

**Lisburn-
Castlereagh
Partnership**



European Union
European Regional
Development Fund
Investing in your future

PEACE III

Implementation Plan

Phase One: 2009-2011

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Embedding Change-Building Peace

Lisburn-Castlereagh PEACE III Partnership

1. Introduction

The EU Programme for Peace and Reconciliation in Northern Ireland and the Border Region of Ireland [2007–2013], is a distinctive European Union Structural Fund Programme aimed at “reinforcing progress toward a peaceful and stable society and promoting reconciliation.” The Peace III Programme carries forward key aspects of the previous Peace Programmes [Peace I and II], and has a continued and renewed emphasis on reconciliation criteria and specifically focuses on reconciling communities and contributing towards a shared society.

Within Priority 1 “Reconciling Communities,” there are two themes:

- Theme 1.1 – Building Positive Relations at the Local Level
- Theme 1.2 – Acknowledging and Dealing with the Past

Theme 1.1 Building Positive Relations at the Local Level aims

“to challenge attitudes toward sectarianism and racism and support conflict resolution and mediation at the local level. The Priority also aims to establish meaningful cross community and cross border initiatives that will improve trust and tolerance, and reduce levels of sectarianism and racism.”

Theme 1.1 is being delivered through local authority-led, partnerships arrangements.

The Lisburn and Castlereagh Council areas came together to form a cluster, establishing the Lisburn-Castlereagh Peace III Partnership. The Partnership is a cross-sectoral partnership comprising members from local government, the community and voluntary sector as well as business, statutory agencies, trade union and rural sectors (see Appendix A). Following extensive local consultation, in late 2009 and early 2010, the Partnership formulated a Peace & Reconciliation Action Plan for the area which formed the basis of a bid for funding to the SEUPB. The Action Plan was written by Rubicon Consulting and was entitled “Embedding Change- Building Peace”. On the foot of the Action Plan, Williamson Consulting assisted the Partnership with the production of an initial Implementation Plan.

Following the appointment of a local secretariat, in March 2010, to service the work of the Partnership, this document has been produced as the updated Implementation Plan, covering the period up until March 2011. The Plan takes a strategic approach to maximising the opportunities provided by over £1.5m of Peace III funding for this phase. The Partnership is committed to making the Plan a “living” document with further consultation. They have committed to annual consultation meetings with the local

community to get feedback on progress to date and whether it is possible to refine the Plan.

The Plan builds on a review of each Council's Good Relations Strategy, Community Support Plan, Community Safety Strategy and other strategic and cross-sectoral strategies such as Neighbourhood Renewal.

The Plan targets many specific sectarian/racist related and community cohesion issues, and areas including:

- Areas that have been closely associated with the conflict including, but not exclusively, Twinbrook, Poleglass, Dunmurry, Seymour Hill, Old Warren, Hillhall, Ballymacash, Coronation Park, Cregagh, Tullycarnet, Ballybeen, Braniel, Belvoir/Milltown and Newtownbreda;
- Areas of significant disadvantage in both cluster areas, with a recognition of the linkage, as described in A Shared Future, between socio-economic need and sectarianism and racism;
- Areas facing demographic change, resulting in challenges regarding sectarianism and racism;
- Target beneficiaries including victims, security service personnel and ex-prisoners from both sides of the community;
- Development of cross border initiatives in a coherent, well planned and practical way.

The vision for the Plan is:

By 2010, the cluster area will have developed structures for cross community and cross border work (obviously focusing on reconciliation, sectarianism and racism) on hard issues and areas of real benefit, will have seriously engaged communities in areas of identified need and with target groups including youth, and will have established foundations and structures for cooperation between the Councils.

By 2013, the cluster area will have reduced negative sectarian and racial potential through local actions, increased understanding and respect between traditions and established solid structures for the delivery of cross community and cross border work in an integrated Lisburn/Castlereagh Council.

By 2015, the cluster area will have sustained dialogue and work across communities locally and across the border, reduced sectarianism and racism in the identified areas and with target groups, will have better engaged young people with all communities, and will have established sustainable structures for continuing cross community and cross border work.

The Partnership has identified five key themes under which interventions will be delivered in the Lisburn/Castlereagh area.

- The Future Together.
- Celebrating Culture.
- Working Bridges.

- Making a Difference.
- Developing Capacity For Dialogue Across Communities

2. Peace-Building Needs Analysis

Set out below is the Lisburn-Castlereagh PEACE III Partnership's understanding of the experience of the conflict in the cluster area. Also set out is the peace building needs that the Partnership is seeking to address in this Plan.

2.1 Socio-economic review of the key indicators related to the conflict

The cluster area combines Lisburn, as one of the largest and fastest developing cities in Northern Ireland with Castlereagh, as a borough that covers the whole of outer East Belfast and part of outer south Belfast.

In total the cluster area:

- Covers 540 square kilometers, approximately 4% of the physical area of Northern Ireland;
- Has a population of over 175,000 people, representing 10% of the total population in Northern Ireland;
- Has 53 elected Council members, nearly 9% of the total elected member proportion in Northern Ireland.

Both parts of the cluster area are continuing to manage the impact of the Troubles; some of the most high profile target groups, institutions and incidents of that period were located within the cluster area.

The Cost of the Troubles report suggests that during the conflict, the cluster area had 109 fatal incidents related to the conflict (32 in Castlereagh Borough and 77 in Lisburn City Council area), and 171 resident victims as fatalities (65 in Castlereagh Borough and 106 in Lisburn City Council area).

However the impact of the conflict extended beyond deaths. Incidents included:

- Many shootings and other aspects of physical harm occurring throughout the area;
- Specific incidents such as the La Mon, Thiepval Barracks, forensic science laboratory bombing at Belvoir, Moira, Lisburn City, Hillsborough bombings that caused damage, injury and trauma;
- The area includes the two main prison sites – Maze and Maghaberry –with large numbers of both security personnel and ex-prisoners living in the cluster area, and local communities that have lived with the prisons and the consequent security implications within their communities for decades.

The cluster area has 12% of all political symbols identified in Northern Ireland by the Flags Monitoring Project, 2007. The project identified the following number and percentage of political symbols in the cluster areas for the 2006 and 2007 periods:

Area	No. political symbols, 2006	% of NI total, 2006	No. political symbols, 2007	% of NI total, 2007
Castlereagh	86	2.1	48	1.0
Lisburn	371	9.0	507	10.9
TOTAL	457	11.1	555	11.9

There appears to have been an increase in the display of political symbols in the cluster area. The report suggests Lisburn was one of four areas that demonstrated substantial increases in the overall numbers of political symbols as well as an increase in proportion to other areas.

The cluster areas also have a significant level of hate crime being reported; a number of institutions in the area have high proportions of migrant workers such as the various hospitals and industry-types.

The most up to date statistics for migrant worker numbers in each Council area in the United Kingdom is the *"Floodgates or Turnstiles? Post EU Enlargement Migration Flows, 2008"* report which reflects on Worker Registration Scheme numbers for the period 2004-2007. In that report the estimates for the cluster Council areas for the EU A8 countries:

Area	Areas Approved WRS applications May 2004-December 2007	No. of A8 workers per 1,000 residents
Castlereagh	325	3
Lisburn	1,180	7

The report suggests this under-estimates the number of actual worker registration by 33% and that 50% of A8 workers who have arrived since May 2004 are no longer in the United Kingdom.

The cluster area is highly mixed, from both a political, religious and from an ethnic perspective.

