**COMMUNITY RELATIONS COUNCIL**

**OPERATIONAL PLAN 2018-19**

(*This Business Plan is a working document and will be reviewed to incorporate any required changes as a result of: TEO’s review of staffing in CRC; TEO’s review of CRC’s Board and governance; TEO’s review of Good Relations Funding)*

**OVERVIEW**

The overall aim of the Community Relations Council Operational Plan (2018-19) is to promote good relations among the citizens and communities of Northern Ireland and to support the delivery of the Programme for Government (PfG) and the *Together: Building a United Community* (T:BUC) strategy.

Peace-building and improving community relations contribute to the conditions in which all of the PfG indicators are more likely to be achieved. However there are a number of PfG outcomes and indicators to which the work of the Community Relations Council is particularly relevant:

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| **Indicators:**26. Increase respect for each other31. Increase shared space35. Increase reconciliation The work of the Community Relations Council also contributes indirectly to: 1. Reduce crime (relevant to CRC, crime motivated by sectarianism or racism)27. Improve cultural participation28. Increase the confidence and capability of people and communities30. Improve our attractiveness as a destination40. Improve our international reputation |  | **Outcomes:**7. We have a safe community where we respect the law and each other9. We are a shared society that respects diversity10. We are a confident, welcoming, outward looking society 12. We have created a place where people want to live and work, to visit and invest.  |

To fulfil the overall aim of the 2018-19 Operational Plan the Community Relations Council will focus on the following three areas of activity linked to our 2016-19 Strategic Plan:

1. We will administer funding schemes that build and support good community relationships taking account of and in collaboration with the Executive Office and the recommendations of the Review of Good Relations Funding Report when published.

2. We will ensure effective communication between all relevant sectors and Government to assist in the implementation of the T:BUC Strategy

3. We will ensure the efficient and effective use of allocated resources and public expenditure by ensuring that CRC operates to the highest standard of corporate governance in line with relevant guidance and best practice.

**Community Relations Council**

1. **T:BUC Engagement & Delivery**

**Support the delivery of the *Together: Building a United Community (T:BUC) Strategy***

**3) Trusted and Effective Public Service & Good Governance**

1. Funding

**Strategic Plan 2016-19**

**Strategic Objectives**

**Financial statement**

**Community Relations Council Budget 2018-2019**

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| **Budget Area** | **Budget** |
| 1. **Grant  Schemes administered by CRC (grants awarded to other bodies)**
 | **£2,267,869** |
| 1. **Development Support Programmes run by CRC**
 | **£65,357** |
| 1. **Staff costs**
 | **£767,520** |
| **4. Other costs (including premises and other overheads)**  | **£262,254** |
| **Total**  | **£3,363,000** |

*Note:* *‘Grant Schemes administered by CRC'* includes £670K in respect of the North Belfast Strategic Good Relations Fund. In the absence of CRC being formally notified of North Belfast Strategic Good Relations Fund budget The Executive Office have advised there will be a post budget allocation and the associated budget will be fully allocated to CRC.

