


Lisburn/Castlereagh
Peace Plan

Embedding Change

www.lisburn.gov.uk
www.castlereagh.gov.uk

CONTENTS

	Page
1 Preface	3
2 Executive Summary	7
3 Introduction	12
4 Area Profile	18
5 SWOT Analysis	36
6 Vision, Aims and Objectives	40
7 Options and Strategies	44
8 Peace and Reconciliation Action Plan	47
9 Managing the Strategy	54

1 PREFACE

1.1 Statement of Purpose

The Peace III Programme is seeking to build on the successes of Peace I and Peace II. As a Programme that has been alive in Northern Ireland and the Border Counties since 1995 the EU has delivered significant investment into the region, and as a result many thousands of peace-building activities have taken place.

The cluster Councils of Lisburn City and Castlereagh Borough have supported the Peace Programme for over ten years and are keen to develop the joint Plan given the similarities in the areas and the issues.

The Councils also have a reputation for innovation and delivery of services to the community through resource support and quality facilities.

The overall objective of Peace III is to reinforce progress towards a peaceful and stable society and promote reconciliation in Northern Ireland and the Border Region. Within Priority One “Reconciling Communities”, there are two key areas:

- Building positive relations at the local level;
- Acknowledging the past.

The core intent of the Priority is to “challenge attitudes towards sectarianism and racism and to support conflict resolution and mediation at the local community level”. It seeks strategic collaboration between the public, private and community sectors focussing on reconciliation cultural diversity and equality. It also has a particular focus on cross-border initiatives to improve trust and tolerance and to reduce the levels of sectarianism and racism.

As such, we have developed this Plan in association with the local community, consistent with good community planning processes, with open participation through many open meetings and facilitated feedback.

We are also committed to making community consultation a core part of the development and revision of this Plan over the years of its implementation. We have included commitment to consultation in both Council areas on an annual basis, specifically related to the operation of the Peace Programme and how the Plan may change as a living document, according to need.

We have engaged with social partners in a number of outreach and consultation events in two phases. The first phase of open meetings involved social partners/community organisations in identifying key issues.

The second phase of consultation meetings involved social partners/community organisations in feeding back on the strategic priorities. These consultation meetings were held in both Castlereagh and Lisburn for both phases. A total of ten consultation meetings were held involving over 140 community representatives. The Plan was then submitted to SEUPB.

We have subsequently carried out a third phase consultation meeting attended by 12 key social partners/community organisations, jointly for both areas, seeking further feedback on strategic priorities and on proposed implementation processes. The importance of the small grants scheme was reinforced at this meeting, and of the need to involve community-based organisations on the Partnership while maintaining balance. Delivery on strategic priorities in association with local communities was also considered important, especially given the targeting of areas and communities identified in the Plan. It was considered important that the Partnership was involved in developing commissioning criteria from August 2008. Views provided at the meeting suggested youth (including inter-generational work) and developing the capacity of community organisations were also priorities in the Plan. No further important strategic theme was identified not already in the Plan.

The Peace Plan below is an interim Plan given the formal constitution of the new Partnership not happening until summer 2008. We intend to further consult with local people in the establishment of the new Partnership and roll-out of the Plan undertaken in their name.

We would also emphasise the input the Plan and Peace Programme will have in developing relationships between Lisburn and Castlereagh Councils and Council areas at a time when they will be preparing for the Review of Public Administration. The cluster area is the same as that suggested under RPA. The programme will significantly help in the relationship building and planning for the amalgamation of the Councils.

1.2 Statement of Geographical Area

Under Special European Union Programmes Body (SEUPB) guidance local authorities were asked to form clusters to administer and manage Priority 1.1 in anticipation of any changes under the Review of Public Administration, and to facilitate further co-operation and strategic implementation. The Lisburn-Castlereagh Cluster of councils has enthusiastically embraced the clustering model. The Lisburn-Castlereagh Cluster includes, in alphabetical order:

- Castlereagh Borough Council;
- Lisburn City Council.