A more detailed socio-economic profile and a SWOT analysis can be found at Appendix B and C.

2.2 Assessment of what peace building potential exists.

Notwithstanding the needs, as outlined above, for support for peace building initiatives in the cluster area, there are a number of factors which indicate an underlying will to engage in such work.

- Well managed and efficient Councils;
- Councils with a reputation for innovation;

- Strong community development ethos within Councils;
- Demographic mix and similarity of issues in the two Council areas;
- Diversity of the communities within each cluster area;
- Willingness of other providers to work collaboratively with Councils
- Well-developed existing partnerships
- Councils have good working relationships with community and voluntary groups.
- Evidence of some progress on the flags, emblems, murals and bonfire issues in each Council area.
- Few reported incidents of racism and sectarianism
- Previous experience of delivering funding programmes with the appropriate monitoring and audit procedures.

2.3 The problems and opportunities

Consultation, coupled with the socio-economic factors outlined above, led to the identification of the following key peace and reconciliation-focused problems, which need to be addressed in the cluster area.

- Ongoing tension and conflict at some interface areas especially in west Belfast and Dunmurry;
- Lack of contact, understanding, respect and trust across communities;
- Communities socializing and working separately;
- Lack of inclusion in civic and community activities and absence of related leadership;
- Political symbols including flags, murals, emblems and graffiti;
- Continuing inappropriate expressions of cultural identity;
- Lack of minority inclusion across the cluster area for including a lack of BME presence in civic life.

The Lisburn-Castlereagh Partnership has identified the following opportunities which the interventions set out in the current phase of the Plan will seek to address:

- The need to help young people to become positive role models in their communities on sectarian and racial issues.
- The need to promote the development of high quality, inclusive and non-threatening celebrations of culture and identity.

- The need to support the celebration of Ulster Scots, Irish and Black Minority Ethnic (“BME”) cultures by grass-roots organisations and to encourage their engagement with other communities.
- The need to establish sustainable structures for cross border work delivering tangible outcomes.
- The need to prepare, and link, community, business support and public sector organisations for practical cross border co-operation.
- The need to get local community organisations to engage with the PEACE III Plan through small grants.
- The need to build the capability of local groups to tackle hard issues of sectarianism and racism within their local communities.

3. Peace Building Relevance Assessment

Based on the core needs identified as essential for peace building with the cluster area, the Lisburn-Castlereagh Partnership has set out a vision for its PEACE III Plan that:

By 2015, the cluster area will have sustained dialogue and work across communities locally and across the border, reduced sectarianism and racism in the identified areas and with target groups, will have better engaged young people with all communities, and will have established sustainable structures for continuing cross community and cross border work.

The Partnership aims to promote change within the cluster area through interventions, grouped under five strategic priorities:

Strategic Priority One: The Future Together

Strategic Priority Two: Celebrating Culture-Promoting Inclusion

Strategic Priority Three: Working Bridges

Strategic Priority Four: Making a Difference

Strategic Priority Five: Developing Capacity for Dialogue across Communities

A matrix is attached at Appendix D, which demonstrates how each of the proposed interventions is relevant to the identified core peace-building needs.

Using the “Aid for Peace Approach”, the matrix further identifies which of type of change each intervention will contribute to i.e.

- How each intervention will promote change within the Lisburn-Castlereagh cluster area and will achieve the Plan’s objectives by focusing on attitudes, behaviours and skills of individuals- **the individual change theory:**
- How each intervention will promote change within the Lisburn-Castlereagh cluster and achieve the Plan’s goals by breaking down isolation, polarization, division and prejudice between/among groups- **the healthy relationships and connections theory.**

4. Conflict Risk Assessment

There are a number of factors which could impact on the potential of the Partnership to deliver the planned interventions and results:

4.1 Paramilitary activity in the cluster area:

Given the considerable paramilitary influence in a number of key estates in the cluster area, the degree to which organisations representing ex-combatants and ex-prisoners are committed to peace building will have a significant bearing on progress in the area. Working relationships and channels of communication will be developed over time which will assist in reducing the risk of such groupings walking away from the process.

4.2 Dissident violence

Dissident activity has the potential to undermine progress made in local communities. Such activity can cause unease and unrest in local communities and has the potential to spark escalating “tit-for-tat” confrontations.

Such activity and its consequences is difficult to mitigate against, however, the Partnership would anticipate that support for the local community infrastructure through not just the Peace III programme but also other Council initiatives would assist.

4.3 Casual sectarianism

Casual sectarianism tends to manifest itself in violence following football matches or contentious parades whereby a seemingly unrelated event (sometimes in another location) sparks sectarian attacks and violence.

The greatest risk associated with this is in its unpredictability; one-off events have the potential to spark spiralling tit-for-tat violence on a local or wider scale. The Partnership would anticipate that such a risk is mitigated through the continuing support of and communication with community representatives as outlined above.

4.4 Minority Catholic population in the cluster area:

As identified in the profile, the minority population of the cluster area is the Catholic community. This can have a number of impacts upon the strategy, notably in terms perception of the Plan as not being for them and the effect this may have on levels of engagement with planned interventions.

All efforts will be taken to ensure pro-active recruitment of both communities onto the Partnership’s intervention. Where possible and appropriate, local linkages will be encouraged and fostered to develop sustainable relationships and local engagement.

4.5 Apathy within the local community to engage/participate

Apathy is a risk to the programme on two levels which relate primarily to the socio-economic dynamics of the cluster: Firstly, many communities do not feel that peace building work is of any relevance to them. They are more concerned with issues such as

employment, housing, and anti-social behaviour in their community and see no benefit to them in reconciliation.

The Partnership will ensure appropriate recruitment strategies are in place to engage all communities. The Partnership's communications plan will also help highlight the relevance and impact of peace building work to the wider population who may not be directly engaged with the Plan.

4.6 Economic downturn giving rise to an increase in racist attitudes

The current economic climate presents a risk to the Partnership's Plan in terms of their effects on employment. As employment pressures increase, the perception of migrant workers "taking our jobs" can be exacerbated and can manifest itself in racist attitudes and actions.

The Plan contains interventions which target this risk and will adjust their scale if necessary.

5. Peace and Conflict Effects Assessment

The Partnership has examined the likely effects on the conflict and peace situation, of the interventions in this Plan. These changes are set out in the matrix in Appendix D using output, result and impact indicators for each intervention. The matrix also indicates how each effect will be measured.

These effects are consistent with the objectives of Priority 1 of the EU PEACE III Programme i.e.

- Challenging attitudes towards sectarianism and racism;
- Supporting conflict resolution and mediation at a local level;
- Building positive relationships;
- Acknowledging and dealing with the past.

6. Putting the Plan into Action

6.1 Structures

6.1.1 Partnership

The Partnership comprises six elected members from each of Lisburn City Council and Castlereagh Borough Council and six social partners. The Partnership meets monthly, normally on the first Wednesday.

Current membership of the Partnership is detailed at Appendix A.

6.1.2 Lead Partner

Lisburn City Council acts as the Lead Partner for the Lisburn-Castlereagh PEACE III Partnership, providing all functions necessary for the administration of the PEACE III budgets allocated to the Partnership, including providing and hosting a secretariat.

6.1.3 Secretariat

Lisburn City Council has established a small unit to assist it in the fulfilment of its responsibilities as Lead Partner. The unit reports to the Assistant Director of Leisure. The unit comprises:

- Programme Manager
- Project Officer
- Grants Officer/Monitoring Officer
- Administrative Assistant

6.2 Delivery Mechanisms

The PEACE III Operational Programme outlines the role of Partnerships in the delivery of Priority 1.1. Unlike the PEACE II Programme, Partnerships in PEACE III are not Intermediary Funding Bodies. The Priority provides for the allocation of funding to a Partnership for the delivery of a strategic operation in their area.

