



## North East Cluster

### Peace III Action Plan 2008-2011

#### Final Report

Prepared by



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## 1. Preface

### Statement of purpose for the planning process

The overall objective of the Peace III Programme is to reinforce progress towards a peaceful and stable society and promote reconciliation in Northern Ireland and the Border Region. This North East (NE) Cluster Peace III Plan outlines how the Council areas of Coleraine, Ballymoney, Moyle, Ballymena, Larne and Limavady aim to address reconciliation and how they intend to contribute to a lasting peace in their cluster area.

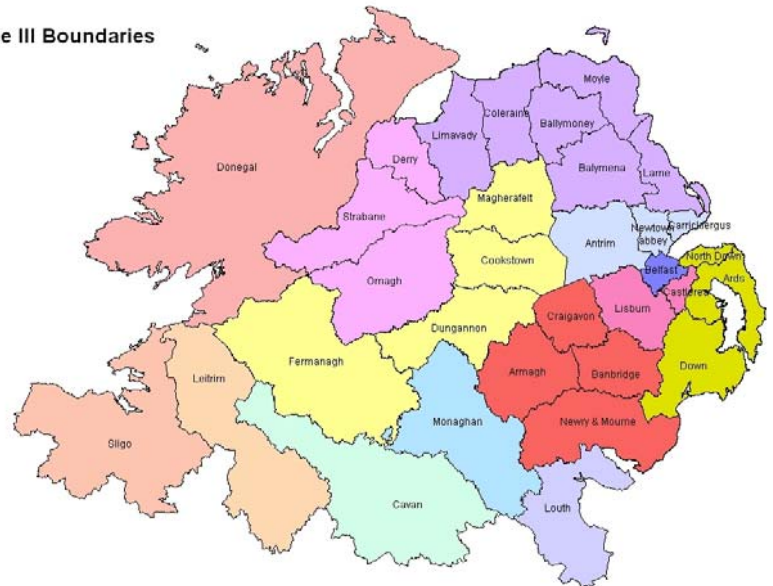
The plan outlines how the cluster will work towards building positive relations at local level – the focus of Priority 1.1 of the Programme. However it wishes to take a strategic approach and dovetail, albeit briefly outlined in this plan, into Priority 1.2 and 2.1 of the Peace III Programme. The majority of this plan outlines how it aims to address Priority 1.1, the aim of which is “to challenge attitudes towards sectarianism and racism and to support conflict resolution and mediation at the local community level”.

The plan has been developed using the five guiding principles as outlined by SEUPB of – participation; openness; shared ownership; representation and mutual respect. It is a true partnership approach between the six Councils and their respective community and voluntary sector colleagues. This has been achieved through the full involvement of the Interim Steering group which during this planning period has met twice to discuss the development of the plan. The Interim Steering Group comprises 12 Councillor Representatives, two from each council area and 12 social partner representatives, two nominated from each of the six LSP's<sup>1</sup>. Additional engagement has been achieved through consultation with the wider community and voluntary sector at the public meetings; opportunities for submissions to the plan by email or directly to the local councils through project ideas forms and the Round Table Workshop. The plan will also be presented over the coming month to all six Councils for ratification.

### Statement of the geographical area covered

The geographical area covered by the NE Plan is the Council areas of Coleraine, Ballymoney, Moyle, Ballymena, Larne and Limavady. The mid year population estimate of the NE cluster in 2005 was 227,762. Below is a map outlining the area. The area stretches from the island of Rathlin in the North East and covers the majority of the North and East coasts. It borders with the Council areas of Derry City Council and Strabane District Council to the West, with Magherafelt Council area to the south west and with the Carrickfergus, Newtownabbey and Antrim Peace III cluster in the South with which it has many current links.

Peace III Boundaries



<sup>1</sup> See appendix V for full membership

It has no land borders with the Republic of Ireland but does have significant links with Scotland, its nearest neighbour to the East.

### Identify the Lead Partner

The lead partner for the NE cluster has still to be decided. It is envisaged that once established the lead partner will take the lead for the administration and financial management of the cluster in line with EU regulations and the Lead Partner Principle<sup>2</sup>. In the interim Coleraine Borough Council has taken the lead role in the development of the plan and in the establishment of the NE Cluster. A project group of senior officers from each of the six Councils is moving this forward<sup>3</sup>. An interim steering group has been established and has met twice to assist with the development of the plan. The Interim Steering Group comprises 12 Councillor Representatives, two from each council area and 12 social partner representatives, two nominated from each of the six LSP's. It is anticipated that a Statutory Joint Committee will also be established as part of the governance arrangements for this NE Cluster. This will be agreed as part of the formal process of establishing the new Partnership. A paper on how this might develop and the process for developing the partnership is currently being considered by the Interim Committee. The process of establishing the new Partnership will commence in April 2008.

### Statement of endorsement

This plan was/ is being presented to all six Councils over the months of March/ April for discussion and agreement as an agreed Peace III Strategy and Action Plan.

	Coleraine Borough Council	Ballymoney Borough Council	Moyle District Council	Ballymena Borough Council	Larne Borough Council	Limavady Borough Council
When	25 <sup>th</sup> March	7 <sup>th</sup> April	31 <sup>st</sup> March	7 <sup>th</sup> April	7 <sup>th</sup> April	8 <sup>th</sup> April
Signed by						
Chief Executive/ Town Clerk	Desmond Wreath (Acting)	John Dempsey	Richard G Lewis	Acting Ronnie Mc Bride; Roger Mc Knight & Maurice Watterson	Geraldine McGahey	Liam Flanigan

## 2. Executive Summary

This section provides a summary of the vision, aims, objectives, strategic priorities, actions and resources needed to implement the Plan. The Vision for the NE cluster area Peace III plan was developed through public meetings and consultation at a Round Table Workshop where the vision was initially explored with participants from across the NE area. A draft action plan was developed and sent to the Interim Committee and those who attended the RTW for comment. All comments from the consultation process were considered and incorporated into the final plan.

### Vision

The overall aim of the Peace III Programme is "to reinforce progress towards a peaceful and stable society and to promote reconciliation".

<sup>2</sup> European Territorial Cooperation 2007- 2013 – Background Information – 12- the Lead Partner Principle

<sup>3</sup> See appendix V for Peace III Project officers Group

The NE plan will meet this through the following vision statement. The vision statement is driven by the statement of need.

The vision for the NE is built on a desire to acknowledge the different cultures, traditions and communities that live and exist across the six council cluster area and to actively address sectarianism and prejudice in local areas. It recognises that across all council areas exist significant minority communities of either background – the plan aims to improve trust and understanding of the different religions, cultures and beliefs among ordinary people of these minority and the existing majority communities thus improving social inclusion of minority communities and celebrating diversity.

It recognises that many communities have been affected by the troubles and that many issues are still regarded as difficult issues. Among these are territorial marking issues like flags, murals, kerb painting and emblems. Others include parades and issues of paramilitarism all of which need to be challenged and practically and inclusively tackled. Much of this is also linked with other social and economic issues, which necessitate an integrated approach to the delivery of the plan. The community planning agenda, as initially mooted through RPA, will be an underlying driver in the implementation of the plan.

There was acknowledgement that difficult to reach groups had not really engaged proactively in previous initiatives and it was these excluded groups that the programme should actively seek and engage. With new and exiting ethnic minority populations living in the area and often experiencing differing levels of prejudice or hatred, it was generally acknowledged that this too should be addressed. There was widespread acknowledgement that good relations work delivered through the six councils, coupled with neighbourhood renewal work and initiatives through the Peace I, II and the Extension Programme have started to allow more space for discussions on these controversial issues. Practical initiatives that tackle these issues at community and cross community level have started but should be enhanced on a more expansive basis through this programme.

#### The Vision for the NE Cluster by 2015:

The North East area is a peaceful and stable area; is economically and socially prosperous; is an area that respects diversity, promotes good relations among and between communities and celebrates difference where people feel safe to express their identity without fear of intimidation, sectarianism or racism and is an area where cross community and cultural understanding, engagement and interaction is excellent.

#### The NE Programme

The NE Programme cuts across both priorities of the Peace III Programme. The majority of the programme lies under 1.1 while an element also links to Measure 1.2 around Victims against which it intends to apply. 2.1 links to Shared Space and again councils within the cluster intend to apply to this Measure. The NE cluster has taken a strategic, programmatic, joined up thinking and all encompassing approach to the whole area of peace building across the six council areas.

It is envisaged that each programme/s will be developed and delivered by a self forming consortium of delivery agents who will bid for the delivery of each of the programmes. This self forming consortium delivery approach is a very deliberate attempt by the cluster to encourage large and small organisations, including the public and private sectors, to come together and bid for the programmes which will start the process of relationship building across Council areas – a community planning approach. The cluster will encourage a spread of lead organisations to ensure capacity is built up across the area.

### Rationale for the Aims and Objectives

The NE plan is based on the Programme Diagram as per page 21. This is made up of two main elements both of which aim to promote attitudinal and behavioural change among the residents of the NE Area ultimately which will lead to a peaceful and stable society. This should, in the medium to long term, manifest itself in greater respect, tolerance, understanding, engagement and interaction among and between communities.

In devising these aims and objectives we were mindful of the SEUPB strategic objectives, the feedback from individual consultations with Councils and local communities and the analysis of all of the relevant regional and local strategies. The table below outlines a summary of the aims and objectives.

Peace III Priorities	Priority 1: Reconciling Communities		Priority 2: Contributing to a Shared Society
Peace III areas	1.1: Building positive relations at local level (1.2: Acknowledging and dealing with the past)		2.1 Creating shared public spaces (2.2 Key institutional capacities are developed for a shared society)
NE Peace Aims	<b>Aim 1:</b> Preparing for change in addressing sectarianism and racism	<b>Aim 2:</b> Increasing engagement among and between communities	<b>Aim 2:</b> Creating Shared Spaces in the NE Area
	<b>Aim AA:</b> Taking a sustainable and lasting approach to peace and reconciliation building in the NE area		
NE Peace Objectives	<b>Objective AA:</b> To deliver a cross objective pre preparation, development, engagement, communication, embedding and evaluation Programme.		
	<b>Objective 1a:</b> To foster Community Leadership at civic and local level	<b>Objective 2a:</b> To promote respect, inclusion and cultural diversity	<b>Objective 3a:</b> To create Shared Spaces in local areas across the NE area
	<b>Objective 1b:</b> To prepare the communities for change through capacity and reconciliation skills enhancement	<b>Objective 2b:</b> To enhance respect and improved understanding of differences among the communities of the NE	<b>Objective 3b:</b> To engage in community planning exercises across the NE area

### 3. Introduction

#### Summary of Strategy Development Process

The following section details the North East Cluster and the process involved in the development of the strategy. An interim steering committee has been established for the purpose of developing the NE Cluster Peace III Action Plan and representatives from all Councils have a presence on the interim committee. A NE Project Team also exists which includes senior staff from all six councils involved.

#### Description of the Partnership and its Membership

Under Priority 1.1 of the Peace III Programme, Building Positive relations at a local level, councils will work within self-defined clusters on the development of peace and reconciliation action plans which focus on tackling sectarianism and racism in their area.

For the purpose of this Action Plan, Coleraine is taking the lead for the North East Grouping (Larne, Ballymena, Moyle, Ballymoney, Limavady and Coleraine). The North East Cluster comprises project officers from each of the council areas.

Summary of Approach to Consultation and Participation

Prior to the development of the Peace III Action Plan, each of the council areas had been involved in consultations across their respective councils, the following table provides a breakdown of the number of public meetings held and attendance at each of these meetings and other methods of consultation:

Council	Total Number of Public Meetings	Total Number of Attendees	Other Methods of Consultation
Coleraine	1	-	
Ballymena	2	41	<ul style="list-style-type: none"> <li>• Draft Ballymena Background Paper prepared in Nov 07 to inform the development of the Peace 111 Cluster Bid</li> <li>• 1 Public Meeting held on 30/11/07 to discuss draft document</li> <li>• Document redrafted and reissued to local stakeholder for comment during Feb 08</li> <li>• 1 Councillor Workshop held on 20/02/08 to consider redrafted document</li> <li>• Vision Management Appointed in Feb 08 to prepare a position paper on the issues in Ballymena that would be fed into the Peace 111 Cluster Bid. Position paper agreed 03/03/08</li> <li>• Indicative actions identified in Cluster bid discussed at regional consultation event in Larne on 06/03/08</li> </ul>
Ballymoney	1	12	
Larne	-	-	
Limavady	3	70	
Moyle	1	45	<ul style="list-style-type: none"> <li>• Postal Survey (55 Groups)</li> </ul>

An example of some of the research and consultation undertaken by Ballymena and Coleraine Council can be found in Appendix XIV.

