

# Peace and Reconciliation Action Plan

Interim North West  
Peace III Partnership

*31 March 2008*

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# **1 Preface**

## **1.1 The Action Plan**

- 1.1.1** This Peace and Reconciliation Action Plan has been prepared by the Interim North West Peace III Partnership (the Interim Partnership) which comprises Derry City Council, Strabane District Council and Omagh District Council. Its purpose is to highlight the key issues which affect the area and to indicate the way in which this area wishes to utilise Peace III funding to improve relationships, address the effects of conflict and to consolidate and progress work started under the two earlier Peace Programmes.
- 1.1.2** The Interim Partnership wishes to acknowledge the work of Williamson Consulting in the production of this document, in particular David Williamson and Gillian Irvine.

## **1.2 Statement of Purpose**

- 1.2.1** Derry City Council, Omagh District Council and Strabane District Council, with the support of the Local Strategy Partnerships in each area, have come together to form an Interim NW Peace and Reconciliation Partnership. This Interim Partnership has been responsible for developing, through local consultation, a shared Action Plan for submission to the Special EU Programmes Body (SEUPB) in relation to E.U. Peace III funding under Theme 1.1 - Building Positive Relations at a Local Level. The Interim Partnership recognises that producing an action plan across the three areas will enable them to take a more strategic approach to maximising the opportunities provided by Peace III funding.
- 1.2.2** All three Councils and their respective Local Strategy Partnerships (LSPs) have a strong track record of working together at a strategic and operational level. They view this collective working as a means of supporting progress towards future Community Planning arrangements, enabling them to be more strategic and to work over a larger area.
- 1.2.3** In advance of the formation of the Interim Partnership the three Councils, with support from the LSPs, have carried out extensive consultation work at a local level with the objective of identifying the needs of stakeholders, managing community expectations and ensuring good communication from a grassroots level up. In developing the plan and in delivering programmes arising from it, the Interim Partnership believes that it can play an important role in facilitating the development of a peaceful and integrated society which

is less racist and sectarian. The purpose of the plan is to identify areas and priorities across the three Council areas where projects can be delivered regionally (including cross border) and locally and offer opportunities to share and implement good practice. It will provide a practical document which will ensure spend targets are met, progress is measured and the most successful outcomes are delivered.

### **1.3 Area Covered**

- 1.3.1** The area covered by the North West Cluster includes the Council boundaries of Derry, Omagh and Strabane. According to NISRA statistics (2005 estimates) the area has a population of 194,585 people, of which 54.7% live in Derry, 25.5% live in Omagh and 19.8% live in Strabane. The area has a larger Catholic population (75% in Derry, 66% in Strabane and 69% in Omagh). Apart from some modest growth, the profile of the area has not changed substantially in the last 10 years, with the exception of substantial increases in the number of ethnic minority residents. It is difficult to obtain accurate figures for the ethnic minority population at a local level, however in 2008 this is thought to be around 3 - 4,000 people (3 - 4%) in Derry (SEEDS), around 1,000 people (2%) in Omagh and around 300 (<1%) in Strabane (local estimates).

### **1.4 Lead Partner**

- 1.4.1** The Interim Partnership is led by Derry City Council working in partnership with Omagh and Strabane District Councils and the LSPs.

## 1.5 Endorsements

- 1.5.1 On behalf of the NW Interim Peace and Reconciliation Partnership (the Partnership) which comprises the three strands of local government, statutory agencies and social partners, I can affirm that the Peace and Reconciliation Action Plan here presented is a true reflection of the aims, objectives and indicative actions agreed by the Interim Partnership in consultation with our Stakeholders throughout the North West Cluster region. The Plan has been prepared in accordance with the guidance issued by the SEUPB with the support of the NW Planning Group, Williamson Consulting and the technical support of Border Action and Community Relations Council.

Mr Philip Faithful  
Chief Executive, Strabane District Council  
Acting Chair of the NW Interim Peace and Reconciliation Partnership

## 2 Executive Summary

### 2.1 Vision

**2.1.1** Derry City Council, Omagh District Council and Strabane District Council have worked together to develop this North West Peace III Action Plan. The recently established Interim Partnership will utilise Peace III funding to facilitate progress towards a community which by 2015 will have:

- ◆ integrated public services and facilities, people living and learning together and all areas perceived as accessible to everyone
- ◆ a shared understanding of the value of different cultural identities, positive and acceptable ways to commemorate and responsible use of symbolism
- ◆ substantially less sectarian, racist and homophobic crime
- ◆ a more economically active community with substantial reductions in youth unemployment
- ◆ a more stable political climate with Councils adopting principles and practices in support of good relations throughout their work
- ◆ first class sporting achievement of all kinds is recognised by all communities and has wide spread participation
- ◆ strong cross-border partnerships

### 2.2 Aims

**2.2.1** The broad aims of the Partnership are:

- ◆ an inclusive process and an agreed and relevant programme to meet identified needs
- ◆ a shared sense of belonging and community for all members of the community
- ◆ a greater understanding of, and respect for, one's own and each others' heritage and culture
- ◆ a greater understanding of the use of symbols, their impact on others and acceptable usage
- ◆ challenge racial and sectarian prejudice

- ◆ transform contested space, promotion of shared safe space and confidence to use all areas
- ◆ promote inter-cultural, multicultural and cross-community activity throughout the North West
- ◆ the sensitive use of language
- ◆ build the capacity of marginalised people to participate in society and decision making

## **2.3 Objectives**

**2.3.1** The objectives are set out in detail in section 6.3 and are as follows:

- ◆ all sections of the community have been involved in the planning process.
- ◆ have a locally agreed programme to address symbolism in each Council area.
- ◆ identify and scope the needs of marginalised people throughout the North West
- ◆ design and deliver a programme which increases participation of marginalised people
- ◆ two contested spaces in each Council area become utilised as safe shared space.
- ◆ provide opportunities for dialogue and engagement between people who have little contact.
- ◆ all public facilities and spaces are accessible to all sections of the community
- ◆ a way forward on planning and organising cultural and historical celebrations
- ◆ an effective cross-border partnership which is reducing sectarian or racist attitudes.
- ◆ a forum to enable disenfranchised people to influence public sector policy and practice.
- ◆ reduced sectarian and racist perceptions and attitudes of young people and have provided opportunities for increased cross community dialogue and shared experiences.
- ◆ commitment from public bodies to facilitate better access to services and decision making

## **2.4 Strategic Priorities, Action and Resources**

The strategic priorities are set out below along with the actions associated with each.

### **2.4.1 Moving towards acceptance of cultural identity & inclusive celebration.**

- ◆ Non provocative displays of cultural identity and historical programmes
- ◆ Development of a leisure and sports programme
- ◆ Community Arts and Creative Industries Programme
- ◆ Small grants to support community action

### **2.4.2 Influencing young people's attitudes at an early stage through appropriate media.**

- ◆ Promote citizenship, tolerance and cultural diversity
- ◆ Meeting the needs of disadvantaged young people and to tackle disaffection

### **2.4.3 Promoting shared use of our local facilities.**

- ◆ Encouraging shared facilities
- ◆ Influencing decision makers to facilitate shared space
- ◆ Audit to identify and develop cross-border use of facilities

### **2.4.4 Assisting Protestant participation, especially in disadvantaged urban and rural areas.**

- ◆ Shared North West project
- ◆ Small grants programme to support participation and development

### **2.4.5 Promoting the inclusion of ethnic minorities and other marginalised people and acceptance of multiculturalism.**

- ◆ Establish baseline and audit of needs
- ◆ Development of existing networks
- ◆ Small grants programme to facilitate multicultural events and participation

### **2.4.6 Addressing the needs of those who have been affected by conflict.**

- ◆ Small grants programme to support local activities that assist those affected by conflict

## **3 Introduction**

### **3.1 Planning Process**

- 3.1.1** Throughout the planning process the three Councils and the Interim Partnership have demonstrated their commitment to the “Guiding Principles of Partnership” by ensuring that as many people as possible, representing all key stakeholder groups, have been involved in the process. Discussion papers were prepared for each Council area, focusing on the key potential areas of work and needs within each area as identified through previous work on Peace II funding and in local Good Relations plans. A wide range of consultation events were held in each Council area leading to a wide range of useful information on perceived needs in the area. The events ensured widespread participation with a view to obtaining shared ownership of the final Action Plan. Following consultation work, each Council, with support from their LSP, produced comprehensive summary documents of each consultation event. These formed the basis for later needs assessment and further research in developing the plan.
- 3.1.2** In late February 2008, through a competitive process, Williamson Consulting was appointed to support the development of the action plan through provision of facilitated planning sessions, further public consultation and acquisition of additional background information to support local consultation work. A facilitated planning day was held on 10 March involving officers from the three Councils and the LSPs. This sought to develop more detail on the perceived needs, on the factors that can impact on the delivery and development of the plan and working towards broad aims and objectives for the Peace III funding. An outline action plan was set out as the basis for a further planning day. This was held on 19 March and involved members of the Interim Partnership along with Council and LSP officers. This day sought to achieve feedback on the issues contained within the action plan to date, to develop more specific draft strategic priorities and to look at indicative actions that might be supported through Peace III funding.
- 3.1.3** Following the planning session on 19 March, further work was completed to develop the content of the action plan leading to production of a presentation for consultation purposes. A further extensive community consultation event was held on 26 March., at which 120 participants from across the North West attended. This allowed representatives from all sections of the community throughout the three Council areas and the border regions to respond to key elements of the draft action plan. The action plan was put into draft final form and presented to the Interim Partnership on 28 March for final amendments.

## 3.2 Overview of Consultation Process

**3.2.1** As part of the process of developing the Peace III Action Plan each Council area undertook a range of consultation sessions over the past six to twelve months. This is set out in detail in Appendix 10.1. In each Council area these included:

- ◆ Derry City Council Area
  - A series of targeted workshops involving 41 organisations
  - A public consultation event at which 24 organisations were represented
  - Key Stakeholder Interviews with 27 local and regional organisations
- ◆ Omagh District Council Area
  - Meetings with a range of key local organisations:
  - Written Submissions from six organisations
- ◆ Strabane District Council Area
  - Consultation with approximately 200 ratepayers on the needs, issues and priorities around sectarianism and racism (during the renewal of the Good Relations Strategy - at the end of 2007)
  - Consultation on the Good Relations Strategy
  - Priorities identified by the Local Strategy Partnership during Peace II and Peace II Extension
  - Feedback following publication on the Council website
  - Invitation through personal letters to all voluntary and community groups and public bodies to a meeting to provide feedback on the draft Strabane Peace III Action Plan
  - Invitation through local editorial to the general public to a public meeting to provide oral feedback on the draft

**3.2.2** In addition, a number of other consultations and research papers highlighted issues relevant to sectarianism and racism in the North West. These include:

- ◆ Consultations forming the development of each Council's Good Relations Strategy and Community Support Plans
- ◆ "Building on Good Youth and Police Relationships" - a themed meeting facilitated by Omagh District Policing Partnership and involving key stakeholder organisations
- ◆ "Remembering Into the Future" Conference Report

- ◆ Population Change and Social Inclusion Study (QUB, UUU, St. Columbs Park House)
- ◆ Review of Interfaces within the City of Derry Research - Institute of Conflict Research

**3.2.3** The key findings in relation to the issues of concern and suggested approaches to addressing them are set out in detail in Appendix 10.1. They are split into the following four key themes which consistently emerged during consultation. The majority of the issues raised are common to all three Council areas in the North West. The key themes are:

- ◆ Cultural Traditions and Symbolism
- ◆ Interface Issues
- ◆ Negative Sectarian and Racist Attitudes
- ◆ Marginalisation and Exclusion
- ◆ Need for Shared Spaces and Facilities and Activities
- ◆ Capacity to deal with Sectarianism and Racism

### **3.3 The Partnership**

**3.3.1** In December 2007, senior officers including the Chief Executives of the three Councils met to discuss the formation of a Interim Partnership for the design and delivery of an action plan for Priority 1.1 of the Peace III Programme. Over the subsequent weeks information was shared on the local consultations that had been carried out on the Peace III priorities. Following the guidance issued by the SEUPB, the Planning Group began the process of agreeing the composition of an Interim Partnership, reviewed the options available for the legal structure and devised Corporate Governance arrangements which were presented to and approved by the three Councils. However, Omagh District Council is still reviewing the proposed legal structure and the three Councils are committed to achieving consensus in moving forward. All three LSPs were kept fully informed of developments and papers on the structure and role of the Interim Partnership was presented for comment and information. Moreover the Community Relations Council and Border Action were consulted and their opinion sought at various stages of the process.

**3.3.2** An Interim Partnership was established as it provided a more immediate and flexible structure which could design and agree a NW Peace and

Reconciliation Action Plan to meet the 31<sup>st</sup> March 2008 deadline. It is the intention of the Planning Group and the Interim Partnership that it be replaced by the final Partnership by October 2008. The Interim Partnership will review the options and agree a process by which the full partnership membership can be achieved.

It is envisaged that the final partnership will be formed via public nomination to ensure appropriate geographical, cultural/ethnic background, sectoral and skills representation. In the interim within the subcommittee structures the co-option of members will be used to address any gaps in knowledge or representation. As per SEUPB requirements a Partnership Agreement and proposed Corporate Governance are included in the Appendices. This document outlines the objectives of the Interim Partnership and governance arrangements including structure, principles of partnership working, lead partner responsibilities, corporate and individual responsibilities. An Equality Statement is also included.

**The appendix provides details of the Interim Partnership's Corporate Governance with Equality Statement.**

### **3.3.3 Interim NW Peace & Reconciliation Partnership Structure**

The Interim NW Peace and Reconciliation Partnership has twenty-nine members which are drawn from the three strands as detailed below:

#### **Strand 1: Local Government**

4 Elected Members – Derry City Council

4 Elected Members – Omagh District Council

4 Elected Members – Strabane District Council

Derry City Council, Omagh District Council and Strabane District Council each nominated four elected members, one from each of the main Political Parties.

#### **Strand 2: Statutory Agencies**

1 representative was nominated from these five Statutory Agencies: NI Housing Executive, Western Health & Social Services Board, Western Education & Library Board, Department for Social Development and the Police Service for NI.

### **Strand 3: Social Partners**

6 Members – Community and Voluntary Sector

2 Members – Agriculture/Rural Development

2 Members - Business

2 Members – Trade Union Sector

The Social Partners were nominated from existing members of the three LSPs. Each LSP was requested to nominate five representatives (3 community and voluntary and at least one from the other three pillars of agriculture/rural development, business and trade union) from whom a Selection Panel would select four members for the interim Partnership. The Selection Panel had one invited representative from Derry, Strabane and Omagh LSP who was not interested in becoming a Member of the Interim Partnership along with an independent from CRC/Border Action.

It was desirable that all nominated members should be able to demonstrate past experiences of working in partnership, be able to represent the interests of their representative sector and have a demonstrable understanding of the key elements of the Priority, sectarianism, racism, conflict resolution and mediation at the local community level.

The Selection Panel sought to achieve balanced representation from all Section 75 groups and to ensure that there had been equity, openness and accountability in the selection process. The following balances were achieved:

- ◆ Gender Balance 50/50
- ◆ Community Background reflective of the cluster area (60/40 Catholic/Protestant Community Background)
- ◆ Section 75 representation
- ◆ Equal representation from each of the three Council areas.

The six nominated representatives from the Social Partners who were not selected have been put on a 'Reserve List' should any vacancies arise in this Strand and will be requested to assist Sub Committees as appropriate. The Planning Group recognizes that in the design of the final Partnership a more open and transparent selection process should take place.

### 3.4 Strategic Context

**3.4.1** Peace III 2007 - 2013 seeks to reinforce progress towards and peaceful and stable society and promote reconciliation in N.I. and the Border Region. It brings a renewed emphasis on reconciliation and specifically focuses on acknowledging and dealing with the conflict, building positive relations and contributing to a shared society.

**3.4.2** There are two Priority Areas: Priority 1: Reconciling Communities: Priority 2: Contributing to a Shared Society. Under Priority 1 there are 2 key areas:

- ◆ Area 1: Building positive relations at the local level
- ◆ Area 2: Acknowledging the Past

This Action Plan seeks to address the first, Priority 1.1. The objective of “Building positive relations at the local level is:

- ◆ To challenge attitudes towards sectarianism and racism and to support conflict resolution and mediation at the local community level

This element will support:

- ◆ the implementation of strategic models of collaboration between the public, private and community sectors that focus on reconciliation, cultural diversity and equality
- ◆ cross border initiatives that will improve trust and tolerance, and reduce levels of sectarianism and racism.
- ◆ the active role of people, communities and voluntary organisations in decision making which directly affects them. Particular attention will be paid to marginalised and minority groups so that opportunities will be created that will allow for a greater degree of participation and integration in society.

**3.4.3** Applications for Peace III, Priority 1.1 will have to demonstrate:

- ◆ due regard to the important leadership role of local authorities
- ◆ clearly developed partnership approaches
- ◆ identification of strategic approaches to addressing local issues relevant to the priority axis

- ◆ demonstrated management capacity

#### 3.4.4 Proposals must contribute to the cross cutting themes of:

- ◆ **cross border co-operation** - each partnership must utilise 30% of its funding in cross-border activity. Within the North West, it is likely that cross-border opportunities to share programme activity and better utilise facilities will be **explored by the Board and subcommittees and adopted where appropriate.**
- ◆ **equality** - the Partnership will observe the legal requirements of Section 75 and will seek to demonstrate best practice in programme design and delivery
- ◆ **sustainable development** - every effort will be made to ensure that work started or continued through this measure will be sustainable in the widest sense. I.e., it will be possible to achieve a successful conclusion within the funding period or be sustainable beyond this period and will seek to minimise its negative environmental impacts.
- ◆ **impact on poverty** - communities that have been most affected by the conflict are also consequently affected in deprivation terms. By addressing the factors that isolate and marginalise communities and individuals, the work will seek to address factors that contribute to poverty.
- ◆ **partnership** - partnership exists at a range of levels. The three Councils have formed a partnership to develop and deliver the Action Plan. The implementation of the plan will be in partnership with the community and voluntary sector and other public bodies. The plan will also seek to encourage partnership between target beneficiaries. The guiding principles of partnership will be applied to this activity.