The Lisburn Castlereagh Partnership will use three delivery methods to implement the local PEACE III Plan:

- a. Partner Delivery Agent
- b. Public Procurement
- c. Small Grants Programme

6.2.1 Partner Delivery Agent

As a Delivery Agent a partner can incur costs in their own right and procure goods and services as long as the role and responsibility of the partner in the delivery of aspects of the plan is defined in the Partnership Agreement.

A proposal from any partner will be subject to a robust assessment by Lisburn City Council, as the Lead Partner, and by a Selection Committee, as would be the case with any proposal for funding. The Partner will submit a proposal to the lead partner and this proposal would normally contain:

- the aim, objectives, activities,
- the delivery approach, timescales,
- outputs, outcomes, impacts,
- costs,
- strategic fit with the programme,
- option and priority analysis,
- rationale for partner to deliver,
- evidence of capacity to deliver
- adherence to the cross cutting themes.

Normal conflict of interest procedures will apply. Once ratified by the Joint Committee or Lisburn City Council, as appropriate, a contract will be issued by the lead partner to the partner describing the detail of the activity, outputs, outcomes and costs.

Lisburn-Castlereagh Partnership may decide to consider co-opting additional partners onto the partnership; such changes will be reflected in the Partnership Agreement.

6.2.2 Procurement

Lisburn City Council, as Lead Partner, will procure for the delivery of goods and services. The procurement of aspects of the plan will be in accordance with Guidance Note G4/Peace III Procurement and Tendering. In a procurement process, a specification for the goods or services to be provided will be outlined by the Lead Partner.

The project selection criteria outlined in Guidance Note G1 Project Selection is not applicable to the procurement of activity for the action plan. The criteria and weighting for the assessment of the tenders will be outlined in the tender documentation and can include cost, and methodology.

Members of the Partnership are allowed to engage in the tendering process that emerges from any public procurement initiative. This will ensure that a key player who has the competence and capacity to deliver an important part of the Plan will not be excluded from so doing because they are a member of the Partnership and because, in the interests of total transparency, a decision was taken to opt for public procurement.

However the public procurement process will be conducted in a manner that conforms to the highest standards in the management of public money. A clean and transparent audit trail will be kept, procedures and processes for the retention of documentation that satisfy the audit requirements of the Programme will be in place and adhered to, and the decision making process will be robust, independent and free from any conflict of interest. Panels that are put in place for the assessment of tenders arising from a public procurement process for the delivery of the local PEACE III Plan will include an independent member and a representative of SEUPB.

Members of the Partnership who are submitting bids will have no part in the assessment or decision making process and this will be evident from the audit trail provided. In the event of the successful bidder being a public body, the reimbursement of costs will be on a real costs basis up to the value of the tender, in order to prevent any possible duplication of funding with other public funds.

6.2.3 Small Grants Programme

The Operational Programme provides for a Small Grants Programme implemented at a local level. The Lisburn-Castlereagh Partnership will use this delivery mechanism in Themes in their PEACE III where grants are considered to be an effective response to local needs, e.g. “Making a Difference”.

The Selection of projects under the Small Grants Programme will be in compliance with Guidance note G1 Project Selection. The maximum value of a small grants project will not exceed £125,000 and in the case of the Making a Difference priority, up to £30,000. In an effort to safeguard the strategic nature of the programme, the Small Grants Programme in less than 50% of the value of the Lisburn Castlereagh action plan.

6.3 Communications Plan

6.3.1 Introduction

The following communications Plan supports the Action Plan submitted for the Lisburn/Castlereagh Council Cluster area under Peace III Theme 1.1 ‘Building Positive Relations at the Local Level’.

The Cluster Partnership recognises the European Commission and SEUPB’s emphasis on appropriate information and publicity activities and the need to ensure citizens of the EU are aware of the benefits of its Programmes.

This Communication Plan sets out a strategic approach to ensuring that at every opportunity actions are taken to highlight the added value funding through the Programme brings within the eligible area.

Lisburn City Council as the Lead Partner has set aside budget to meet the information and publicity obligations of their operation and the projects in the PEACE III Plan. A Communication Plan has been prepared which demonstrates that the planned publicity and information activities are appropriate and proportionate to the size of the operation and its projects. Lisburn City Council has the designated responsibility to ensure that all elements of its operation adhere to the appropriate and proportionate information and publicity requirements which are relevant to the size of the project.

The Plan has the following aims:

- Raise awareness levels amongst the general public and potential beneficiaries within the Cluster area and more widely regarding the Programme;
- Make potential and final beneficiaries aware of the Programme and the conditions of eligibility , the procedures for submitting applications, the criteria for selection, and the contacts that can provide information on the Action plan and its implementation;
- Share information about the Programme activities in the eligible area with other funders, government bodies and agencies;
- Demonstrate additionality, value for money and the impact of the Peace III Programme locally.

6.3.2 Stakeholder Analysis.

Following consultation the Action Plan has identified the following specific target beneficiaries.

- Young people including young people and their parents/guardians within areas of demographic change.
- People generally involved in interface areas, areas of socio economic need when there is still evidence of capacity development to move on, and areas of demographic change.
- BME communities.
- Victims and victims groups.
- Security service personnel
- Ex prisoners
- Older people in intergenerational work with young people.
- Community leaders.

In addition, the Communication Plan recognises there is a wider constituency of the broader citizenship to whom there is a need to explain the scope, activities and benefits of the Plan and EU support more widely.

There are also a range of key influential stakeholders to whom promoting awareness of the Plan and its activities may bring positive benefits. These include:

- MP's, MLA's and local Elected Members, along with officers of other Councils.
- The media especially at local and regional level.
- Communities and community groups in target areas.
- SEUPB and other agencies.

A Table setting out the key messages identified within the Plan for each of the above stakeholders, and the preferred method of communicating to each is set out at Appendix H.

6.3.3 Main Measures for Information Activities.

Set out at Appendix I is a table outlining the main measures to be taken to achieve the objectives of this Communication Plan, together with an outline of the stakeholder groups being targeted by each measure.

6.3.4 Role and Responsibilities

6.3.4.1 Lead Council

Lisburn City Council is the Lead Council for the Cluster grouping and as such:

- The Council has identified the Peace III Administrative Officer as the member of staff responsible for all publicity and information activities. This Communications Lead responsibility will be a specific aspect of the Job Description of the Peace III Administrative Officer.
- The Council has identified a Communications budget as included in the Action Plan.
- Professional support for the above Officer will be provided by the Council's Marketing and Communication staff.
- The Council undertakes to use appropriate branding on all information literature, material and publicity recognising the Peace III Programme as per the SEUPB Guidelines.
- Generate interest in the local and regional media through ongoing contact with key journalists, and the issuing of regular news releases.
- Develop a specific website hosted on the website of Lisburn City Council as the Lead Partner. Websites/pages will include the correct use of logos as specified in the Information and Publicity Guide and Information and Publicity Tool-kit produced by the SEUPB. There will also be a link to the SEUPB website (www.seupb.eu) from these pages.
- Ensuring that a proportionate and appropriate media event/publicity opportunity to mark both the commencement and closure of all operations and projects is arranged.
- Ensuring that press releases are issued by each project on at least three separate occasions over its lifetime, unless inappropriate to do so.
- Distributing a newsletter/e-zine with updates of the progress of projects and key events at least twice a year to identified stakeholders.
- Participate at Network meeting and other Programme promotional events organised by SEUPB, including communications and publicity workshops.