The cluster area is believed appropriate given:

- Their co-terminus location;

-
- Existing collaboration on the Peace II Extension Programme and other initiatives in economic development and tourism;
 - The similarity of the areas in a number of ways as highlighted below in the profile;
 - The similarity of issues.

However, the Councils also point out the recent Ministerial announcement that the two Councils will amalgamate under the Review of Public Administration, as part of the 11b option. As such, the wish to reinforce the role the Peace III Programme will have in helping them to collaborate and prepare for the outworking of the RPA.

The Councils reinforce the opportunity afforded to them to develop relationships at officer and member level, and the efforts they have made through the Plan to integrate their good relations and Peace functions. This is not just for the timeframe of the Plan but afterwards to promote sustainable impact.

1.3 Lead Partner

The Lead Partner has been agreed by the cluster partners as Lisburn City Council.

The cluster partners considered Lisburn City Council was the appropriate lead partner as it:

- Is significantly larger in size than Castlereagh;
- Has greater officer and staff capacity;
- Has a more significant rural base;
- Has experience of managing significant Peace and other development budgets;
- Have large minority populations from a religious, political and racial perspective.

The cluster partners have also agreed a common:

- Commitment to integrating the Peace delivery with their overall good relations function to ensure consistency and potential for mainstreaming Peace in Council delivery;
- Commitment to supporting inclusion and good relations, cross community and cross border work;

-
- Commitment to the ethos of partnership, with other sectors and stakeholders.

Consistent with the framework documents Lisburn City Council will have responsibility for management and implementation of the programme.

Lisburn City Council has been committed to the Good Relations Programme since its start in 1991. As such, it has regularly shown its commitment to tackling sectarianism and racism in the Council area. Castlereagh Borough Council has also been engaged in the Good Relations Programme since that time and helped communities do hard good relations work.

Lisburn City Council manages an annual budget of approximately £23 million per annum. The Council has 467 staff members and 30 elected members. It is administered through four Departments – Chief Executives Office, Corporate Services, Leisure Services and Environmental Services. The Peace Programme will be managed through the Leisure Services Department.

Leisure Services Department includes, amongst other services:

- A cultural and community unit;
- Community development;
- Good relations.

2 EXECUTIVE SUMMARY

The EU Programme for Peace and Reconciliation in Northern Ireland and the Border Region of Ireland (2007-2013) (hereafter the PEACE III Programme) is a distinctive European Union Structural Funds Programme aimed at reinforcing progress towards a peaceful and stable society and promoting reconciliation. It will assist Northern Ireland and the Border Region and specifically focus on reconciling communities and contributing towards a shared society. The Programme will carry forward key aspects of the previous Peace Programmes (PEACE I and II) and will have a continued and *renewed* emphasis on reconciliation.

Within Priority 1 'Reconciling Communities' there are two key areas:

- *Building positive relations at the local level;*
- Acknowledging the past.

Local Authorities (arranged in self-defined clusters) are tasked with the development of Peace & Reconciliation Action Plans (PRAP) under Theme 1.1 of the Peace III programme i.e. Building positive relations at local level. The objective of building positive relations at the local level is as follows:

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

Under a partnership approach, the Priority aims to establish initiatives that will improve trust and tolerance, and reduce levels of sectarianism and racism. It is seeking to develop real cross-border opportunities, properly sourced and with local stakeholders genuinely prepared and committed.

The Plan below is drawn from extensive consultation to date for the Peace Plan specifically including:

- Invitation to over 300 community organisations in the cluster area to participate in consultation events and provide feedback through a variety of processes;
- Attendance of over 150 community activists at 11 separate consultation meetings on sectarianism and racism in the cluster area between December 2007 and March 2008;
- Interviews with statutory agencies, community representatives and a partnership with Lisburn Community Network in the outreach;

-
- Feedback from all area LSP's, Community Safety Partnerships and DPP's;
 - Two consultation meetings on the themes for the Peace Plan as attached – one in each area – with invitations sent to over 300 groups (all groups in both Council areas).

The cluster Councils are 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.