| **STRATEGIC OBJECTIVE 1: Funding** ***To administer funding schemes that build and support good community relations taking account of and in collaboration with The Executive Office and the recommendations of the Review of Good Relations Funding Report when published.*** |
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|  **Key Objective (What we will do)** | **Target Date** | **Actions (Outputs)** | **How we will measure (Timeliness / Quality)**  | **Lead officer** | **Progress (RAG)** |
| F1 – TEO funding provided to CRC for 2018-19 will be distributed to assist with achievement of the identified indicators in the PfG and T:BUC strategic outcomes. **Related Outcomes:** Identified outcomes linked to PfG and T:BUC will be achieved.  | April 2018- March 2019 | F1.1 - 100% of funding allocated in line with T:BUC priorities by 31st March 2019F1.2 - Contribute to wider governmental mapping and monitoring of resources and impact | F1.1.1 Grant award profile to be completed by end of May 2018. F1.2.1 100% of all grant allocations accurately updated on CRC funding database and provided to TEO and the government funding database | Dir DFAP and Dir Funding and DevDir Funding and Dev |  |
| F2 –CRC **Core Funding** for 2018-19 will be distributed to assist with achievement of the identified indicators in the PfG and T:BUC strategic outcomes**Related Outcomes:** Identified outcomes linked to PfG and T:BUC will be achieved..  | April 2018- March 2019 | F2.1 - **Core Fund Grant Scheme:** 100% of applications processed within targets/ timescales agreed by the Executive Office | F2.1.1 In relation to all Core Fund grants: * Grant assessments completed within 16 weeks
* Delivery within financial tolerance levels
* Satisfactory Audit Reports
* Monthly Financial returns monitoring spend completed accurately and on time
 | Dir Funding and Dev  |  |
| F3 –CRC **Area Based Funding** for 2018-19 will be distributed to assist with achievement of the identified indicators in the PfG and T:BUC strategic outcomes**Related Outcomes:** Identified outcomes linked to PfG and T:BUC will be achieved. | April 2018- March 2019 | F3.1 – **Area Based Funding**: North Belfast Strategic Good Relations Programme fully transferred to CRC and 100% of grants processed within targets/timescales agreed by The Executive Office | F3.1.1 In relation to all North Belfast grants: * Grant assessments completed within 12 weeks
* Delivery within financial tolerance levels
* Satisfactory Audit Reports
* Monthly Financial returns monitoring spend completed accurately and on time
 | Dir Funding and Dev |  |
| F4 – CRC **Project Funding** for 2018-19 will be distributed to assist with achievement of the identified indicators in the PfG and T:BUC strategic outcomes**Related Outcomes:** Identified outcomes linked to PfG and T:BUC will be achieved. | April 2018- March 2019 | F4.1 **Project Funding:** 100% of applications processed within targets/ timescales agreed by the Executive Office | F4.1.1 In relation to all Media, Publications and other project grants : * Grant assessments completed within 12 weeks
* Delivery within financial tolerance levels
* Satisfactory Audit Reports
* Monthly Financial returns monitoring spend completed accurately and on time