- Organise a Peace III consultation road show in the eligible area each year to promote the Programme and gain community feedback.
- Cooperate with the SEUPB on all evaluation and monitoring.
- Submit to SEUPB a bi-annual report demonstrating and evaluating all publicity and information undertaken.

6.3.4.2 Commissioned Organisations.

Every Commissioned organisation will be required to provide a communications plan for each project. [This is with the exception of small grant applicants who will instead be asked to comply with promotional guidelines.]

In line with the guidance the main requirements on commissioned organisations will be as follows:

- A dedicated named officer responsible for publicity and information.
- A commitment to use appropriate logos, and branding, in any and all materials, thus increasing recognition of the EU and the Peace III Programme.
- Notify the Lead Council Communications Officer of any events to which key elected representatives and or SEUPB guests might be invited.
- The issuing of news releases, as appropriate – we would anticipate six per year from a strategic priority and hope to facilitate more. These will be at the start and finish of projects, with others linked to celebratory events focused on identified milestones within each project.
- A dedicated project website.
- Attendance at road shows and events.
- Cooperation with any evaluation.

6.3.4.3 Small Grant Beneficiaries.

Recipients of awards under the Small Grant Scheme will be required to.

- Use appropriate logos and branding in any press release, promotional material etc relating to their use of the award.
- Ensure the Lead Council Communications Officer is notified of any activities likely to present a promotional opportunity and to which the media or key local or regional elected members or SEUPB contacts might be invited.
- Participate in any promotional activity relating to the Small Grant scheme.

6.3.5 Indicative Budget for Publicity and Information Activities.

The Cluster Partnership has identified an indicative budget of approximately £13,000 per annum over the three year period of the Plan. This figure is solely to address the

communication and marketing of the overall Plan. It is recognised this is a relatively small budget. Projects within the individual themes of the Plan will therefore require to identify their own communications budget to support communications activity directly associated with the specific project.

6.3.6 Evaluation.

Lisburn City Council as the Lead Council will submit to SEUPB on a bi annual basis a report which demonstrates and evaluates all publicity and information undertaken.

This report will be informed through the Lead Council's subscription to a media monitoring service.

In addition the promoters of each commissioned project will be required to identify the communication and profile activities, beneficiaries and coverage relating to the project. As well as ensuring this requirement is built into award documentation, the Lead Council through Peace III staff will hold regular briefings with promoters to ensure compliance.

Appendices

A. Partnership Members

Name	Organisation
Cllr. Thomas Jefferson	Castlereagh Borough Council
Cllr. Lawrence Walker	Castlereagh Borough Council
Cllr. Mrs Sara Duncan	Castlereagh Borough Council
Cllr Cecil Hall	Castlereagh Borough Council
Cllr. John Norris	Castlereagh Borough Council
Cllr. Brain Hanvey	Castlereagh Borough Council
Cllr. Jenny Palmer	Lisburn City Council
Cllr. William Leathem	Lisburn city Council
Cllr. Margaret Tolerton	Lisburn City Council
Cllr. Brian Heading	Lisburn City Council
Cllr. Angela Nelson	Lisburn City Council
Cllr. Betty Campbell	Lisburn City Council
Mr Desmond Meredith	Belvoir Milltown Action Group
Mrs Theresa Brady	Scoil Na Fuiseoige
Mr Adrian Bird	Lisburn PSP
Mr Denis Paisley	Old Warren Partnership
Ms Olga Dominiak	Old Warren Partnership
Mr Billy McClean	Braniel Community Association
Mr Dean Llewellyn	Best Cellars Music Collective

Mr Bernard Moane	Colin Neighbourhood Partnership
Mr Alan Hanna	Autism Initiatives
Ms Pauline Watters	The Bytes Project
Mr Martin Busch	Voluntary Services Lisburn

B. Socio-economic profile headlines

Lisburn City Council area covers 455 square kilometres and has a population of nearly 110,000 people. The City Council area has 30 elected members including representation from DUP, Sinn Fein, UUP, SDLP and Alliance.

Lisburn was awarded City status in 2002, and the City Council area has a growing reputation as a commercial and retail centre, assisted by its strategic location. However, it also includes a number of wards and Super Output Areas in the worst 10% for socio-economic need, according to Noble Indices of Multiple Deprivation. These are, or are located in, core wards of Twinbrook, Colin Glen, Old Warren, Poleglass and Kilwee. These are all areas that are identified in the Plan as target areas with target programme participants.

Lisburn City Council includes the following key profile issues:

- A younger than average population as indicated above;
- The updated Noble Indicators (2005 Measures of Deprivation) suggest that Lisburn City ranks 4th worst out of the 26 local government areas. It ranks 4th most deprived for local deprivation concentration, 7th for extent of deprivation, 4th for income, and 4th worst for employment. The extent of deprivation suggests that 16% of the population of the City Council area live in the most deprived Super Output Areas in Northern Ireland. The City Council area, and its wards and Output Areas show aspects of significant disadvantaged;
- The community background of the population in the City Council area is 66% Protestant and 33% Catholic;
- There are significant minority populations throughout the City Council area;
- There are a large number of Output Areas in the worst 10% in Northern Ireland;
- Wards with particular disadvantage include Colin Glen, Twinbrook, Old Warren and Kilwee;
- Census Output Areas suggesting strong localised deprivation particularly include Derriaghy, Colin Glen, Twinbrook and Kilwee wards.
- The CRU identifies a link between social need and good relations issues.

Castlereagh Borough Council area covers 85 square kilometres with a population of nearly 70,000 people. The Borough has 23 elected representatives, including representation from DUP, UUP, Alliance, SDLP and an independent.

The Borough spreads over the southern and eastern approaches to Belfast and has earned a reputation as a well managed and innovative Council. It has a number of high profile businesses and industries within its area.

The Council has a number of areas of high socio-economic need including estates such as Tullycarnet, Ballybeen, Cregagh, Belvoir and Killynure.

Therefore, overall, a significant proportion of the population in the cluster area, both rural and urban, live in areas of significant disadvantage.

In Castlereagh some key socio-economic indicators include the following:

- Castlereagh has a higher proportion of older residents and a higher average age;
- Overall 77% of the Borough is from a Protestant community background and 18% from a Catholic community background;
- Nearly half the wards, however, have significant minority populations;
- None of the wards have a majority Catholic community background;
- There are 28 Super Output Areas ranked in the worst 20% in Northern Ireland for the various Noble indicators;
- There are eight Census Output Areas ranked in the worst 10% for economic deprivation, income, employment or proximity to services, including those areas targeted as part of this Peace Plan;
- Tullycarnet ward has particular education and training needs, according to the Noble indicators;
- The CRU identifies a link between social need and good relations issues.

The area therefore represents a sizeable proportion of the Northern Ireland community and is strategically well placed in Northern Ireland for accessing cross border co-operation.

In addition, the cluster area has:

- Experienced significant demographic change in a number of key locations;
- Contains a number of areas that have had high profile involvement in aspects of the conflict;
- Contains a number of areas still suffering community relations and sectarian issues;
- Has high levels of ex- and serving security service personnel, high numbers of ex-prisoners from both sides of the community divide;
- Has significant minority populations – political, religious and ethnic –that are increasing;

Both cluster Councils are keen to emphasise the importance of inclusion in the Plan.