In addition the Plan builds on recent auditing for each Councils Good Relations Strategy, Community Support Plan, Community Safety Strategy and other strategic and cross-sectoral strategies such as Neighbourhood Renewal.

The Councils recognise and agree with the peace and reconciliation priorities of the Programme. The Councils also wish to stress the challenge to the Councils in the cluster area of the themes and activities they have agreed. The development of the Plan in itself, and its ultimate implementation, is regarded as a major step forward by the cluster Councils in recognising and managing the hard issues identified.

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

- Areas that have been closely associated with the conflict or areas of particular social need including Twinbrook, Poleglass, Dunmurry, Seymour Hill, Old Warren, Hillhall, Cregagh, Tullycarnet and Ballybeen;
- 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 of demographic change that is bringing its own 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.

These are areas that have suffered considerably during the conflict and that the Plan stresses will be targeted through the Plan activities outlined in more detail with the commissioning criteria to be developed by the Partnership.

The Plan also stresses the significant step being taken by the Councils in identifying these areas and the target beneficiaries so clearly in the Plan.

The clear commitment to cross border work and the commitment to working with groups such as ex-combatants on either side of the community as well as victims and ex-security service personnel to encourage cross community dialogue and understanding is very significant.

Demonstrating the commitment to the cross border elements of the Plan discussions have already taken place with Monaghan County Council and meetings have been agreed during the summer at Director level between the cluster and Monaghan County Council. These meetings will identify common areas and agree implementation arrangements relevant to the strategic priorities. Amongst other commonalities the plans include an emphasis on youth.

Lisburn City Council will be the lead Council with responsibility for management and implementation of the programme.

The Councils, in the spirit of the Programme, have agreed equal representation in the final partnership, between the Castlereagh and Lisburn areas, and between the elected member and other sectors.

The final Partnership will have representation from across the community divide from all Councils, from social partners and other public bodies. The Partnership will include minority ethnic representation, and a Council, social partner and public agency balance of gender, religious and political make-up. There will be seven elected members from both Lisburn City and Castlereagh Borough Council, and 14 social partners drawn from the cluster area, a total of 28 members.

The Partnership will make recommendations to a Statutory Joint Committee with delegated authority. The Statutory Joint Committee will send reports for information to both Councils.

Subject to legal approval and in accordance with Section 19 of the Local Government Act (Northern Ireland) 1972, the Statutory Joint Committee will have two thirds representation from the Councils and one third from social partners. There will be four elected members from each Council and four social partners from across the cluster area.

The Plan has been endorsed by each Council in principle, with further consultation due to take place.

The Councils would also like to reinforce the following high priority outcomes of the Plan and believe that recognition of the journey and commitments made by the two Councils in good relations and cross border terms need to be recognised as part of the assessment procedures otherwise the process itself may set back progress towards reconciliation:

-
- The process and the implementation of the Plan will be highly influential in facilitating a smooth and value-adding amalgamation of the two Councils under the RPA plans as recently announced;
 - The Councils are clearly and transparently committing to identifying and tackling hard and highly contentious issues that is consistent with the overall aims of the Peace III programme;
 - The Councils are embarking on significant journeys in promoting reconciliation and tackling sectarianism and racism in a way that will present considerable challenge;
 - The Councils are keen that the programmes supported are embedded in realism and are developed and managed well;
 - The Councils are keen to deliver 30%+ cross border work and see that element of the Plan as an exciting opportunity to develop structures and practice that is relatively under-developed in the cluster area;
 - The Plan is innovative and challenging for the cluster area;
 - The Councils are committed to an inclusive process as part of the management of the Plan and are determined to make partnership meaningful in how the cluster partnership works and how the priorities are rolled out.

As a result the aims and objectives set under the Plan include:

Aim: The Future Together – to facilitate young people to be community role models on sectarian and racial issues.