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| F5 –CRC **Small Grant Scheme** for 2018-19 will be distributed to assist with achievement of the identified indicators in the PfG and T:BUC strategic outcomes**Related Outcomes:** Identified outcomes linked to PfG and T:BUC will be achieved.. | April 2018- March 2019 | F5.1 **Small Grant Scheme:** 100% of applications processed within targets/ timescales agreed by the Executive Office | F5.1.1 In relation to all Community Relations And Cultural Diversity grants: * Grant assessments completed within 12 weeks
* Delivery within financial tolerance levels
* Satisfactory Audit Reports
* Monthly Financial returns monitoring spend completed accurately and on time
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| F6 –CRC **Emergency Grant Aid** for 2018-19 will be distributed to assist with achievement of the identified indicators in the PfG and T:BUC strategic outcomes**Related Outcomes:** Identified outcomes linked to PfG and T:BUC will be achieved. | April 2018- March 2019 | F6.1 **Emergency/Gap Grant Aid:** 100% of applications processed within targets/ timescales agreed by the Executive Office | F6.1.1 In relation to all Pathfinder grants: * Grant assessments completed within 12 weeks
* Delivery within financial tolerance levels
* Satisfactory Audit Reports
* Monthly Financial returns monitoring spend completed accurately and on time
 | Dir Funding and Dev |  |
| F7 – Assist TEO with the assessment of applications to its funding streams | April 2018- March 2019 | F7.1 Participate in assessments related to the Central Good Relations FundF7.2 Participate in assessments related to the Minority Ethnic Development FundF7.3 Participate in assessments related to the T:BUC Urban Villages (Resource)F7.4 Participate in assessments related to the T:BUC Urban Villages (Capital) | F7.1.1 Assessment role in relation to Central Good Relations Fund completedF7.2.1 Assessment role in relation to Minority Ethnic Development completedF7.3.1 Assessment role in relation to T:BUC Urban Villages (Resource) completedF7.4.1 Assessment role in relation to T:BUC Urban Villages (Capital) completed | Dir Funding and DevDir Funding and DevCEOCEO |  |
| F8 - In collaboration with the Executive Office implement relevant recommendations from the TEO Review of Good Relations Funding **Related Outcomes:** Better alignment and collaboration across funding programmes | April 2018- March 2019 | F8.1 – CRC will participate in the TEO Funding Transition Working GroupF8.2 Project plan arising from the TEO Review of Good Relations Funding identifying specific milestones/ tasks and timescales  | F8.1.1- Record of CRC represented at all meetings of the TEO Funding Transition Working groupF8.2.1 All changes identified by TEO completed in line with implementation plans agreed in the Funding Transition Working Group. | CEOCEO |  |
| F9 – In collaboration with TEO implement the Code of Practice for Reducing Bureaucracy**Related Outcomes:** Reduced bureaucracy and duplication of effort; Increased streamlining and consistency of processes in government funding to the community and voluntary sector. | April 2018- March 2019 | F9.1 Agree with TEO any further actions to reduce bureaucracy  | F9.1.1 Revise relevant procedures and implement agreed actions | CEO and Dir Funding and Dev |  |