**3.4.5** Proposals must:

- ◆ include partnership
- ◆ reflect the needs of the area
- ◆ contribute to Peace III objectives
- ◆ meet Peace III selection criteria for proposals as per the Operational Programme guidelines

## **4 Public Policies and the Target Area**

### **4.1 Policy Context**

**4.1.1** There are a range of policies and plans which make reference to promoting good relations and addressing sectarianism and racism. In addition there have been, and continue to be, a wide range of initiatives which focus on addressing sectarianism and racism. Many of these are, or have been, funded on a short term basis through Government Departments tasked with addressing sectarianism and racism, and/or through other funders such as the Lottery (though in such cases sectarian/racism outcomes are more likely to be additional outcomes rather than the main focus of the funding). Appendix 11 provides details of all relevant policies and these are summarised below.

#### **4.1.2 Programme for Government and Priorities and Budget 2005 - 2008**

The Vision for the Programme for Government is for “ a peaceful, inclusive, prosperous, stable and fair society, firmly founded on the achievement of reconciliation, tolerance, and mutual trust, and the protection of human rights for all”. Priorities and Budget outlines Governments overarching plans in line with the Programme for Government. Its overarching themes include “Building equality and community cohesion - to increase opportunity for all and ensure stronger, safer communities throughout N.I.”

#### **4.1.3 A Shared Future**

A Shared Future on Improving Community Relations in N.I. provides a policy framework for the achievement of good relations in N.I. The Vision for a Shared Future is of “a peaceful society in which everyone can freely and fully participate, achieve their full potential, and live free from poverty”. The overall aim of the policy is “to establish, over time, a shared society defined by a culture of tolerance: a normal, civic society, in which all individuals are considered as equals, where differences are resolved through dialogue in the public sphere and where all individuals are treated impartially. A society where there is equity, respect for diversity and recognition of our independence”.

#### **4.1.4 Community Relations Unit (OFMDFM)**

The Community Relations Unit aims to increase cross community contact and co-operation and to encourage mutual respect, understanding and appreciation of cultural diversity.

#### **4.1.5 The Community Relations Council (CRC)**

The CRC was established with the aim of helping people recognise and counter the effects of community division. It is involved in supporting a wide range of regionally and locally based good relations work for adults. The CRC is also the implementing body for Priority 1.2 Acknowledging the Past of the Peace III Programme. There is likely to be complementarity between this and Priority 1.1, therefore good relationships should be maintained between CRC and the Interim Partnership.

#### **4.1.6 Racial Equality Strategy**

The Racial Equality Strategy 2005 - 2010 seeks a society in which racial diversity is supported, understood, valued and respected, where racism in any of its forms is not tolerated and where we live together as a society and enjoy equality of opportunity and equal protection. It outlines 6 aims for the future.

#### **4.1.7 Section 75**

Section 75 of the N.I. Act was established to provide a statutory basis to ensure that people do not experience discrimination. It sets out nine groups of people who should be considered in any public policy or practice. A public body is also required to have regard to the desirability of promoting good relations between people of different religious beliefs, political opinion or racial group.

#### **4.1.8 International Fund for Ireland**

The International Fund for Ireland supports community relations through funding a range of projects and programmes which actively deliver good relations outcomes or which support the development of good relations.

#### **4.1.9 Re-Imaging Communities**

Re-Imaging Communities is a three year programme, aimed at tackling the visible signs of sectarianism and racism across urban and rural N.I. It is managed by a consortium made up of DSD, OFMDFM, CRC, NIHE, IFI and the Arts Council NI. The programme works through local authorities, NIHE and the PSNI as points of contact and conduits for projects. In total £3.3 million is available until 2009.

#### **4.1.10 Northern Ireland Housing Executive**

The NIHE has produced a number of documents relative to community relations such as "Towards a Community Relations Audit" in 1999 and in 2000 "Community Relations - Community Safety Plan". The NIHE works with local communities to target the removal of sectarian symbols. The N.I.H.E. has a strategy for promoting good relations throughout its estates, and its Community Cohesion Unit has a role in addressing segregation and in the integration of ethnic minority communities. In Strabane, along with Strabane District Council the NIHE supports the Strabane Town Centre Living Initiative. In Derry City Council area, the NIHE participate on the Neighbourhood Renewal Taskforce, is working with the Creating Common Ground consortium and with the LSP in targeting estates and interfaces. The NIHE is working with the PSNI and other bodies seeking to develop and implement a strategy regarding public flags.

#### **4.1.11 Department for Social Development (DSD)**

##### **Neighbourhood Renewal**

The Neighbourhood Renewal Strategy "People and Place" concentrates resources on the 0 - 10% most disadvantaged neighbourhoods through 7-10 year Neighbourhood Renewal Vision Frameworks and 3 year rolling action plans for Neighbourhood Renewal areas. There are a number of Neighbourhood Renewal Areas in the North West.

**DSD Local Community Fund** - is a DSD initiative targeted at the 11-20% most deprived wards in N.I. (From 2003/04 when the fund was introduced to 2005/06 the fund was targeted at the most deprived 10% of wards, however following the introduction of Neighbourhood Renewal it was targeted at the most deprived 11-20% of Super Output Areas (which were established in 2005). The future of the fund is under consideration following a recently completed evaluation. The Partnership will liaise with DSD to discuss how complementarity can best be achieved.

#### **4.1.12 Strabane District Council Good Relations Strategy**

Strabane District Council's Good Relations Strategy sets out a series of objectives and actions under the following aims:

- ◆ Reduce the visible manifestations of sectarianism and racism
- ◆ Shared Communities and Shared Space
- ◆ Diversity and Cultural Diversity

A total of £388,800 is available to support suitable activities from the period 2008 - 2011. This includes staffing and administration costs.

#### **4.1.13 Derry City Council Good Relations Strategy**

Derry City Council's Good Relations Strategy sets out a series of objectives and actions under the following aims:

- ◆ Leadership and Co-ordination
- ◆ Tackle hard issues and promote cultural diversity
- ◆ Inclusion, Engagement and Reconciliation
- ◆ Building Capacity

A total of £598,000 is available to support suitable programmes from 2006 - 2009. This includes staffing and administration costs.

#### **4.1.14 Omagh District Council Good Relations Strategy**

Omagh District Council's Good Relations Strategy sets out a series of objectives and actions under the following themes:

- ◆ Embedding Good Relations
- ◆ Enabling Good Relations
- ◆ Good Relations in Practice

◆ Promoting Good Relations

**4.1.15** Any programme of activity in the Peace III Action Plan will be additional to the Good Relations plans.

**4.1.16 Education**

The Department for Education carries statutory responsibility for community relations in relation to children and young people. It supports the delivery of programmes in schools and youth provision.

Youth Service within the Education and Library Boards also provide funding for local community relations work.

Under the Curriculum Entitlement Framework there is the opportunity for greater collaborative work between schools and this collaboration also has the potential to make a significant community relations impact.

Within the revised curriculum there is a focus on better preparing young people for their future which includes addressing skills shortages and developing their attitudes and dispositions.

## 4.2 Area Profile

4.2.1 The North West Cluster area includes the Derry City Council area, the Omagh District Council area and the Strabane District Council area. The area in total makes up 11% of the N.I. population. The percentage of older and younger people in the North West area are very similar to the N.I. average, however, in terms of religious background, 72% of the North West area is from the Catholic background, compared to a N.I. average of 44%. The following table provides an overview of the population profiles of each area and the area in total. (This is based on information from N.I.S.R.A.).

	Derry City Council Area	Omagh District Council Area	Strabane District Council Area	North West Cluster	N.I.
Population*	106,900	50,100	38,700	195,700	1,710,300
% under 10 years	15%	14.5%	15%	15%	13%
% 10 - 19 years	17%	16%	16%	16%	15%
% 20 - 24 years	8%	7%	6%	7%	7%
% 25 - 64 years	50%	50.5%	51%	50%	51%
% 65 years +	10%	12%	12%	11%	14%
% Protestant/ other Christian	23%	30%	33%	27%	53%
% Catholic Background	75%	70%	66%	72%	44%

\* 2005 population estimates

4.2.2 The North West area shows a high level of deprivation in comparison to the rest of N.I. The following table provides an overview of the overall ranking of each Council area (Multiple Deprivation Ranking), and, the percentage of wards within each Council area which fall within the most deprived 5%, 10%, 20% and 30% most deprived wards in N.I. in terms of their Multiple Deprivation Rankings (N.I. Multiple Deprivation Measure 2005).

	Overall Rank	% wards in 5% most deprived	% wards in 10% most deprived	% wards in 20% most deprived	% wards in 30% most deprived
Derry City Council Area	2	27%	43%	50%	60%
Omagh District Council Area	7	-	-	-	33%
Strabane District Council area	1	7%	20%	70%	80%

4.2.3 Parts of the North West also demonstrate fewer qualifications, higher levels of unemployment, and higher levels of benefit dependency than N.I. as a whole. The following table provides an overview with areas where parts of the North West fare worse than N.I. as a whole marked in **bold** (based on NISRA statistics)

	Derry City Council	Omagh District Council	Strabane District Council	N.I.
% Degree Level or higher	15.1	14.4	9.3	15.8
% school leavers gained 5+ GCSEs (grade c)	59.9	74.4	67.2	63.1
% economically active	57.1	61.2	56.4	62.3
% economically inactive	42.9	38.8	43.6	37.7
% unemployed	6.8	4.7	5.7	4.1
% unemployed who are long term unemployed	45.3	40.9	43.1	40.4
% persons aged 18-59 claiming Income Support	19.1	11.5	15.2	10.8
% persons aged 16-59 claim Incapacity Benefit	15.3	12.7	15.5	10.7
% Persons aged 16+ claiming Housing Benefit	16	9.2	12.2	9.7
Median gross weekly earnings	267.8	275.9	251.2	324.7

**4.2.4** The North West area has been heavily affected by the Troubles over the years. The Cost of the Troubles survey (1995) indicated a death rate of 1.89 per 1,000 population in Strabane District Council area, 1.74 per 1,000 population for Derry City Council area and 0.68 per 1,000 population for Omagh District Council area. Strabane District Council area and Derry City Council area rank 5th and 6th respectively. However, as noted in the Bloomfield Report "We will remember them", the secondary effects of violent death are serious, often involving a reduced standard of life for dependents, acute mental agony and in too many cases continuing trauma. In the North West, as in other parts of Northern Ireland badly affected by conflict, there were many other impacts of the troubles including serious injuries, ongoing violence, fear, intimidation, mistrust, segregation, etc. The Cost of the Troubles Survey links high levels of deprivation and high levels of experience of the conflict. As noted above, all three Council areas in the North West cluster demonstrate high levels of deprivation. The impacts of the Troubles continue to be felt within the North West area in terms of the number of people seeking support to deal with their experiences, and number of sectarian related incidences, continuing negative sectarian attitudes and continued segregation in addition to mental health impacts and misuse of alcohol and drugs. It is also worth noting that the North West has experienced some major high profile atrocities during the Troubles, such as the Omagh Bombing and Bloody Sunday.

- ◆ The Trauma Advisory Panel has indicated that the number of members of local support organisations has been increasing. Research commissioned by the N.I. Centre for Conflict Transformation is due out in May 2008 and this will provide an estimate of the numbers affected. However, it must be acknowledged that there still remains a large number of "unknown" people who have been affected by the conflict.

- ◆ The following statistics help provide a picture of the number of sectarian related incidents in the North West area in more recent years.

Statistic		Source
No. Sectarian Incidents 2003 - 2007	141*	(PSNI Central Statistics Unit - Security Situation Statistics for Foyle, Omagh and Strabane for the period 2003 - 2007)
No. Faith/Religion Incidents 2003 - 2007	24	P.S.N.I. Hate Incidents and Crimes 2005/06 and 2006/07 in Foyle, Omagh and Strabane**
No. Faith/Religion Offences Recorded 2003 - 2007	26	
No. Sectarian Incidents 2003 - 2007	482	
No. Sectarian Offences Recorded 2003 - 2007	365	
Attacks on Schools in County Londonderry and County Tyrone between 1994-2000	49	Study on Sectarianism undertaken by the Institute of Conflict Research in March 2005
Criminal damage to buses 2001-2003	160	
Attacks on Symbolic Property (Church/Chapel, Orange Hall, GAA/AOH) 1994 - 2000 in County Londonderry and County Tyrone	157	
Claims of Intimidation accepted by N.I.H.E. in the Western region 2000 - 2003	174	N.I.H.E. Statistics
No. of Interface Incidents in Derry City Council area in 2006/07. There are 3 interface areas in the North West and all are in the Derry City Council area (see table below)	282***	Research undertaken by the Institute of Conflict Research entitled "Review of Interfaces within the City of Derry, June 2007 (based on P.S.N.I. statistics)

\* This included 2 deaths, 55 shootings, 20 bombings, 39 casualties as a result of paramilitary style assaults, and 25 casualties as a result of paramilitary style shootings.

\*\* In each case Foyle had the highest number of incidents and offences.

\*\*\* Breakdown of Interface Incidents in DCC area 2006/07 (see table below)

Bishop Street/Fountain Interface	120
Irish Street/Gobnascale Interface	57
Tullyally/Curryneirin Interface	32
Other	73

- The N.I. Policing Board commissioned a survey on people's attitudes to policing and their concerns. Concern about sectarian attacks was one of the questions asked. This was highlighted within the top 5 concerns for 10% of respondents from Derry, 4% of respondents from Omagh and 9% of respondents from Strabane.
- From 1997 there were 155 deaths due to the security situation in N.I. as a whole in the North West area (PSNI Statistics).

	Police	Police Reserve	Army	UDR/RIR	Civilian	Totals
1997/98	3	1	0	0	29	33

1998/99	1	0	1	0	42	44
1999/00		0	0	0	7	7
2000/01	0	0	0	0	18	18
2001/02	0	0	0	0	17	17
2002/03	0	0	0	0	15	15
2003/04	0	0	0	0	7	7
2004/05	0	0	0	0	4	4
2005/06	0	0	0	0	6	6
2006/07	0	0	0	0	4	4

- ◆ In relation to sectarian attitudes, consultation with a range of key stakeholders in the area (forming part of the development of this plan) highlights a range of issues relating to sectarian attitudes in N.I. These are noted in subsequent sections. In addition, N.I. wide research on sectarian attitudes have been gathered through the N.I. Life and Times Survey and the Young People's Behaviour and Attitude Survey. They indicate that in 2006:
  - 23% People do not think N.I. has reached a point where it is a place free from displays of sectarian aggression
  - 38% of young people worry about being threatened by paramilitaries
  - 27% of young people who worry about being assaulted due to religion, race or skin colour
- ◆ Parts of the North West area are still very much segregated areas. The following table provides an overview of the percentage of wards in each Council area which have a >90% and >70% Catholic or Protestant population (Derry City Council and Strabane District Council Good Relations Strategies)

	% of wards with >90% Catholic population	% of wards with >70% Catholic population	% of wards with >90% Protestant population	% of wards with >70% Protestant population
Derry City Council area	57%	70%	-	7%
Strabane District Council area	27%	40%	-	13%

- 4.2.5** Like other parts of N.I., the North West is experiencing a rise in the number of foreign nationals. At present there is no research outlining exact numbers. N.I.S.R.A. Estimated Net International Migration statistics indicate that in Derry City Council area this has changed from -187 in 2004/05 to 75 in 2005/06. Omagh has changed from 287 in 2004/05 to 324 in 2005/06 and Strabane has changed from -99 in 2004/05 to -17 in 2005/06. Anecdotal evidence quoted in the consultations (forming part of the development of this plan) suggests that there is a rise in the number of foreign nationals and also highlights a growing concern about the exclusion of ethnic minorities, the increase in racial tensions and negative attitudes towards ethnic minorities (some of this in relation to a perception that foreign nationals are acquiring local jobs at the expense of local people). This is noted in subsequent

sections. Statistics from the P.S.N.I. report “Hate Incidents and Crimes, 1 April 2006 - 31 March 2007” indicate the following racially motivated incidences and offences in Foyle, Omagh and Strabane in 2005/06 and 2006/07.

	Racially Motivated Incidences		Racially Motivated Offences	
	2005/06	2006/07	2005/06	2006/07
Foyle, Omagh and Strabane	42	45	32	45

Research on racist attitudes has been undertaken through the N.I. Life and Times Survey on a N.I. wide basis and this indicates that in 2006:

- ◆ 70% of people believe there is more racial prejudice than there was 5 years ago
- ◆ 54% of people believe there will be more racial prejudice in 5 years time
- ◆ 53% of people strongly agree or agree that people from a minority ethnic community are less respected than they once were
- ◆ 50% of people think there is a lot of prejudice against people from a minority ethnic community

**4.2.6** The North West has experienced lower levels of investment and economic development. A paper prepared by Derry City Council, Londonderry Chamber of Commerce, the University of Ulster at Magee and the North West Institute of Further and Higher Education highlighted the following concerns about the economy in the North West:

- ◆ there is a narrow industrial base concentrated in sectors and firms which are very susceptible to global competitive forces.
- ◆ there is an indigenous SME base which is too weak to absorb any substantial shedding of workers from large firms
- ◆ INI confirms that the medium term prospects of Foreign Direct Investment coming to N.I. are much reduced
- ◆ there has been minimal investment in the economic infrastructure of the region
- ◆ Derry City Council Area has 203 business per 10,000 head of population and ranks within the lowest 5 districts in N.I.