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

Aim: Celebrating Culture – Promoting Inclusion – the area will have high quality, inclusive and non-threatening celebrations of culture and identity

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

Aim: Working Bridges – establish sustainable structures for cross border work delivering tangible outcomes

Objective: Creating conditions for, and facilitating, practical cross border co-operation that improves the quality of life for people in the areas

Aim: Developing Capacity for Dialogue across Communities – local communities are better able to deliver change on-the-ground and engage in over-arching cross community and cross border work

Objective: Capacity building to tackle hard issues

Aim: Making a Difference – local groups delivering change on hard issues in their local areas through small grants

Objective: Local activities by communities to tackle sectarianism and racism

Embedding Change

3 INTRODUCTION

3.1 Development of the Plan

The interim Peace and Reconciliation Action Plan (Peace Plan) has been drawn up in accordance with detailed guidelines issued by SEUPB and represents the Lisburn/Castlereagh bid for funding under priority 1.1 of the EU Peace III Programme – “Building Positive Relations at the Local Level”.

The Plan builds on the consultation process and recent audits, evaluation and empirical evidence provided through Local Strategy Partnerships, Community Safety Operational Partnerships, District Policing Partnerships and by the local authorities through, for example, Good Relations Strategies, and Community Support Plans. We also expect to build on the previous successes and experiences of the previous Peace Programmes with renewed emphasis on reconciliation, especially identifying and working on hard issues, building the reconciliation infrastructure and skills base, and developing cross community and cross border links.

The Plan below is also informed by extensive consultation to date including:

- Invitation to 300+ community organisations in the cluster area to participate in Peace III consultation events and provide feedback through a variety of processes;
- Attendance of over 150 community activists at 11 separate consultation meetings in the cluster area;
- Interviews with statutory agencies, community representatives and in partnership with Lisburn Community Network in the outreach;
- Feedback from all area LSP’s, Community Safety Partnerships and DPP’s;
- Consultation meetings on the themes in each Council area;
- A further joint consultation meeting involving key special partners from both Council areas together.

The cluster Councils are 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 themes and indicative actions were discussed with community representatives at meetings in both Council areas attended by over 40

community organisations. The themes and actions identified in the Plan were supported at each of those meetings.

Lisburn Community Network helped to organise the consultation meetings in the City Council area.

The consultation process helped the Councils to:

- Reinforce small grants as an element of the Plan given the demand from the local voluntary and community sector;
- Focus further on the needs of young people in the cluster area, and the perception/reality that many of the relationship building needs were related to the needs of young people;
- That the potential for cross border was relatively undeveloped although in demand, but that people believed, a cross the sectors, that preparatory work was required in developing local skills and buy-in, and in preparing cross border linkages;
- That how communities celebrated culture in the areas was important to communities – both minority and majority – and that it could be improved to both develop more positive ways of celebrating culture, to include political/religious minorities, and to ensure that minority ethnic communities felt more included in civic society;

However, the consultation meetings largely endorsed the Plan framework as presented which the councils take as a positive reflection on this consultation process, and on their own good relations, community support and community consultation processes prior to Peace III where gaps and issues were already acknowledged, and believe this should be recognised and acknowledged.

The consultation meetings presentations and questions asked are attached as an appendix.

A final consultation meeting was held on 25th June 2008 exploring implementation as well as further feedback on the strategic priorities.

Description of the Partnership/Membership

A steering group of officers and elected members from the two Council areas has been established. It has overseen the consultation process and development of the Plan.

The SEUPB guidelines suggest the final Partnership model should be a strategic collaboration between the public, private and community sectors to focus on reconciliation, cultural diversity and equality. In addition the cluster

Councils have agreed the establishment of the Partnership from a perspective of equal representation and genuine collaboration.

The Plan to date has been developed and agreed by both Councils including representatives elected to represent local communities. It has always been intended the Plan will be revisited by the final Partnership once established.

The final Partnership, it has been agreed, will consist of the following make-up:

Sector	Number
Elected members – seven from each of the cluster Councils	14
Social partners including: (11) Voluntary and community sector, including a BME representative from Lisburn and Castlereagh (1) Trade Unions (1) Agriculture & Rural Development (1) Private Sector	14
Statutory (with observer status)	5
TOTAL	28

Therefore the Partnership would have 28 formal members, plus five with observer status.