C. SWOT Analysis

Based on analysis of the socio-economic profile and results from consultation, the following SWOT analysis was drawn up:

SWOT Analysis	
Strengths	Weaknesses
<p>Well managed and efficient Councils;</p> <p>Councils with a reputation for innovation;</p> <p>Strong community development ethos within Councils;</p> <p>Demographic mix and similarity of issues in the two Council areas;</p> <p>Diversity of the communities within each cluster area;</p> <p>Willingness of other providers to work collaboratively with Councils</p> <p>Well-developed existing partnerships</p> <p>Councils have good working relationships with community and voluntary groups.</p> <p>Evidence of some progress on the flags, emblems, murals and bonfire issues in each Council area.</p> <p>Few reported incidents of racism and sectarianism</p> <p>Previous experience of delivering funding programmes with the appropriate monitoring and audit procedures.</p>	<p>Interface and profile issues;</p> <p>Elements of disadvantage in key wards and Output Areas;</p> <p>Limited resources for the resourcing of each Councils Good Relations functions;</p> <p>Anti-social behaviour;</p> <p>Community capacity within the Protestant/Unionist/Loyalist community, and identifying and dealing with minority community marginalisation.</p> <p>Perceived lack of commitment by some to community relations.</p> <p>Difficulty in addressing 'hard issues' between key players, and within the voluntary and community sector, and statutory agencies.</p> <p>Growing ethnic minority and migrant worker population perceived, but with an inability to quantify numbers, type or degree of needs.</p> <p>Lack of information, knowledge and liaison exists with ethnic minority and migrant worker populations.</p> <p>Multiple demands for partnership working within a limited pool of resources.</p> <p>There is a limited history of cross-border working within the cluster area.</p>
Opportunities	Threats
<p>Potential for greater cross border working;</p> <p>Potential for greater cross community working;</p> <p>Potential for greater political, religious and racial inclusion and engagement with minority ethnic grouping;</p> <p>Further development of the good relations functions in the two Council areas;</p> <p>Political representatives being seen to promote working across the community divide on shared concerns and needs;</p> <p>Increase focus on addressing 'hard issues' – sectional flags, emblems murals, bonfires, graffiti, anti-social behaviour;</p> <p>Local devolved administration</p> <p>Improved community relations and reduced inter/intra communal violence.</p> <p>Predicted growth in the Northern Ireland economy.</p> <p>Increased ethnic and cultural diversity.</p> <p>Review of Public Administration;</p> <p>Working with both high numbers of security service personnel (ex and serving) and ex-prisoners from both sides of the community.</p>	<p>Inappropriate celebrations associated with each tradition undermining commitment to inclusion;</p> <p>Focus by communities on their own issues and lack of willingness to really engage cross community;</p> <p>Increased demands on public expenditure;</p> <p>Continuing intra community tensions;</p> <p>Lack of information on and understanding of sectarianism and racism issues.</p> <p>Lack of understanding of other communities/ issues.</p> <p>Availability of funding.</p> <p>Party politics.</p> <p>Anti-social behaviour.</p>

D. Aid for Peace Relevance

This matrix sets out:

- how each planned intervention is relevant to an identified need,
- the level at which the intervention will effect a change (individual or organisational),
- how the effect of the intervention will be assessed.

(i) The Future Together

Objective: Delivery of interventions targeting young people in areas of demographic change or where there is identifiable need for attitudinal change

Intervention	Need to be addressed	Relevance	Outputs	Results	Impact
Developing Youth Role Models: a cluster-area wide initiative to be delivered by specialist organisation or consortium, including programme design, recruitment, training, mentoring and evaluation services. The programme design may include provision for participant expenses/employment of participants post-training. Budget: £100,000	Identified lack of direction and purpose amongst young people in the age range 17-27. To help "hard-to-reach" young people to become positive role models in their communities in dealing with sectarian and racial issues	This initiative focuses on the attitudes, behaviours and skills of young people (up to 27 years old), who are currently in formal or informal leadership roles, educating and influencing them to become positive role models for other young people in the communities to which they belong. Changing attitudes among young people will decrease the risk of racial and hate crimes in the cluster area - "individual change theory":	50 disengaged youths trained/mentored, verified by participant records	10 young people identified and equipped as role models in dealing with sectarian and racial issues, verified by qualifications gained	Increased knowledge and understanding and change in attitudes, verified by attitudinal survey among participants
Engaging Young People at the Neighbourhood-level: initiatives to be delivered by established community/voluntary sector organisations, engaging young people through sport/music/drama/digital and other media to develop leadership-skills, explore differences and enjoy shared experiences. Budget: £100,000	To increase the network of friendships across communities, leading to greater community cohesion. To improve the levels of trust and understanding between host and migrant communities.	This initiative breaks down isolation, polarization, division and prejudice between/among groups through challenging community-based organisations to deliver cross-community/BME youth initiatives - "healthy relationships and connections theory":	5 neighbourhood-level youth initiatives delivered, verified by project monitoring records	150 young people involved in cross-community or BME activities, verified by participants records	Increase in level of cross community networks and BME engagement, verified by the number of networking events undertaken; and the quality of engagement at the event measured by surveys or focus groups.
Engaging Young People: through Sport; initiatives delivered by the Councils, engaging young people through sport: develop leadership-skills, explore differences and enjoy shared experiences.: £90,000	To increase the network of friendships across communities, leading to greater community cohesion. To improve the levels of trust and understanding between host and migrant communities.	Challenging Councils to deliver cross-community/BME youth initiatives in partnership with local community organisations and sports clubs - "healthy relationships and connections theory":	5 neighbourhood-level youth initiatives delivered	50 young people involved in cross-community or BME activities through sport, verified by participants records	Increase in level of cross community networks and BME engagement, verified by the number of networking events undertaken; and the quality of engagement at the event measured by surveys or focus groups.

(ii) Celebrating Culture-Promoting Inclusion

Objective: Promoting positive cultural celebration and encouraging civic participation by all

Intervention	Need to be addressed	Relevance	Outputs	Results	Impact
Intervention Co-ordination: a cluster-area wide initiative to be delivered by the Arts Development Units of both Councils , including programme design, recruitment of community-based organisations, and programme evaluation. Budget: £30,000	To facilitate the production of high quality, inclusive and non-threatening celebrations of culture and identity.	This initiative focuses on the attitudes, behaviours and skills of people as participants in the initiative and as attendees at the events. . Changing attitudes among participants and attendees will decrease the risk of racial and hate crimes in the cluster area - "individual change theory":	10 community-organisation recruited, verified by project monitoring records	A six month-long programme of celebration of cultural identities, verified by project monitoring records	Councils seen as partner at the neighbourhood level, verified from project monitoring records, number of community groups who sign up to work with the Councils on this intervention.
Grass-Roots Participation in Celebrating Culture: single-identity or cross-community cultural initiatives to be delivered by community/voluntary sector organisations, supported by specialist providers art/music/drama/digital/film/craft and other media to develop leadership-skills, explore differences and enjoy shared experiences. training, mentoring, Budget: £100,000	To support the grass-roots celebration of Ulster Scots, Irish and Black Minority Ethnic ("BME") cultures and to encourage their engagement with other communities	This initiative breaks down isolation, polarization, division and prejudice between/among groups through challenging single identity community-based cultural organisations to engage cross-community and with BME communities - "healthy relationships and connections theory":	10 neighbourhood-level single-identity or cross-community cultural celebration initiatives delivered Development of 1 set of positive celebration guidelines. Verified by project monitoring records	100 people equipped with knowledge of their own culture and the culture of others, verified by participant records from training workshops and mentoring sessions	Increase in level of cross community and BME engagement, verified by the number of joint events undertaken; and the quality of engagement at the event measured by surveys or focus groups.
Cluster-level Celebration of Culture; specialist delivery for showcasing exhibition/events major event delivery Budget £50,000	To facilitate the production of high quality, inclusive and non-threatening celebrations of culture and identity.	This initiative focuses on the attitudes, behaviours and skills of people as participants in the initiative and as attendees at the events. . Changing attitudes among participants and attendees will decrease the risk of racial and hate crimes in the cluster area - "individual change theory":	The delivery of 1 major shared cultural event, incorporating 10 smaller local events 5,000 attendees verified by head-counts, verified by project monitoring records	100 people equipped to share their own culture with the public and to feel comfortable with celebrating other cultures, verified by records from participating organisations.	Lisburn and Castlereagh seen as a welcoming and diverse community, verified by assessment of promotional activities and extent of media coverage