The following chart provides a break down of the consultation and participation process carried out for the development of the strategy.

<p><b>Initiation Step</b>                      Establishment of NE Project Team – Coleraine take the lead                      Commissioning and preparation of Scoping Study by NE Project Team re Peace III issues                      Series of meetings in each some Councils areas to identify Peace III needs locally</p>
<p><b>Step 1</b>                      Initial meeting and second meeting with the Steering group of six Councils</p>
<p style="text-align: center;"><b>Step 2</b>                      Desk review of where we are now and a second steering group meeting</p> <p><b>Outputs:</b></p> <ul style="list-style-type: none"> <li>- Desk review of all statistics gathered by the Councils, the Mentor Scoping Study report and any other data which may be of relevance to the process; and</li> <li>- Second steering group meeting.</li> </ul>
<p style="text-align: center;"><b>Step 3</b>                      Consultation on the Strategy</p> <p><b>Outputs:</b></p> <ul style="list-style-type: none"> <li>- Three public meetings were held as follows:                             <ul style="list-style-type: none"> <li>o Coleraine/ Limavady 3<sup>rd</sup> March 2008 (22 Attended);</li> <li>o Moyle/ Ballymoney 4<sup>th</sup> March 2008 (21 Attended); and</li> </ul> </li> </ul>

<ul style="list-style-type: none"><li>○ Larne/Ballymena 6<sup>th</sup> March (49 Attended).</li><li>- Development of Project ideas (13<sup>th</sup> March 2008) – Total of 60 Project Ideas Submitted.</li></ul>
<b>Step 4 Round Table Workshop</b>
<p><b>Outputs:</b></p> <ul style="list-style-type: none"><li>- As a result of the Public meetings and project ideas submitted all information was collated to host one <b>Round Table Workshop</b> inviting representatives from all six councils (14<sup>th</sup> March 2008) (54 Attended);</li><li>- The outcome of the RTW provided defined strategy and programmes.</li></ul>
<b>Step 5 Development of a Strategy and Action Plan and present to the NE Grouping</b>
<p><b>Outputs:</b></p> <ul style="list-style-type: none"><li>- First Interim Steering Group Meeting to discuss plan concepts and Partnership establishment – 18<sup>th</sup> March</li><li>- Development of a draft Strategy for the 21<sup>st</sup> March 2008;</li><li>- Steering Group Meeting 27<sup>th</sup> March 2008;</li><li>- Final Report and submission to SEUPB 31<sup>st</sup> March 2008.</li></ul>

### Overview of the Strategic Context for Peace III

The Peace III plan for NE Cluster has been developed following a review of relevant regional strategic documents. This included ensuring that the plan gives consideration to how it might contribute to these strategies, including:

- A Racial Equality Strategy for Northern Ireland (OFMDFM);
- A Shared Future Policy (OFMDFM);
- Review of Public Administration;
- NI Act Section 75; and
- Anti Poverty & Social Inclusion Strategy.

The plan has also taken into consideration the strategies developed at a local level for the six council areas in the NE Cluster group, reviewing work completed to date/ongoing including:

- Good Relations Strategies – of particular relevance to Peace III;
- Neighbourhood Renewal Strategies;
- Corporate Plans;
- District Policing Partnerships;
- Community Safety Plans;
- Community Support Plans;
- Local Strategy Partnerships;
- Economic Development Strategies; and
- Peace Cluster Strategies (Eg. NE Cluster Peace I, Coleraine, Ballymoney & Moyle Cluster).

Detail on how all of these relate to the NE Peace III Plan are outlined in the Scoping Study. The Peace III Action Plan recognises the impact of the local and regional strategies on the NE Cluster in relation to addressing the issues of sectarianism and racism. The action plan has been developed to ensure that the

NE Cluster group works in collaboration to address the overall needs of each of the council areas at a strategic level.

Appendix IV includes a summary of the main objectives from each of the six Council areas under the Good Relations strategies. In addition reports and consultations carried out in relation to Peace III have been included in Appendix XIV. The Action Plan therefore aims to compliment and add value to existing strategies including the Good Relations Plans, Neighbourhood Renewal Plans and work completed by NITAP.

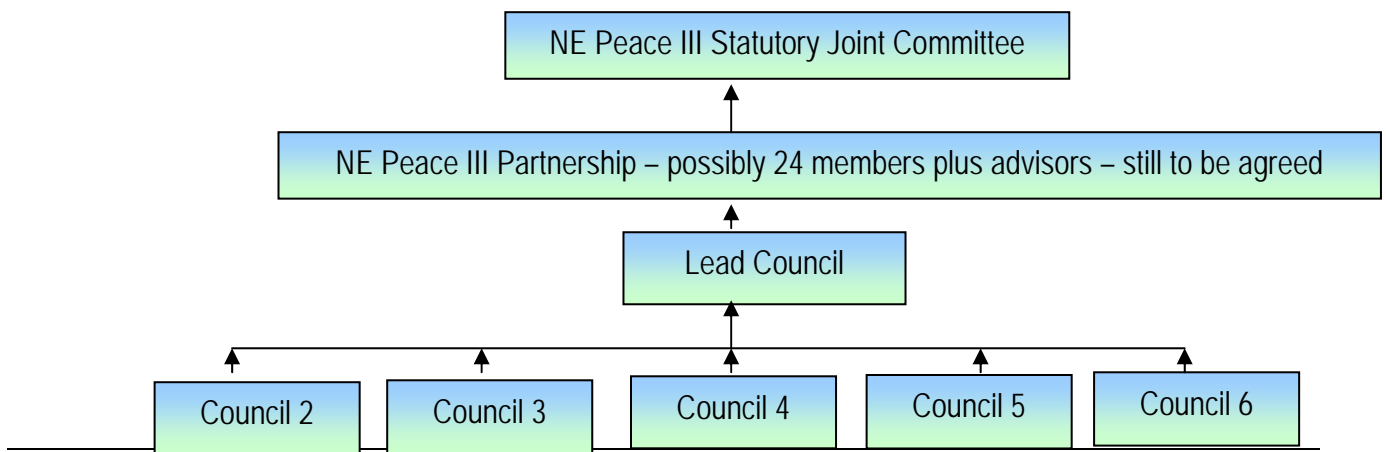
### The LEAD Partner and the North East Partnership

For the purposes of the development of this Action Plan Coleraine Borough Council has taken the lead in its development. The six councils have been meeting over the last six months. However, given the size of the area, the number of councils involved and the delay in announcements regarding RPA, the lead partner has not been confirmed. The draft plan is however being brought to all councils during March and April for ratification. While the lead partner has not been decided there is broad support for the cluster approach on a six council basis.

An interim steering group has been established by the cluster. This currently comprises two councillors each from each of the six councils who have been nominated by their councils. Alongside them are 12 social partners – two from each area who have been nominated by their respective LSPs. This group has already met twice and has started to consider a paper on the Partnership Structure – see appendix VI. Furthermore, during an interim meeting on the 27<sup>th</sup> March, the group met to review the draft Peace III Action Plan and to discuss the establishment of the Partnership and its possible structure, to consider who should be the lead partner and to review and amend the draft plan.

It is anticipated that following this meeting the cluster project team will develop a paper which will be forwarded to all councils with a recommendation on who should be the lead partner and how the Partnership will be developed. This will most likely include a recommendation in relation to the need for and subsequent make up of a Statutory Joint Committee. The Partnership will be developed in full accordance with the SEUPB guiding principles namely participation, openness, shared ownership, representative and mutual respect. The Cluster will also develop a Partnership Agreement which will be agreed between the lead partner and the five other partners. This will set out the Lead Partners role and the responsibilities of the five other Council partners. The proposed, and as yet non ratified, structure is outlined below.

### The NE Proposed Peace III Partnership Structure



The Councils have significant experience is working collaboratively and indeed five of the six are involved in a consortium bid to the Rural Development Programme 2007-2013. As yet, although the lead partner has not been ratified, it believes its partnership will be a strong one based on a range of historical collaboration projects like the Causeway Peace II Cluster, the Good Relations Forum among others.

#### 4. Area Profile

##### Key Service Providers

Within the North East Cluster there are a number of key service providers all providing valuable resources and services to the area. Some of the key service providers across the area include the following:

- Coleraine, Larne, Ballymena, Moyle, Ballymoney and Limavady Local Strategy Partnerships;
- Coleraine, Larne, Ballymena, Moyle, Ballymoney and Limavady Community Safety Partnerships;
- Coleraine, Larne, Ballymena, Moyle, Ballymoney and Limavady District Policing Partnerships;
- Neighbourhood Renewal Strategies;
- North Eastern Education and Library Board (NEELB) Youth Service;
- Northern Ireland Housing Executive (NIHE); and
- Police Service of Northern Ireland (PSNI).

All of these organisations have been providing on the ground services and support to local communities. The Peace III Action Plan will aim to build on the work already being provided. In order to ensure sustainability of the Acton Plan the Peace III committee will be working in collaboration with them providing an advisory partnership role in any future strategies and consulted as part of the ongoing development of the strategy.

##### Audit of current policies, plans and current service provision

In compiling this plan a wide range of current policies and service provision were reviewed in order to determine opportunities to add value to existing service provision and complement Peace III aims and objectives. The following services from within each of the six Council areas were reviewed and identified as being potentially the most significant in terms of impacting upon Peace III objectives:

- Good Relations Audits & Strategies.
- Community Safety Audits & Strategies;
- Community Support Plans;
- District Policing Partnerships;

An analysis of these documents was undertaken in the Peace III Scoping Study as follows:

Good Relations Strategic Themes	Community Support Plans	LSP Strategies
<ul style="list-style-type: none"> <li>- Ballymena, Ballymoney, Coleraine and Moyle refer specifically to cultural traditions or cultural diversity</li> <li>- Ballymena, Larne and Coleraine refer to racism or work with ethnic minorities</li> <li>- Ballymena, Ballymoney and Coleraine refer to shared space</li> <li>- Moyle and Limavady refer to community engagement and participation</li> <li>- Coleraine, Ballymena and Larne refer</li> </ul>	<ul style="list-style-type: none"> <li>- All refer to capacity building for groups</li> <li>- All but Moyle refer to networking</li> <li>- All but Ballymena and Moyle refer to resourcing the sector</li> <li>- Ballymena, Ballymoney, Larne and Moyle refer to advice services</li> </ul>	<ul style="list-style-type: none"> <li>- Ballymena, Ballymoney, Larne, Limavady and Moyle refer to community infrastructure and building communities</li> <li>- Ballymoney, Larne and Coleraine refer to economic development while Moyle refers to learning, employment and business development</li> <li>- Ballymoney and Coleraine refer to education and training</li> <li>- Coleraine, Larne and Moyle refer to the environment</li> </ul>

<p>specifically to the visible manifestations of racism and sectarianism</p> <ul style="list-style-type: none"> <li>- Coleraine, Ballymoney and Larne refer to capacity building of community and voluntary partners and/or to community infrastructure</li> <li>- Coleraine, Ballymena, Ballymoney and Moyle refer to civic leadership</li> </ul>		<ul style="list-style-type: none"> <li>- Coleraine, Larne and Moyle refer to health and social welfare</li> <li>- Limavady and Larne refer to support for the social economy</li> <li>- Limavady, Ballymoney and Moyle refer to youth projects</li> <li>- Ballymena and Limavady refer to Good Relations</li> </ul>
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### External Strategic Documents

From a strategic context the NE Action Plan takes account of the range of policies and strategies in the public domain. These include:

- *National Strategic Reference Framework in Northern Ireland and Ireland*: sets the overarching strategic framework for regional competitiveness and employment structural funds.
- *European Territorial Co-operation Programme*: cross-border programme between Northern Ireland, the Border Region of Ireland and parts of the west coast of Scotland aimed at encouraging economic and social co-operation in areas of enterprise and innovation, infrastructure, and tourism and culture.
- *A Shared Future, Northern Ireland*: sets the policy strategic framework for good relations in Northern Ireland.
- *Anti-Poverty Strategies, Ireland and Northern Ireland*: rolling strategy for addressing social inclusion and combating poverty.
- *Policies for promoting equality in Northern Ireland and Ireland*: The Peace III Programme will operate closely within the legal and policy framework which is relevant to promoting equality to include: Section 75 Northern Ireland Act 1998; Employment Equality Act (1998), Equal Status Act 2000 (as amended by the Equality Act (2004) in Ireland), and strategies on racial equality, the Racial Equality Strategy (Northern Ireland) and the National Action Plan against Racism (Ireland).
- *The International Fund for Ireland*: the IFI has adopted a strategy entitled 'Sharing this Space' with a strong focus on reconciliation.
- *Rural Development Programme 2007 - 2013*: aims to promote economic and social development and provide a supportive environment for addressing peace and reconciliation.
- *Taskforce on Active Citizenship, Ireland*: recent report on the findings of the taskforce on increasing participation in the democratic process and improving the interaction between the citizen and state institutions at local and national levels and
- *The National Spatial Strategy for Ireland 2002-2020*: sets out a 20-year planning framework that provide strategic guidance for a range of government policies, regional and local plans, and public investment decisions in an effort to deliver more balanced social, economic and physical development between regions.