There is recognition of the need to ensure cross-Party and cross community representation in elected member numbers, and to ensure cross community representation within the social partner make-up.

Achieving balanced representation according to other Section 75 categories is also recognised, as well as the need for adequate representation from rural areas.

The final Partnership will have an open and transparent recruitment process as indicated below.

Sector	Process
Elected members	Nominated by each cluster Council
Social partners	Appointed after open advertisement and recruitment process, mindful of balance.

Rural Development/Agriculture	Local farmers representatives to nominate
Statutory agencies (observer status will allow Managers from different Council areas to attend as relevant)	PSNI, NIHE, E&LB, RDC, Health Trust – self nominated
Private sector	BiC nominate/Chamber of Commerce
Trades unions	Trades Unions nominate

During the selection process an impartial agency will be used to assist with the selection process.

If over-subscribed we will ensure balance according to Section 75 categories as far as possible.

It is anticipated that following agreement with the Plan, and the confirmation of the Programmes, the existing steering group will oversee the process of appointing the final Partnership.

The Partnership will make recommendations to a Statutory Joint Committee with delegated authority. The Statutory Joint Committee will send reports for information to both Councils.

The Statutory Joint Committee will have a make-up of 21 members – 14 elected members and seven of the social partners. This is the maximum proportion of non-elected member representatives on the Statutory Joint Committee local authorities are legally allowed to have. It will also ensure representation of all political parties on the committee in the spirit and nature of the overall programme.

3.2 Consultation and Involvement

The cluster Councils are committed to consultation with the local community as an ongoing process within the Peace Plan. The Plan will also be available on both Council websites from early April 2008.

The extensive community consultation to date has included:

- Invitation to 300+ community organisations in the cluster area to participate in Peace III consultation events and provide feedback through a variety of processes;
- Attendance of over 150 community activists at 11 separate consultation meetings in the cluster area, including those organised in partnership with Lisburn Community Network;

-
- Interviews with statutory agencies, community representatives and in partnership with Lisburn Community Network in the outreach;
 - Feedback from all area LSP's, Community Safety Partnerships and DPP's;
 - Consultation meetings on the themes in each Council area.

Key issues that were raised during the consultation process have been included in the Peace Plan. They include:

- Confirmation of support for the themes and actions identified in the audit and formation of the draft Plan;
- Emphasis on continued involvement of the voluntary and community sector;
- Emphasis on delivery on-the-ground with local communities;
- Emphasis on the need for a small grants programme.

The cluster Councils have found the consultation process valuable to date in refining and confirming the themes and activities identified in the Plan. They are keen to continue the engagement throughout the lifetime of the Peace III Programme. As such they are committed to:

- Posting an annual update report on their respective websites seeking feedback;
- Hosting an annual Peace Programme road-show in each cluster Council area highlighting successes, exploring updates and feedback to refine the implementation of the Plan, especially after year three.

The cluster Councils will welcome involvement in the SEUPB road shows in May 2008 as further opportunity for input to the Peace Plan.

3.3 Guiding Principles

SEUPB are keen to ensure Partnership's work within relevant guiding principles and values. The cluster Councils are also keen to build these values from existing and previous successful work within the Peace Programme. The following guiding principles have been agreed by the cluster Councils in line with SEUPB guidelines, and are already part of the planning and practice processes for the cluster Councils in other development and support areas:

Principles	Comment
Integration	Full and regular consultation with all stakeholders to make sure there is an avoidance of duplication and clear responsibility demarcations, and integration with existing good relations work to optimise the value adding perspective of both and potential for future mainstreaming in Council provision
Openness	With substantial consultation to date the cluster Councils are further committed to involving stakeholders in the roll-out and reviews of the Plan, including annual Peace road-shows for feedback, and working through local networks to co-ordinate feedback and refinement to the Plan
Prioritising	Clear and uncompromising identification of needs, including hard issues, prioritised according to need and impact. Local delivery on-the-ground with communities will be an important aspect for delivery in the public procurement procedures.
Equality and social inclusion	While targeting need in areas with highest socio-economic need and where the impact of the programmes will be greatest, benefits will be shared by all and participation will be open to all, with emphasis placed on public procurement procedures on accessing hard to reach groups
Responsiveness	Sensitivity has been shown in developing the Plan to needs, and the annual inclusion and consultation processes will further reinforce that. The Plan will be open to revision on an annual basis with annual road-show, consultation meetings and feedback in each Council area.