(iii) Working Bridges

Objective: Creating conditions for and facilitating practical cross-border cooperation that improves the quality of life for people in the area.

Intervention	Need to be addressed	Relevance	Outputs	Results	Impact
Commissioned Research. Appointment of consultant to carry out needs analysis and design framework for cooperation. Budget £15,000	The need to understand the potential match between the PEACE III Plans of IRE Border Counties and this Plan.		Completion of one scoping study.		
Cross-border Links Resource: a cluster-area wide initiative to be delivered by Lisburn City Council involving the employment of a cross-border links development officer and part-time administrative officer. Budget: £55,000	The need to establish sustainable structures for cross border work delivering tangible outcomes	This initiative breaks down isolation, polarization, division and prejudice between/among groups through challenging community, business and public organisations to engage cross-border “healthy relationships and connections theory”:	1.5 Full Time Equivalent (“FTE”) staff employed;	1 cross-border networking programme implemented	More effective community and business support processes, verified by number of contacts made
Community and Partnership Encounter Events: a programme of cross-border networking events with a focus on social enterprise and public services. Budget: £30,000	The need to develop community capacity and to make contacts to undertake practical cross border work. The need to prepare and link public bodies for practical cross border co-operation; The need to prepare and link business support organisations (including Local Enterprise Agencies) for practical cross border co-operation .	This initiative focuses on the attitudes, behaviours and skills of people as participants in the initiative demonstrating the local relevance and benefits of cross-border engagement. - “individual change theory”:	12 cross border linkages/exchange visits etc ; verified by project monitoring records	4 public bodies engaged in new cross border work; 20 community groups participating in new cross border linkages; 20 businesses involved in new cross border linkages; verified by project monitoring records	Degree and nature of cross community as well as cross border engagement, verified by participant survey
Delivery of individual community, social enterprise and council projects through an open call for proposals. Budget £50,000	The need to implement best practice lessons, gained from cross-border engagement, within the cluster area .	This initiative focuses on the attitudes, behaviours and skills of people as participants in the initiative demonstrating the local relevance and benefits of cross-border engagement. - “individual change theory”:	5 activities developed at local level; verified by project monitoring records	25 beneficiaries “on-the-ground” from actual cross border activities; verified by project monitoring records	increased confidence of local population, about the benefits of networking cross-border; verified by attitude survey

(iv) Making a Difference

Objective: To The need to get local community organisations to engage with the PEACE III Plan through small grants.

Intervention	Need to be addressed	Relevance	Outputs	Results	Impact
<p>Small Grants Scheme: a cluster-area wide, open call for applications for grants from £3,000-£30,000. The successful interventions will:</p> <ul style="list-style-type: none"> -promote active citizenship and build community capacity to significantly address issues arising from sectarianism, racism, conflict resolution or increasing participation of marginalised and minority groups. -embed good relations in local projects and equip local people to deal with local issues relating to, or arising from sectarianism and racism. -challenge sectarianism attitudes and prejudices. -increase networking across interface and cross border areas. -reduce visible paramilitary style murals. -increase use of shared space. -provide training in relation to improved good relations for local people <p>Budget: £450,000</p>	<p>To get local community organisations to engage with the PEACE III Plan.</p> <p>To challenge local community organisations to identify hard issues (sectarianism and racism) and to build their organisational capability to enable them to tackle these hard issues at the coal face.</p>	<p>This initiative breaks down isolation, polarization, division and prejudice between/among groups through challenging community-based organisations to deliver cross-community/BME youth initiatives - "healthy relationships and connections theory":</p>	<p>32 applications received, verified from the EU Grants Database</p>	<p>15 interventions, which will impact at the local level. verified by project monitoring records</p>	<p>Increased focus by community organisations on hard issues, verified by analysis of applications submitted and the percentage of applications submitted which exceed the 60 mark threshold.</p>

(v) Developing Capacity for Dialogue across Communities

Objective: The need to build the capability of local groups to tackle hard issues of sectarianism and racism within their local communities

Intervention	Need to be addressed	Relevance	Outputs	Results	Impact
<p>Developing Capacity for Dialogue -Lisburn-Castlereagh: a cluster-area wide initiative to be delivered by specialist organisation or consortium, including:</p> <ul style="list-style-type: none"> • Identification of area-based or sectoral-focused factures in community dialogue, • Facilitation of the design of solutions, • Mediating between competing interests to broker delivery of solutions. • Mediation skills training, mentoring, and programme evaluation. <p>Programme design may include management of the budgets for “Creating Dialogue-Grass-Roots” initiative. Budget: £50,000</p>	<p>The need to build the capability of local groups to tackle hard issues of sectarianism and racism within their local communities</p> <p>It may also include the development of community structures in areas where there is low//non-existent community infrastructure.</p>	<p>This initiative focuses on the attitudes, behaviours and skills of people as participants in the initiative. Changing attitudes among participants will decrease the risk of racial and hate crimes in the cluster area - “individual change theory”:</p>	<p>Identification of 7 neighbourhoods or sectoral areas of work</p> <p>24 community activists involved in mediation and leadership training verified from participant records</p>	<p>14 community organisations engaged in cross-community planning including at management level, with on average five persons per group</p> <p>skills and learning developed; increase in capacity and better leadership; verified by qualifications gained</p>	<p>changes in attitudes regarding sectarianism and racism, amongst participants; verified by attitudinal survey</p>