However, both the Regional Development Strategy for N.I. and the National Spatial Strategy for Ireland recognise the strategic importance of Derry as the second largest city in N.I. and the fourth largest in Ireland.

- ◆ The Regional Development Strategy sets out the following priorities:
  - To develop a strong North West, centred on Londonderry
  - To strengthen the role of Londonderry as the regional city and hub for the North West
- ◆ The National Spatial Strategy for Ireland states:
  - in a developing all-island economy, there is a renewed emphasis on co-operation for economic advantage between the State and N.I. across a range of activities. The Dublin-Belfast corridor and the Letterkenny-Derry gateway present two opportunities for large scale co-operation.

### **4.3 Economic and Social Factors that will Impact on the Plan**

**4.3.1** Building on a wide range of information obtained through the consultation process, the Interim Partnership has identified a range of issues that may affect good relations in the area and may support or work against the delivery of a Peace III Action Plan. These are as follows:

#### **4.3.2 Social**

- ◆ In common with many parts of Northern Ireland, parts of the North West are experiencing increasing segregation (See section on Area Profile)
- ◆ The area is becoming increasingly ethnically and culturally diverse and is experiencing a growth in the number of migrant workers. (See section on Area Profile and Consultation and Research)
- ◆ Increasing numbers of minority ethnic residents put pressure on public sector services
- ◆ There is a growth in demand for individual housing units (NIHE)
- ◆ Increasing affluence is providing both the potential for increased contact between communities through work, but also the risk of reduced contact through separate living
- ◆ As the profile of the migrant community changes, the increasing number of migrant children means that there is greater interaction between the communities through schools.

#### **4.3.3 Technological**

- ◆ The growth in mobile phones and Internet use has created a range of negative opportunities for young people in relation to antisocial behaviour and crime, however they also offer opportunities to address good relations (See Consultation and Research Section re: interface issues)
- ◆ Increasing access to broad band makes it possible to access and distribute material which can affect good relations
- ◆ The potential for use of e-training initiatives

#### **4.3.4 Economic**

- ◆ The myth that many low skilled jobs are being taken by migrant workers, potentially impacting on local employment opportunities and, in some cases, fuelling racist attitudes (See Research and Consultation Section)
- ◆ Lack of inward investment in the North West means that the area has not benefited from some of the growth experienced in the East of the province. A poor roads infrastructure limits the potential for economic growth.
- ◆ A reliance on public sector jobs
- ◆ There is a growth in interest in cultural tourism and activity tourism which provides opportunities to achieve wider acceptance of different cultures. The Derry Visitor and Convention Bureau indicated that overseas visitors to the City's Tourist Information Centre increased by 5% in the summer of 2007 compared with the previous summer.
- ◆ There is a lack of cross-border co-operation on economic issues at present
- ◆ There is an ongoing reduction in the funding available for community based activity.
- ◆ The cost of providing duplicate or parallel services to ensure that all sections of the community have access to these

#### **4.3.5 Environmental**

- ◆ It has become increasingly important to ensure that projects and activities are planned in such a way as to ensure a small carbon footprint - Concerns about climate change are a key political issues and ensuring environmental protection where possible is now a key underlying issue for every Government policy
- ◆ Many parks and open spaces are currently not shared space and present an opportunity for changed use (see section on Consultation and Research)

- ◆ Poor physical environments may be a symptom of sectarianism or poor community relations - Interface areas and lack of investment
- ◆ Flags and emblems remain visible within estates and main thoroughfares therefore work is required on re-imaging communities
- ◆ Further planning needs to ensure community integration, taking lessons from other Councils and modes of best practice
- ◆ All funded work needs to ensure long term sustainability

#### 4.3.6 Political

- ◆ Continued progress at the Assembly is key to ensuring an environment where good relations can develop. At present there is support from the top of Government for work towards good relations and more integrated community structures - See "A Shared Future", and Council Good Relations Strategies.
- ◆ The Review of Public Administration and any announcements made in relation to this in the near future are likely to impact on political progress. Recently the RPA announced the 11b model to be the most likely model to be implemented. This involves the merging of Derry and Strabane Councils, but not Omagh which will merge with Fermanagh. However, this will not come into effect until after 2011.
- ◆ Increasing north/south collaboration is possible
- ◆ Civic leadership is becoming increasingly important - See consultation and research section, and Councils' increased roles under R.P.A., particularly in relation to Community Planning.
- ◆ A Shared Future provides an important context for this work although it does not have full political support. Similarly, any work needs to consider the fit with the Programme for Government (See section on key policies)
- ◆ The changing fortunes of political parties can impact on attitudes and progress
- ◆ Each of the three North West Councils has a majority of members from Nationalist parties, therefore specific consideration has to be given to ensuring the plan appropriately reflects the needs of Protestant/Unionist/Loyalist communities

	Derry City Council	Omagh District Council	Strabane District Council	Total
Sinn Fein	10	10	8	28
SDLP	14	3	2	19
DUP	5	3	3	11

UUP	1	3	2	6
Independent	0	2	1	3

- ◆ Rural and urban areas often face different issues and have different needs also in terms of deprivation there are different factors in urban and rural contexts for example access to services marginalises many rural communities.
- ◆ The possibility of elections in 2009 could affect political progress and good relations

#### **4.3.7 Legal Issues**

- ◆ The governance of the new partnership needs to be clarified
- ◆ Employment legislation could be difficult to reconcile with the need to show even-handedness in delivery of the programme
- ◆ Hate crime and A.S.B.O.s

#### **4.3.8 Equality**

- ◆ Section 75 factors need to be taken into full consideration
- ◆ Work undertaken within the North West Action Plan needs to be cross referenced in each Council's community cohesion and integration plans

## 5 SWOT Analysis

### 5.1 Strengths, Weaknesses, Opportunities and Threats

**5.1.1** The Councils and LSPs have carried out an analysis of the area based on experience, research and consultation. The following SWOT analysis seeks to set out the key issues identified and goes on to summarise how these will be addressed through the Action Plan.

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Partners have experience of working together and it has been relatively easy to establish a good working relationship</li> <li>• The area has a generally strong community infrastructure and therefore presents a range of opportunities for practical delivery</li> <li>• The three LSPs have considerable expertise in planning and delivering Peace programmes</li> <li>• There are a range of models of good practice</li> <li>• The area has a strong cultural identities</li> <li>• Traditionally good-cross border links</li> </ul>	<ul style="list-style-type: none"> <li>• Youth provision in the area does not always reflect need and there are significant gaps in youth infrastructure and youth worker provision in parts of the area</li> <li>• Currently there is a lack of minority ethnic representation on the planning group and Interim Partnership</li> <li>• The capacity of the community sector to bid for programmes is variable and some communities may need support in this area</li> <li>• Gaps within community infrastructure, both spatial and communities of interest</li> <li>• Demands on partnership board members' time</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• The community becoming increasingly ethnically diverse</li> <li>• Cross-border co-operation</li> <li>• People now more open to good relations programmes and decline in community tension in some areas</li> <li>• The Peace III funding is additional to existing good relations or community support funds</li> <li>• The development of a wider North West vision or plan is in itself an opportunity</li> <li>• The community is still highly segregated but presents opportunities to address this</li> <li>• More cross-cultural events</li> <li>• An appropriate mechanism for involving ethnic minorities in planning and programme design</li> <li>• Desensitising issues</li> <li>• R.P.A.</li> <li>• Opportunity to build on Peace II successes</li> <li>• Can support the Working Group on Flags and Emblems</li> <li>• Chance to change perceptions and attitudes</li> <li>• Needs to develop a local baseline for future measurement</li> <li>• Greater coherence across funding programmes, more strategic programmes, economies of scale</li> <li>• Transfer of learning across NW</li> <li>• Desecularising certain festivals and events</li> </ul>	<ul style="list-style-type: none"> <li>• Increasing tensions in relation to ethnic minority communities, particularly around employment and unemployment</li> <li>• People who choose to stay outside the process or fail to move forward within the process</li> <li>• Reduction in alternative funding opportunities leading to unrealistic expectations of Peace III</li> <li>• R.P.A.</li> <li>• Failure to achieve consensus</li> <li>• Obsession with tracking fund usage at the expense of global impact</li> <li>• Relying on community/voluntary sector good will</li> <li>• SEUPB - potential for programme and monitoring requirements to create tension</li> <li>• Auditors/ bureaucracy</li> <li>• Baseline for measurement - current statistics on crime and ethnic minority communities are limited and sometimes don't fully explain the situation</li> <li>• No advance funding - impact on delivery mechanisms</li> <li>• Concentration on timelines and utilising funding, rather than effectiveness</li> <li>• Remains highly segregated society</li> <li>• RPA and life span of cluster for 1st Peace III tranche only</li> </ul>

## **5.2 Addressing the SWOT**

- 5.2.1** As the SWOT analysis has shown, the three Councils/LSPs have considerable experience in delivering programmes of this kind and are well equipped to deliver the Peace III funding. However, while the Councils have worked together in some form in the past, bringing together all three Councils in the North West Cluster is new and has required considerable negotiation to meet varying local needs. The Partnership believes that it has now achieved consensus on all the key issues and is happy to present a plan which has a strong North West dimension, but sufficient flexibility to meet needs which are specific to each local Council and, indeed, smaller more localised areas.
- 5.2.2** The analysis of weaknesses has shown that effective delivery of the Peace III programme will require cognisance to be taken of parts of the community where infrastructure is not good and in particular where people currently lack capacity, or motivation, to engage. This will mean that the Interim Partnership has to put specific effort into work with those who are marginalised, especially disenfranchised young people. There is also a recognition that identifying and recognising specific ethnic minority needs will prove difficult because of the number of nationalities and different needs represented across the area. The Interim Partnership is committed to developing appropriate structures to ensure that the views of those who are currently under represented or excluded are reflected in plans and programmes. Application processes will be clear so that groups with less capacity will not be deterred from applying. The Interim Partnership is currently considering the use of Expressions of Interest and Interviews as methods of easing the application process. Support will be provided by the Interim Partnership to assist the preparation of bids.
- 5.2.3** The analysis of opportunities shows that work done under Peace I and Peace II funding and other Good Relations work has had a significant impact on the attitudes of many, so that sizeable portions of the community are now open to dialogue and addressing contentious issues in a way that they might not have been in the past. However, it recognises that there is still substantial alienation and disenfranchisement in certain sections of the community and that any work to encourage dialogue and engagement must reflect this in capacity building work. The Partnership wishes to support activities already under way in areas such as work on flags and emblems. There is a recognition that many of the issues that need to be tackled are difficult to measure and therefore work needs to be done to develop appropriate baselines for which to measure changed attitudes or improved utilisation of shared space or activities.

**5.2.4** Consideration of the threats that face the North West highlight the fact that much work still needs to be done to address community tensions. In particular, growth in the number of ethnic minority residents has raised racial tensions, in some cases based on inaccurate perceptions and misunderstandings. The Interim Partnership recognises that the ethnic minority community is by no means homogeneous and work to identify their needs and wishes will prove complex. There is also a recognition that work needs to be done with ethnic minority communities to assist them to understand particular aspects of Northern Ireland culture to enable them to better fit in to existing communities, activities and programmes. Many of the factors which affect good relations and attitudes in the North West and elsewhere are outside the control of the Interim Partnership and the changing political climate, progress on the implementation of the Review of Public Administration and a range of other factors will need to be monitored carefully and appropriate responses made to anything that could undermine the work of the Peace III Action Plan. There is also a recognition that achieving maximum benefit from Peace III funding may at times conflict with the need to deliver initiatives in a timely manner.

## 6 Vision, Aims and Objectives

### 6.1 Vision for the North West for 2015

**6.1.1** After extensive discussions, the three North West Councils, working with a range of stakeholders and partners have considered in detail how they expect Peace III funding to impact on the area over the next five to ten years. Together they have produced a vision for 2015 describing how they expect the community to be at that stage. While guidance suggests that visions for 2010 and 2013 should also be provided, there was consensus that only a single vision statement for 2015 should be included within the action plan and that all work would seek to assist the community to move towards this.

**6.1.2** The Interim Partnership will utilise this Peace III funding to facilitate progress towards a community which by 2015:

- ◆ Shows no physical signs of sectarian identity and where all areas are perceived accessible to everyone
- ◆ Where there is a shared understanding of the value of different cultural identities and where these can be celebrated.
- ◆ Positive and acceptable ways to commemorate have been agreed and there is responsible use of symbolism
- ◆ Where there is substantially less sectarian, racist and homophobic crime
- ◆ A more economically active community with substantial reductions in youth unemployment
- ◆ Where public services and facilities are integrated and people live and learn together
- ◆ A more stable political climate with Councils adopting principles and practices in support of good relations throughout their work
- ◆ Where first class sporting achievement of all kinds is recognised by all communities and has wide spread participation
- ◆ Where there are strong cross-border partnerships

## 6.2 Themes and Broad Aims

6.2.1 It was proposed that work within the Peace III Action Plan would develop under two core themes, each of which would have two elements:

- ◆ Integration
  - Utilisation of shared spaces and activities
  - Attitudes
- ◆ Inclusion
  - Capacity building
  - Symbolism

6.2.2 The following broad aims are proposed:

- ◆ To maintain an inclusive process which can achieve an agreed and relevant programme to meet identified needs
- ◆ To seek to include all groups within society to achieve a shared sense of belonging and community
- ◆ That people in the North West would gain a greater understanding of their own and each others' heritage and culture and in turn develop increased respect for cultural diversity
- ◆ That people would attain a greater understanding of the use of symbols, their impact on others and on how these could be used in an acceptable and agreed manner
- ◆ To challenge racial and sectarian prejudice
- ◆ To transform contested space and to promote shared safe space and increase people's confidence to use all facilities and access all areas
- ◆ To promote inter-cultural, multicultural and cross-community activity throughout the North West
- ◆ To build the capacity of marginalised people to participate in society, decision making structures and a wide range of activities

**6.2.3 Target Beneficiaries** - If the Vision for 2015 is to be achieved, the work of the Partnership needs to embrace all sections of the community. However, support and programmes should be specifically targeted to meet the needs of:

- ◆ **Victims of Conflict** - including those who were injured and/or disabled, those who care for them and are related to them and close relatives who mourn those killed in conflict.
- ◆ **Displaced Persons** - those who have been involuntary moved from areas of violence or interface areas and communities where there is a concentration of displaced people or which have been isolated by border closures.
- ◆ **People who have been Excluded or Marginalised from Economic, Social and Civil Networks** - because of sectarian, racism or conflict, including young people, women and older people.
- ◆ **Former Members of the Security and Ancillary Services**
- ◆ **Ex-prisoners and their Families** - qualifying prisoners who were or would have been released under the Good Friday (Belfast ) Agreement.
- ◆ **Public, Private and Voluntary Sector Organisations and their Staff** - who have a contribution to make towards developing a shared society.

**6.2.4** In addition, the needs assessment undertaken by the Interim NW Peace and Reconciliation Partnership suggests that particular work needs to be done with:

- ◆ Protestant communities
- ◆ Children, before they adopt negative attitudes
- ◆ Schools, voluntary and community organisations and faith based organisations
- ◆ Interest groups including sports, arts and cultural
- ◆ Ethnic minority groups
- ◆ Victims of conflict

**6.2.5 Target Areas** - The Action Plan would seek to target resources and activities on areas which have been affected by conflict and/or are demonstrating community polarisation. This would include:

- ◆ sectarian interfaces,
- ◆ disadvantaged areas suffering the effects of physical dereliction,
- ◆ areas that have experienced high levels of sectarian and racial crime,
- ◆ areas isolated by border closures and limited cross border linkages
- ◆ areas where social and economic development has been inhibited by conflict.

### 6.3 Objectives

**6.3.1** After extensive consultation and discussions a series of objectives for Peace III funding have been developed. While the Interim Partnership accepts the need to produce objectives which are as far as possible “SMART”, there is also a reluctance to narrow the focus of this work to such an extent that the most valuable projects could be eliminated at selection stage. Interim Partnership members were particularly keen to ensure that sufficient flexibility was available within the action plan to allow them to provide the most relevant programmes and activities which reflect changing needs during the funding period. The proposed objectives are as follows:

- ◆ Ensure that all sections of the community have been actively involved in the planning process and have been consulted on the plan by April 2008.
- ◆ By late 2008, have a locally agreed programme to address the symbolism in each Council area.
- ◆ By December 2008, have identified and scoped the needs of marginalised people throughout the North West, recognising that these must also include people with disabilities, carers, women, those who are rurally isolated, disenfranchised young people and many others. (Marginalised people are defined as those who do not engage in civic life or who are not represented in decision making structures)
- ◆ Have designed and delivered an effective programme to meet the needs of marginalised people, leading to substantially greater participation in community activity and decision making structures, by late 2010.
- ◆ Have changed attitudes and barriers to usage of at least two contested spaces in each Council area so that these are widely recognised and utilised as safe shared space, by December 2010.