### Analysis of economic, social and environmental situation

In October 2007, a scoping study was completed by Mentor Economic Developments Limited (see [Appendix II](#)). The report covers the North East Cluster grouping. The following section comprises details from the report covering the economic, social and environmental situation in the North East Cluster.

### Demographics

Based on demographic statistics of the six council areas within the North East Cluster, Limavady has the largest percentage of under 16's (25.6%) across all council areas, followed by Ballymoney (23.7%) and Moyle (23.7%). Furthermore, almost a fifth of the population in Larne and Moyle have a population aged 60+.

### Deprivation: multiple deprivation indicators

Statistics from Northern Ireland Neighbourhood Information Service (NINIS) Deprivation, 2005, highlight that there are definitely pockets of deprivation across the six council areas. Combined there are 107 deprived wards across the six council areas.

### Community background

According to NISRA Statistics on community background, Protestants exceed the number of Roman Catholics overall within the six council region on a 2:1 ratio, exceeding the Northern Ireland ratio of 5:4. Limavady and Moyle are two areas where the Roman Catholic community exceeds the Protestant community. Ballymena, Ballymoney, Larne and Coleraine are areas where the Protestant community exceeds the Roman Catholic community. The Action Plan will not be attempting to change the community background of the NE majority population but rather the aim is to ensure inclusion of minority population and at the same time celebrate, respect and seek more understanding of both the majority and minority communities, whichever they may be.

### Ethnic background

Overall, ethnic minorities represent a small percentage of the overall population in each of the six council areas. However, the figures above are based on 2001 statistics from NISRA which may suggest an increase over the past 7 years. Overall, Coleraine and Ballymena would have the most diverse community across the six councils, whereas, Moyle, Ballymoney and Larne have the least diverse.

### Numbers of deaths during troubles

According to the CAIN statistics on violence, Limavady (0.71/1000) and Coleraine (0.58/1000) had the highest number of fatal incidents. Based on percentage population Limavady had the highest number of fatal incidents while Ballymena had the lowest. These figures suggest that there are likely to be a number of victims in the area that are either not coming forward or not being helped these hidden victims therefore, need to be included in the programmes of the action plan.

### Incidents of Crime Generally

A report into Recent Crime trends in Northern Ireland on behalf of the NI Policing Board and the Police Service of Northern Ireland details the total number of offences committed throughout Northern Ireland. A table highlighting the total number of recorded offences across Northern Ireland between 2005-2007 and by Council area has been included in Appendix X. A summary of these figures across the NE Cluster are highlighted in the table below:

NE Cluster	2006/2007	Above (+) / Below (-) NI Average
Larne	1,553	-3,106
Ballymena	4,064	-595
Ballymoney	1,054	-3,605
Coleraine	5,310	651

Limavady	2,643	-2,016
Moyle	888	-3,771
Northern Ireland	121,144	-

Five of the council areas are all below the Northern Ireland average of 4,659, Coleraine is slightly above the NI Average figure.

PSNI statistics highlight that across the NE Cluster, Coleraine has the highest number of offences recorded over 2005/2006 and 2006/2007 and has also the highest percentage on a population basis. Ballymoney has the lowest crime rate based on a population percentage.

Both Limavady and Coleraine have accounted for the highest percentage growth in recorded crime across the six council areas, whilst Moyle has the lowest increase in recorded crime levels.

### Incidents of Crime Motivated by Hate

According to PSNI statistics in Northern Ireland, hate motivated incidents recorded during 2006/07, sectarian incidents were the most common (1,695) followed by racist incidents (1,047), homophobic (155), faith/religion (136) and disability (48) motivated incidents. Compared with 2005/2006 figures, racist incidents increased by 111 (+11.9%) and faith/religion incidents increased by 66 (+94.3%). Homophobic incidents decreased by 65 (-29.5%), sectarian incidents by 6 (-0.4%) and incidents with a disability motivation fell by 22 (-31.4%).

Motivation	Northern Ireland	B'Mena	B'Money	C'raine	Larne	Limavady	Moyle
Racist	1047	41	6	26	8	9	2
Homophobic	155	8	3	5	1	1	2
Faith/Religion	136	25	1	1	3	8	2
Sectarian	1695	142	42	60	18	30	8
Disability	48	1	0	4	1	0	0
<b>TOTAL</b>	<b>3081</b>	<b>217</b>	<b>52</b>	<b>96</b>	<b>31</b>	<b>48</b>	<b>14</b>

Hate motivated crimes relate to those hate incidents where a crime was committed, however not necessarily recorded as an offence. During 2006/07 the number of racist crimes decreased by 21 (-18.5%) and faith/religion crimes increased by 23 (+135%). Homophobic crimes fell by 19 (-48.7%), sectarian crimes increased by 15 (+5.3%) and crime with a disability motivation fell by 5 (-45.5%). Further details on these statistics can be found in Appendix XI.

Please note figures in the table above for the six councils have been split as previous figures covered a two year period. Overall, the six council areas represent 14.86% of the total number of incidents related by hate across Northern Ireland. Ballymena had the highest incidence of crimes and incidents motivated by hate, accounting for 7% of the Northern Ireland total, while Moyle had the lowest across the six council areas. According to statistics Ballymena had the highest number of racist crimes and incidents, crimes/incidents related to faith and religion and crimes and incidents related to sectarianism.

Moyle has the lowest number of racist crimes and incidents, crimes and incidents motivated by hate and crimes and incidents related to sectarianism. Both Moyle and Coleraine had the lowest number of incidents due to faith/religion.

### Issues of Greatest Impact

Having examined all relevant documents and the Peace III Scoping Study, the following shared issues have been identified across the six council areas as the issues of greatest importance that present the councils with the opportunity to engage with local communities to address Peace III aims and objectives and in particular Priority 1.1.

#### Sectarianism

Across all Council areas there are some differences in both depth and nature of the sectarianism. Sectarianism has been abundant in some areas whilst in others it is less noticeable.

#### Intolerance

Intolerance was an issue across all Council areas manifesting itself differently in each Council but examples include difficulties with parades, bonfires, Irish language, ethnic minorities. There are some examples of Councils supporting initiatives to address these issues and a willingness to learn from approaches taken by other Councils.

#### Polarisation

The vast majority of people in all Council areas now live in segregated housing though many events and organisations in all areas are cross-community to some extent. Most Council areas have at least one integrated school. Several Councils have situations where fairly large areas are opposed and hostile to each other. Some polarisation arises from social rather than religious issues. Anti-social behaviour, especially by young people, is a universal issue and is often not related to religion.

#### Marginalisation

Marginalisation applies almost universally in terms of young people, elderly, people with disabilities and ethnic minorities. Young people without qualifications are seen as being particularly at risk and there is a need to challenge young people to go beyond their current situation. Rural dwellers and users are seen as particularly marginalized due to lack of adequate public transport services and absence of services in rural areas.

An example of a project in Moyle has been:

*The Community Transport scheme which has proven to be a very practical approach in a rural area to tackling that situation and any group in the District can now access the buses which enables them to take part in many cross-community activities.*

#### Lack of community cohesion

A lack of community cohesion exists across all Councils. The level and nature of work to create a common vision and sense of belonging for all residents varies considerably across Councils as differing approaches have been taken. Diversity is valued in all areas and all councils are working to embrace and support diversity, however, diversity may not be accepted equally in all areas.

The six councils are trying to create similar life opportunities for all through, for example, their local economic development strategies, their community support plans, their LSP strategies and their involvement in actions such as Rural Development and Neighbourhood Renewal.

The majority of community groups are small, single issue groups and not many are employing staff or at a level of sustainability. Evidence suggests a reduction in the numbers of people volunteering. At the same time, groups generally do not appear interested in training and capacity building; a particular challenge is to encourage those individuals who do partake in training to filter down the lessons and skills learnt. There is a continued need for capacity building as new members join community groups. There is also a fairly

widespread need to identify and support new community leaders and to encourage active citizenship generally. A few examples of Good Relations Projects include:

*Moyle – A household survey was carried out throughout Moyle on cultural diversity and particularly on the issue of the 12<sup>th</sup> parades taking place in Ballycastle and its impact on the local community. The result of this was a survey report and an action plan for promoting Good Relations prior to future parades and during the times when there are parades taking place.*

*Good Relations Working Group: Council mainstreams good relations internally in a number of ways including the development a cross departmental committee established to deal with good relations issues. This committee has worked on a number of sensitive issues and ensures council staff are properly briefed on the salient issues.*

### Ethnic diversity

The six council areas are experiencing an increased number of new citizens, generally not universally welcomed. According to the scoping study Polish people are particularly resented in a number of areas as most are perceived to be Catholic. A perception exists that the new citizens are taking local jobs despite claims by some employers that they could not get local people even to apply for particular jobs. Several Councils expressed a fear that working on cultural diversity in terms of ethnic minorities would allow people to avoid the core issue of addressing the differences between the two main traditions.

At least one council area has a dedicated group working to support ethnic minorities.

### Coping with change

All councils agreed that communities generally had not been prepared to cope with the changes occurring in particular the local political dimension, the changing relationships between the two main traditions and the arrival of ethnic minorities in considerable numbers. Statistics highlight an increased rate of racism in all Council areas, however, nature and depth differs.

### Dealing with direct effects of the conflict

Views varied in relation to dealing with the effects of conflict, a number of Council areas did not have major incidents during the conflict and so there are comparatively few victims in their areas. In those areas where there were notable incidents there appears to be a consensus to want to move forward positively given the new political dispensation. There is an acceptance that issues of the past have to be considered but councils would welcome guidance on how they might contribute to this. It was agreed by the majority of councils that although victims were not coming forward they existed and therefore there is a requirement to ensure that their needs are addressed.

There do not appear to be any significant ex-prisoner support groups in the region.

### Cross-community working

The level of cross-community work varies across Council areas. Most Councils have an umbrella organisation providing opportunities for groups from varying traditions to meet, however, there a lack of practical evidence of real cross-community working in terms of groups from different traditions working together on joint projects.

*Kilcranny House: single identity work: Kilcranny had worked with a wide variety of adult groups in the local community, some single identity and some cross-community, to provide Good Relations training, Prejudice Awareness training and community dialogues where issues can be explored. With experienced facilitators, long involvement with the local community, and a wealth of resources for exploring history and identity we are ideally placed to offer confidence building single-identity programmes to groups in the Coleraine borough.*

Community groups naturally reflect the community background of their area therefore many groups are single identity. There is universal agreement on the need to continue single identify working in the hope that this will lead to an openness to more cross-community working. Sport and cultural activities are seen generally as good vehicles for facilitating cross-community working without threat. Furthermore, there is a continuing need for communications and networking across the six councils. The absence of a good public transport service was cited by at least two Councils as a barrier to cross-community working.

### Cross-border relationships

There is limited evidence of substantial cross-border working in the Council areas. One of the most significant initiatives is in Moyle where Imeall Tra is a cross-border venture between the North Antrim Leader and Inishowen in Co Donegal. There are other linkages such as Ballymoney's work with Leitrim in the area of enterprise and Coleraine's link with Sligo. There has also been a linkage between the Leader Companies in the North West and the Leader Company in Inishowen, Co Donegal. Concerns were expressed about the difficulties the cluster might face considering the number of already well-established cross-border relationships. Examples include:

- *Limavady is a part of the North West Cross Border Group under the INTERREG Programme (Derry, Limavady, Strabane, Donegal and Omagh) and has been for around 10 years.*
- *Balnamore has a very active cross-border relationship with a group in Leitrim.*

*An example of a Project in Limavady under NR has been the Youth development, diversion and mentoring programme. By using a variety of methods, such as midnight football, diversionary activities, interaction with other agencies, and youth mentoring, the NR partnership has begun to identify and regularly work with specific groups and individuals to address problems of social isolation, peer pressure, and anti-social behaviour.*

### Physical segregation

This is widespread across the region, a specific issue is the absence generally of shared or neutral spaces. Many areas have community centres and there is an abundance of other halls such as Church halls, Orange Order halls, GAA Clubs but most of these are not widely accessible. Particularly in rural areas there are issues about selling property or land to people from the other tradition and there are unmarked but well-recognised areas where people from one tradition would not normally aspire to purchase.