Intervention	Need to be addressed	Relevance	Outputs	Results	Impact
<p>Council-led Interventions to create dialogue on difficult issues:</p> <ul style="list-style-type: none"> Contrasting cultural heritages Animating and creating neutral spaces Building community organisational structures Engaging churches in anti-sectarianism and anti-racism <p>Budget: £70,000</p>	<p>The need to build the capability of local groups to tackle hard issues of sectarianism and racism within their local communities, including looking at experiences from other areas and regions</p>	<p>This initiative focuses on the attitudes, behaviours and skills of people as participants in the initiative. Changing attitudes among participants will decrease the risk of racial and hate crimes in the cluster area - "individual change theory":</p>	<p>1 exhibition of Orange and Green cultural traditions</p> <p>2 neutral public spaces animated</p> <p>1 contested spaces/bonfires strategy produced</p> <p>1 inter-church programme delivered</p> <p>verified by project monitoring records</p>	<p>Council and other statutory agency co-operation with communities on difficult issues.</p> <p>100 people from interface and other areas of potential tension, participating, verified from participant records</p> <p>sustainable relationships established; development of statutory agency co-operation</p>	<p>Council recognised as a key partner with communities at the local level in both loyalist and nationalist neighbourhoods.</p> <p>a 10% reduction in the number of sectarian/racial/anti-social incidents recorded; verified from PSNI statistics</p>
<p>"Creating Dialogue-Grass-Roots": helping neighbourhoods and sectoral interest groups to tackle difficult issues through cross-community or community/BME initiatives to be delivered by established community/voluntary sector organisations, Budget: £140,000</p>	<p>The focus will be on neighbourhoods which are disconnected from each other or where while the community-leadership is engaged in peace-building, the wider community may not be e.g.</p> <ul style="list-style-type: none"> Loyalist South and West Lisburn and Nationalist Colin Mainly Loyalist Dunmurray and Nationalist Colin Ballymacash Rural villages undergoing demographic change such as Glenavy, Stoneyford and Moira Loyalist Tullycarnet, Ballybeen, Creagh, Milltown/Belvoir, Branial and Nationalist areas in wider Belfast BME and local communities 	<p>This initiative breaks down isolation, polarization, division and prejudice between/among groups through challenging single identity community-based cultural organisations to engage cross-community and with BME communities - "healthy relationships and connections theory":</p>	<p>7 neighbourhood transformation plans developed on a cross-community basis, verified by project monitoring</p> <p>100 people benefiting from the delivery of these programmes verified by participant records.</p>	<p>7 cross community and community/BME partnerships built and sustained; verified by project monitoring records</p>	<p>Increase in level of cross community and BME engagement, verified by the number of joint events undertaken; and the quality of engagement at the event measured by surveys or focus groups.</p> <p>a 10% reduction in the number of sectarian/racial/anti-social incidents recorded; verified from PSNI statistics</p>

E. Definitions of terms used

Indicator The measurement of an objective to be met, a resource mobilised, an effect obtained, a gauge of quality or a context variable. An indicator should be made up by a definition, a value and a measurement unit. For the purposes of EU Structural Funds there are four types of indicators – input, outputs, results and impacts.

Inputs refer to the budget allocated to each level of the assistance. These financial indicators are used to monitor progress in terms of the commitment and payment of the funds available for any operation, measure or programme in relation to its eligible cost.

Outputs relate to activity. They are measured in physical or monetary units (e.g. length of road constructed, number of firms financially supported, etc.).

Results relate to the direct and immediate effect on direct beneficiaries brought about by a programme. They provide information on changes to, for example, the behaviour, capacity or performance of beneficiaries. They can be physical (reduction in journey times, number of successful trainees, etc.) or financial (leverage of private sector resources, decrease in transportation costs, etc.).

Impacts refer to the consequences of the programme beyond the immediate effects. There are two types of impact: specific impacts are those effects occurring after a certain lapse of time but which are directly linked to the action taken and the direct beneficiaries; while global impacts are longer-term effects affecting a wider population and may not be capable of being disentangled from wider effects beyond the particular Programme.

Beneficiary For the purposes of the EU Structural funds a beneficiary has been defined in Regulation as an operator, body or firm, whether public or private, responsible of initiating, for initiating and implementing, operations. For PEACE III the beneficiary will be the Lead Partner.

Participant For the purposes of PEACE III, a participant is defined as someone who is registered with an operation or project, or attends a structured programme of events on an ongoing basis. If an individual attends more than one event within a single operation they should be counted as *one* participant; however, if an individual attends two or more events which are not part of a single operation, they should be counted for *each* operation.

For locally-led operations under Priority 1, Theme 1, the identification of the participant will be at the lower project level, i.e. if an individual attends more than one event within a single project they should be counted as *one* participant; however, if an individual attends two or more events which are not part of a single project, they should be counted for *each* project.

Each participant should be asked to complete an Equality Monitoring form.

Attendee For the purposes of PEACE III an attendee is defined as someone who attends a one-off event. Attendees should not be asked to complete an Equality Monitoring Form

F. Budget allocation and spend profile

Theme	Intervention	Delivery Mechanism	Budget	Revised Budget	To 31 March	April - June	July-Sept	Oct-Dec	Jan-Mar	Total
The Future Together	Developing youth role models	Tender-specialist delivery	£150,000	£100,000	£0	£1,000	£29,000	£30,000	£40,000	£100,000
The Future Together	Engaging young people at the Neighbourhood-Level	Tender grass-roots delivery	£300,000	£100,000	£0	£0	£30,000	£30,000	£40,000	£100,000
The Future Together	Engaging young people through sport	Direct delivery by Sports Development./Community Development/Good Relations Units of the Councils	£0	£90,000	£0	£0	£20,000	£25,000	£45,000	£90,000
Celebrating Culture-Promoting Inclusion	Intervention co-ordination	Direct delivery by Arts Development./Community Development/Good Relations Units of the Councils	£0	£30,000	£0	£0	£10,000	£10,000	£10,000	£30,000

Celebrating Culture-Promoting Inclusion	Grass-roots Participation in Celebrating Culture	Tender – delivery by specialist providers (film, art, craft, etc) to provide services to grass roots organisations	£80,000	£100,000	£0	£1,000	£19,000	£40,000	£40,000	£100,000
Celebrating Culture-Promoting Inclusion	Cluster-level Celebration of Culture	Tender - specialist delivery for showcasing exhibitions/events	£145,000	£50,000	£0	£0	£1,000	£24,000	£25,000	£50,000
Working Bridges	Links research	Tender - specialist delivery	£15,000	£15,000	£0	£1,000	£10,000	£4,000	£0	£15,000
Working Bridges	Links resource and best practice report	Direct delivery by Councils	£55,000	£55,000	£0	£4,000	£5,000	£24,000	£22,000	£55,000
Working Bridges	Encounter events for local authorities, community organisations and social enterprises	Direct delivery by Councils	£30,000	£30,000	£0	£0	£1,000	£14,500	£14,500	£30,000
Working Bridges	Learning cross border- investing locally	Tender delivery - grass roots	£350,000	£50,000	£0	0	£10,000	£20,000	£20,000	£50,000
Making a Difference	Developing capacity at a grass-roots level through Small Grants	Grant aid	£450,000	£450,000	£6,949	£3,051	£90,000	£150,000	£200,000	£450,000

Developing Capacity for Dialogue across Communities	Cluster-level identification of area-based or sectoral based fractures in community dialogue, facilitation of design of solutions and mediating between competing interests to broker delivery of solutions	Tender - specialist delivery	£180,000	£50,000	£0	£1,000	£19,000	£20,000	£10,000	£50,000
Developing Capacity for Dialogue across Communities	Interventions to create dialogue on difficult issues viz. contrasting cultural heritages , animating and creating neutral spaces, building community organisational structures,	Direct delivery by Councils	£0	£70,000	£0	£0	£20,000	£30,000	£20,000	£70,000
Developing Capacity for Dialogue across Communities	Helping neighbourhoods and sectoral interest groups to tackle difficult issues	Tender - delivery grass-roots by area based and sectoral interest groups	£220,000	£140,000	£0	£0	£20,000	£40,000	£80,000	£140,000
Technical Assistance	Programme Management		£225,000	£225,000	£25,000	£50,000	£50,000	£50,000	£50,000	£225,000
Total			£2,200,000	£1,555,000	£31,949	£61,051	£334,000	£511,500	£616,500	£1,555,000