- ◆ Have provided a range of opportunities for dialogue and engagement between people who currently have little contact.
- ◆ Ensure that all public facilities and spaces are accessible to all sections of the community by 2010.
- ◆ Have established a process for dialogue and negotiation leading to a way forward on planning and organising cultural and historical celebrations by 2010.
- ◆ Have established an effective cross-border partnership which is playing a key part in reducing sectarian or racist attitudes.
- ◆ Set up a forum or fora to enable people who currently feel disenfranchised or who do not have a say to contribute to their views in a way which can influence public sector policy and practice.
- ◆ By a range of methods and programmes, including influencing those who influence young people, have had a positive impact on reducing sectarian and racist perceptions and attitudes of young people and have provided opportunities for increased cross community dialogue and shared experiences.
- ◆ Have obtained a commitment from all public bodies represented through the Partnership to adopt policies and practices which will facilitate better access to services and greater participation by all sections of the community in decision making processes.

## **6.4 Complementary**

**6.4.1** Section 4 of the plan goes into some detail on the range of public policies and funding mechanisms currently supporting the delivering of good relations in the North West. Each of the Councils has its Good Relation Plan with associated resources which will be delivered in the Council area irrespective of Peace III funding. It is the intention of the Interim Partnership that all activity funded under Peace III, and contained within this action plan, will be wholly additional to any work being undertaken by other body and/or funded by existing sources. In practice, it is believed that additional funds can be levered from other sources to support the delivery of this plan. To avoid duplication and ensure that activities funded through Peace III and Priority 1.1 are wholly additional to existing activity the Interim Partnership:

- ◆ has consulted widely with organisations involved in good relations activity.
- ◆ has given full consideration to the three Councils' Good Relations Plans.

- ◆ will seek to obtain sufficient additional information, where there are information gaps, to ensure that any projects or programmes supported are wholly additional or are extended to reflected the additional funded provided.
- ◆ will continue to monitor all good relations activity within the North West area to ensure complementarity.
- ◆ will seek to lever additional funds to certain elements of the Peace and Reconciliation Action Plan from mainstream sources.
- ◆ as appropriate, will involve a range of stakeholders in the necessary structures to ensure complementarity and avoid duplication.

## 7 Options and Preferred Strategies

### 7.1 Strategic Options

**7.1.1** In developing key strategic priorities the Interim Partnership recognised the risk of building up unrealistic expectations in relation to what was achievable utilising Peace III funding. It is clear that programmes and activities funded under Peace III must be wholly additional and should build on what has been done through Peace II, and must not be the mechanism for simply supporting ongoing community or voluntary activity. However, there is also a recognition that a range of excellent work is currently under way which can facilitate the delivery of Peace III objectives. In developing appropriate strategic options, the Partnership recognises the need to support and progress existing good work while developing new and effective actions to take the peace building process to the next stage. In particular there is a recognition that there are a substantial number of people who are marginalised or excluded at present who need to be included within future plans and programmes.

**7.1.2** In developing key strategic priorities, the Partnership believes these need to:

- ◆ Have a strong strategic North West dimension.
- ◆ Be able to encompass more specific local needs.
- ◆ Be sufficiently flexible to achieve the most significant outcomes.
- ◆ Build on and develop work undertaken to date.
- ◆ Include those who are currently marginalised or excluded.
- ◆ Lead to more inclusive decision making and better use of public services and facilities.

### 7.2 Key Strategic Priorities

**7.2.1** As a result of extensive consultation, background research and planning work by the Councils and LSPs, a series of strategic priorities have been developed. These are:

- ◆ Moving towards acceptance of cultural identity and inclusive celebration.

- ◆ Influencing young people's attitudes at an early stage through appropriate media.
- ◆ Promoting shared use of our local facilities.
- ◆ Assisting Protestant participation, especially in disadvantaged urban and rural areas.
- ◆ Promoting the inclusion of ethnic minorities and other marginalised people and acceptance of multiculturalism.
- ◆ Addressing the needs of those who have been adversely affected by conflict.

### **7.3 Funding Allocation**

**7.3.1** The following Action Plan table sets out the anticipated allocation of funding by Strategic Priority. This reflects the Interim Partnership's view of how funding may be required to address each of the priorities and acknowledges that some activities and actions may prove more costly to deliver. Some priorities which are considered very important may involve little expenditure, therefore the allocations are not a reflection of the relative importance placed on each area of work, rather indicate the cost of delivering each. Moreover the Strategic Priorities have not been ranked in terms of importance.

**7.3.2** In discussions between stakeholders during the planning process, a small minority of participants reflected the view that the Peace III funding should be ring-fenced for each Council area. It was made clear that this was not intended to undermine the co-operative activity across the North West or to jealously guard each area's allocation. This approach was expected to facilitate allocation of funding at a local level and to ensure fairness in distribution. Other parties preferred some form of spend monitoring to ensure equitable use of Peace III funds. While the large majority of stakeholders favoured the latter approach, it was accepted that some process was needed to guide applicants to ensure that appropriately scaled projects were submitted for funding at a local level. It is also accepted that the need for particular actions varies across the area and local needs must be accommodated in the allocation of programme activities and places.

## 8 Action Plan

### 8.1 Strategic Priority 1 - Moving Towards Acceptance of Cultural Identity and Inclusive Celebration

#### 8.1.1 The following areas of activity have been identified:

- ◆ More inclusive community festivals and those linked to tourism
- ◆ Developing shared celebrations
- ◆ Dialogue to deal with contentious issues before festivals
- ◆ Develop a North West calendar of celebration events (shared)
- ◆ Raise awareness and improve factual understanding of historical events
- ◆ Development of protocols around flags and celebrations
- ◆ Community art and creative industries programme
- ◆ Shared sports programme and encourage shared use of sporting facilities and participation in non-traditional sports
- ◆ Minority languages
- ◆ Cultural Centre/museum (not capital funds)

#### 8.1.2 Indicative Actions

It is recognised by the Interim Partnership that the promotion of cultural identity can play a vital role in developing acceptance, trust, community identity and solidarity. The celebration of cultural diversity has the potential to help the transition to a peaceful and accommodating society and build both individual and collective self confidence. Three programmes have been identified for this Strategic Priority and these are:

- 1 A programme which promotes cultural identity and heritage
- 2 The development of a leisure and sports programme which promotes acceptance of cultural identity

- 3 The development of a Community Arts and Creative Industries Programme which promotes cultural identity and inclusive celebration

### **8.1.3 Budget**

The budget for this priority and the three detailed actions is expected to be £1.25 million. This will be split as follows:

- ◆ £600,000 per annum for main programme activities
- ◆ £250,000 for small grants to support community based activity towards each of the actions.

### **8.1.4 Target Group**

This programme is expected to involve many of the target beneficiaries as defined in the Peace III Programme. The funding will seek to increase participation in each of these areas by a wider cross-section of the community and in particular by those who are currently under represented. This Strategic Priority will have a strong sub regional and cross border aspect..

### **8.1.5 Outputs and Impacts**

The outputs of this programme are expected to include a wider range of sporting activities involving a cross section of the community, new arts and creative activities celebrating cultural and historical identities and the development of existing and new community festivals and celebrations.

### **8.1.6 The impacts are expected to include:**

- ◆ Raising people's self-esteem, building community spirit and increasing social interaction
- ◆ Greater levels of participation in shared community activities of all kinds
- ◆ Improved understanding of historical and cultural issues and respect for different traditions
- ◆ Positive changes in people's behavioural patterns
- ◆ Reducing crime with a substantial reduction in racism and sectarianism within sport.
- ◆ Economic benefits resulting from the development of community festivals, attraction of tourists and other visitors including the creation of new employment and consolidation of existing employment.

## **8.2 Strategic Priority 2 - Influencing Young People's Attitudes at an early stage through appropriate media**

**8.2.1** Within this strategic priority the broad activity areas identified include the following:

- ◆ The promotion of cultural respect including sport, culture and arts and in particular promotion of cultural diversity programmes for young people
- ◆ Meeting the needs of disadvantaged and disaffected young people
- ◆ Promoting alternative youth lifestyles to street culture
- ◆ Actions to respond to children in crisis
- ◆ Managing conflict at interfaces

### **8.2.2 Indicative Actions**

The Interim Partnership recognised that limited funding is available and that many of the issues facing young people are multifaceted and are therefore the responsibility of a number of statutory agencies. The Interim Partnership may therefore have a role in bringing these agencies together in a multi agency approach to tackle the wider youth issues however within the context of priority 1.1 two programme areas have been identified which incorporate the above broad activity areas. The Interim Partnership recognises the need to promote positive attitudes in young people particularly with regard to race and religion and that the programme needs to involve the key influencers of children and young people starting with the home and parents but also their peers, schools and wider community. The need to provide continued support and intervention from an early age was also identified as well as engagement with older young people who have become disenfranchised. The work of this Strategic Priority is therefore to focus on two key areas:

- ◆ Promote citizenship, tolerance and cultural diversity
- ◆ Meeting the needs of disadvantaged young people and to tackle disaffection

### **8.2.3 Budget**

It is recognised that young people are a primary target group for Peace III funding and should represent 40% of all participants.. It is also acknowledged that this type of programme is revenue intensive and to roll

out this action Strategic Priority and indicative budget of £1.52 million has been identified.

#### **8.2.4** Target Group

Children and young people from 0 to 25 years of age will be targeted by this priority as well as those who have a key role in promoting positive attitudes in children and young people, work will therefore also be undertaken with adults who influence children and young people, where there is seen to be a gap in provision and the activity is not a statutory responsibility.

#### **8.2.5** Outputs and Impacts

More detailed programme development will be undertaken in discussion with a range of agencies and organisations working with young people, as well as with young people themselves. It is anticipated that a range of positive outcomes will result including increased participation by young people who are currently not involved in youth or community provision, engagement of young people with their peer group from different community or ethnic backgrounds and improved co-ordination between service providers at a local level.

#### **8.2.6** It is anticipated that a range of positive impacts will result including:

- ◆ substantial change in attitudes to difference, increase in mutual respect and tolerance
- ◆ Meaningful contact and participation between majority and minority groups
- ◆ Increased self-esteem and personal development for young participants
- ◆ Increase in youth leadership and development of peer led approaches
- ◆ The creation of shared space and reduction in "interfaces" where these exist
- ◆ Reduction in sectarian, racial and homophobic incidents and crimes recorded
- ◆ Reduction in racial and sectarian prejudice.

### **8.3 Strategic Priority 3 - Promoting Shared Use of our local Facilities**

### **8.3.1** In seeking to meet this strategic priority a range of activity areas have been identified:

- ◆ Prepare a baseline of what is currently shared and not shared
- ◆ Perception/attitude survey re: use of venues
- ◆ Influence decision makers to change segregated use
- ◆ Programme to change attitudes to use of facilities
- ◆ Making facilities more welcoming by addressing symbolism and decor
- ◆ Use of community transport to increase access to shared facilities
- ◆ North West plan to better utilise space across the three Council areas
- ◆ Identification of opportunities to provide shared cross border facilities
- ◆ Building the capacity of marginalised communities in a realistic and sustainable way, both in terms of social capacity and small scale physical infrastructure

### **8.3.2** Indicative Actions

The Interim Partnership has recognised that developing and promoting shared local facilities will generate safe and inclusive spaces offering a range of activities and facilities which are currently not accessible for all of the communities in which they are located. This Strategic Priority will be delivered through three programmes. These are as follows

- 1 A programme which promotes the development of facilities that are not currently shared but have the potential to be shared. Leverage would be sought from Re-imagining Communities, I.F.I. and A Shared Future.
- 2 A programme which influences key decision-makers to change segregated use and to facilitate better utilisation of space across the three Council areas. There would be no grant element to this programme.
- 3 A programme which identifies best practice cross border sharing of facilities, services and resources

### **8.3.3** Budget

The total budget for this strategic priority is £500,000, broken down as follows:

- ◆ Programme 1 - £450,000 (including £20,000 of Technical Assistance)
- ◆ Programme 2 - £0
- ◆ Programme 3 - £50,000, including audit costs and small pilot projects

#### 8.3.4 Target Group

These programmes will be targeted at all Peace III beneficiary groups to increase utilisation of existing facilities and will therefore be focused on those who currently do not use the facilities and those who may benefit from them in the future. Throughout each of the programme areas, the Partnership would incorporate work to build the capacity of marginalised communities to participate.

#### 8.3.5 Outputs and Impacts

The primary output from these actions will be a minimum of six community facilities which are much better utilised and which move from being primarily used by one section of the community to being widely utilised by all those in the area.

The impact of this will include:

- ◆ provision of improved community facilities for those who currently lack access to these
- ◆ increased dialogue between people from different backgrounds leading to improved understanding and respect
- ◆ more efficient use of facilities throughout the area.
- ◆ providing a positive focus for local people and their perceptions of their local facilities
- ◆ reduction in sectarian crime on symbolic property

### 8.4 **Strategic Priority 4 - Assisting Protestant participation, especially in disadvantaged urban and rural areas.**

- 8.4.1 Following some discussion during consultation sessions around whether Protestants should be singled out as a specific group within the work, the

Partnership has achieved consensus that this should be the case for the following reasons:

- ◆ Community infrastructure within the Protestant community has been different to that in the Nationalist community and this has made it difficult for Protestants to access funding and opportunities under Peace I and II.
- ◆ Grant aid has often been deemed to be “blood money” and was therefore under-utilised by the Protestant community.
- ◆ The Partnership has an obligation to encourage communities which have not fully participated or benefited to date to become involved. As the largest community in Northern Ireland, there is a need to bring the Protestant community to a reasonable level of participation in the opportunities presented by Peace III.

#### **8.4.2** The following activity areas have been agreed:

- ◆ Enhanced capacity building and leadership training to increase ability to participate in decision making
- ◆ Build on existing cross border activity
- ◆ Review and support existing good work

#### **8.4.3** Indicative Actions

The Partnership has agreed that the most appropriate way to take these forward is to explore and build on models of good practice across the North West and to develop and enhance capacity and to develop leadership training and increase ability to participate in decision-making in Protestant communities, both urban and rural.

#### **8.4.4** Budget

The anticipated budget for this programme will be £560,000 over the two year period. This will be split up as follows:

- £350,000 to be used for programme activities
- £150,000 for small grants to groups to assist them to participate and develop

#### **8.4.5** Target Group

The programme will be largely targeted at Protestant groups and individuals, particularly focused on those who have tended not to be involved in community based activities or where there is low community infrastructure.

#### **8.4.6** Outputs and Impacts

The primary outputs of the priority will be the delivery of a North West area wide programme.. In addition, a number of small grants will be made to particular groups to facilitate them to engage in wider community structures and activities.

#### **8.4.7** The impacts of this priority are likely to include:

- Substantially increased participation in a wide range of community networks and activities by Protestant groups
- Increased participation within the community by Protestants in general
- Reduction in sectarian and racist attitudes and increased respect for different cultural identities
- Positive attitudes towards cross community and cross border activity
- improved levels of trust and tolerance in supported communities and reduced levels of prejudice

## **8.5 Strategic Priority 5 - Promoting the inclusion of ethnic minorities and other marginalised people and acceptance of multiculturalism.**

**8.5.1** It is difficult for the Partnership to develop meaningful actions or programme activity at this stage as there is insufficient information about the needs or aspirations of ethnic minority communities and individuals within the North West. It is recognised that this is a very diverse group and therefore it is important to have a better understanding of the issues before detailed plans are made. A series of areas for action have been identified including:

- ◆ Audit of needs and usage of existing provision to facilitate programme design
- ◆ Promote use of community and other provision
- ◆ Explore prejudices and reasons for racism
- ◆ Use models of good practice, e.g. multicultural forum
- ◆ Develop cross border linkages
- ◆ Raise ethnic minority understanding of N.I. culture
- ◆ Training for community and voluntary sector
- ◆ Awareness programmes anti-racist and sectarian training
- ◆ Multicultural celebration event
- ◆ Sign posting, support and capacity building
- ◆ Provision of mediation services to address specific issues

### **8.5.2 Indicative Actions**

To address these four programmes of activity are being proposed:

- 1 Establish an appropriate baseline and carry out a detailed audit of needs
- 2 Assist the development of existing networks to ensure inclusion of all minority ethnic backgrounds and Travellers. Provide appropriate resources to enable the networks to share

learning, develop capacity building and improve their ability to articulate the views of ethnic minorities and increase their participation in decision-making structures

- 3 Establish a Small Grants Programme to facilitate multicultural celebration events and promote community based activities on a multicultural basis which will promote inclusion of minority ethnic communities, seek to raise awareness of ethnic minority groups by resident populations and increase the understanding by minority ethnic communities of Northern Ireland culture, etc.
- 4 In conjunction with existing networks implement wider programme of activity including training and awareness raising on cultural diversity, promoting multicultural workplaces and good practice in tackling racism within communities and in the workplace.

### **8.5.3 Budget**

The budget for this priority is £300,000 over the two year period.

### **8.5.4 Target Group**

This programme will initially seek to target organisations that work with ethnic minority communities in the North West however it will also engage with communities and support them to cope with changes at a local level as demographics change. Ultimately it will seek to increase participation by people from all ethnic backgrounds and Travellers.

### **8.5.5 Outputs and Impacts**

The primary outputs from this priority will be a greater understanding of the numbers, needs and aspirations of ethnic minority residents, an improved network representing the needs of ethnic minority communities and a range of capacity/training events.

The impacts arising from this work are likely to include:

- ◆ Much greater participation in mainstream activities by ethnic minority communities
- ◆ Improved understanding and respect for differing cultural identities, both in the indigenous and ethnic minority populations

- ◆ Greatly increased capacity within the ethnic minority community to participate in community structures and decision-making mechanisms
- ◆ Improved understanding of ethnic minority needs
- ◆ Improved understanding by ethnic minorities of the Northern Ireland culture
- ◆ Reduction in the number of racial incidents and crimes recorded
- ◆ Reduction in inter-community racial prejudice.