3.4 Strategic Linkage

The cluster Councils are keen to ensure consistency with the overall regional policy context and priorities. This includes key policy documents such as the anticipated successor to A Shared Future, A Shared and Better Future, the Programme for Government, A Shared Future, the Racial Equality Strategy and Neighbourhood Renewal. The strategy seeks to ensure fit with all of the key strategies and work of other agencies.

The strategies are summarised in an appendix.

The Plan is consistent with all strategies, and builds on the outcomes and implementation of most in the cluster areas.

4 AREA PROFILE

The cluster area represents one of the largest and fastest developing cities in Northern Ireland, and a Borough that covers the whole of outer East Belfast and part of outer south Belfast.

In total the cluster area:

- Covers 540 square kilometres, 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 cluster areas are continuing to manage the impact, and some of the most high profile target groups, institutions and incidents were/are located in 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, in addition 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 in 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 with a number of institutions in the area that have high proportions of migrant workers such as the various hospitals and industry-types.

The most up to date statistics from 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:

Areas	Approved applications WRS 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 Councils would like to reinforce as indicated above, the highly mixed nature of the cluster area from both a political, religious and from an ethnic perspective.

It is evident from the audit summary below that sectarianism and racism are applicable in the cluster area through amongst other things:

- Ongoing tension and conflict at some interface areas especially in west Belfast and Dunmurry;
- Lack of contact, understanding, respect and trust across communities;
- Communities socialising 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.

A summary of socio-economic issues is included as an appendix. However, some of the most pertinent headline indicators are also summarised below.

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 as highlighted in the appendices;
- Wards with particular disadvantage include Colin Glen, Twinbrook, Old Warren and Kilwee;
- Census Output Areas suggesting strong localised deprivation particularly include Derriaghly, 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 that are outlined in more detail in the appendices:

- 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.

4.1 Key Service Providers

Some of the key service providers have been identified in the section above profiling the strategic context of the Peace Plan.

In a local context key providers also include the following at a more local level:

DSD – Neighbourhood Renewal

The *People and Places* strategy will concentrate resources on disadvantaged neighbourhoods through 7-10 year Neighbourhood Renewal Vision Frameworks and three-year rolling action plans for Neighbourhood renewal areas. A Physical Development Strategy will also incorporate Comprehensive Development, Environmental Improvement Schemes and Urban Development Grant.

"Community renewal – to develop confident communities that are able and committed to improving the quality of life in their areas."
DSD Delivering Neighbourhood Renewal

The DSD sees Neighbourhood Renewal incorporating a multi-agency approach including the Voluntary and Community Unit, Social Security Agency, NIHE, and the DSD development offices.

Neighbourhood Renewal areas in the cluster area include:

- Tullycarnet, Castlereagh;
- Poleglass and Twinbrook as part of the Colin area, Lisburn.

DSD - Areas at Risk

The Areas at Risk Programme seeks to identify areas that are in danger of slipping in to decline and becoming neighbourhood renewal priorities. As such Areas at Risk aims to invest some funding in association with local communities, to prevent the decline.

In the cluster the Areas at Risk areas identified are:

- Seymour Hill, Lisburn;
- Ballybeen, Castlereagh.

Re-Imaging Communities

Re-Imaging Communities is three-year programme targets local communities and is aimed at tackling the visible signs of sectarianism and racism across urban and rural Northern Ireland. The consortium delivering this £3.3 million programme includes the Department for Social Development, The Office of the First and Deputy First Minister, the Community Relations Council, Housing Executive, the International Fund for Ireland, and the Arts Council of Northern Ireland. They are seeking to work through local authorities, NIHE and the PSNI as points of contact and conduits for projects.

