and cultural engagement and expression
- Better partnership working helps to nurture skills development, foster innovation and raise our profile as a region that champions creativity

Population Indicator

- Percentage of people (ages 16+) engaging with arts/cultural activities in the past year

Links to Programme for Government Draft Outcomes

- We are an innovative, creative society where people can fulfil their potential

Strategic Action:

Action	Topics for consideration	Action Coordinator	Partners	Timeframe	Resources required	Performance measure

Creative Place Detailed Summary

<h2>Creative Place long- term outcome</h2>	
<p>Our borough is an inspirational and creative place offering quality, inclusive arts and cultural experiences</p>	
Short term Outcomes	Population Indicator
<ul style="list-style-type: none">▪ More people benefit from high quality, accessible artistic and cultural engagement and expression▪ Better partnership working helps to nurture skills development, foster innovation and raise our profile as a region that champions creativity	<ul style="list-style-type: none">▪ Percentage of people (aged 16+) engaging with arts/cultural activities in the past year

7. DRAFT TERMS OF REFERENCE AND WORKSHOP DATES

Draft Terms of Reference

CONTEXT

Connected: A Community Plan for the Armagh City, Banbridge and Craigavon Borough 2017-2030 is the overarching strategic plan. It contains a long term vision and aspirations for the borough whilst providing a framework for other strategies and plans. We have agreed nine long-term outcomes arranged under the strategic themes of Community, Economy and Place. A number of Thematic Action Planning (TAP) teams will be formed to develop, implement and monitor thematic action plans to ensure they are contributing to their relevant outcomes.

Thematic Action Planning (TAP) Teams

The key role of the Thematic Action Planning Teams is to agree collaborative actions that contribute to realising the long-term outcomes in the community plan. The action plans will focus on actions/activities where partners can achieve more by working together.

A number of teams will be convened based on each of the long-term outcomes, and where a close strategic link has been identified between outcomes these will be progressed through a single action plan. Table one below outlines the proposed TAP teams.

Strategic Theme	Thematic Action Planning Team	Chair	Council Lead
Community	Healthy	Gerard Rocks - SHSCT	Mike Reardon
	Confident and Welcoming	Barbara McNally PSNI	Seamus McCrory
Economy	Skilled and Enterprising	Ethna McNamee – Invest NI	Nicola Wilson
	Tourism Economy	Tourism NI	Brian Johnston
Place	Creative	Averil Morrow – Education Authority	Brian Johnston
	Revitalised and Enhanced	Ailbhe Hickey – Northern Ireland Housing Executive	Sharon O’Gorman

TAP Teams deliverables

A longer term goal for community planning is for joint planning and delivery of services for the borough. Action plans will be for a two-year period, and initially will aim to contribute to short-term outcomes in each thematic area through increased collaborative actions.

There are four key deliverables for each team

1. Develop clear, achievable and measurable shared action plans to cover a two-year period
2. Consult with stakeholders and promote involvement of Section 75 groups in this process
3. Implement performance management framework including review
4. Ensure cross-cutting themes of **equality, connectivity** and **sustainability** are integral to the action plans

Membership

The teams will be operational and therefore membership will consist of statutory partners and other relevant partners from public, private and voluntary sector. Wider community engagement on the themes will happen in a parallel process. The Thematic Action Planning Team structure will be subject to review by the Community Planning Strategic Partnership.

Roles and Responsibilities

Education Authority is the statutory lead for this team and will be chaired by Averil Morrow, each team will also have a dedicated Council Lead and will be supported by the Community Planning Team. All members are required to demonstrate commitment and be willing to contribute to collaborative working.

All team members

Each team member will support the progression of the community plan by:

- Participating in action planning teams/working groups to deliver on the community plan
- Work with team members to identify actions, develop and agree action plans and ensure delivery against planned outcomes
- Taking a lead in actions when required
- Carrying out allocated tasks as agreed at meetings
- Contribute to effective community engagement in the development and implementation of action planning
- It will be the responsibility of each team member/organisation to engage with stakeholder groups within the borough. The participation and views of stakeholder in shaping action plans will ensure they are responsive and reflect local needs.
- To promote inclusivity teams will identify hard to reach groups and identify appropriate methods of engagement.
- Collecting data for performance management
- Develop relationships across the borough to foster collaborative working
- Each partner will be responsible for gaining the necessary approvals from their own organisation.

The Chair and the Council Lead – Averil Morrow, Education Authority and Brian Johnston, Armagh City Banbridge and Craigavon Borough Council

The chair and council lead will have additional roles to those outlined above these include:

- Chairing meetings
- Agreeing agendas
- Allocating/reviewing/co-ordinating work between meetings
- Ensuring each action is attributed to an owner
- Ensuring the development and delivery of the Thematic Action Plans within the agreed timeframe
- Ensuring that the group reports on progress at designated intervals
- Reporting back to partnership (Statutory Lead)
- Agreeing and reviewing performance management
- To pass information about upcoming activities, opportunities to have your say and successful projects to the relevant communications lead
- To ensure they and their members are maintaining good communication practice in accordance with this Protocol.