## **8.6 Strategic Priority 6 - Addressing the needs of those who have been adversely affected by conflict.**

### **8.6.1** A series of activity areas have been identified:

- ◆ Programmes to aid dialogue and engagement
- ◆ Range of support services for those affected
- ◆ Facilitate storytelling and create an archive of stories from peoples' perspective
- ◆ Projects to reintegrate those who have been affected by the conflict.

### **8.6.2** Indicative Actions

Under this Strategic Priority, the Interim Partnership wishes to support the efforts to improve the quality of life for individuals and groups damaged by the legacy of the conflict at a local, NW and cross border level. The Interim Partnership understands that these activity areas will also be addressed directly through the dedicated Priority 1.2 of the Peace III Programme. There is also recognition by the Interim Partnership that some of the strategic aspects of the provision are being supported under various Government Departments and Agencies including Health Trusts, the Victims Commissioner, OFMDFM and CRC. To this end the primary gap would appear to be in supporting small local activities and provisions which assist those who have been adversely affected by conflict. To this end a Small Grants Programme offering £3,000 to £30,000 per annum per project, will be

made available to projects which address the four indicative actions listed earlier.

### **8.6.3** Budget

The budget for this priority will be £560,000 over the two years. In determining which projects or programmes to fund, the Interim Partnership will apply a range of criteria including seeking to reduce duplication by ensuring projects or programmes are additional to existing services and facilitating existing and future provision to progress towards mainstreaming.

### **8.6.4** Target Group

This priority will be focused specifically on those who have been adversely affected by conflict including Victims, Survivors, Ex-Political Prisoners and their families, Former members of the Security and Ancillary Services and Displaced Persons.

### **8.6.5** Outputs and Impacts

The primary outputs from this priority are likely to be support for projects which work directly with those affected by conflict to assist them to articulate their experiences and to participate in a range of activities.

The impacts are likely to include:

- ◆ Increased participation by victims/survivors in a wide range of activities and structures.
- ◆ Establishment of a resource of stories/experiences which can improve understanding and provision and ensure that the mistakes of the past are not repeated
- ◆ Improved quality of life for those who have been adversely affected
- ◆ Contribute to a reduction in mental health illnesses
- ◆ Raising people's self esteem

- ◆ Positive changes in people's behaviours
- ◆ Move towards long term sustainability for organisations which support those affected by conflict

## 8.7 Action Plan

Strategic Priority	Resource Allocation	Peace III, 1.1 Resource Allocation	Indicative Actions	Local Implementation Structures	Performance Measures	
					Performance Indicators	Outputs/Results
1 - Moving towards acceptance of cultural identity and inclusive celebration	£1.25m  This may increase through direct project applications by the Interim Partnership to external funders	£1.25m	Cultural identity and heritage programmes.	To be determined by the Interim Partnership	Programmes developed and implemented Events that address sectarianism and racism or deal with conflict resolution Participants attending events Community balance of participation in events	1  3  300 min. 25% each community
			Development of a leisure and sports programme	To be determined by the Interim Partnership	Participants from ethnic minority groups Participants who are young people Changes in attitudes towards cross-community and cross-border activities	min. 5% 40% improved
			Community Arts and Creative Industries Programme	To be determined by the Interim Partnership	Proportion of people who have contacts/recognised friends in the other community Levels of trust and tolerance among programme beneficiaries, decreased levels of prejudice	+5%  improved
			Small grants to support community action	To be determined by the Interim Partnership	Percentage of adults who think relations between Protestants and Catholics are better than 5 years ago	+5%

Strategic Priority	Resource Allocation	Peace III, 1.1 Resource Allocation	Indicative Actions	Local Implementation Structures	Performance Measures	
					Performance Indicators	Outputs/Results
2 - Influencing young people's attitudes at an early stage through appropriate media	£1,500,000		Promote citizenship, tolerance and cultural diversity		Programmes developed and implemented Events that address sectarianism and racism or deal with conflict resolution Participants attending events Community balance of participation in events Participants from ethnic minority groups Participants who are young people Changes in attitudes towards cross-community and cross-border activities Proportion of people who have contacts/recognised friends in the other community	2  500 min. 25% each community min. 5% 80% improved  +5%
			Meeting the needs of disadvantaged young people and to tackle disaffection	To be determined by the Interim Partnership	Levels of trust and tolerance among programme beneficiaries, decreased levels of prejudice Percentage of adults who think relations between Protestants and Catholics are better than 5 years ago	improved  +5%

Strategic Priority	Resource Allocation	Peace III, 1.1 Resource Allocation	Indicative Actions	Local Implementation Structures	Performance Measures	
					Performance Indicators	Outputs/Results
3 - Promoting shared use of our local facilities	£370,000 (This is expected to increase through leverage from other funding programmes)	£437,000 including £20,000 of technical assistance	Programme 1 - Encouraging shared facilities	To be determined by the Interim Partnership – possibly open call which may involve expressions of interest	Programmes developed and implemented Events that address sectarianism and racism or deal with conflict resolution Participants attending events Community balance of participation in events Participants from ethnic minority groups Participants who are young people	1 2  min. 25% each community min. 5% 30% improved
	£0	£0	Programme 2 - Influencing decision makers to facilitate shared space	Closed Programme through the interim Partnership	Changes in attitudes towards cross-community and cross-border activities Proportion of people who have contacts/recognised friends in the other community Levels of trust and tolerance among programme beneficiaries, decreased levels of prejudice	+5%  improved
	£30,000		Programme 3 - Audit to identify and develop cross-border use of facilities	To be determined by the Interim Partnership – possibly tendered programme	Percentage of adults who think relations between Protestants and Catholics are better than 5 years ago	+5%

Strategic Priority	Resource Allocation	Peace III, 1.1 Resource Allocation	Indicative Actions	Local Implementation Structures	Performance Measures	
					Performance Indicators	Outputs/Results
4 - Assisting Protestant participation, especially in disadvantaged urban and rural areas	£500,000		Shared North West project	To be determined by the Interim Partnership	Programmes developed and implemented Events that address sectarianism and racism or deal with conflict resolution Participants attending events Community balance of participation in events Participants from ethnic minority groups Participants who are young people Changes in attitudes towards cross-community and cross-border activities Proportion of people who have contacts/recognised friends in the other community	2 1 200 min. 30% each community min. 5% 40% improved  +5%
			Small grants programme to support participation and development	To be determined by the Interim Partnership	Levels of trust and tolerance among programme beneficiaries, decreased levels of prejudice Percentage of adults who think relations between Protestants and Catholics are better than 5 years ago	improved  +5%

Strategic Priority	Resource Allocation	Peace III, 1.1 Resource Allocation	Indicative Actions	Local Implementation Structures	Performance Measures	
					Performance Indicators	Outputs/Results
5 - Promoting the inclusion of ethnic minorities and other marginalised people and acceptance of multiculturalism	£300,000	£300,000	1 - Establish baseline and audit of needs	To be determined by the Interim Partnership	Programmes developed and implemented Events that address sectarianism and racism or deal with conflict resolution Participants attending events Community balance of participation in events Participants from ethnic minority groups	1 2 200 50%
			2 - Development of existing networks	To be determined by the Interim Partnership	Participants who are young people Changes in attitudes towards cross-community and cross-border activities Proportion of people who have contacts/recognised friends in the other community Levels of trust and tolerance among programme beneficiaries, decreased levels of prejudice	40% improved +5% improved
			3 - Small grants programme to facilitate multicultural events and participation	To be determined by the Interim Partnership	Percentage of adults who think relations between Protestants and Catholics are better than 5 years ago	+5%

Strategic Priority	Resource Allocation	Peace III, 1.1 Resource Allocation	Indicative Actions	Local Implementation Structures	Performance Measures	
					Performance Indicators	Outputs/Results
6 - Addressing the needs of those who have been adversely affected by conflict	£500,000  (This is expected to increase through leverage from other funding programmes)	£500,000	Small grants programme to support local activities that assist those who have been affected by conflict	To be determined by the Interim Partnership – possibly open call	Programmes developed and implemented Events that address sectarianism and racism or deal with conflict resolution Participants attending events Community balance of participation in events Participants from ethnic minority groups Participants who are young people Changes in attitudes towards cross-community and cross-border activities Proportion of people who have contacts/recognised friends in the other community Levels of trust and tolerance among programme beneficiaries, decreased levels of prejudice Percentage of adults who think relations between Protestants and Catholics are better than 5 years ago	2  2  100 min 30% each community 5% 30% improved  +5%  improved  +5%

## Programme Support Costs

The Interim Partnership is seeking £453,615.64 towards Management Support Costs for the period January 2008 to September 2010. The total costs are provided in the excel worksheet found in the Appendix Section. This represents 9% of the total funding allocation to the NW Interim Partnership. Every effort has been made to keep these costs as low as possible and include both financial and non-financial in kind costs from the three Councils and the Statutory Agencies participating in the Partnership. Moreover to correspond with the level of Management and Administration the salary costs are staged over the appropriate period. For example dedicated administration support is not sought until July 2008 and Project Officer support from Omagh and Strabane is capped at 30% from April, rising to 50% in July and from September onwards at 100%. Contributions towards salary costs could not be accommodated by the Councils in the first year as they were not factored into the 08/09 rate estimates but are provided in 09/10 and following the six month period in 2010 at 25% of the gross costs.

### 8.8 Project Selection Criteria

As per the operating guidelines of the Peace III Programme the project selection criteria will consist of the following:

#### **Programme and Measure Specific Criteria - 60%**

May include:

- ◆ Fit with overall objective of the Programme – 30%
- ◆ Fit with how the project/programme contributes to the Priority and Theme – 30%

**Generic Criteria - 40%**

These will include the following to help assess efficiency and effectiveness of a programme and how they address cross cutting themes:

- ◆ Evidence of value for money / value added
- ◆ Evidence of need
- ◆ Evidence of contribution to cross cutting themes (Equality, Sustainable Development, Impact on Poverty, Partnership, Cross Border).

## **9 Managing the Strategy**

### **9.1 Subcommittees**

**9.1.1** In order to develop the final action plan into an agreed set of programmes it is proposed to establish Sub Committee Structures based on the Strategic Priorities of the Action Plan. These sub committees will be responsible for the development of the Programmes which will call for tender proposals or project applications. The membership will be drawn from the Interim Partnership and from external organisations including Donegal and Sligo County Councils and will be serviced by the NW Partnership Secretariat. The outcome of their deliberations will be to oversee the design, implementation and review of Programmes under their designated Strategic Priority. It should be emphasized that the Sub Committees will undertake operational responsibility for the strategic priorities but they are not a decision making authority. The Interim NW Peace and Reconciliation Partnership will make all decisions on the delivery and management of the programmes and the allocation of financial resources. The sub committees will:

- ◆ Undertake any baseline analysis, relevant research, feasibility studies and assessments relevant to the delivery of the Strategic Priority
- ◆ Design Programmes for each Strategic Priority with detailed selection criteria, outputs, time frame for assessments and recommendations and delivery mechanisms
- ◆ Ensure that key agencies and Programmes are co-ordinated effectively to produce genuinely integrated and strategic programmes
- ◆ Conduct monitoring and evaluation on the progress of each Strategic Priority and its respective programmes for their contribution to the overall objectives of the Peace and Reconciliation Action Plan

### **9.2 Monitoring and Evaluating Progress**

*NW Peace and Reconciliation Action Plan*

**9.2.1** Monitoring and evaluation of Peace III funded projects will take place on a number of different levels. It is recognised that the Managing Authority will be responsible for the ex-ante evaluation and that there are no plans to carry out mid-term evaluations. To this end the NW Interim Partnership will:

- ◆ work with the Managing Authority to ensure that appropriate data is collected on an ongoing basis and that returns are made at the required intervals
- ◆ gather and analyse any information required to monitor the progress of the NW Action Plan and any funded projects or programmes in line with the monitoring indicators set down by SEUPB and to ensure compliance with the Letter of Offer and any specific conditions or targets set down by the NW Interim Partnership for individual projects.
- ◆ Monitoring to ensure that projects/programmes adequately address the horizontal themes

**9.2.2** Three types of evaluation will be employed to assess the overall impact of the projects in the NW and their contribution to the Strategic Priority and the overall Peace and Reconciliation Action Plan:

- ◆ Project/Programme level Monitoring and Evaluation
- ◆ Cluster Evaluation
- ◆ Programme Evaluation

### **9.2.3 Project Level Monitoring and Evaluation**

This will largely be informed by the collection of quantitative information against predetermined indicators selected by the DFP, SEUPB, and the European Commission (including those outlined in the Programme Complement and the Peace III Operational Programme). Quantitative information will be collected, collated and forwarded to SEUPB as directed in the Peace database. The information collected will also be retained at the Partnership level and analysed using Statistical Package for Social Scientists (SPSS). This analysis will be augmented by information collected at Cluster Evaluation Workshops, to inform the overall Programme Evaluation.

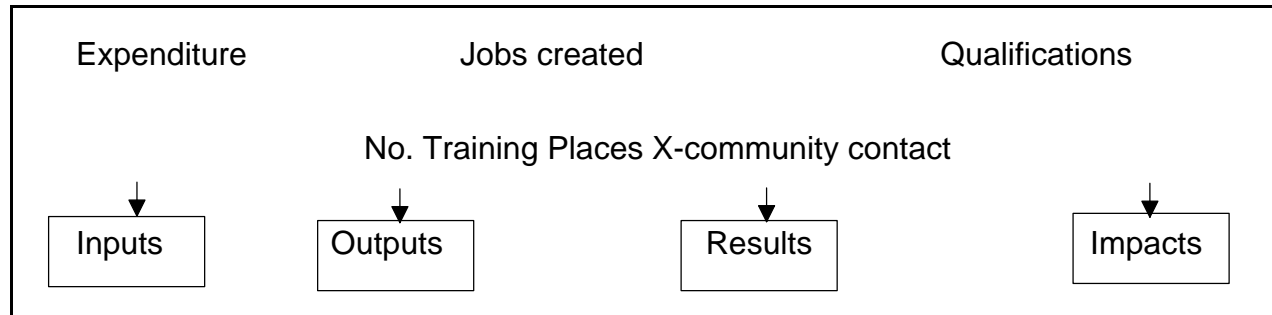
### **9.2.4 Cluster Evaluation**

Given the emphasis placed on Strategic Priorities in the Action Plan, cluster evaluation would be a suitable methodology for assessing projects/programmes collective contribution to systematic change in each Strategic Priority area. Projects/Programmes funded under each Strategic Priority will be brought together on a 12-monthly basis at cluster workshops to update on their project, reporting to targets predefined by the Action Plan, and their corresponding letter of offer. The information collected at these cluster workshops will be used not only for assessing progress towards achieving Strategic Priority objectives, but to enhance the effectiveness of grant distribution and inform future policy development.

### **9.2.5 Programme Evaluation**

The programme evaluation will represent the collation of results from the Project level and Cluster evaluation. The evaluation will report on the impact, economy and efficiency of Local Strategy Partnership, utilising the following conceptual model:

### 9.2.6 Conceptual Model



### 9.3 Reporting Requirements

**9.3.1** The NW Interim Peace and Reconciliation Partnership will undertake all reporting requirements as designated by the SEUPB as Managing Authority for the Peace III Programme. It will also provide monthly reports to the NW Partnership and quarterly reports to each of the three Councils.

### 9.4 Summary Timetable

As referenced previously each Strategic Priority will now be appointed with a Sub Committee which will be responsible for designing the operational programmes and making recommendations to the Interim Partnership. It is not possible to determine accurately the spend targets at this stage as the level of demand and success of project applications to each Strategic Priority cannot be quantified until there has been a call for project applications.