### Building institutional capacity

There was varying degrees of priority across Councils, some would like to see members engage in Good Relations Training (extending to senior staff) while others see leadership training as an opportunity and need. With recent announcements of RPA and additional institutional capacity this is an area all six councils need to work together to address.

### Community planning

Community planning has been limited, confusion exists about what it means and how it might work and what might be the best way to go forward. Therefore with the developments in RPA, councils may need to take the lead in this areas.

### Small grants/equivalent programme

Split views by the Councils with regard to small grants programme. Issues included: value for money, impact, difficulties in securing uptake and costs of administration. Those in favour would wish to see receipt of funding conditional on participation in Good Relations Projects/Programmes.

### Social partners

Little evidence was quoted of any involvement in Good Relations by either the private sector or the Trade Unions though clearly both sectors are involved in LSPs. Most Councils would be open to further involvement in Good Relations but are not sure of the roles the two partners might play and how they could be involved.

### Structures

A number of Councils have a Good Relations Forum and there are mixed views on how effective these have been. Several councils indicated they would wish to see new structures emerging to deliver Peace III. There were concerns over the development of a new structure, based around time scale in establishing them and the reduction in technical assistance budgets, run the risk of losing the expertise built up over many years by existing LSP staff. While all Councils are broadly in agreement with the cluster approach each would wish to see a local dimension to the Programme retained to reflect local needs and issues. Most Councils seem keen on a central delivery mechanism which would probably be a joint committee with one Council acting as the lead body.

### Conclusion

The results of the Mentor Peace III Scoping Study, 2007, identified a number of key themes for the NE cluster under the SEUPB Strategic objectives as follows:

#### Strategic Objective One: reconciling communities

- Theme one: creating a climate for change;
- Theme two: fostering community leadership; and
- Theme three: fostering cross-community and cross-border relationships.

#### Strategic Objective Two: contributing to shared society

- Theme one: community planning;
- Theme two: reducing physical segregation; and
- Special projects theme.

## 5. Area SWOT

Below is a summary of the strengths, weaknesses, opportunities and threats of the NE area in relation to sectarianism, racism, reconciliation and mediation and in particular at how well the NE area addresses the objectives of the Peace III Programme. This was developed through analysis of scoping study and consultation, the desk research and consultation with the various stakeholders in the plan development process.

NE Area SWOT	
Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• A series of existing partnerships exist across the NE area;</li> <li>• A few good cross border initiatives that could be built upon eg. Imeall Tra;</li> <li>• A willingness from all councils to learn from approaches taken by other councils/areas;</li> <li>• Cross council experience of delivering, managing and monitoring EU funded programmes;</li> <li>• A willingness from the councils to work in collaboration;</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of communication and networking across the six council areas;</li> <li>• Few real cross border initiatives;</li> <li>• Lack of guidance on how to move forward from the effects of conflict given the new political dimension;</li> <li>• Lack of real cross community working in terms of joint projects;</li> <li>• Across the region there is an absence of shared or neutral space;</li> </ul>

<ul style="list-style-type: none"> <li>The NE Cluster is an economically and socially prosperous area, however, there are pockets of deprivation across the cluster.</li> </ul>	<ul style="list-style-type: none"> <li>Limited community planning across the council areas;</li> <li>Need for capacity building locally before engaging across communities;</li> <li>Varying degrees of priority on building institutional capacity;</li> <li>Overall, the six council areas represent 14.86% of the total number of incidents related by hate across Northern Ireland;</li> <li>Ballymena had the highest incidence of crimes and incidents motivated by hate, accounting for 7% of the Northern Ireland total;</li> <li>Significant amount of minority communities across all six areas – need to become more inclusive of whichever is the minority community and inclusive of new arrivals ;</li> <li>Coleraine has the highest number and percentage of disadvantaged wards;</li> <li>Quite a few of the Councils would have a weak infrastructure.</li> </ul>
<p><b>Opportunities</b></p>	<p><b>Threats</b></p>
<ul style="list-style-type: none"> <li>Opportunities to share best practice cross Council;</li> <li>Building on existing cluster based projects/programme contributing to reconciling communities;</li> <li>Build on existing cross border initiatives such as Imeal Tra, Ulster Scots;</li> <li>Devolved administration;</li> <li>Review of Public Administration;</li> <li>Increased ethnic and cultural diversity as a result of a growth in the level of migrant workers;</li> <li>Desire to take advantage of economies of scale, whilst maintaining local identity;</li> <li>The area is becoming more diverse with new ethnic minority communities choosing to come and live in the area.</li> </ul>	<ul style="list-style-type: none"> <li>Councils have not been prepared to cope with change – political dimension; relationships between two main traditions; and migrant population;</li> <li>Lack of willingness / ability among some marginalised communities to engage;</li> <li>Misperceptions / fears among indigenous communities surrounding migrant workers;</li> <li>Potential political instability;</li> <li>Physical segregation – lack of shared or neutral space;</li> <li>Increased demands on public expenditure;</li> <li>Apathy within the local community to engage/participate;</li> <li>On a percentage population basis Limavady, Ballymoney and Coleraine have the highest number of fatal incidents, suggesting a high number of victims in these areas.</li> </ul>

**Advanced SWOT**

The following section identifies strategies for addressing the issues outlined in the SWOT:

Strategies for addressing the issues in the SWOT	
Build on the Strengths	Overcome the Weaknesses
<p>The NE Cluster has experience of delivering, managing and monitoring EU and 'other' funded programmes and will therefore will be in a position to build on its experience of engaging and dealing with the local communities. In addition, the NE Cluster will therefore have in place effective structures for project management procedures. Experience of and expertise in delivering Peace I, II &amp; Peace II Extension Programmes in all areas.</p>	<p>A number of the Councils have worked together separately in different clusters and therefore this will be the first time to work in collaboration as a large cluster. The level of cross council experience and expertise in terms of delivering, implementing and monitoring funding will ensure a focused approach to the delivery and project management of the Peace III action plan. The NE Cluster has shown a willingness to work together to ensure economies of scale in relation to administration of funding and sharing of best practice to deal with the areas of weakness highlighted. Sectarianism and racism – the councils need to devise</p>

	innovative engagement strategies to include most marginalised and encourage minority communities to become more engaged.
<b>Take advantage of the external Opportunities</b>	<b>Minimise the Threats</b>
Combined the cluster has a number of successful projects/programmes both local and cross-border that can be built upon to take advantage of opportunities presented. Increased levels of migrant workers, provides a platform for the cluster to embrace and promote cultural diversity.	Overall, the plan has highlighted a number of issues that impact cross council in relation to sectarianism and racism and therefore this new conglomerate of councils will have the expertise and willingness to minimise potential external threats.

### Summary Statement of Need

The plan has highlighted the level of sectarianism, mistrust, polarisation, marginalisation and physical segregation that exists across the NE Cluster. Over the last few years the level of new citizens have not been universally welcomed to the area and perceptions exist that the new citizens are taking local jobs, despite claims from the employers to the contrary.

As mentioned previously section 4.4 highlights the areas of greatest need including:

<ul style="list-style-type: none"> <li>■ Sectarianism;</li> <li>■ Intolerance;</li> <li>■ Polarisation;</li> <li>■ Marginalisation;</li> <li>■ Ethnic Diversity;</li> </ul>	<ul style="list-style-type: none"> <li>■ Coping with Change;</li> <li>■ Cross-community working;</li> <li>■ Cross-border relationships;</li> <li>■ Physical Segregation;</li> <li>■ Building Institutional capacity;</li> </ul>	<ul style="list-style-type: none"> <li>■ Community Planning;</li> <li>■ Small Grants or equivalent programme;</li> <li>■ Social Partners; and</li> <li>■ Structures.</li> </ul>
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## 6. Vision, Aims and Objectives

The Vision for the NE cluster area Peace III plan was developed through consultation at the Round Table Workshop where the vision was initially explored with the 50 plus participants from across the NE area. An initial draft was developed as part of the Action Plan which was then sent to the Interim Committee and those who attended the RTW for comment. All comments from the consultation process were considered and incorporated into the final plan.

The Vision is a living statement of the future of the NE area. The Action Plan will outline how, through the various programmes, initiatives and actions, the area will achieve its vision. The Action Plan will have key milestones which will outline what it wishes to have achieved on a mid term basis by 2010, what it will have achieved at the end of the programme spend element in 2013 and then two years after completion what the impact could be at 2015. It is anticipated that the measurement of impact at 2015 will be undertaken by SEUPB as the plan delivery phase is only to 2013.

### Vision

The overall aim of the Peace III Programme is “to reinforce progress towards a peaceful and stable society and to promote reconciliation”.

The NE plan will meet this through the following vision statement. The vision statement is driven by the statement of need.

The vision for the NE is built on a desire to acknowledge the different cultures, traditions and communities that live and exist across the six council cluster area and to actively address sectarianism and prejudice in local areas. It recognises that across all council areas exist significant minority communities of either background – the plan aims to improve trust and understanding of the different religions, cultures and beliefs among ordinary people of these minority and the existing majority communities thus improving social inclusion of minority communities and celebrating diversity.

It recognises that many communities have been affected by the troubles and that many issues are still regarded as difficult issues. Among these are territorial marking issues like flags, murals, kerb painting and emblems. Others include parades and issues of paramilitarism all of which need to be challenged and practically and inclusively tackled. Much of this is also linked with other social and economic issues, which necessitate an integrated approach to the delivery of the plan. The community planning agenda, as initially mooted through RPA, will be an underlying driver in the implementation of the plan.

There was acknowledgement that difficult to reach groups had not really engaged proactively in previous initiatives and it was these excluded groups that the programme should actively seek and engage. With new and exiting ethnic minority populations living in the area and often experiencing differing levels of prejudice or hatred, it was generally acknowledged that this too should be addressed. There was widespread acknowledgement that good relations work delivered through the six councils, coupled with neighbourhood renewal work and initiatives through the Peace I, II and the Extension Programme have started to allow more space for discussions on these controversial issues. Practical initiatives that tackle these issues at community and cross community level have started but should be enhanced on a more expansive basis through this programme.

The vision has been driven by a desire:

- to see civic and community leaders show the way in good relations and anti sectarianism and racism work at local council and cross council level and to start to engage in cross border relationship building;
- to promote accessibility of key facilities and services across all six council areas in association with key delivery and service provider stakeholders
- to enhance the ability and capacity of local communities to engage in the process in a proactive manner particularly accessing difficult to reach groups across the six areas;
- to see more young people from diverse religious, political, cultural and social backgrounds to interact and learn from each other's experiences through the medium of the arts, sport, music, dance and language and to become involved at a leadership and practical programme basis;
- to address the physical manifestations of division and territorial marking head on alongside other difficult and contentious issues like parades, flags, emblems and kerb painting;
- to promote a sustainable approach to the delivery of the programme through a multi sectoral cluster approach to its delivery acknowledging the community planning agenda
- to promote cultural awareness, respect, understanding and learning for all religions, beliefs across the Borough in association with key organisations including the churches

#### The Vision for the NE Cluster by 2015:

The North East area is a peaceful and stable area; is economically and socially prosperous; is an area that respects diversity, promotes good relations among and between communities and celebrates difference where people feel safe to express their identity without fear of intimidation, sectarianism or racism and is an area where cross community and cultural understanding, engagement and interaction is excellent.

### The NE Programme

Overleaf is a summary diagram of the NE Peace III Plan. The NE Programme cuts across both priorities of the Peace III Programme. The majority of the programme lies under 1.1 while an element also links to Measure 1.2 around Victims against which it intends to apply. 2.1 links to Shared Space and again councils within the cluster intend to apply to this Measure. The NE cluster has taken a strategic, programmatic, joined up thinking and all encompassing approach to the whole area of peace building across the six council areas.

It is envisaged that each programme/s will be developed and delivered by a self forming consortium of delivery agents who will bid for the delivery of each of the programmes. This self forming consortium delivery approach is a very deliberate attempt by the cluster to encourage large and small organisations, including the public and private sectors, to come together and bid for the programmes which will start the process of relationship building across Council areas – a community planning approach. The cluster will encourage a spread of lead organisations to ensure capacity is built up across the area.

The Programme approach consists of the following elements which have been developed in association with and endorsed by the Interim Committee.