| **STRATEGIC OBJECTIVE 2: T:BUC Engagement and Delivery*****We will ensure effective means of communication between all relevant sectors and Government to assist in the effective implementation of the T:BUC Strategy*** |
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|  **Key Objective (What we will do)** | **Target Date** | **Actions (Outputs)** | **How we will measure (Timeliness/ Quality)**  | **Lead officer** | **Progress (RAG)** |
| E1 - In conjunction with TEO deliver the T:BUC Engagement Forum**Related Outcomes:** More effective implementation of T:BUC and related PfG actions through dissemination of best practice and greater collaboration between policymakers and practitioners  | April 2018- March 2019 | E1.1 - Co-ordinate the arrangements for the meetings of the T:BUC Engagement Forum (minimum 3 per year) E1.2 - Summary report of key messages from each meeting produced and agreed by Chair of the T:BUC Engagement ForumE1.3 – Contribute to TEO annual review of the T:BUC Engagement Forum E1.4 – Promote the T:BUC Engagement Forum  | E1.1.1 – Agree theme, speakers and agenda with TEOE1.1.2 Deliver 3 events per year involving a wide and appropriate range of stakeholders from across the sector (reviewed annually with TEO), including minority ethnic representation E1.1.3 – Invites are issued 6 weeks in advance of the agreed EF dateE1.1.4 – Stakeholder feedback gathered at all meetings using evaluation sheets and reviewed with TEO.E1.2.1 – Summary reports of key messages drafted and submitted to TEO for consideration within one month of each event. E1.3.1 – Formal annual review with TEO E1.4.1 – Circulation list will be up to date and participation encouraged  | CEO and Dir of Eng.Dir of Engag.Dir of Engag.Dir of Engag.Dir of Engag.Dir of Engag.Dir of Engag. |  |
| E2 – Policy feedback to TEO, inputting to relevant T:BUC sub-groups and giving guidance on good relations best practice to relevant stakeholders to support implementation of the T:BUC Strategy and related PfG outcomes **Related Outcomes:** More effective implementation of T:BUC and related PfG actions through dissemination of best practice and greater collaboration between policymakers and practitioners; and | April 2018 - Mar 2019 | E2.1 Supporting implementation of T:BUC and feedback on policy impact by participation in T:BUC structures E2.2 – Provide advice and shared learning opportunities in relation to good relations practice E2.3 – Provide guidance to funded groups on funding requirements E2.4 - Collate and disseminate resources on best practice and relevant research E2.5 – With final year of financial support from Joseph Rowntree Charitable Trust conclude and circulate the fifth NI Peace Monitoring Report | E2.1.1 Provide input (papers/attendance) to the T:BUC structures when requiredE2.2.1Maintain a record of participation in relevant interagency groups to share and develop good policy and practice. E2.3.1 Maintain a record of delivery of events, resources and guidance E2.4.1 Develop thematic position papers from a practice perspective (approved by the Board) on areas relevant to the delivery of the T:BUC strategy.E2.5.1 Grant requirements delivered (report collated and printed)E2.5.2 Report launched and circulated  | CEO and Dir of Engag.Dir of Engag.Dir of Engag.Dir of Engag.CEO and Advisory Group |  |
| E3 – Deliver Community Relations/Cultural Awareness week.**Related Outcomes:** Increased knowledge of and participation in activities that contribute to the delivery of the PfG and T:BUC | September 2018 | E3.1 - Co-ordinate and lead a working group responsible for oversight of the planning and delivery of the event including reviewing the title of the week and its overall impactE3.2 – CR/CA week to be delivered in Sept 18. E3.3 CR/CA reported on widely across local newspapers, radio and social media.E.3.4 Evaluate CR/CA weekE3.5 - Share lessons learned and best practice with other groups and organisations working within the sector following the event.E3.6 CR Award made for outstanding contribution in leadership and practice | E3.1.1 – Facilitate the work of the Advisory Group to prepare for the week.E3.2.1 - A week long programme of engagement events delivered in Sept 2018. E3.3.1 Produce a report on the range of the events and media coverage.E3.4.1 – Collect information on audience reached and participation in the week E3.4.2 –Review title of the week in conjunction with TEOE3.5.1 Guide on communicating Good Relations messages developed and circulated by April 2019. E3.6.1 Award made and positive message widely circulated by April 2019. | CEODir. Funding and DevDir of Engag.Dir of Engag.CEO and Dir of Engag.Dir of Engag.Dir of Engag. |  |
| E4 – Co-ordinate and lead on the Decade of Commemorations Project (in collaboration with Heritage Lottery Fund)**Related Outcomes:** Knowledge, skills and attitudes to the legacy of the past will be improved contributing to the delivery of the PfG and T:BUC | April 2018 – March 2019 | E4.1 - Co-ordinate the project interagency round-table to assist project design and ensure information sharing across stakeholdersE4.2 – Develop resources based on the principles of the project and share learning, best practice and resources with relevant public bodies and the voluntary and community sector | E4.1.1 – Quarterly meetings of the round table and circulation of papersE4.1.2 – Circulation list reviewed quarterly and updated when required E4.2.1 –Learning and resources developed and shared with stakeholder list.  | Dir of Engag.Dir of Engag.Dir of Engag. |  |
| E5 – Engagement and communication with sector via relevant media platforms**Related Outcomes:** Increased knowledge of and participation in activities that contribute to the delivery of T:BUC | April 2018 – March 2019 | E5.1 - Regularly update various media platforms with current topical materials– website, Facebook, Twitter and mainstream mediaE5.2 - E-News produced and circulated widely | E5.1.1 - Updated and topical material widely circulated to improve awareness of CRC and good relations work across NI.E5.1.2 – Maintain record and sustain or increase in the number of users engaging with content on social media platforms E5.2.1 - Monthly circulation of e-bulletin to stakeholder list | Dir of Engag.Dir of Engag.Dir of Engag. |  |