Strategic Priority	April 08	May 08	June 08	July 08	Aug 08	Sept 08	Oct 08	Nov 08	Dec 08
Moving towards acceptance of cultural identity and inclusive celebration	Programme Design with selection criteria and delivery approach for open call. Approval to be sought on these from the Interim Partnership at their May Board Meeting.		Call for Project Applications – rolling programme.  Developing the Strategic Programme with external Stakeholders	Assessment of Project Applications		Recommendations to Interim Partnership on the Open Call and Letters of offer issued	Remaining Letters of Offer issued from previous call Assessment of new Project Applications.  Recommendations to the Interim Partnership on the Strategic Programme	Recommendations to Final Partnership and Letters of offer issued  Seeking Delivery of the Strategic Programme through third parties	Approval of Delivery Partners for the Strategic Programme from the Final Partnership
Influencing young people's attitudes at an early stage through appropriate media	Programme Design with selection criteria and delivery approach. Approval to be sought on these from the Interim Partnership at their June Board Meeting			Brokerage with Statutory Partners		Assessment of Project Applications	Recommendations to Interim Partnership and Letters of offer issued		

Promoting shared use of our local facilities	Programme Design with selection criteria and delivery approach for open call. Approval to be sought on these from the Interim Partnership at their May Board Meeting.  Call for Expressions of Interest	Assessment of Expressions of Interest Undertaking technical assessment by Interim Partnership and completion of full project applications.  Design of Influencing Programme	Recommendations to Interim Partnership on the Open Call and Letters of offer issued	Letters of Offer issued  Design of Cross Border Audit Programme  Recommendations to Final Partnership on the Influencing Programme	Recommendations to Final Partnership on the detail of the cross border audit	Recommendations to Final Partnership on the Cross Border Delivery Partners
Assisting Protestant participation especially in disadvantaged urban and rural areas	Programme Design with selection criteria and delivery approach. Undertaking any base lining including assessment of models of good practice. Approval to be sought on these from the Interim Partnership at their June Board Meeting.  Call for project applications			Assessment of project applications	Recommendations to Final Partnership on applications and letters of offer issued	Letters of Offer issued
Promoting the inclusion of ethnic minorities and other marginalised people and acceptance of multi culturalism	Programme Design with selection criteria and delivery approach. Undertaking any base lining including assessment of models of good practice. Approval to be sought on these from the Interim Partnership at their June Board Meeting.	Call for Expressions of Interest  Assessment of Expressions of Interest		Completion of final project applications	Recommendations to Interim Partnership and Letters of offer issued	Letters of Offer issued

Addressing the needs of those who have been adversely affected by the conflict	<p>Programme Design with selection criteria and delivery approach. Approval to be sought on these from the Interim Partnership at their May Board Meeting.</p> <p>Call for Project Applications – rolling programme</p> <p>Assessment of Project Applications</p>		Recommendations to Interim Partnership and Letters of offer issued	Remaining Letters of Offer issued from previous call Assessment of new Project Applications	Recommendations to Final Partnership and Letters of offer issued	
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## 10 Appendices

### 10.1 Details of Consultation Process

10.1.1 As part of the process of developing the Peace III Action Plan each Council area undertook a range of consultation sessions as follows:

#### 10.1.2 Derry City Council Area

- ◆ A series of targeted workshops
  - Multi Cultural Forum
  - Interface Forum
  - Derry City Council Good Relations Focus Group
  - Waterside Interface cluster with representatives from REACT, UPRG, Tullyally, Curryneirin, Conflict Transformation Initiative, Top of the Hill and Irish Street
  - Community Relations Practitioners - Holywell Trust, St. Columb's Park House, Children in Crossfire, Peace & Reconciliation Group
- ◆ A public consultation event at which 24 organisations were represented
- ◆ Key Stakeholder Interviews with the following organisations:
  - Derry City Council's Good Relations Officer
  - Derry City Council Community Safety Officer
  - Community Restorative Justice
  - Chamber of Commerce
  - Shared City Project
  - Peace & Reconciliation Group
  - St. Columb's Park House
  - Derry City Council's Development Department Staff - representation from Economic Development, Sports Development, Community Services and Museum Services
  - City Engineer's Department
  - PSNI
  - Individual meetings with Party leaders
  - NIHE
  - ILEX

- Faith/Church leaders focus group
- Representatives from the Orange Order, Apprentice Boys and AOH
- WAVE
- Trauma Advisory Panel
- Women's Centre
- Play for a Change Steering Group

### **10.1.3 Omagh District Council Area**

- ◆ Meetings with:
  - Omagh Sports Forum
  - Omagh Community Safety Partnership
  - Women's Sector - Women Into Politics, Talking and Taking Part, Dialogue Event
  - Councillor Workshop
  - Orange Community Network
  - Culture Arts and Leisure Consortium
  - West Tyrone Voice
  - Omagh Self Help and Support Group
  - Early Years Consortium
  - Victims - Tara Centre
  - Omagh Community Support Forum
  - Derry & Raphoe Action
  - W.E.L.B. Senior Youth Worker
- ◆ Written Submissions from:
  - Ulster Council for GAA
  - Women Into Politics, Omagh Women's Area Network, Omagh Ethnic Community Support Group
  - West Tyrone Voice
  - Omagh Community Safety Partnership

#### **10.1.4 Strabane District Council Area**

- ◆ Consultation with approximately 200 ratepayers on the needs, issues and priorities around sectarianism and racism (during the renewal of the Good Relations Strategy - at the end of 2007)
- ◆ Consultation on the Good Relations Strategy
  - distribution of questionnaires to all voluntary and community sector interests seeking information on identification of issues, needs and gaps, and views on support needed
  - Four public meetings held in neutral venues with invitations circulated with the questionnaire
  - facilitation of various focus and group meetings with youth and ethnic minority groups
  - one to one interviews with a range of public, voluntary, community and Council representatives
  - Interviews with elected representatives
  - interviews with a range of staff members and Officers
  - presentation to a meeting of the voluntary and community sector in the district
- ◆ Priorities identified by the Local Strategy Partnership during Peace II and Peace II Extension
- ◆ Feedback following publication on the Council website
- ◆ Invitation through personal letters to all voluntary and community groups and public bodies to a meeting to provide feedback on the draft Strabane Peace III Action Plan
- ◆ Invitation through local editorial to the general public to a public meeting to provide oral feedback on the draft

#### **10.1.5 In addition, number of other consultations and research papers highlighted issues relevant to sectarianism and racism in the North West. These include:**

- ◆ Consultations forming the development of each Council's Good Relations Strategy and Community Support Plans
- ◆ "Building on Good Youth and Police Relationships" - a themed meeting facilitated by Omagh District Policing Partnership and involving:

- Youth Service
  - Youth Justice Agency
  - Life Scheme (Fire Service)
  - Fintona Youth Community Group
  - The Living Room Project
  - Omagh High School Students
  - The Station Centre
  - Omagh Boys and Girls Club
  - Community Safety Partnership
  - Social Workers
  - Neighbourhood Police Officers
- ◆ “Remembering Into the Future” Conference
  - ◆ Population Change and Social Inclusion Study (QUB, UUJ, St. Columbs Park House)
  - ◆ Review of Interfaces within the City of Derry Research - Institute of Conflict Research
  - ◆ ILEX Shared Spaces Study

**10.1.6** The key findings in relation to the issues of concern and suggested approaches to addressing them are noted in the sections below. They are split into the following four key themes (these were themes which consistently emerged). The majority of the issues raised are common to all three Council areas in the North West. Where relevant, issues specific to each area are referenced. The four key themes are:

- ◆ Cultural Traditions, symbolism
- ◆ Interface Issues
- ◆ Negative Sectarian and Racist Attitudes
- ◆ Marginalisation and Exclusion
- ◆ Need for Shared Spaces and Facilities and Activities
- ◆ Capacity to deal with sectarianism and racism

### 10.1.7 Cultural Traditions and Symbolism

Concerns were raised in relation to use of flags, parades, emblems and symbols to antagonise and intimidate. It was suggested that whilst it is important to ensure that communities are able to express their culture without antagonising/intimidating others, it is also important to ensure that arterial routes are kept free from symbolism and that any demonstrations of culture should encourage joint participation and/or opportunities to learn about our history and heritage.

### 10.1.8 Interface Issues

Concerns were raised in relation to continuing interface problems in some areas. The main instigators of interface violence are young males aged 12-20 years and recently young females are encouraging/provoking males. Use of the Internet/mobile phones are key components. It is not believed that interface incidents are strategically orchestrated, however, interface violence is more prevalent at weekends and during “commemorative events”. Research undertaken by the Institute of Conflict Research “Review of Interfaces within the City of Derry, June 2007” highlighted the same concerns. A number of successful initiatives established within Derry City Council area were quoted in the research and consultation. These included the Mobile Phone Network, Interface Forum and Bishop Street Rota. Both the research and consultation highlighted that such initiatives needed to be maintained. The Research also recommended that work at interfaces should involve communication at local level, and that there should be a co-ordinating/networking level and a Strategic level forum which would include statutory agencies, the clergy, political representatives, and community/voluntary representation. Such a network should link with other NI fora. The deployment of community wardens and youth workers (to instigate and manage youth diversionary activities) was also recommended in both the consultation and research. Interface areas identified within the North West region (through research and consultation) include:

- ◆ Derry City Council area
  - Bishop Street/Fountain
  - Irish Street/Gobnascale

- Tullyally/Curryneirin
- ◆ Strabane District Council area
  - Castlderg area.
  - Interface issues “without walls” in rural and town areas such as Donemana, Magheramason, Newtownstewart and Ballymagorry.

### **10.1.9 Negative Sectarian and Racist Attitudes**

There was a view that there were still very negative sectarian attitudes in parts of the North West which need to be addressed if the area is to promote positive relations at local level. These were not necessarily limited to interface or T.S.N. areas.

In addition there were concerns about increasingly negative attitudes towards ethnic minorities in some areas (some of which related to perceptions that migrant workers were taking local jobs). Consultation and research has also highlighted a number of concerns about racial incidents in the area. Consultation highlighted a level of racial tension in some areas. In Derry City Council, key racial hot spots were described as any where young people congregate and these include:

- Shantallow
- Galliagh
- Bishop Street Interface
- Carlisle Road
- Strand Road
- Spencer Road
- Lisnagelvin

There is a perception that young loyalists are particularly disenfranchised.

Consultation and research suggested that civic, political, community, business and faith leaders need to set a good example in terms of promoting positive attitudes towards and actions relating to sectarianism and racism and that this needs to be pursued in all areas of life - work, education, faith, recreation, business, politics, etc. It was also suggested that positive actions and attitudes should be fostered at the pre-teen stage to avoid a “pyramid of hate” developing.

Key findings of the Remembering into the Future Conference (held on 8 November 2007 and organised by Derry City Council, The Old Library Trust, St. Columbs Park House and The Junction and attended by 120 people) highlighted that all forms of sectarianism, racism, negative prejudice and discrimination must be challenged. It also highlighted that expression of identity and culture must be valued and respect yet be sensitive to the culture and identity of others. The report also highlighted the need to recognise that the infrastructures and institutions of government and the mindsets and attitudes of society at large, contributed to the division and deep segregation of communities and that a radical shift is required in our visioning of a new inclusive society with an agreed blueprint of how society should be structured in its social, economic, political and cultural arenas such that it delivers in ways that meet the needs of all citizens.

#### **10.1.10 Marginalisation and Exclusion**

In essence, changing attitudes to sectarianism and racism, and building positive relations at local level will involve the whole community, and will incorporate activities in all areas of life, but within this approach, specifically target those most excluded. Those identified as most excluded/marginalised in the North West area included young people, those adversely affected by the troubles, ethnic minority groups and those within the Protestant population who feel alienated. These groups were seen as the ones most in need of targeted support through any Peace III initiatives. However, as noted above, the importance of ensuring that key civic, political, community, business and faith leaders promote positive attitudes to sectarianism and racism and that positive attitudes should be fostered in all areas of life - work, education, faith, recreation, business, politics, etc. - should not be overlooked.

In relation to young people, research and consultation highlighted that much of the interface violence was attributed to young people and it was suggested that not only should youth diversion programmes be maintained and started, but so should programmes which allow young people to develop self confidence and which help them learn about the implication of their actions, and which help them feel part of society as a whole. In addition, young people should be encouraged to participate on programmes promoting cultural diversity. However, work with young people should not just be focused

in interface areas. Some highlighted that negative attitudes were not just limited to interface and TSN areas. Young people in general should be treated as equals and positive attitudes need to be promoted in young peoples environments such as home, school, popular culture, recreational activities, etc. It was also considered particularly important to work with young people at the pre-teen stage before negative sectarian and racist attitudes get a chance to escalate. It was generally viewed that young people should be at the core of any work focusing on building positive relations which will last long into the future.

In relation to those adversely affected by the troubles, there was a recognition that details on the total numbers affected are not known. However N.I.C.T.T. commissioned research which will be published in May 2008 may be able to give more of an indication. The Trauma Advisory Panel also indicated that around ?? people are members of ?? self help/support groups in the area. In Omagh, there was a view that the impact of the bomb in 1998 is still an issue. The Remembering Into the Future conference report (see above) highlighted that a range of mechanisms needs to be put in place to help victims on their personal journeys towards reparation and healing. Whilst the work of the voluntary and community sector, particularly in the "self help" field was recognised as important and vital for victims of the Troubles, of even greater importance is the need for victims (particularly those suffering from trauma related illnesses) to access appropriate professional mental health support (highlighted by representatives from the N.I. C.T.T.). Whilst the H.S.S.B. provides some support for those suffering from trauma this is nowhere near enough to meet the need. It was suggested that consideration be given to training existing mental health professionals in specific skills to deal with trauma. This in turn would enable those affected to deal with the past in the best way and then take steps towards building positive relationships in the future. Support should also be provided to those providing other practical support for victims so long as providers of this support recognise their limitations in terms of dealing with mental health issues.

In relation to ethnic minorities, consultation and research has highlighted that it is difficult to identify the number of people from ethnic minority backgrounds living in the North West area (however, in the D.C.C. area, SEEDS have indicated the ethnic minority population to be in the region of 5,000). It was

therefore suggested that a scoping exercise needs to be undertaken. It was acknowledged that there are a range of people from different ethnic minority backgrounds with different issues and needs and these need to be acknowledged in any work with groups of this kind.

Overall, it was viewed that integration of the ethnic minority population is necessary, so long as this does not result in existing residents being treated unfairly. Again, it was highlighted that work needs to be done in terms of promoting positive attitudes and actions towards ethnic minorities in all areas of life - work, education, civic leadership, faith organisations, businesses, communities, politics, etc. Again, the importance of promoting positive actions and attitudes should be fostered at the pre-teen stage to avoid a "pyramid of hate". As with sectarianism, it is important to ensure that key civic, political, community, business and faith leaders promote positive attitudes to racism and acceptance of diversity.

In relation to members of the Protestant community feeling alienated, consultation and research indicated that this was an issue in all three Council areas. The statistics above relating to the percentage of Protestants in the North West compared to N.I. as a whole and the statistics relating to segregation on a ward basis do provide some basis for this view. The Research Report "Population Change and Social Inclusion in Derry/Londonderry Study", September 2005 highlights that there is a strong sense of political and cultural decline within the Protestant community, that Protestant insecurity is reflected in their perception of being safer in predominantly Protestant areas and that while most Protestants are happy to shop in the Cityside in Derry City Council area, this is often limited to the Foyle side, Richmond Centre and Diamond areas of the city centre. The study also highlighted that Protestants expressed discomfort at the presence of nationalist symbols (however, undoubtedly Catholics feel the same about Protestant symbolism). The social inclusion report also highlighted a recognition of the fragmentation and rivalry within the Protestant community, alongside a relative lack of community development skills and a failure to network and exchange skills and learning. A number of initiatives, since that have aimed to address this (such as the Shared City Initiative, Neighbourhood Renewal, the Housing Strategy for the City), however Protestant areas still remain under-developed.

Derry City is still perceived as a divided city with 96% of Protestants living in the Waterside area. As noted in the Social Inclusion Study referenced above, Protestants generally do not feel comfortable in the Cityside area and feel that there is a lack of facilities and activities to encourage them to use the Cityside without feeling uncomfortable.

Consultation forming part of the development of the Action Plan highlighted that there were very similar issues and concerns regarding Protestant alienation in Strabane and Omagh. Strabane also still has segregated areas such as Ballycolman, East, North, West and South wards. Over half the wards in the area have 70%+ population of single identity

#### **10.1.11 Need for Shared Spaces, Facilities and Activities**

The need for shared spaces, facilities and activities was highlighted as an issue throughout the North West area. As noted previously, each area still experiences segregation and members of each community still have concerns about using facilities located in an area in which they do not feel comfortable. In addition, the need to develop shared activities to encourage people from each side of the political divide to congregate was highlighted, and this included making commemorative events more welcoming for all. The issue of sharing spaces, facilities and activities also applied to ethnic minority groups. In fact the overall view was that spaces, facilities and activities should be welcoming to all if positive relationships are to be developed at the local level.

The idea of ensuring access to shared spaces, facilities, activities and events was highlighted as one way of helping promote cultural diversity and encourage positive attitudes and actions relating to sectarianism and racism and to reduce segregation. Cultural identity could be expressed, so long as it was expressed in a way which would encourage participation by those from different backgrounds.

The following suggestions were highlighted:

- ◆ that contested spaces be used for inclusive events

- ◆ that existing interface areas undergo regeneration with a shared culture ethos. In Derry City Council area, it was suggested that those areas which could be regenerated included Clondermott School in Irish Street/Gobnascale and Fence between Fountain/Brandywell
- ◆ that programmes which promote diversity in all aspects of life should be encouraged and supported.
- ◆ that fora for dialogue should be established in all areas as was the continued need to build relationships and trust within and between communities.
- ◆ that access for all to public and private services and facilities was seen as an important way to reduce segregation, and it was felt that some providers needed support in these areas.
- ◆ Strabane in particular has indicated the need to build on cross border relationships in a wide range of arenas.
- ◆ that there is still a need for single identity work was still recognised, so long as there was an overall aim of co-operation.
- ◆ that there was still a need to ensure synergy/cohesion across initiatives/funding

The Remembering Into the Future Conference report (see above) indicated that resources need to be invested in shared, safe spaces so that people from different backgrounds can come together and explore and share their personal experiences through storytelling and dialogue. Cross community activity in all its forms is required to foster real and lasting relationships. We must be challenged to engage the “other” if we are to overcome the deep divisions of the past that led to the mistrust, fear and suspicion that culminated in violence and conflict.

#### **10.1.12 Capacity to Deal with Sectarianism and Racism**

A lot of the suggestions noted above rely on key organisations and individuals having the resources, knowledge, skills and capacity to deal with sectarian and racist issues. It was recognised that a lot has been achieved through Peace II ( 750 Peace II and 150 Peace II Extension and 14 Interreg projects were supported in the North West) and that Peace III should

build on this where possible (acknowledging that Peace III objectives were different).