- The programme under 1.1 will be undertaken through the delivery of 10 programmes linked to two main aims and four objectives. An additional supporting Programme will also be available
- Most of these programmes will have a resource allocation against which specific small initiatives and projects can be delivered and supported. ( this is not a small grants programme but can be used in the same way in getting local projects delivered on the ground without the administrative burden placed on local groups which often deterred a lot of groups from taking part in other initiatives)
- All programmes will be publicly tendered to ensure value for money and innovation
- Self forming, cross sectoral clusters will be encouraged to bid for the Programmes and will be assisted to do so under Programme AA in a bid to encourage sustainability and skills development.
- Given that a one size does not fit all areas, these self forming clusters should be mindful of the differing needs that exist across the area and to ensure that initiatives are supported based on need and best fit. This should allow areas to opt out of certain initiatives or to have a bigger role in others. The facilitation of this will be part of Programme AA support to the clusters. This should, where necessary, allow a one or two council cluster initiative to go forward or indeed three such groupings to go forward if this makes more logistical sense.
- Plenty of time will be given to ensure that these self forming clusters will identify and engage with the right organisations in order to meet the very specific and targeted approach which the cluster will take
- Local groups can form part of the initial cluster groupings but additional groups will be encouraged to participate in the programme initiatives. Hard to reach groups will be a particular target
- A detailed terms of reference document will be developed for each Programme and will outline mandatory elements including: the need for local deliverers, specific targets for the numbers and location and type of groups to be supported across each council area; targets for those who have never accessed support before, demonstration of a cross sectoral approach to encourage sustainability and longevity of the approach, the approach to monitoring and evaluation, a methodology regarding how the resource allocation will be administered to the participant organisations
- A range of initiatives can be supported under the Programmes including service delivery intervention programmes, training – mindful of the difficulty in keeping people's interest over time, capacity building through facilitation to develop joint initiatives, specific projects or programmes, awareness raising programmes, story telling projects, single identity work or cross community projects between targeted areas and groups. It will be the role of the clusters to choose the most appropriate mechanism for addressing the specific issues as outlined in the Terms of Reference. Programme AA will also assist with the development of the most appropriate Terms of Reference in conjunction with the Partnership and the Peace III team.
- A support objective - Aim and Objective AA - has been devised which will offer initial and ongoing support to each of the programmes in an effort to maintain the strategic yet local approach to the programme delivery and to ensure

- good practice reconciliation initiatives are developed. This will include the following core elements: assistance with the establishment of the consortia; training in bid preparation; development support in the costing of programmes especially in line with Full Cost Recovery thinking; support in how to develop partnership approaches across sectors; support in how to engage and communicate appropriately with hard to reach groups and how to take maximum opportunities from the programme and support in "how to do" reconciliation work particularly around sectarianism and racism and how to tackle the more difficult issues like flags, emblems, paramilitary issues etc. It will also include an element of measuring the impact of the programme on a cluster basis using a longitudinal evaluation approach and will assist each programme deliver/s to collect appropriate information and how to do this.
- A commitment to the five cross cutting themes of the Peace III Programme and to an additional one for the NE of Youth
  - A commitment to be cross cluster in the programme delivery but not preclude the need to allow councils to opt in or out of programmes where issues are not prevalent in their localities
  - A commitment to dovetail with existing strategies at regional and local level and in particular the Good Relations and community development strategies of local councils. This will add value to these initiatives and will complement them
  - It will include an action research longitudinal element which will aim to measure impact
  - It will be driven by a Cross Council Partnership led by a lead Council and supported by a Strategic Joint Committee
  - Reconciliation will drive all that is done

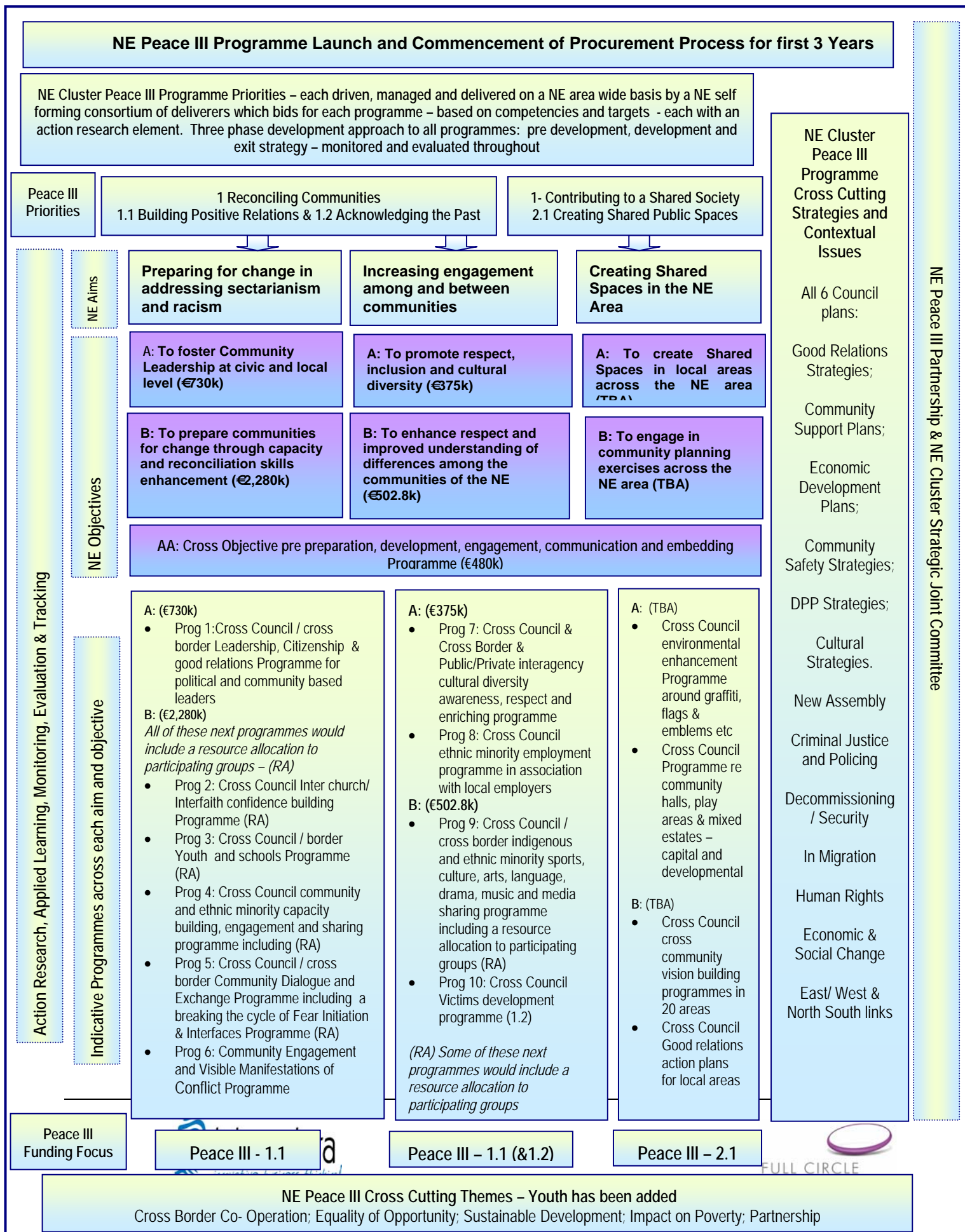
### Rationale for the Aims and Objectives

The NE plan is based on the Programme Diagram as per page xx. This is made up of two main elements both of which aim to promote attitudinal and behavioural change among the residents of the NE Area ultimately which will lead to a peaceful and stable society. This should, in the medium to long term, manifest itself in greater respect, tolerance, understanding, engagement and interaction among and between communities.

In devising these aims and objectives we were mindful of the SEUPB strategic objectives, the feedback from individual consultations with Councils and local communities and the analysis of all of the relevant regional and local strategies. The table below outlines a summary of the aims and objectives and below the table we have summarised the rationale for each.

Peace III Priorities	Priority 1: Reconciling Communities		Priority 2: Contributing to a Shared Society
Peace III areas	1.1: Building positive relations at local level (1.2: Acknowledging and dealing with the past)		2.1 Creating shared public spaces (2.2 Key institutional capacities are developed for a shared society)
NE Peace Aims	<b>Aim 1:</b> Preparing for change in addressing sectarianism and racism	<b>Aim 2:</b> Increasing engagement among and between communities	<b>Aim 2:</b> Creating Shared Spaces in the NE Area
NE Peace Objectives	<b>Objective AA:</b> Taking a sustainable and lasting approach to peace and reconciliation building in the NE area		
	<b>Objective AA:</b> To deliver a cross objective pre preparation, development, engagement, communication, embedding and evaluation Programme.		
	<b>Objective 1a:</b> To foster Community Leadership at civic and local level	<b>Objective 2a:</b> To promote respect, inclusion and cultural diversity	<b>Objective 3a:</b> To create Shared Spaces in local areas across the NE area
	<b>Objective 1b:</b> To prepare the communities for change through capacity and reconciliation skills enhancement	<b>Objective 2b:</b> To enhance respect and improved understanding of differences among the communities of the NE	<b>Objective 3b:</b> To engage in community planning exercises across the NE area

The following diagram presents the indicative programmes across the NE Cluster Programme – Over three years:



**Aim AA: Taking a sustainable and lasting approach to peace and reconciliation building in the NE area**

**Rationale:**

While taking a strategic approach was identified by the cluster it wanted to make sure that all type of organisations, immaterial of their capacity, were capable of engaging in the initiative. This was based on the premise that many of those whom the Programme should be targeting may never have accessed or indeed applied for Peace I or II monies but may still be a key target group or community for this Programme. A number of needs were identified at the RTW as crucial for the development and delivery of a successful, inclusive and productive programme including: how to bid as a consortium to deliver the programme; how to bid for a specific project or imitative as part of the programme once it is up and running; how to price products properly taking account of full cost recovery; how to assist weaker groups get a chance to participate in the programmes on offer; how to ensure that those most marginalised are targeted and communicated with about the opportunities across the whole programme in a way that actively seeks their involvement; how to communicate the changing nature of the cluster to the outside world as a result of the programme; and how to embed good reconciliation practice in the entire programme. Alongside this was the need to measure impact in the short, medium and long term. As such the cluster has identified this initial aim which will address all of these issues across all of the other aims and objectives and will be ongoing throughout the life of the programme.

- **Objective AA:** To deliver a cross objective pre preparation, development, engagement, communication, embedding and evaluation Programme.

**Aim 1: Preparing for Change in addressing sectarianism and racism**

**Rationale:**

This aim is all about actively assisting communities to address sectarianism, prejudice and racism that exist in many local areas. The public meetings indicated that sectarianism and racial tolerance is something that is still an issue. Many different cultures, traditions and communities lives within the six council NE cluster area. Across all council areas exists significant minority communities of either background many of whom lack the confidence or previous opportunities to get to know one another and understand each other. A certain amount of mistrust or intolerance exists which this plan aims to address in a non threatening and inclusive manner. This aim is about building the confidence of local communities to take steps towards getting to know one another and dispel many of the myths that exist about each other. It aims to improve trust and understanding among ordinary people of the different religions, cultures and beliefs of these minority communities and of the existing majority communities. This will improve the social inclusion of minority communities and celebrate the diversity that exists locally.

It recognises that many communities have been affected by the troubles and that many issues are still regarded as difficult issues. Among these are territorial marking issues like flags, murals, kerb painting and emblems. Others include parades and issues of paramilitarism all of which need to challenged and practically and inclusively tackled. Much of this is also linked with other social and economic issues, which necessitate an integrated approach to the delivery of the plan. The community planning agenda, as initially mooted through RPA, will be an underlying driver in the implementation of the plan.

There was acknowledgement that difficult to reach groups had not really engaged proactively in previous initiatives and it was these excluded groups that the programme should actively seek and engage, though

not exclusively these groups. With new and existing ethnic minority populations living in the area and often experiencing differing levels of prejudice or hatred, it was generally acknowledged that this too should be addressed. An active engagement element is crucial to the success of this aim. There was also acknowledgement that, in many communities, especially the more marginalised in the NE area, many still feel isolated economically, socially and physically. This in turn leads to a more insular attitude and requires a hands on local intervention approach that works with individuals in their communities as well as with groups to prepare them for more integration.