Action Co-ordinators

The key responsibilities of an Action Coordinator include:

- Coordinate the contributions of identified partners to define and agree the performance measures and the involvement of each identified partner towards the action.
- Act as a key point of contact for the chair of the thematic action planning team in relation to that action and collate reporting on progress of the action for the chair using the performance measures identified.
- To pass information about upcoming activities, opportunities to have your say and successful projects to the chair.
- The chairs of each thematic action planning team will collate and report progress on outcomes to the Community Planning Strategic Partnership.

Community Planning Team

The community planning team will have additional roles to those outlined above these include:

- Driving community planning across all service areas in council
- Providing action planning process and advisory role to community planning partners
- Supporting an evidence informed approach through provision of baseline data, engagement tools and performance management framework
- Convening action planning meetings
- Administration
- Providing and advising on templates and screening
- Establishing and facilitating the process
- Ensuring consistency/co-ordination between working groups
- Sense checking
- Coordinating and publishing a performance review every 2 years
- Thematic Action Plan Resource Pack.

Conflict of Interest

This is an open and transparent process and documentation in relation to the TAP Team will be publicly available. Conflicts of interest may arise during the action planning process. It is the responsibility of team members to identify any potential conflict and to declare it to the Chairs. Any conflict of interest will be recorded in the minutes.

Timeframe

It is envisaged that the development of the action plans will require approximately four meetings over a 12-week period. The TAP teams will implement the action plans once they have been approved by the Community Planning Strategic Partnership.

Reporting Arrangements

TAP teams are accountable to the Community Planning Strategic Partnership (CPSP). Implementation will also be subject to approvals of the CPSP. A consistent and concise reporting template will be developed to support the gathering of information for each of the six action plans. The partnership will report to the Department for Communities every two years and progress will also be reported to stakeholders and the wider community.

Decision Making

All team members are required to demonstrate commitment and be willing to contribute to collaborative working. To enhance collaborative working decisions will be made by consensus as far as possible. Decisions taken should ensure team members can demonstrate the strong link between the action and the long-term outcome.

Creative Place Dates

We would encourage members to attend all 4 workshops in a particular theme, where possible to ensure consistency of membership and as each of the 4 workshops will cover different aspects of the action planning process.

Refreshments and lunch will be provided at all workshops.

Workshop	Date	Time	Venue
Workshop 1	Monday 1 October 2018	9.30am – 1pm	The Market Place Theatre, Armagh
Workshop 2	Tuesday 9 October 2018	9.30am – 1pm	Millennium Court, Portadown
Workshop 3	Tuesday 6 November 2018	9.30am – 1pm	The Palace Demesne, Armagh
Workshop 4	Thursday 22 November 2018	9.30am – 1pm	Old Town Hall, Banbridge

8. USEFUL DOCUMENTS AND LINKS

USEFUL DOCUMENTS

General

Connected, A Community Plan for Armagh City, Banbridge and Craigavon Borough

<https://www.armaghbanbridgecraigavon.gov.uk/resident/community-planning/>

Developing Our Plan

<https://www.armaghbanbridgecraigavon.gov.uk/resident/developing-our-plan/>

Connected Equality Impact Assessment

<https://www.armaghbanbridgecraigavon.gov.uk/resident/community-planning/>

Draft Programme for Government October 2016

<https://www.northernireland.gov.uk/consultations/programme-government-consultation>

Creative Place

Tourism Arts and Culture Thematic Working Group Workshop Reports 2016

Workshop one	https://www.armaghbanbridgecraigavon.gov.uk/download/129/tac-workshops/13676/tac-workshop-1-report.pdf
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Workshop two	https://www.armaghbanbridgecraigavon.gov.uk/download/129/tac-workshops/13677/tac-workshop-2-report.pdf
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Workshop three	https://www.armaghbanbridgecraigavon.gov.uk/download/129/tac-workshops/13678/tac-workshop-3-report.pdf
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Baseline Report August 2016	https://www.armaghbanbridgecraigavon.gov.uk/download/129/tac-workshops/13679/tac-baseline-report.pdf
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Statutory Partners

[Armagh City, Banbridge and Craigavon Borough Council](#)[Council for Catholic and Maintained Schools \(CCMS\)](#)[Education Authority \(EA\)](#)[Health and Social Care Board](#)[Invest NI](#)[Libraries NI](#)[Northern Ireland Fire and Rescue Service \(NIFRS\)](#)[Northern Ireland Housing Executive \(NIHE\)](#)[Police Service of Northern Ireland \(PSNI\)](#)[Public Health Agency \(PHA\)](#)[Southern Health and Social Care Trust](#)[Sport NI](#)[Tourism NI](#)

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