Overall, the key areas identified as needing support to further develop capacity were:

- ◆ among voluntary, community, public and private sectors. Within these sectors, it is important to ensure a range of individuals have appropriate skills so that “burnout” is avoided and so that there will be up and coming key workers with these skills. It is also important to ensure delivery of key programmes to address sectarianism and racism through these sectors
- ◆ among civic, business, community, faith, education and political leaders so that they in turn can promote positive attitudes and actions .and set good example in all areas of life - work, social, sport, politics, etc.
- ◆ among those delivering sports, arts, culture, history, womens projects, etc., These arenas were considered very important arenas through which to promote positive actions and attitudes and therefore it is important that those delivering programmes in such arenas have the resources and the knowledge and skills to do so effectively.
- ◆ In Derry City Council area, the need to focus on non Neighbourhood Renewal areas was identified

## 10.2 Key Initiatives in the North West Area

### 10.2.1 The following key good relations initiatives operate in the North West area

#### Derry City Council area

- ◆ Community Safety Partnership
- ◆ District Policing Partnership
- ◆ Interface Forum
- ◆ Multi-cultural Forum
- ◆ Peace and Reconciliation Group
- ◆ Shared City Initiative
- ◆ The Mayors Initiative
- ◆ Interface Initiatives
  - Mobile Phone Network
  - Bishop Street Rota
- ◆ Youth Initiatives
  - PSNI
  - WELB
  - Community/church based
- ◆ Initiatives for victims/survivors
- ◆ Initiatives for migrant workers (e.g. NW Centre for Learning and Development)
- ◆ St. Columb's Park House and The Junction
- ◆ Council's Good Relations Work (see strategy above)
- ◆ Re-imagining Communities Initiative

- ◆ SEEDS
- ◆ ILEX - ongoing research into shared spaces

#### Strabane District Council Area

- ◆ Good Relations Panel
- ◆ Good Relations Strategy
- ◆ Community Safety Partnership
- ◆ Neighbourhood Renewal, Leader and Interreg - continue to stimulate and support communities

#### Omagh District Council area

- ◆ Omagh District Council Good Relations Forum
- ◆ Omagh Ethnic Community Support Group
- ◆ Omagh Community Support Forum
- ◆ Omagh Churches Forum
- ◆ The Phoenix Group

## **11 Relevant Public Policies and Strategies**

### **11.1 Overview**

**11.1.1** There are a range of policies and plans which make reference to promoting good relations and addressing sectarianism and racism. In addition there have been, and continue to be, a wide range of initiatives which focus on addressing sectarianism and racism. Many of these are, or have been, funded on a short term basis through Government Departments tasked with addressing sectarianism and racism, and/or through other funders such as the Lottery etc. (though in such cases sectarian/racism outcomes are more likely to be additional outcomes rather than the main focus of the funding).

**11.1.2** The sections below provide an overview of the key policies and initiatives in the North West area.

### **11.2 Programme for Government and Priorities and Budget 2005 - 2008**

**11.2.1** The Vision for the Programme for Government is for “ a peaceful, inclusive, prosperous, stable and fair society, firmly founded on the achievement of reconciliation, tolerance, and mutual trust, and the protection of human rights for all”.

**11.2.2** Priorities and Budget outlines Governments overarching plans in line with the Programme for Government. It outlines Government’s commitment to work in partnership with the voluntary and community sector to deliver the Government’s objectives, tackle disadvantage, build stronger, peaceful communities and improve public services. Its three overarching themes include:

- ◆ Building equality and community cohesion - to increase opportunity for all and ensure stronger, safer communities throughout N.I.

### **11.3 A Shared Future**

## A Shared Future

**11.3.1** A Shared Future on Improving Community Relations in N.I. provides a policy framework for the achievement of good relations in N.I. The Vision for a Shared Future is of “a peaceful society in which everyone can freely and fully participate, achieve their full potential, and live free from poverty”. The overall aim of the policy is:

- ◆ “to establish, over time, a shared society defined by a culture of tolerance: a normal, civic society, in which all individuals are considered as equals, where differences are resolved through dialogue in the public sphere and where all individuals are treated impartially. A society where there is equity, respect for diversity and recognition of our independence”.

**11.3.2** A Shared Future sets out a framework of action at central, regional and local government, community and individual level together with mechanisms to delivery policy and assess progress and impact. Policy objectives include:

- ◆ facilitate the development of a shared community where people wish to learn, live, work and play together
- ◆ Reduce tension and conflict at interface areas
- ◆ encourage communication, tolerance and trust across N.I., but particularly in areas where communities are living apart.

**11.3.3** A number of key themes are outlined within the Policy which include:

- ◆ Tackling the Visible Manifestations of Sectarianism and Racism
- ◆ Reclaiming Shared space
- ◆ Developing Shared Communities
- ◆ Shared Education
- ◆ Promoting Diversity and Cultural Diversity
- ◆ Developing Shared Workspaces

- ◆ Linking Community Development and Community Relations and tackling disadvantage
- ◆ Ensuring the victims voices are heard
- ◆ Developing Shared services

**11.3.4** Overall, the contribution that the voluntary and community sector make to good relations is acknowledged and it is important that this role is underscored especially in the most disadvantaged and interface areas.

## **11.4 Other Relevant Policies and Plans**

### **11.4.1 Community Relations Unit (OFMDFM)**

The Community Relations Unit aims to increase cross community contact and co-operation and to encourage mutual respect, understanding and appreciation of cultural diversity. Its policy aims include:

- ◆ to support the development of integrated/shared communities where people wish to learn, live, work and play together
- ◆ To encourage communication, tolerance and trust in areas where communities are living apart
- ◆ To promote respect, communication and celebration of different cultures, faiths and traditions
- ◆ To eliminate sectarianism and racism and to enable individuals to live and work without fear and intimidation
- ◆ To reduce tension and conflict in interface areas
- ◆ To shape policies, practices and institutions to enable trust and good relations to grow

### **11.4.2 The Community Relations Council**

The CRC was established with the aim to help people recognise and counter the effects of community division by:

- ◆ providing support to local groups and organisations
- ◆ developing opportunities for cross community understanding
- ◆ increasing the public's awareness of community relations work
- ◆ encouraging constructive debate throughout N.I.

### **11.4.3 Racial Equality Strategy**

The Racial Equality Strategy 2005 - 2010 seeks a society in which racial diversity is supported, understood, valued and respected, where racism in any of its forms is not tolerated and where we live together as a society and enjoy equality of opportunity and equal protection. It outlines 6 aims for the future which include:

- ◆ Elimination of Racial inequality
- ◆ Equal Protection
- ◆ Equality of service provision
- ◆ Participation
- ◆ Dialogue
- ◆ Capacity Building

#### **11.4.4 Section 75**

Section 75 of the N.I. Act was established to ensure that the following categories do not experience discrimination:

- ◆ Persons of Different Religious Belief, Political Opinion, Racial Group, Age, Marital Status or Sexual Orientation
- ◆ Men and Women Generally
- ◆ Persons with a Disability and Persons Without
- ◆ Persons with Dependents and Persons Without

A public body is also required to have regard to the desirability of promoting good relations between people of different religious beliefs, political opinion or racial group.

#### **11.4.5 The International Fund for Ireland (IFI)**

The International Fund for Ireland supports community relations through projects and programmes which include:

- ◆ Community Bridges Programme - enhancing the capacity of local communities to address conflict related issues and divisions. This includes tackling intimidation or sectarianism, empowering marginalised youth and developing cross border contacts.

#### **11.4.6 Re-Imaging Communities**

Re-Imaging Communities is a three year programme, aimed at tackling the visible signs of sectarianism and racism across urban and rural N.I. It is managed by a consortium made up of DSD, OFMDFM, CRC, NIHE, IFI and the Arts Council NI. The programme works through local authorities, NIHE and the PSNI as points of contact and conduits for projects.

#### **11.4.7 Northern Ireland Housing Executive (NIHE)**

The NIHE works with local communities to target the removal of sectional symbols. NIHE works with the Common Ground Consortium in Derry to address issues at interface areas.

#### **11.4.8 Department for Social Development (DSD) Neighbourhood Renewal**

The Neighbourhood Renewal Strategy “People and Place” concentrates resources on disadvantaged neighbourhoods through 7-10 year Neighbourhood Renewal Vision Frameworks and 3 year rolling action plans for Neighbourhood Renewal areas. There are four strategic objectives of the programme:

- ◆ Community Renewal
- ◆ Economic Renewal
- ◆ Social Renewal
- ◆ Physical Renewal

#### **11.4.9 D.S.D. Local Community Fund**

This is a DSD initiative targeted at the most deprived 11-20% of wards in N.I.

#### **11.4.10 Strabane District Council - Good Relations Strategy**

Strabane District Council’s Good Relations Strategy includes the following aims, objectives and actions

- ◆ Aim: - reduce the visible manifestations of sectarianism and racism
  - Objective- Reduce the volume of unofficial or contentious flags, emblems and memorials on main thoroughfares.
    - Action: Establish and support a Flags, Emblems and Memorial forum.
    - Action: Develop and support two re-imaging communities projects
  - Objective - Reduce contention surrounding parades in the district
    - Action: providing training in conflict resolution to key individuals and organisations in the district
    - Action: facilitate and support a mediation process on the parades issue
- ◆ Aim: Shared Communities and Shared Space

- Objective: Co-ordinate and lead strategic responses to key issues by the public sector and voluntary and community sector
  - Action: Develop projects with other Council areas
- Objective: Support Groups to maximise their contribution to good relations on target issues in target areas
  - Action: Provide a hard issues GR grant scheme
  - Action: Organise quarterly good practice visits outside the district and on a cross border basis
- ◆ Aim: Diversity and Cultural Diversity
  - Objective: Support cultural expression and respect for diversity
    - Action: Provide a cultural diversity grant programme
    - Action: Bi-annual cultural event hosted at the Alley Theatre
    - Action: organise exhibition of cultural diversity and historic traditions such as civil rights participation
    - Action: organisation of international language day
    - Action: support for an International Food Festival
    - Action: Minority ethnic civic involvement programme

#### **11.4.11 Derry City Council - Good Relations Strategy**

Derry City Council's Good Relations Strategy includes the following aims, objectives and actions

- ◆ Aim: Leadership and Co-ordination
  - Objective: Lead the statutory agencies in developing a common vision and response to good/community relations needs in the City
    - Action: development of training and development resources with statutory agencies
    - Action: establish and chair a statutory agency stakeholder team on good relations
  - Objective: ensure the inclusion of all representative interests in continuing to develop the implementation of the good relations strategy
    - Establish a city wide advisory forum on good relations
- ◆ Aim: Tackle hard issues and promote cultural diversity
  - objective: develop a greater understanding of the history and culture of all sections of the community towards each other
    - Action: Continue the main and support grant programme

- Action: develop and separate and strategic long term grant programme targeting cross community understanding
  - Action: target the provision of quality accredited single identity programmes that focus on development of people to impact on reconciliation,
  - Objective: Reduce the incidences of flags and emblems causing distress and discomfort
    - Action: continue the main and support grant programmes
  - Objective: Reduce homophobia and intolerance in the city
    - Action: continue the main and support grant programmes
  - Objective: respond to incidents relating to sectarianism and homophobia and racism
    - Action: Maintenance of the CRO initiatives fund for use in interface areas, low or no activity areas.
- ◆ Aim: Inclusion, Engagement and Reconciliation
- Objective: Reduce the feeling of barriers between communities and develop positive relationships
    - Action: Further support eh Shared City Initiative
    - Action: Continue the main and support grants
    - Action: Identify events and activities that can be held on the Waterside
    - Action: Work with shopping and other facilities to enhance marketing in the Waterside
    - Action: explore carnival and other events to include the Waterside further
    - Action: ; explore further the relationship between the Shadow Youth Council and Derry City Council
    - Action: produce and distribute an anti-racism, homophobia, sectarianism booklet each year
  - Objective: Improve access to services and activities for people living outside the city
    - Action: continue the main and support grants
    - Action: Identify and target role models for inclusion in civic events, committees and panels
  - Objective: Integrate people from ethnic minorities in the civic life of the city and communities
    - Action: continue main and support grants

- Action: identify and target role models for inclusion in civic events, committees and panels
- Action: produce a welcome pack
- ◆ Aim: Building Capacity
  - Objective; Increase the leadership capacity of individuals at community level
    - Action: develop a strategic and longer term grant aid package
    - Action: support the delivery of corporate programmes with good relations focus such as the Mayors Good Relations Initiative
    - Action: Organise and annual good relations awards event
  - Objective: Increase interaction between community based organisations and Council and other statutory bodies on good relations issues
    - Action: continue main and support grants
    - establishment of a city wide advisory forum on good relations

#### **11.4.12 Omagh District Council - Good Relations Strategy**

Omagh District Council's Good Relations Strategy includes the following themes and activities:

- ◆ Theme: Embedding Good Relations
  - Councillors to take a lead role in the promotion of Good Relations within the District
- ◆ Theme: Enabling Good Relations
  - To secure additional resources to deliver Good Relations work within the ODC area
  - Develop closer working relationships with other key organisations locally, regionally, cross-border, and East-West
- ◆ Theme: Good Relations in Practice
  - To provide resources for Good Relations Activities to take place within the district and to build on good practices that already takes place within the Council
  - To provide a strategic and co-ordinated approach to working with and relating to migrant workers and ethnic minorities within the ODC area

- To develop an outreach programme and action plan aimed at involving the migrant worker population and ethnic minority groups in the work of the Council
  - To co-ordinate an inclusive, consultative process to develop a fitting memorial to the Omagh Bomb
  - Increase awareness of interconnectedness and interdependency of local people
- ◆ Theme: Promoting Good Relations
    - To develop effective communication to highlight the work and strategies of ODC locally and regionally

#### **11.4.13 Department of Education**

DE has identified community relations as a key theme and has sought to influence through:

- ◆ cross community contact programme
- ◆ Education for Mutual Understanding
- ◆ Support for integrated education

#### **11.4.14 Western Education and Library Board**

Youth Service within the E.L.B.s also provides funding for local community relations work.

## **Appendix A**

# **Proposed Corporate Governance Arrangements for the Interim Peace & Reconciliation Partnership - NW Cluster (Strabane, Derry and Omagh)**

## Introduction

The purpose of this paper is to provide Members with the proposed Corporate Governance arrangements for the Interim Peace & Reconciliation Partnership which outlines how the Partnership will be managed and effectively deliver upon its objectives. The CIPFA - Good Governance in Local Government: A Framework and Derry LSP Corporate Governance have been used to develop the proposed corporate governance arrangements for the Interim Peace & Reconciliation Partnership.

## Background

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. Building on the successes and lessons of Peace I and Peace II Programme, Peace III will have a continued and renewed emphasis on reconciliation criteria and will specifically focus on reconciling communities and contributing towards a shared society.

These strategic objectives are grouped into two Priority areas and the focus of this paper is on the proposed implementation and delivery of Priority 1.1 Building Positive Relations at a Local Level.

The objective of building positive relations at the local level is:

**“To challenge attitudes towards sectarianism and racism and to support conflict resolution and mediation at the local community level.”**

Over the last number of years there has been a shift in the nature of violence directly related to the conflict, to broader sectarian violence and hate crimes. In addition, in Northern Ireland and Border Region, growing ethnic diversity alongside relatively high levels of socio-economic deprivation in some areas presents new challenges for achieving greater integration and citizenship within society. Due to the history of division many sections of society have not yet developed the capacity to deal with diversity and difference. Increasing numbers of

racial crimes and incidents in recent years provides further demonstration of the underlying culture of intolerance and violence.

Under Priority 1.1, the majority of funds will be delivered to locally based projects, through local Councils working together on a cluster basis, alongside the social partners. Each cluster area will develop a Peace and Reconciliation Action Plan and the agreed Action Plan will set out an overall strategic framework to tackle sectarianism and racism in the cluster area and to support conflict resolution and mediation at the local community level., approximately 30% of the total value of the action plan must involve actions on a cross-border basis.

### ***Cluster Arrangements***

Local Councils in Northern Ireland have been invited to submit Peace and Reconciliation Action Plans to SEUPB, based in self-defined cluster arrangements, until the new proposed council areas under the Review of Public Administration (RPA) are agreed by the devolved administration. It is envisaged that the first Action Plans will cover the period 2008 – 2010 inclusive, and a second tranche of Action Plans, for the period 2011 - 2013 will reflect the agreed RPA Council structures.

The North West Cluster comprises the administrative areas of the following local authorities:

- Strabane District Council
- Omagh District Council
- Derry City Council

Due to the time pressures associated with the completion of the Peace & Reconciliation Action Plan and the design of subsequent programmes it is proposed to establish an **Interim Peace & Reconciliation Partnership** which will be replaced by the final Peace & Reconciliation Partnership. This document outlines the corporate governance arrangements for the Interim Peace & Reconciliation Partnership.

## Corporate Governance

### ***Purpose of the Interim Peace Partnership***

The Interim Peace & Reconciliation Partnership has been established to develop an agreed Peace and Reconciliation Action Plan for submission to SEUPB under Priority 1.1 of the EU Peace III Programme. The action plan will provide a framework for tackling sectarianism and racism across the administrative areas of the North West Cluster which comprises Strabane District Council, Derry City Council and Omagh District Council.

### ***Vision***

To challenge local attitudes towards sectarianism and racism and support conflict resolution and mediation at the local community level.

The objectives of the Interim Peace & Reconciliation Partnership are:

1. To undertake strategic planning process and develop an agreed Peace & Reconciliation Action Plan for the cluster
2. To seek agreement from partners and submit Peace and Reconciliation Action Plan to the Special EU Programmes Body (SEUPB) within the agreed time frame
3. To satisfy the SEUPB (the Managing Authority for the Peace III Programme) that the Action Plan has been advanced on a partnership basis, reflects the needs of the area and contributes to the stated outputs and results of Priority 1.1 as set out in the Operational Programme
4. To develop and approve the Partnership Agreement to support the Peace & Reconciliation Action Plan and submit to SEUPB within the agreed time frame
5. To review the Corporate Governance arrangements, the composition and nomination processes for the final Regional Peace & Reconciliation Partnership which will replace the Interim Peace & Reconciliation Partnership by October 2008

The Interim Peace & Reconciliation Partnership will then be replaced by the final Peace & Reconciliation Partnership who will be responsible for the delivery and ongoing implementation of the Peace & Reconciliation Action Plan, and be responsible for the monitoring and evaluation of any programmes funded.