| **STRATEGIC OBJECTIVE 3: Trusted and Effective Public Service and Good Governance*****To ensure the efficient and effective use of allocated resources and public expenditure by ensuring that CRC and the CRC board operate to the highest standard of corporate governance in line with relevant guidance and best practice.*** |
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|  **Key Objective (What we will do)** | **Target Date** | **Actions (Outputs)** | **How we will measure (Timeliness/ Quality)**  | **Lead officer** | **Progress(RAG)** |
| G1 – Operation of best practices in Governance, **Accountability** including providing assurance to The Executive Office.**Related Outcomes:** Increased confidence in CRC as a public body providing efficient and effective delivery and accountability to its stakeholders | April 2018 – March 2019 | G1.1 - Production of draft Business Plan for 2018-19 for consideration by Board and The Executive OfficeG1.2 - Ensure on-going liaison with the Executive Office’s “Sponsor Team” with reports and returns completed in a timely mannerG1.3 –Review and update of Corporate and Financial Policies and Procedures  | G1.1.1 – Provision of first draft of 2018-19 Business Plan to TEO in December 2018G1.2.1 – Provision of timely and accurate documents as required for the A&L meetingsG1.2.2 – Attend and contribute to A&L MeetingsG1.3.1 – quarterly review the register of policies G1.3.2 – Corporate and Financial Policies and Procedures deemed robust by internal audit | CEOCEO and Dir DFAP CEO and Dir DFAP Dir DFAP Dir DFAP |  |
| G2 – Support the Board and its sub committees to deliver **effective governance** of the organisation. **Related Outcomes:** CRC will maintain the confidence of stakeholders through effective governance | April 2018 – March 2019 | G2.1 Ensure that the Board is convened and papers issued one week in advance of the meetings.G2.2 Ensure that an Annual General Meeting of the CRC is convened at least 21 days in advance of the meeting.G2.3 Ensure that the Audit and Risk Assurance Committee is convened and papers issued one week in advance of the meetingsG2.4 Ensure that the members of the Board and Audit and Risk Assurance Committee received any necessary training | G2.1.1 Prepare the Agenda and convene meetings of the Board at 6 weekly intervals.G2.1.2 Maintain a record of all Board and Committee meetings in line with requirements of a public body and the CRC Articles of Association and Financial Memorandum.G2.2.1 Record of Annual General Meeting and all reports filed annually as required by the NI Assembly, Company House, and the Charity Commission G2.3.1 Prepare the Agenda and convene meetings of the ARAC at 6 weekly intervalsG2.4.1Advise Board and Committee members of training opportunities relevant to their role. | Chair/CEODir DFAP Dir DFAP Dir DFAPDir DFAP  |  |
| G3 – Ensure **robust financial reporting** that provides internal management information and external assurance.**Related Outcomes:** CRC will maintain the confidence of stakeholders by demonstrating propriety in its finances. | April 2018 – March 2019 | G3.1 – Ensure production of an Annual report for 17/18.G3.2 Asset register maintained and updated regularlyG3.3 Regular review and update of CRC Fraud Policy and suspected fraud handled appropriately.G3.4 - Manage budget against expenditure and remain within the budget threshold limits | G3.1.1 - Annual Report and Accounts approved without qualification by NIAO and published by 31st December 2018G3.2.1 - Asset register up to date and shared at minimum annually with TEOG3.3.1 – Up to date Fraud policy in place and relevant reports to FIOG. Any suspected fraud issues reported immediately to the Executive Office and from there to the Fraud Investigation and Oversight GroupG3.4.1 - Timely and accurate:* Monthly NDPB Consumption reports
* Monthly cash drawdowns
* Monitoring Round Returns (normally 3 times per year)
 | Dir DFAP Dir DFAP Dir DFAP Dir DFAP Dir DFAP Dir DFAP  |  |