G. Timelines

Theme	Intervention	Milestone 1	Milestone 2	Milestone 3	Milestone 4
Future Together	Developing Youth Role Models	Issue call for tenders by public advertisement by Procurement Officer: 18/05/2010	Closing date for receipt of tenders for main contract: 08/06/2010	Assess tenders for main contract by Assessment Panel: 15/06/2010	Approval of award of tender for main contract by Partnership/SJC 22/06/2010
	Engaging Young People at the Neighbourhood-Level	Identification of target areas/groups by 06/07/2010	Closing date for receipt of tenders for delivery of sub-programmes: 27/07/2010	Assess tenders for sub-programme delivery by Assessment Panel: 03/08/2010	Approval of award of tender for delivery of sub-programmes by Partnership/SJC : 10/08/2010
	Engaging Young People through Sport	Invite Councils to submit proposal 11/05/2010	Closing date for receipt of proposal for direct delivery: 11/06/2010	Assess tenders for sub-programme delivery by Assessment Panel: 15/06/2010	Approval of award of tender for delivery of sub-programmes by Partnership/SJC : 22/06/2010
Celebrating Culture-Promoting Inclusion	Intervention Coordination	Invite Councils to submit proposal 11/05/2010	Closing date for receipt of proposal for direct delivery: 11/06/2010	Assess tenders for sub-programme delivery by Assessment Panel: 15/06/2010	Approval of award of tender for delivery of sub-programmes by Partnership/SJC : 22/06/2010
	Grass-roots Participation in Celebrating Culture	Identification of target areas/groups by 06/07/2010	Closing date for receipt of tenders for delivery of sub-programmes: 27/07/2010	Assess tenders for sub-programme delivery by Assessment Panel: 03/08/2010	Approval of award of tender for delivery of sub-programmes by Partnership/SJC : 10/08/2010

	Cluster-level celebration of culture	Issue call for tenders by public advertisement by Procurement Officer: 18/05/2010	Closing date for receipt of tenders for main contract: 08/06/2010	Assess tenders for main contract by Assessment Panel: 15/06/2010	Approval of award of tender for main contract by Partnership/SJC 22/06/2010
Working Bridges	Links research	Issue call for tenders by public advertisement by Procurement Officer: 18/05/2010	Closing date for receipt of tenders for main contract: 08/06/2010	Assess tenders for main contract by Assessment Panel: 15/06/2010	Approval of award of tender for main contract by Partnership/SJC 22/06/2010
	Links resource Encounter events	Invite Councils to submit proposal 11/05/2010	Closing date for receipt of proposal for direct delivery: 18/05/2010	Assess tenders for sub-programme delivery by Assessment Panel: 25/05/2010	Approval of award of tender for delivery of sub-programmes by Partnership/SJC : 02/06/2010
	Learning cross-border : investing locally	Identification of target areas/groups by 06/07/2010	Closing date for receipt of tenders for delivery of sub-programmes: 27/07/2010	Assess tenders for sub-programme delivery by Assessment Panel: 03/08/2010	Approval of award of tender for delivery of sub-programmes by Partnership/SJC : 10/08/2010
Making Difference	A Small Grants Scheme	Call for programme	Engage Project Officer to appraise 32 applications by March 2010	Assessment Panel complete assessment by 26/04/2010	Approval of award of tender for delivery of sub-programmes by Partnership/SJC : 11/05/2010
Creating Capacity for Across Communities	Capacity Dialogue Creating Capacity Clusterwide	Issue call for tenders by public advertisement by Procurement Officer: 18/05/2010	Closing date for receipt of tenders for main contract: 08/06/2010	Assess tenders for main contract by Assessment Panel: 15/06/2010	Approval of award of tender for main contract by Partnership/SJC 22/06/2010

Council Interventions on difficult issues	Invite Councils to submit proposal 11/05/2010	Closing date for receipt of proposal for direct delivery: 11/06/2010	Assess tenders for sub-programme delivery by Assessment Panel: 15/06/2010	Approval of award of tender for delivery of sub-programmes by Partnership/SJC : 22/06/2010
Helping neighbourhoods to tackle difficult issues	Identification of target areas/groups by 06/07/2010	Closing date for receipt of tenders for delivery of sub-programmes: 27/07/2010	Assess tenders for sub-programme delivery by Assessment Panel: 03/08/2010	Approval of award of tender for delivery of sub-programmes by Partnership/SJC : 10/08/2010

H. Communications - Stakeholder Analysis

Stakeholder	Stake in Action Plan.	Potential Impact on Action Plan	What does the Action Plan expect Stakeholder To provide	Perceived Attitude and/or risks	Preferred method of receiving communication	Stakeholder Management strategy	Responsibility
Public	Potential beneficiaries	High	See relevance/benefits of Plan. Involvement	Lack of interest/understanding	Newspaper articles/TV /Radio	Need to be kept informed of Action Plan implementation	Peace III Manager or Communication Lead
Elected representatives	Decision making Solution to local problems	High	Interest. Support	Perceive Plan not relevant	Regular updates, Newsletter E-zine Emails	Keep informed and aware of implementation actions	Peace III Manager or Communications Lead.
Social Partners	Potential beneficiaries. Commissioned organisations	High	Interest Delivery mechanisms	Perceive plan as not relevant. Withdraw support/engagement	Meetings Road shows. Explanatory material. Web based information.	Regular personal contact. Regular flow of information	Communications Peace III Officer

I. Communications Plan

Audience/Stakeholder Group	Objective	Key Message	Vehicle	Sender	Timing/Frequency	Indicative Budget
Public [generally]	Make aware of Programme and local Action Plan. EU contribution	Purpose of Action Plan. Those involved and key processes. EU involvement and local benefit. Opportunities.	Through local media. Press release/photocalls Interviews with journalists.	Communications Lead	Partnership launch. Theme invitations to Tender. Good news stories/milestones	£4,000
Media	Awareness of Action Plan development. Attendance at Partnership and Theme/Project launches.	Open for business. Time/date/location of launches. EU involvement and local benefits. Opportunities.	Diary notice. Email/telephone follow-up. Press releases.	Communication Lead.	Contact 2 weeks before key events. Follow up 2 days before event.	£ 2,000
Elected representatives	Awareness of being open for business. Highlight local involvement and benefits.	Contribution to improving local situation, through EU assistance	Email updates. News Sheet. Face to face meetings. Personal invitation	Peace III Manager	Four weeks before Key launches, milestones	£1,000
Young people	Make aware they are priority. Engage In Themes and actions	Relevant and interesting. Opportunity to benefit	Web based material. [E-zine], Text. Road shows.	Communications Lead	Six weeks prior to launches.	£4,000
BMEs	Awareness	Opportunity	Meetings/Publicity material	Communications Lead	Six weeks before Theme launch	£ 1000
Victims & victims Groups	Awareness	Opportunity	Meetings/Publicity	Communications Lead	Six weeks before Theme launch	£1000
Security service Personnel	Awareness	Opportunity	Meetings through existing networks	Communications Lead	Six weeks before Theme launch	£1000
Ex Prisoners	Awareness	Opportunity	Meetings through existing networks	Communications Lead	Six weeks before launch of Themes	£1000

J. Technical Assistance

Cost Item	Budget committed 2008-June 2011 £
Staff Costs	155,619
Recruitment Costs	8,000
Travel and subsistence	13,500
Partnership Travel and subsistence	3,750
Office supplies	750
Meeting costs	4,260
Telephone	750
Legal /Audit Fees	3372
Consultancy/Professional Fees	12,329
Evaluation	1,182
Marketing Costs	17,380
Publicity	4,100
Equipment	0
Total	£ 225,000