### **Structure**

The Interim Peace & Reconciliation Partnership for the NW Cluster is one of seven clusters (including Belfast as single council) which will be formed in Northern Ireland. In the Border Region the existing six County Development Boards across the Border Region will take the lead in developing the Peace & Reconciliation Action Plans.

The Interim Peace & Reconciliation Partnership for the NW will comprise of three strands comprising of Local Government, Statutory Agencies and the Social Partners (Community and Voluntary, Business, Trade Union and Agriculture/Rural Development sectors).

The Interim Peace & Reconciliation Partnership has twenty-nine members. The membership of each strand is detailed below:

#### **Strand 1: Local Government**

4 Elected Members from Derry City Council

4 Elected Members from Omagh District Council

4 Elected Members from Strabane District Council

Derry City Council, Omagh District Council and Strabane District Council will each nominate four elected members, one from each of the main Political Parties.

## **Strand 2: Statutory Agencies**

1 representative from each of the following Statutory Agencies: NI Housing Executive, Western Health & Social Services Board, Western Education & Library Board, Department for Social Development and Police Service for NI.

## **Strand 3: Social Partners**

6 Members – Community and Voluntary Sector

2 Members – Trade Union Sector

2 Members – Business

2 Members – Agriculture/Rural Development

The Local Strategy Partnerships for Omagh, Strabane and Derry will be invited to make the nominations for the social partners. Two community and voluntary sectors will be nominated from each of the Local Strategy Partnerships and the representatives from Trade Union, Business and Agriculture/Rural Development pillars will be drawn from a pool of nominations provided by each of the Local Strategy Partnerships.

In addition to the membership listed above and the secretariat for the Interim Peace & Reconciliation Partnership, the Chief Executive and two officers from each of the cluster member Councils shall be invited to attend all meetings of the Interim Peace & Reconciliation Partnership.

### ***Board meetings***

Meetings of the Interim Peace Partnership will take place on a monthly basis and as far as possible, will be arranged for the same time and day in each month with the exception of agreed recess.

Special meetings may be arranged at the discretion of the Chairperson provided that all sectors comprising the Interim Peace Partnership are included in such a requisition.

At least one officer from each Member Council will attend all Board meetings.

The venues of Board Meetings and any subcommittee meetings, if any, will be rotated across the geographical areas which comprise the NW Cluster area.

### ***Sub-committee Structure***

The Interim Peace & Reconciliation Partnership may appoint several sectoral-based or project based sub-committees to promote the development of the Peace & Reconciliation Action Plan and develop, plan, monitor and review specific themes or projects. Terms of Reference should be established for such Sub-Committees including arrangements on functions, quorums, meetings and membership.

Membership shall include representation from each of the Member Council Areas and each of the strands as far as possible. Membership may also include external advisors to contribute to the work of the sub-Committees as appropriate.

At least one officer from each Member Council will attend all sub-committee meetings.

### ***Decisions and Voting***

At all meetings of the Interim Peace & Reconciliation Partnership and Sub-Committees, if any, Members shall have one vote. Decisions will be taken by consensus; if possible, otherwise decisions may only be made by

a weighted majority of 75% of the Members present at the meeting. Voting shall be by show of hands unless otherwise decided by the meeting.

### **Quorum**

The quorum for meetings of the Interim Peace & Reconciliation Partnership and any sub-committees will be a third of the total membership and there should be at least one representative from each of the Cluster member Council areas.

### **Attendance**

Any member who fails to attend three consecutive Board meetings of the Interim Peace & Reconciliation Partnership without reasonable explanation shall be disqualified and a suitable replacement will be sought from the relevant strand.

### **Legal Structure**

It is being proposed that the Interim Peace & Reconciliation Partnership will be adopted as an Unincorporated Association with a Constitution and Corporate Governance.

### **Communication Mechanisms with the Stakeholders**

At the end of all Board Meetings the Chairperson shall seek agreement on the elements of the Board discussion which can be circulated for public information. The representatives from each strand; Local Authority, Statutory Agencies and Social Partners will be responsible for informing their representative sectors of such information. Each sector should agree with its representatives a formal communication

mechanism to ensure that the sector is informed of developments and that the representatives are informed of issues within their sector.

The Interim Peace & Reconciliation Partnership will use appropriate communication mechanisms for its stakeholders. The Programme has a wide target audience:

- Local Authorities
- Public and Statutory Agencies
- Community & Voluntary Sectors
- Business/Private Sector
- Trade Union Sector
- Agriculture/Rural Development Sector
- Local Strategy Partnerships
- Residents throughout the Cluster area
- SEUPB
- Accountable Department
- Partner Clusters in the North
- County Development Boards

### ***Principles of Partnership Working***

The following are a proposed set of guiding principles which underpin the corporate and individual responsibilities of the Interim Peace Partnership.

- Equality
- Openness
- Integrity
- Selflessness
- Leadership
- Integration
- Prioritising
- Responsiveness
- Accountability

### ***Lead Partner Responsibilities***

The guidelines provided by SEUPB state that a lead partner will be responsible for the following in accordance with Article 20 of regulation 1080/2006:

- Guaranteeing of the sound financial arrangement of the funds allocated to the operation
- Ensuring the implementation of the entire project
- Ensuring the expenditure claimed by the partners meets the objectives of the project and agreed activities

The lead partner is responsible for the overall co-ordination in the development of the Plan and is the contact point between the SEUPB/European Commission and the Councils. The Lead partner will handle all day-to-day administrative and management functions and shall arrange a schedule of meetings with the Partnership and any sub-groups.

The lead partner for the NW Peace III Cluster has been jointly selected by all partners and is Derry City Council.

In accordance with EU guidelines the proposed responsibilities of the lead partner are outlined as follows:

- Liaison with the Interim Peace & Reconciliation Partnership Board on the development of the Peace & Reconciliation Action Plan
- Being the appointed representative to communicate with SEUPB/European Commission/Border Action and Community Relations Council in all issues related to the Programme
- Ensuring smooth operation in the development of the Peace & Reconciliation Action Plan and guaranteeing that all efforts are focused towards the objectives
- Develop in consultation with the Interim Peace & Reconciliation Partnership the performance indicators for the Peace & Reconciliation Action Plan projects
- Undertaking all financial and all other related administrative reports related to the Interim Peace & Reconciliation Partnership and preparation of these to be submitted to the SEUPB/European Commission

- Be the appointed representative to liaise with any appointed consultants
- Provide the administrative support to the Interim Peace & Reconciliation Partnership and will be the principal contact point for cluster members.
- Coordinate communications to the appointed Officers from each of the North West Cluster Member Councils
- Handle all day-to-day administrative functions and shall arrange a schedule of Interim Peace & Reconciliation Partnership and sub-committee meetings, if any, with Members.

### ***Role of Member Councils***

As outlined in the operational guidelines for the Programme, Local Authorities have the lead in the implementation of Priority 1.1 on the basis of primus inter pares principle. The Member Councils shall be kept fully informed throughout the implementation of Peace III Priority 1.1 and will be presented with monthly reports provided by the Lead Partner to monitor the performance of the Interim Peace & Reconciliation Partnership and that it continues to be fit for purpose and operate within its agreed governance arrangements.

Each partner has equal status on content issues of the Peace & Reconciliation Action Plan and every partner will play an active role in the development of the Plan and all way through its implementation.

Any matters requiring decisions which specifically relate to Member Council functions will be referred back to individual Councils for a decision as appropriate.

### ***Appointment of Chairperson and Vice-Chairperson***

The Interim Peace & Reconciliation Partnership will appoint a Chair and Vice-Chair. The Chair and Vice-Chair will be appointed at the inaugural meeting of the Interim Peace & Reconciliation Partnership

and be representative of different strands and different member Council areas.

The period of office will be for the life of the Interim Peace & Reconciliation Partnership.

### ***Role of Chairperson***

In addition to all of the above there are a number of additional responsibilities for the Chairperson:

- To ensure the Interim Peace & Reconciliation Partnership carries out its essential functions in an efficient and effective manner.
- To ensure the efficient conduct of business at meetings of the Interim Peace & Reconciliation Partnership so that all planned business has been dealt with and each item of business has reached a conclusion
- To ensure all members are given the opportunity to express their views before any important decision is taken
- To ensure that the Interim Peace & Reconciliation Partnership receives professional advice as appropriate

### ***Accounting Systems***

Derry City Council is to be approached to provide through a service level agreement a full accounting service to the Partnership. A dedicated cost centre will be established for all Partnership activity and all financial transactions are subject to the internal scrutiny of the City Treasurer's Department and the local government auditor.

### ***Legal Services***

Derry City Council as lead partner is to be approached to provide all legal advice and legal services as are necessary to ensure that all legal requirements of the Partnership are met.

### ***Insurance***

Appropriate insurance cover for the activities of the Interim Peace & Reconciliation Partnership is to be secured and options explored.

### ***Risk Management***

The Membership of the Interim Peace & Reconciliation Partnership comprises different strands and representative organisations operating across three local authority areas therefore it is likely that problems may arise. It is therefore of paramount importance that any potential risks are clearly identified and assessed and that the mechanisms are put in place to identify and resolve potential risks. The governance arrangements must be proportionate to the risks involved and the Partnership will compile a risk register.

### ***Corporate and Individual Responsibilities***

The members of the Interim Peace & Reconciliation Partnership will be expected to abide by an agreed set of Corporate and Individual responsibilities as listed in Appendix A1 and by a Code of Conduct as described in Appendix A2.

## Appendix A1

### Corporate Responsibilities of the Interim Peace & Reconciliation Partnership

- The Interim Peace & Reconciliation Partnership shall meet regularly and retain full and effective control of the strategic planning process for the development of Peace & Reconciliation Action Plan
- Approve the Peace & Reconciliation Action Plan and submit to Special EU Programmes Body
- Facilitate relationships across the local authorities on a cross-community and cross-border basis
- Uphold and promote commitment to those core values, principles and objectives
- Achieve the highest level and standard in accountability
- Establish appropriate arrangements to ensure that it has access to all relevant information, advice and resources as is necessary to enable it to carry out its role effectively
- Develop decision-making models which are equitable, transparent and accountable
- Develop and maintain clear communication mechanisms for gathering the views of all the stakeholders and keeping people informed
- To ensure that all members adhere to the corporate and individual responsibilities

### **Individual Responsibilities of Interim Peace & Reconciliation Partnership Members**

- To contribute to decision-making in all aspects of the Interim Peace Partnership's work and to share responsibility for those decisions
- To acknowledge that responsibility remains with the Interim Peace & Reconciliation Partnership even where it has properly delegated any of its powers to any Sub-Committee or employee
- To ensure effective accountability of the management of the Interim Peace & Reconciliation Partnership
- To exercise the highest standards of honesty, integrity and, at all times, to act in the best interests of the Interim Peace & Reconciliation Partnership (see separate Code of Conduct in Appendix 1)
- To exercise a use of language which reflects the ethos of the various pillars reflecting the Interim Peace & Reconciliation Partnership with due regard to Section 75 equality issues
- To have due regard for confidentiality of the Interim Peace & Reconciliation Partnership proceedings
- To attend board meetings and sub-committee meetings on a regular basis and to be well prepared by reading relevant papers in advance
- To provide feedback to your nominating sector on particular issues relevant to the sector on the work of the Interim Peace & Reconciliation Partnership and to keep abreast of current issues pertaining to your sector
- To act at all times with propriety, declaring any interests that may conflict with your responsibilities as a board member (see separate Conflict of Interest Statement – Appendix 2)

## Appendix A2:

### Statement of Conflict of Interest & Declaration

- 1 This statement provides guidance to members of the Interim Peace Partnership on the standards of behaviour and conduct expected of them in carrying out their duties.
- 2 It confirms members' compliance with the principles and procedures as laid out.
- 3 Should members have any direct or indirect interest or involvement in any issue before the Interim Peace & Reconciliation Partnership for consideration, then this must be declared. Once declared the member is obliged not to speak or vote on the matter. Unless the matter becomes before the Interim Peace & Reconciliation Partnership as part of a report by a Committee or Sub-Committee and does not itself become the subject of a separate debate the member must also withdraw from the meeting while the matter is being considered.
- 4 A member should not allow the impression to be created that he/she, or may be, using his/her position to promote a private or personal interests rather than forwarding the general public interest. Such interests may include those of family and friends, as well as those arising through membership of, or association with, clubs, societies, voluntary bodies and other organisations. At all times members' representation on behalf of the whole community of the cluster area covered by Interim Peace & Reconciliation Partnership should steer one's involvement of membership.
- 5 If a member has a private or personal interest in a matter arising at an Interim Peace & Reconciliation Partnership meeting, one should always disclose it to that meeting, unless it is completely insignificant or one generally shared with other members of the public.
- 6 Where a member has a private or personal interest which is clear and substantial, then one must take no further part in the proceedings and withdraw from the meeting whilst the matter is being considered.

- 7 If a member does regard his/her private or personal interest as being clear and substantial then one should always disclose the nature of that interest to the Chairperson of the Interim Peace & Reconciliation Partnership who will record the reasons for one's withdrawal.
- 8 A member, or a company or body with which the member is personally connected, may have professional, business or other interests with the Interim Peace & Reconciliation Partnership. Such interests may be substantial and closely related to the work of the Interim Peace & Reconciliation Partnership or Sub-Committees thereof. It is not prudent to seek, or accept membership of any Sub-Committees if one's involvement could give rise to a perceived or real conflict of interest.
- 9 As a member of the Interim Peace & Reconciliation Partnership one may acquire information that has not yet been made public and/or is confidential. It is a betrayal of trust to breach such confidences. One must not use confidential information for the personal advantage of oneself or anyone known to one or to the disadvantage or discredit of the Interim Peace & Reconciliation Partnership or anyone else.
- 10 Interim Peace & Reconciliation Partnership members may from time to time be offered hospitality or tokens of goodwill. For example, working lunches may be a proper way of doing business provided that no extravagance is involved, likewise it is reasonable for a member to represent the Interim Peace & Reconciliation Partnership at a social function organised by outside persons or organisations. Members are advised to err on the side of caution in such matters. Members will be personally responsible for all decisions connected with the acceptance or offer of gifts and hospitality and for avoiding the risk of damage to public confidence in the Interim Peace & Reconciliation Partnership.

## Appendix A3: Declaration of Interest Form

***NW Peace III Partnership******DECLARATION***

NAME \_\_\_\_\_

I have read and fully understood the details contained within the Statement of Conflict of Interest, Code of Conduct and Corporate and Individual Responsibilities Documents. I agree to comply with the recommendations and conditions as detailed in these documents and to abide by those principles and procedures as dictated by my role as a member of the NW Peace III Partnership.

Signature \_\_\_\_\_

Date \_\_\_\_\_

## Appendix A4

### Equality Statement

The NW Interim Peace & Reconciliation Partnership hereinafter referred to as the 'Partnership' will have due regard to the promotion of equality of opportunity between the categories of persons identified within Section 75 and promote good relations between persons of different religious beliefs, political opinions or racial group.

The Partnership proposes to fulfil its obligations in the following manner:

- Equality is one of the guiding principles of the Partnership
- Board members will be trained to effectively deal with issues of equality, respect for diversity and promote good relations
- Any staff recruited to deliver the project will as part of their induction receive a programme of training on Section 75 obligations and that the staff have the necessary skills to communicate effectively
- The Partnership will ensure the implementation of equality of opportunity is supported efficiently by the allocation of resources, strategic priorities and programmes of action have been specifically developed to meet the needs of marginalised groups
- Terms and conditions of funding and monitoring of the implementation of any project/programme to ensure that any programmes supported under the Priority 1.1 does not lead to unlawful discrimination and used to support and encourage equality of opportunity and good community relations. The Partnership's project delivery requirements in terms of equality will be specified in any procurement process and be a criteria in the assessment process, any tendering organisation will have to provide their Equality Policy and Statement
- Project promoters will be encouraged to provide equality-related information in any induction for programme beneficiaries
- Strive to achieve balanced representation on the Interim Partnership in terms of gender, community background and section 75 representation and co-opt members where appropriate onto sub-committee structures to address any specific gaps in representation for example ethnic minority people, young people, women
- Barriers to communication will be removed by developing an effective and appropriate communications and media strategy ensuring accessibility of language and appropriate format, targeted outreach, promotion and advertising as required. For example disseminate press statements/public advertisements through at least two local newspapers circulated in each of the cluster council areas ensuring information is accessible to both main religio-political sections of the community

- Information will be made available on request in accessible formats, including Braille and large print, radio and in minority ethnic languages for those whose first language is not English
- The Partnership will monitor performance against equality objectives, targets and indicators, suggested monitoring information will include the following and where performance is unsatisfactory seek remedial action at the earliest opportunity:
  - Board membership
  - Participants at consultations, focus groups and other public events
  - Job applicants
  - Project funding applicants and outcomes
  - Project beneficiaries (entry, completers & early leavers)
  - Project outputs
- A management information system will be introduced to collate monitoring data over the first tranche of delivery of Priority 1.1
- Identify models of good practice across project promoters and encourage the transfer of learning
- Where a person believes that he/she has been directly affected by a failure of the Partnership to comply with this scheme a complaint should be made to the lead partner of the NW Peace III cluster, Derry City Council and an internal investigation of the complaint will be undertaken

## Appendix B Management Support Costs



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