In preparing for change the consultation events very clearly identified the need to promote leaders both at civic and local community level, who by their example, would show the way to building a more inclusive, respectful and tolerant society. Part of the aim is about ensuring that those in a leadership role have opportunities to explore how they might lead in this regard. It aims to give these leaders the opportunity to explore, in safe discussion forums, how to build a shared, tolerant and inclusive society, which embraces diversity; how to build trust between both community and civic leaders; how to show leadership in their relationships with each other, in visioning and recognising key good relations issues and how to prepare for community planning. To date there has been limited cross border links or interaction. Again, this was something which those consulted were keen to encourage. As a result two objectives emanate from this aim namely:

- **Objective 1a:** To foster Community Leadership at civic and local level
- **Objective 1b:** To prepare the communities for change through capacity and reconciliation skills enhancement

## **Aim 2: Increasing engagement among and between communities**

Sectarianism, mistrust, polarisation and physical segregation all exist across the region. There are few groups working collaboratively at the grass roots level and there are very few instances of cross-border working and contacts. With quite a polarised area it is inevitable that there are currently few links between the communities in the area. Many communities consulted during the consultation process stated that a lot of work still needed to be undertaken locally within communities before they would be ready to engage across communities. In this regard single identity work which leads to more collaborative work is essential. There is also a need to encourage active citizenship.

Racism is an increasing issue right across Northern Ireland especially given the increase in the number of migrant communities coming to the area from Eastern Europe and indeed from elsewhere in the world. With new and existing ethnic minority populations living in the NE area and often experiencing differing levels and degrees of prejudice or hatred, it was generally acknowledged that this too should be addressed. As such its people need to understand the languages and cultures of other regions as well as being respectful and understanding of the indigenous languages and cultures of Northern Ireland. There is a fear and a range of misperceptions among the indigenous communities about the migrant communities in particular around job related issues. Employers in association with the voluntary sector and the Councils have a key role in dispelling these misperceptions, in assisting these new migrants to integrate more fully with the indigenous communities and in celebrating the diversity of cultures that exist in local areas.

The NE area does not have a land border with the Republic of Ireland and as such its historic interaction with communities from border areas has been minimal. Some exciting projects have been undertaken like the initiative by Imeal Tra and it is the clusters intention to build on these. The NE area is however

bordered by Scotland and has a unique link to the Ulster Scots heritage which few other areas have. It wishes to encourage and build on this broad cultural tradition. It is recognised that sports, music, media, arts and culture can often be a safer mechanisms for exploring differences and building trust among and between communities. This aim will build trust and tolerance using the cultural exploration and awareness raising.

As a result of the last 40 or so years of the troubles there have been many victims, many of whom are invisible or who have not actively engaged in any of the previous initiatives. While the NE cluster intends to apply to Measure 1.2 through CRC, it is mindful that very few responses emanated from this sector through the consultation process, yet many victims do exist within the area. On this basis, part of this aim will be to build the capacity of this grouping to access support under the programme in preparation for a wider more targeted programme under 1.2.

As a result of these differing cultural issues the following objectives have emanated from this aim:

- **Objective 2a:** To promote respect, inclusion and cultural diversity
- **Objective 2b:** To enhance respect and improved understanding of differences among the communities of the NE

### **Aim 3: Creating Shared Spaces in the NE Area**

The North East area is made up of six council areas where the population is dominated by one of the two main indigenous religions or the other. People live in areas dominated by their own community background, go to schools dominated by their own community background and many take every opportunity to mark out their turf. This is manifested in flags, emblems and bonfires marking out territory in local areas. The message to people of a different community background is "stay out, you are not welcome". The direct consequence is that people of differing backgrounds do not get to know each other, suspicion and mistrust are rife and the synergy of blending varying attitudes and experiences is lost. This however is changing on the basis of growing populations in each area and an increasing migrant population coming to each area.

Shared spaces are not created nor should they be by landscape architects or planners. They should be designed and developed by these professionals in partnership with the community who lives and work in these areas. So too should they be designed with a fuller picture of the whole area, taking cognisance of the real needs of the local population. This community planning approach is one that needs to be built from the bottom up and requires a significant amount of community engagement expertise. This brings a number of challenges to the NE – one of which is the need to create more shared areas which make people feel welcomed into the community and ensure that people feel safe and free from sectarianism and racism. As a result of these differing cultural issues the following objectives have emanated from this aim. It is envisaged that these will pursued primarily though not exclusively through Measure 2.1:

- **Objective 3a:** To create Shared Spaces in local areas across the NE area
- **Objective 3b:** To engage in community planning exercises across the NE area

## 7. Options and Preferred Strategy

### Strategic options for achieving the aims and objectives

The NE Cluster Interim Partnership was very clear about what it wanted to achieve under its Peace III strategy. It was mindful of a number of elements / criteria which influenced its thinking on the selection of its final strategy namely:

- The need to be as strategic as possible given the significant reduction in resources and to link specifically to the Peace III aims
- The desire to take advantage of economies of scale in its approach
- The desire to still meet the needs of local individual groups and individuals, particularly in marginalised areas or groups, but still maintain a strategic approach
- The desire to assist groups move away from a dependence on grants and offer them an exit strategy that would not create more dependence but rather promote sustainability
- The desire not to burden groups, particularly those who are in marginalised areas or who are low infrastructure groups with the administration facet of small grants
- The desire to work collaboratively across the six councils on projects that create links but also be able to work on projects or programmes that are only linked to one or two Councils
- The desire to be fair, open and transparent in all procurement procedures and get best value for money
- The desire to deliver a quality set of programmes that get results on the core elements of reconciliation, sectarianism, racism and mediation
- The desire to create real cross border opportunities
- The desire to be able to know if impact has been achieved – to monitor and measure success in a real and longitudinal manner

### Criteria for selecting preferred option(s)

It developed the following strategic options before choosing its final strategic option. The pros and cons of each were discussed and a choice made having weighed up all options. As can be seen, although a decision was taken not to pursue a small grants programme, it was decided to include the concept of a resource allocation open to groups within selected Programmes. This concept/ approach was discussed and ratified at the Round Table Workshop and again at the second interim steering group meeting.

Action Plan Delivery Options	For	Against	Preferred Choice	Preferred Choice, Rationale & any caveats to make it work
Programmes to be procured through a public tender process for specific programmes	<ul style="list-style-type: none"> <li>• Can take a strategic approach to programmes and specify exactly what is required</li> <li>• Open and transparent</li> <li>• Value for money focus</li> <li>• Innovative approaches can be gleaned</li> <li>• Get experienced deliverers tendering</li> <li>• Can specify local deliverers</li> <li>• Could encourage collaboration</li> <li>• More sustainable – exit strategy away from small grants</li> </ul>	<ul style="list-style-type: none"> <li>• Could lead to a lot of external and non local deliverers who parachute in and do not know enough about the area</li> <li>• Local agencies not as knowledgeable or skilled in procurement</li> <li>• Not enough local group or individual involvement</li> <li>• Competing bids from consortia of local groups in each council area</li> </ul>	Yes - Choose Option	<ul style="list-style-type: none"> <li>• Should specify local deliverers should be involved</li> <li>• Should encourage cross sectoral approach</li> <li>• Should encourage a programmatic approach with an action research element</li> <li>• Can have a pre tender training programme on preparing bids</li> <li>• Programme bids are prepared to include targets specifically naming areas, groups, numbers to be delivered etc</li> <li>• Facilitate cross council and cross border collaboration as part of the process and encourage the establishment of self forming cross sectoral partnerships across programmes</li> <li>• Self forming clusters should only be encouraged if there is a belief that they are real and will work</li> </ul>


				<i>This is the preferred Choice</i>
Small grants programme	<ul style="list-style-type: none"> <li>Allows groups to have access to a small grant to pursue their individual projects</li> <li>Easier exit strategy away from grant dependence</li> <li>Allows programme to access the most marginalised groups – if targeted properly</li> </ul>	<ul style="list-style-type: none"> <li>Does not encourage sustainability or promote an exit strategy for groups moving away from grant dependence</li> <li>Burden of bureaucratic grant process</li> <li>Groups well used to applying can access grants – those not so will not be able to</li> </ul>	No - Dismiss Option <i>but</i> include elements of it in the open call programme approach outlined above	<ul style="list-style-type: none"> <li>Could still include small grants as a core element in a programme approach</li> <li>Could specify targets of groups and areas to be assisted in each area with specific resource allocations for each against which groups could be assisted</li> </ul>
Specific Programmes linked to specific deliverers chosen in advance	<ul style="list-style-type: none"> <li>Can take a strategic approach to programmes</li> <li>Very relevant where there may only be one agency who could deliver</li> <li>We are not allowed to specify actual local deliverers</li> </ul>	<ul style="list-style-type: none"> <li>Not open and transparent</li> <li>Not necessarily value for money focus</li> <li>Assumes that we know all potential deliverers</li> </ul>	No – Dismiss Option	<ul style="list-style-type: none"> <li>Even where only one potential deliverer exists, in the spirit of openness and transparency and in an effort to seek as much innovation as possible the NE cluster will seek tender bids for all of its programmes</li> </ul>


### Selected strategic priorities

The selected preferred strategy will involve the public procurement of Programmes through a public tender process for specific pre determined programmes of action. These programmes would be linked specifically to the aims and objectives of the NE Action Plan and have been agreed through public consultation with key stakeholders. These are outlined in the Programme diagram. The following guidelines will apply.

 All programme tender documentation should:

- Specify that, where possible, local deliverers should be involved; Encourage cross sectoral approach; Encourage a programmatic approach with an action research element; Facilitate cross council and cross border collaboration as part of the process; Encourage the establishment of self forming cross sectoral partnerships across programmes - but only if there is a belief that they are real and will work. They could embed the community planning process especially given recent RPA announcements; Specify the need to target marginalised groups/ areas; Specify the need for a youth focus in all programmes; Specify a commitment to engagement in the support offered under Objective AA; Should, where necessary, include a small grant type element (resource allocation) as a core part of the programme approach but with all small grant type administration being undertaken by the programme deliverers; Specify targets of groups and areas to be assisted in each area; Specify that all programme deliverers will name a lead partner who will contract to the Partnership; Specify that all programme deliverers will agree to actively take part in the longitudinal programme wide monitoring and evaluation component of the NE Peace Plan

 A pre tender training programme should be undertaken by the NE Partnership -to be tendered

 At least 6-8 weeks should be allocated for the preparation of bids and extra points should be awarded for real partnership approaches and the creation of self forming partnerships.

## 8. Peace III Action Plan

Plan specifying indicative actions under each strategic priority

The broad aims and objectives of the North East Peace III Plan are outlined below.

Peace III Priorities	Priority 1: Reconciling Communities		Priority 2: Contributing to a Shared Society
Peace III areas	1.1: Building positive relations at local level (1.2: Acknowledging and dealing with the past)		2.1 Creating shared public spaces (2.2 Key institutional capacities are developed for a shared society)
NE Peace III Aims	Aim 1: Preparing for change in addressing sectarianism and racism	Aim 2: Increasing engagement among and between communities	Aim 2: Creating Shared Spaces in the NE Area
	Aim AA: Taking a sustainable and lasting approach to peace and reconciliation building in the NE area		
NE Peace III Objectives	Objective AA: To deliver a cross objective pre preparation, development, engagement, communication, embedding and evaluation Programme.		
	Objective 1a: To foster Community Leadership at civic and local level	Objective 2a: To promote respect, inclusion and cultural diversity	Objective 3a: To create Shared Spaces in local areas across the NE area
	Objective 1b: To prepare the communities for change through capacity and reconciliation skills enhancement	Objective 2b: To enhance respect and improved understanding of differences among the communities of the NE	Objective 3b: To engage in community planning exercises across the NE area
Performance/ Impact Indicators	<ul style="list-style-type: none"> <li>Northern Ireland society is free from racism, sectarianism and prejudice;</li> <li>Positive and harmonious relationships exist between communities at interface areas;</li> </ul>		
	<ul style="list-style-type: none"> <li>Increased sharing in education;</li> <li>Northern Ireland is a community where people of all backgrounds work, live, learn and play together;</li> </ul>	<ul style="list-style-type: none"> <li>Minority ethnic people participate in public, political and economic life;</li> <li>Minority ethnic people benefit from equality in health and welfare;</li> <li>Northern Ireland is a place where cultural diversity is embraced, respected and valued;</li> <li>All work places are safe and shared;</li> <li>Public service delivery in Northern Ireland provides value for money on a shared, inclusive and equal basis.</li> <li>Victims/survivors have a voice</li> </ul>	<ul style="list-style-type: none"> <li>All places are shared, safe, inclusive and welcoming for everyone;</li> </ul>
Peace III Funding Focus	Peace III – 1.1	Peace III – 1.1 Peace III – 1.2	Peace III – 2.1

Aims and quantifiable (SMART) objectives for each indicative action

The NE plan has two main aims and under each of these are two objectives. Under each of these objectives are sub objectives which we have termed indicative programmes in our programme diagram. Under this again are then a series of potential actions that could be assisted under each programme. A

table outlining the possible actions that could be supported is included in the appendix XV<sup>4</sup>. This has been developed as a result of the call for project ideas which was undertaken as part of this consultation process for this plan. These were received directly by each council or the consultants by email or letter following a request by letter and email from all councils. In total over 60 project ideas came forward. Given the short timescale for the consultation process, this list should only be taken as an indicative list of the types of projects that could be supported. A much longer timeframe needs to be invested in gleaning more project ideas. This is particularly pertinent given the desire of the NE Partnership to engage with hitherto non engaged groups. This should and will be part of Objective AA and the role of the self forming partnerships under each programme.