| G4 – Ensure robust **Internal Audit and Risk Management** functions**Related Outcomes:** CRC will maintain the confidence of stakeholders through effective governance  | April 2018 – March 2019 | G4.1 - Facilitate independent internal and external sources of assurance through internal annual audit work plan.G4.2 - Maintain register to track implementation of all internal and external audit findings/ recommendations G4.3 - Audit action plan implemented to deal with recommendations emanating from external and internal auditsG4.4 - Report risk register and audit recommendation to Audit and Risk Committee and Executive Office. | G4.1.1 - Internal audit plan agreed by the Executive Office Sponsor Team and implementedG4.2.1 - Quarterly Assurance statements and Performance Reports produced for the Dept. within deadline.G4.3.1 - All risks identified and managed appropriately. Regular updating of risk register distributed to Board and the Executive OfficeG4.4.1 - Register of audit recommendations updated and reported to Executive Office to the Audit and Risk Assurance Committee | Dir DFAP Dir DFAP Dir DFAP Dir DFAP  |  |
| G5 – Ensure **appropriate records are maintained** in line with statutory requirements of a public body.**Related Outcomes:** CRC will maintain the confidence of stakeholders by being transparent and accountable | April 2018 – March 2019 | G5.1 - Maintenance of internal electronic and paper record systems.G5.2 – Incorporate all necessary changes arising from new general data protection regulationsG5.3 -Review and upgrade the IT infrastructure, grant management software and external communication tools as appropriate. | G5.1.1 - Records maintained to required standard. G5.2.1 –Procedures will be compliant with new data protection legislation and any necessary training implemented by May 2018G5.3.1 – All associated business recommendations implemented in relation to:* Grants database
* web-site maintenance
* IT infrastructure support
 | Dir DFAP Dir DFAP Dir DFAP  |  |
| G6 – **Implementation of recommendations of TEO governance and staffing reviews** of CRC**Related Outcomes:** CRC will maintain the confidence of stakeholders through effective governance and safeguard public money by using its human resources effectively  | April 2018 – March 2019 | G6.1 – Implement any remaining recommendations from CRC Board review in conjunction with TEOG6.2 - Develop succession plan to ease transition to new boardG6.3 - Develop induction pack/training for new board members G6.4 – Subject to the establishment of the new Board and the outcome of the review of funding implement recommendations of TEO review of CRC staffing (management)G6.6 Agree with TEO process and timetable for the review of the CRC posts below DP level  | G6.1.1 Review Governance Review recommendations with TEOG6.2.1 Succession plan developed and agreed with TEO G6.3.1 Induction of new Board in conjunction with TEO G6.4.1 - Agree with TEO approach and timescales for implementation and implement plan (subject to legal requirements and available resources)G6.6.1 Timetable and plan for review of posts below DP level agreed with TEO and implemented  | Board and CEOCEOCEO Board and CEOCEO and Dir DFAP  |  |
| G7 – Ensure that CRC have the **facilitie**s **and resources** to maximise the delivery of its corporate objectives**Related Outcomes:** CRC will safeguard public money by using its resources effectively, efficiently and safely | April 2018 – March 2019 | G7.1 - Maintain a safe working environment that is compliant health and safety legislation.G7.2 - Develop an Asset Management Plan including annual review of the adequacy.G7.3 - Maintain an effective and tested Business Continuity PlanG7.4 - Review staff performance and training needs reviewedG7.5 – Contribute to NICS Shared Services project | G7.1.1 - Risk Assessments – reviewed at minimum annually and up to dateG7.2.1 - Fixed Asset Register reviewed at minimum annuallyG7.3.1 - Business Continuity Plan updated and tested twice per year following implementation the new ICT support provider agreementG7.4.1 - Performance Review Procedures implemented and all essential staff training completedG7.5.1 – Provide any necessary information and participate in relevant meetings of the NICS Shared Services Project | Dir DFAP Dir DFAP Dir DFAP Dir DFAP Dir DFAP |  |
| G8 – **Promote equality** through service delivery and employment practice**Related Outcomes:** CRC will make a contribution to wider regional aims and objectives for equality | April 2018 – March 2019 | G8.1 - Appointment of staff will reflect fair and equal treatmentG8.2 - Distribution of grants will demonstrates fair and equal treatmentG8.3 - All statutory duty monitoring returns to Eq. Commission NI completed as appropriate. | G8.1.1 - All appointments demonstrate fair and equal treatment. G8.2.1 - Open and fair administration of grants schemes G8.3.1 - All required reports to ECNI made on timeG8.3.2 - No successful equality challenges in relation to services or staffing | Dir DFAP Dir Funding and DevDir DFAP Dir DFAP  |  |