### Overarching aim

**Aim AA:** Taking a sustainable and lasting approach to peace and reconciliation building in the NE area

**Objective AA:** To deliver a cross objective pre preparation, development, engagement, communication, embedding and evaluation Programme.

### **Programme AA: Support, Development, Engagement, Communication and Evaluation Programme**

- To deliver a series of practical courses/ support over the first year to all consortia and their members (at least 36 organisations) in preparing to bid to the Peace III cluster across all programmes ensuring that the skills learned can be utilised across other areas of work and offer ongoing developmental support on how best to manage and deliver these bids in line with the EU requirements.
- To deliver a series of courses and ongoing developmental support to all consortia and their individual members (at least 36 groups) over the first three years on engagement, reconciliation, communication and mediation techniques for working with disadvantaged groups, areas, and ethnic minority groups etc in relation to reconciliation, racism and sectarianism.
- To deliver a programme for sharing information, sharing good practice in terms of new ways of engaging communities in reconciliation work thus embedding the learning on a more long term basis and in how to impart a positive image of a changing society in the NE area through a proactive and outreaching publicity campaign in plan English which illustrates how the NE is building positive relations in its area
- To devise and deliver an action research longitudinal evaluation of the entire NE programme in order to identify the real impact of the programme over the full plan period.

**Aim 1:** Preparing for change in addressing sectarianism and racism

**Objective 1a:** To foster community leadership at civic and local level

### **Programme One: Cross Council / Cross border Leadership, Citizenship & Good Relations Programme for civic and community based leaders**

- To give at least 25% of councillors from all six councils (107 in total @ 25% = 26) the opportunity to participate in a bespoke Leadership in a Shared Society Programme (possibly accredited) – this would explore and develop specific civic and community leadership strategies around reconciliation, mediation, sectarianism and racism and would include some best practice visits and cross council and cross border networking opportunities across a three year period. It is anticipated that at least a quarter of all elected representatives would participate and that at least part of the programme would

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<sup>4</sup> See Appendix: XV

be shared with the community sector leadership programme. This would lead to an increase in their contribution to improving trust and tolerance and understanding of differences in the area and also offer a safe, open and honest opportunity for communication to take place between elected representatives, statutory organisations and the community leaders on their role in peace building

- To give local community leaders from all six councils the opportunity to participate in a bespoke Leadership in a Shared Society Programme (accredited) – this would explore and develop specific civic and community based leadership and engagement strategies around reconciliation, mediation, sectarianism and racism and would include some best practice visits and cross council and cross border networking opportunities across a three year period. It is anticipated that at least 40 community based existing and emerging leaders would participate and that at least part of the programme would be shared with the councillor leadership programme. This would lead to an increase in their contribution to improving trust and tolerance and understanding of differences in the area and also offer a safe, open and honest opportunity for communication to take place between elected representatives, statutory organisations and the community leaders on their role in peace building
- To offer at least three opportunities per annum for shared experiences and learning around leadership development concepts in the first three years of the programme through a conference, site visits, civic visits to each other areas or joint civic and community training opportunities for learning including at least one cross sectoral/ cross border visit per annum. This again would offer a safe, open and honest opportunity for communication to take place between elected representatives, statutory organisations and the community leaders on their role in peace building

**Objective 1b: To prepare the communities for change through capacity and reconciliation skills enhancement**

**Programme Two: Cross Council Inter church/ Interfaith confidence Building Programme (RA)**

- To increase the confidence and ability of individuals and communities to explore interfaith and interchurch issues and one that support faith based groups and networks to explore sectarianism and racism through a bespoke programme of learning, development and bottom up initiatives over a three year period through which at least 100 people will participate across all of the six council areas. This would involve work at local council level culminating in more collaboration and sharing of experiences at a cross council and cross border level coupled with a practical project which they would have to deliver as part of the process.

**Programme Three: Cross Council / Cross Border Youth and Schools Programme (RA)**

- To increase the confidence, capacity, knowledge and skills of young people (in school, community and individual locality settings) to explore their own identity and that of others and to build trust and tolerance of others and to engage in cross group work about diversity, sectarianism, racism and mediation through a bespoke programme of up to ten different engaging initiatives through which at least 100 young people would participate across the six areas over a three year period coupled with a practical projects/ initiatives which they would have to deliver as part of the process.

**Programme Four: Cross Council Community and Ethnic Minority Capacity Building and Sharing Programme (RA)**

- To increase the confidence, capacity, knowledge and skills of local people, from disadvantaged areas, from within marginalised groups and from ethnic minority groups to engage in reconciliation, anti sectarian and anti racism work through a bespoke programme of intervention. This capacity building,

sharing and practical initiatives programme would aim to actively engage with at least 120 groups and 240 individuals across the six areas and take them through a journey of exploration, skills building and practical initiatives over a two year period coupled with a practical project which they would have to deliver as part of the process. This would involve work at local council level culminating in more collaboration and sharing of experiences at a cross council level. Single identity work would aim to result in cross community and engagement work. Ethnic minority focused work should result in initiatives that engage with the wider host community. The programme would aim to engage with at least 20 ethnic minority groups and 100 individuals across the six areas and take them through a journey of exploration and skills building over a two year period coupled with a practical project which they would have to deliver as part of the process. This would involve work at local council level culminating in more collaboration and sharing of experiences at a cross council level and on a cross border level.

**Programme Five: Cross Council Community Dialogue and Exchange Programme Including a Breaking the Cycle of Fear Initiation and Interfaces Programme (RA)**

- To devise a specific programme aimed at promoting cross council and cross border community dialogue. This will be a practical programme aimed at identifying opportunities for such dialogue and organising at least ten events/ opportunities across the three year period open to cross sectoral participants from all six areas. This will aim to increase people's awareness and knowledge of border communities and councils in an effort to improve relations and break the cycle of fear that exists for some. This will involve initiatives that deal with interface issues.

**Programme Six: Community Engagement and Visible Manifestations of Conflict Programme**

- To increase the confidence, knowledge and skills of community group representatives, statutory players and councillors from across the six areas to explore true community engagement principles, models, planning and development taking them through an exploration and learning programme over a two year period. This programme would aim to explore best practice strategies and initiatives that have engaged hard to reach groups in all sorts of community settings in better service delivery at local level. This should be open to up to 40 community representatives from across the cluster area. A best practice guide would be developed as a result and all aspects of engagement settings would be explored in order to develop a suite of models replicable in a host of council and local settings. The end result of this is the planning out of intimidation in local areas and the growth of participatory decision making in line with more responsive civic democracy initiatives. This programme will also deal with the visible manifestations of sectarianism and racism and initiatives to address these.

**Aim 2:** Increasing engagement among and between communities

**Objective 2a:** To promote respect, inclusion and cultural diversity

**Programme Seven: Cross Council & Cross Border & Public/Private Cultural Diversity Awareness, Respect and Enriching Programme**

- Over the next three years to increase the awareness and understanding among the NE community of the different communities, faiths and heritage that exist in the area (including all indigenous communities) and the different cultures that each has and why they are important to them. This will be delivered through a cultural diversity awareness and enriching programme which would include at least 20 promotional initiatives devised, through a facilitated process, by specific communities themselves aimed at promoting a greater understanding of their cultures. This would culminate in a series of multi community and cross border celebration events. Thus programme would also aim to

increase the awareness among statutory bodies and voluntary body service providers of the needs and cultures of ethnic minority communities through a bespoke programme of awareness raising, language training and engagement for front line staff initially and then for other staff who engage with ethnic minority communities. At least 40 staff would take part in this programme which would include taster evenings to meet new communities, language classes, cultural awareness evenings and day time engagement sessions to get to know people.

**Programme Eight: Cross Council Ethnic Minority Employment Programme in Association With Local Employers Programme**

- To enhance the ability of new migrant workers to feel more engaged in their workplaces and in their community through a series of employer/ community based supported initiatives which would assist them. This bespoke programme would be developed firstly with migrant workers and the main employers/ community network representatives in the area in the first year and then delivered in the remaining 18 months. It would aim to engage with at least 20 employers, all local community networks and migrant support networks and groups and at least 100 migrant workers with the aim of enabling businesses to understand and promote diversity within their workforces and develop an ethnic minority workforce that feels free from intimidation and racism and an indigenous workforce that understands and respects diversity and promotes inclusion.

**Objective 2b:** To enhance respect and improved understanding of differences among the communities of the NE.

**Programme Nine: Cross Council / Cross Border Indigenous and Ethnic Minority Sports, Culture, Arts, Language, Drama, Music And Media Sharing Programme - Resource Allocation**

- To actively promote the sharing, expression and experiencing of different cultures, including the indigenous and ethnic minority communities, across the NE area through the exploration of at least 20 different types of sports, arts, media, music, arts, language, drama or other cultural medium through a developmental programme engaging at least 200 people across the NE region. This would include awareness raising, taster sessions, introduction to learning about the cultural activity and then engaging in the cultural activity through learning and development. This three year programme would concentrate on the awareness raising and taster sessions initially and then move on to the other practical elements in the latter years of the programme. This multi cultural exploration would be undertaken on an individual basis but coordinated through a programmatic approach. It could be undertaken on a council by council basis and then explored in a cross council manner or undertaken as a full NE initiative with specific local elements.

**Programme Ten: Cross Council Victims Development Programme (1.2) (RA)**

- To develop a bespoke cross council victims capacity building support programme over the first two years of the programme working with at least 30 victims across the six areas. This is a very sensitive programme and one where little capacity has been developed to date across the NE area. This sector needs particular developmental support. It is the aim of this programme to support victims and victims support groups to develop projects or initiatives which in turn may require additional funding under Measure 1.2. At least one voluntary support group is active in the area and has carried out some excellent work to date which needs to be built upon over the next number of years.

**Aim 3:** Creating Shared Spaces in the NE Area

**Objective 3a:** To create Shared Spaces in local areas across the NE area

### **Cross Council Environmental Enhancement Programme around graffiti, flags & Emblems**

- To work in at least three areas in each of the six council areas in association with local communities, statutory agencies and private sector representatives in order to develop shared spaces through programmes aimed at removing graffiti, flags and emblems and replacing them with other symbols which reflect a changing and more tolerant and respectful community. This will be achieved through a developmental programme delivered across the area and in association with key existing deliverers including NITAP and NIHE and the Neighbourhood Renewal Programme. This initiative would add value to this work

### **Cross Council Programme Re Community Halls, Play Areas and Mixed Estates – Capital and Developmental**

- To work with at least two areas in each of the six geographical areas in order to create safe and engaging play areas; to work with at least two community hall communities in each of the six areas in a community hall programme aiming to make people feel comfortable using such venues and encouraging the removal of flags and emblems and work with at least two estates in each of the six areas to create estates that feel engaging, prosperous and safe for the local community and feel welcoming to new communities be they migrant or otherwise. This will be achieved through a developmental programme delivered across the area in association with key existing deliverers including NITAP and NIHE and the Neighbourhood Renewal Programme. This initiative would add value to this work

**Objective 3b:** To engage in community planning exercises across the NE area

### **Cross Council Cross Community Vision Building Programmes In 20 Areas**



- To develop a cross Council/ cross community vision building programme and deliver in 20 areas across the NE region aimed at building participatory democracy and more community engagement in decision making in association with Councils Good Relations Strategy work and its community development strategy work.

### **Cross Council Good Relations Plans Action Plans For Local Areas**

- To develop at least 20 local community based good relations action plans across the six council areas in the NE area aimed at developing local solutions and initiatives aimed at building good relations at local level in association with Councils Good Relations Strategy work.

### **Performance indicators, targets and dates for achievement**

As per the SEUPB guidance the NE Plan is based on the following high level performance indicators specifically identified as relevant to Priority 1.1.

-  Northern Ireland society is free from racism, sectarianism and prejudice;
-  Positive and harmonious relationships exist between communities at interface areas.

The other nine indicators<sup>5</sup> are relevant to the Clusters' plan and this is illustrated in the table at the start of this section. It is the intention of the cluster to measure its entire plan in a very strategic manner. It intends to undertake a longitudinal evaluation over the plan period which it believes will assist it to more effectively measure impact of the programme activity. This is based on the belief that reconciliation, mediation, sectarianism and racism work does not have immediate impacts – it can and will through the NE plan have a number of quick wins which will illustrate a move towards a more stable and shared

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<sup>5</sup> These are outlined in the appendix XV

society but the actual long term impact of the work can really only be assessed by incorporating the longitudinal research element. This is a core component of its strategy and is costed in as a separate programme element under Objective AA. The specific targets per aim, objective and programme are outlined in the Action Plan in the appendix VIII.

#### Annual projected resource allocation and spend targets

The indicative allocation per annum for the NE cluster is €1,412,866.95 per annum which is €4,238,600.85 over the first three years of the programme to 2010. It has been indicated by SEUPB that this is 60% of the total allocation to the area over the plan period. This means the total indicative allocation over the plan period 2008 - 2013 for the six council areas is in the region of €7,064,334.75. This is the largest cluster area under the Peace III Programme. As such this cluster is requesting a 20% uplift in the indicative amount in order to take account of the size and complexity of the area and the reconciliation, sectarian and racism issues that it needs to address the innovative nature of its programme approach and the longitudinal evaluation which it intends to undertake as part of the programme. This would bring the annual allocation to €1,695,439 - an uplift of €282,573 per annum.

Its annual resource allocation is linked to its strategic priorities as outlined below. These have been based on need and agreed by the steering group. We have not included any allocation at this stage for Objective 3 elements as these will be the basis of another bid. Please note the figures below are based on an uplifted allocation to €1,695,439 per annum which would give a three year allocation of €5,086,317. In terms of administration the NE Cluster administration costs are currently estimated at €718,436 for the first three years<sup>6</sup>. This is on average a 14.1% administration budget across the three year period. The staff structure is also included as an appendix XIII but would include in summary a Programme Manager, two project officers, a monitoring officer and a clerical assistant. A Service Level Agreement would be in place for the lead council to lead and line manage the Initiative and supply all IT support, financial management and HR support.

We have assumed a 14.1% on average administration budget for the cluster area. We will attempt to achieve a significant amount of cross border activity in the plan. We assume between 10% and 30% per programme depending on the programme and the location of the projects. This will probably not really kick in until year two or three. It should be noted that part of the Objective AA is to assist animate this element of the programme which given its location is behind many other council areas in this regard. In terms of allocation to individual groups, as can be seen we do not have a small grants programme but the cluster will insist that each consortium delivers practical support coupled with a resource allocation for specific projects to local groups. This will be between 10 and 20% per programme approach where this is a prescribed element of their programme. This will not be an open call process but those who will be able to avail of this support will be built into the entire programme. See Appendix VIII for a detailed programme overview of all costs.<sup>7</sup>

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<sup>6</sup> See administration costs appendix XIII for more detail

<sup>7</sup> See appendix VIII for detailed NE Action Plan Programme costs

	Indicative Budget € 1,695,439 - 20% uplift assumed per annum over 3 yrs = €5,086,317 – assume 100% rate of assistance							
Peace III Priorities	AV % Allocation	Year One	%	Year Two	%	Year Three	%	Cross border target %
Administration and technical assistance plus average % allocation	14.12	139.1k	(8.2)	277.3k	(16.3)	302k	(17.8)	-
Objective AA: To deliver a cross objective pre preparation, development, engagement, communication and embedding and evaluation programme	9.44	160k	9.4	160k	9.4	160k	9.4	30
Objective 1a: To foster community leadership at civic and local level	14.35	280k	16.5	230k	13.6	220k	13	10
Objective 1b: To prepare the communities for change through capacity and reconciliation skills enhancement	44.83	800k	47.2	740k	43.7	740k	43.7	30
Objective 2a: To promote respect, inclusion and cultural diversity	7.37	140k	8.3	125k	7.4	110k	6.5	30
Objective 2b: To enhance respect and improved understanding of differences among the communities of the NE	9.89	176.3k	10.4	163.1k	9.6	163.4k	9.6	30
Objective 3a: To create Shared Spaces in local areas across the NE area	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Objective 3b: To engage in community planning exercises across the NE area	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

### Performance Indicators and targets

These are outlined in the action plan in the appendix IV

### Project selection criteria

Project selection criteria will be developed by the NE Peace III Partnership on the basis of SEUPB guidelines. Good practice will be gleaned from the expertise of the six existing Peace II LSPs and from the various small grants programmes run by each of the councils under community development, good relations and economic development. The lead Council will ensure that all selection criteria fits with the Peace III programme criteria. It will also ensure that it fits with the specific procurement procedures of this Council while gleaning good practice from the other five. An appeal and review process will also be developed in the case of unsuccessful applicants. All those on the selection panels will be given training in advance.

### Establishing a baseline for the NE area:

Evaluation is a core part of the NE plan. It is keen to see results but it is keener to measure the impact of its activities. As such it will very quickly establish a baseline against which it will measure its success. It will undertake this in line with the Outputs, Results and Impacts Table in the next Section 9 which outlines the Programme specific outputs and results and impact expected. The detail of this will be worked up in the first three months of the programme. It will seek advice and guidance from SEUPB in this regard.

## 9. Managing the Strategy

### Key monitoring and evaluation procedures



The NE Peace III plan will be managed by a team with significant experience of monitoring and evaluation and in particular monitoring and evaluation of EU programmes. The system established by the lead council will aim to keep track of progress and will work in compliance with the monitoring and reporting requirements for Global Grant Allocation of the Peace III Operational Programme and the other requirements of the Peace III programme generally.

### Measurement Procedures

Evaluation is a core part of the NE plan. It is keen to see results but it is more keen to measure the impact of its activities. As such it will very quickly establish a baseline against which it will measure its success. It will undertake this in line with the table below which outlines the Programme specific outputs and results an impact expected. The detail of this will be worked up in the first three months of the programme. It will seek advice and guidance from SEUPB in this regard.

Building Positive Relations at Local Level			
Output	Result	Impact	Sources of Verification
No of programmes developed and implemented – 10 + support one	<ul style="list-style-type: none"> <li>Changes in attitudes towards cross-community and cross-border activities</li> <li>In priority communities the proportion of people who have contacts/recognised friends in the other community increases</li> <li>No of sectarian incidents reduced</li> <li>No of racist incidents reduced</li> <li>No of interface incidents reduced</li> <li>Reduction in the number and visibility of paramilitary style murals</li> <li>Reduction in the number of peace walls</li> <li>These will all be set by the evaluator based on the base line position for each Council area – where such data exists. Where it does not, data will be gathered for the baseline</li> </ul>	Improved levels of trust and tolerance in supported communities, decreased levels of prejudice	<ul style="list-style-type: none"> <li>General monitoring &amp; Evaluation/usual data sources</li> <li>Community Audits</li> <li>PSNI statistics</li> <li>Attitudinal survey among minority groups and</li> <li>Attitudinal surveys that show high levels of trust and a low levels of prejudice and intolerance</li> <li>Formal evaluations</li> <li>Official Statistics</li> </ul>
No of events that address sectarianism and racism or deal with conflict resolution - at least 20			
No of participants attending above events – at least 200			
Community balance of participation in events 80 PUL/ 20 CNR			
No of active marginalised and minority groups participating in the programme – At least 20			
No of young people participating in the programme – at least 100			
No of cross-border linkages - at least 5			

As per the SEUPB guidance the NE Plan is based on the following high level performance indicators specifically identified as relevant to Priority 1.1.

-  Northern Ireland society is free from racism, sectarianism and prejudice;
-  Positive and harmonious relationships exist between communities at interface areas.

The other nine indicators <sup>8</sup>are relevant to the Clusters' plan and this is illustrated diagram at the start of this section. It is the intention of the cluster to measure its entire plan in a very strategic manner. It intends to undertake a longitudinal evaluation over the programme period which it believes will assist it to

<sup>8</sup> These are outlined in the appendix XV

more effectively measure impact of the programme activity. This is based on the belief that reconciliation, mediation, sectarianism and racism work does not have immediate impacts – it can and will though the NE plan have a number of quick wins which will illustrate a move towards a more stable and shared society but the actual long term impact of the work can really only be assessed by incorporating the longitudinal research element. As this is an ongoing process the ability of the NE Cluster to use a formative approach to evaluation will be excellent. This will assist it to review its targets and aims and objectives using a more evidence based approach which will add value to the end result of the plan. Yearly reviews will be undertaken and recommendations made to the partnership and then SEUPB if specific changes need to be made to the programme. Any required changes to the programme will be made in writing to SEUPB. Evaluation is a core component of this strategy and is costed in as a separate programme element rather than an administration element. The specific targets per aim and objective and programmes are outlined in the Action Plan in the appendix IV.

### Capturing Results

The results of the actions outlined will be captured through an ongoing monitoring and data capture process which will be designed at the start of the process for each indicative programmes. Other official stats from NISRA, PSNI and the household survey data will be used to update official stats in the baseline in order to measure longer term impact on these key indicators.

### Reporting and feedback arrangements

A yearly annual review and report will be prepared outlining the outputs and outcomes and indeed processes involved in each of the programmes. Each of the programme deliverers will be expected to send in quarterly returns to the Partnership. These will be collated for Partnership review purposes but also for the compilation of the annual report to SEUPB. This will be sent to all stakeholders and posted on the web for comment. This will become a document that will be used to review the plan against targets and review as necessary at an annual Round Table Workshop review session similar to that used in the development of the strategy.

### Summary timetable

A yearly Round Table Workshop will be held each year for review purposes. Other working groups where necessary will be established in order to review specific elements of the strategy and action plan.

### Dealing with the unexpected

We will have an annual review of the plan with key stakeholders from the area using the Round Table Workshop approach. A list of risks will be identified and a strategy to address these will be part of the strategic management of the programme.

### Our Communication strategy

We will develop a two pronged approach to communication. One will be in relation to the general communication and PR associated with the Peace III programme generally. This will be undertaken in line with the SEUPB/ ERDF guidelines on communication strategy – Background Information Paper 3. The second element of the communication strategy will be ensuring that there is two way communications between the project deliverers and those whom the partnership would like to see as the end beneficiaries of the programme. As many of these are individuals and many are hard to reach groups a special communication and engagement programme element has been included in this plan under Objective AA. This will aim to enhance the engagement of these hard to reach groups in the overall plan delivery.

Communication methods specific to reaching such groups will be devised and shared across the programme.

### Cross cutting themes

The NE plan has agreed to ensure that all five of the cross cutting themes identified by SEUPB will form part of the back bone of the plan delivery. This will be made crystal clear to all who are bidding for the programmes. The NE ahs also added Youth as another cross cutting theme as it believes that they are key to sustaining the reconciliation impacts and as such should be a core part in all aspects of the programme and actively encouraged to take part. It will embed the cross cutting themes in the following manner:

Cross Cutting Theme	How this will be embedded
Cross Border Co-Operation	An animation programme will assist programmes develop links. It will build on existing good practice
Equality of Opportunity	The Cluster will adhere to Section 75 and UN Resolution on Women, Peace and Security. It will ensure rural and TSN proofing of its programmes
Sustainable Development	Its self forming cross sectoral clusters aim to build lasting relationships across the sectors which will lead to better relationships and service delivery in the longer term
Impact on Poverty	The cluster will link with the current anti poverty strategy of OFMDFM and TSN areas
Partnership	Partnership development at cluster level and at programme delivery level is the main method of achieving this
Youth	The NE Partnership sees youth as the future drivers of a more tolerant, peaceful and respectful society. It is they whom the partnership believes should see a significant amount of investment for the future prosperity of the area

### Operational management and Management information system

The NE strategy team will design an Operational Management and Management Information System that is Fit for Purpose and in line with all of SEUPB guidelines and expectations for a lead partner. It will also link with the strict guidelines and governance rules attached to all council business.

### The need for information

The NE strategy team will be keep up to date with all advice and guidance through its two assigned assistants from CRC and Border Action and indeed from its SEUPB project officer.

## 10. Partnership Management Costs

In terms of administration the NE Cluster administration costs are currently estimated at €718,436 for the first three years<sup>9</sup>. This is on average a 14.1% administration budget across the three year period. This assumes an indicative allocation of €5,086,317 over the first three years – and assumes and includes an uplift of 20%. The staff structure is also included as an appendix but would include in summary a Programme Manager, two project officers, a monitoring officer and a clerical assistant. A Service Level Agreement would be in place for the lead council to lead and line manage the Initiative and supply all IT support, financial management and HR support.

<sup>9</sup> See administration costs appendix XIII for more detail