In the cluster the Re-Imaging Communities projects identified for support from the Arts Council include the following in Lisburn City Council area:

- Seymour Hill;
- Knockmore;
- Halftown;
- Glenavy;
- Twinbrook;
- Old Warren.

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 a "Community Relations – Community Safety" Plan. The Executive recognises the issue and the housing management aspect, including those relating to murals, graffiti and kerb stone painting. It also acknowledges the development of more segregated housing, with more than 70% of housing estates in Northern Ireland now being deemed as segregated (no more than 10% of a type of community background). The Executive recognises the perceptions associated with such developments in social housing areas and recognises the intra community as well as cross community implications and needs.

The community relation's strategy of the NIHE includes the Executive as the lead body to bring together the "housing family" and other key stakeholders to examine the potential for improving relations, and the maintenance of neutral working spaces. The NIHE also seeks to target the removal of sectional symbols, working with local residents and the community.

In the cluster the NIHE have identified the following as potential shared housing areas:

- Knockmore;
- Tonagh.

Local Authorities

The two local authorities each have good relations strategies, community support plans and other service provision. They are summarised in a separate section below.

In addition Councils provide key services such as:

- Community support;
- Managing the Local Strategy Partnership;
- Rural development;
- Economic development;
- Urban regeneration;
- Environmental health;
- Recreation and leisure;
- Civic events.

Community Safety Partnerships

Community Safety Partnership strategies and actions are also summarised below.

Invest Northern Ireland

Invest Northern Ireland is part of the Department of Enterprise, Trade and Investment with a role to deliver the Government's economic development strategies. It aims to help new and existing businesses to compete internationally and to attract new investment to Northern Ireland.

Local Enterprise Agencies

There are local enterprise agencies in each of the cluster areas. The Agencies seek to provide a range of support to new and existing businesses in the cluster area including premises, training, counselling and signposting.

Lisburn Enterprise Organisation and Castlereagh Enterprises both have outreach facilities, and both are recognised locally as having the capacity for delivering support work.

Leader +

Leader+ is an EU Programme aiming to support rural development with an emphasis on micro enterprises. The programme targets women, young people, farmers and their families, and the long term unemployed.

Police Service of Northern Ireland

The PSNI fully participate in locally based initiatives in each cluster area relevant to the Peace programme, including working on diversionary activities for young people and with the community safety partnerships. Established in 2001 the PSNI have been at the coalface managing of some of the most contentious good relations issues in the cluster areas relating to the whole of Northern Ireland. They have still work to be done to be accepted by some communities in the cluster areas.

In 2007 the PSNI restructured to be consistent with the boundaries for local government anticipated under the then Review of Public Administration. As such, the cluster boundaries are not co-terminus with the PSNI boundaries. However, the Councils have a good working relationship across PSNI boundaries, have included the PSNI in outreach and will work with the PSNI in the development and delivery of the Peace Plan.

The PSNI have been identified as a core partner in the new Partnership model.

Department of Agriculture and Rural Development (DARD)

DARD aims to promote sustainable economic growth and development of the countryside in the cluster area.

The LAG Partnership that has been recently established also includes Lisburn and Castlereagh in cluster with Belfast City.

Department of Employment and Learning (DEL)

DEL promotes economic, social and personal development through high quality learning, research and skills training, and helps people in to employment and promotes good employment practice.

Department of Enterprise, Trade and Investment (DETI)

DETI is responsible for economic policy development, energy, tourism, mineral development, and health and safety at work. It also operates companies' registry and consumer affairs and economic statistics.

Education & Library Board (E&LB)

The Southern Education & Library Board services several Council areas including Lisburn and Castlereagh. It aims to provide high quality education, youth and library support services to promote learning, facilitate personal development, develop core skills, promote values and a sense of responsibility within the community.

Health & Social Care Trusts (Belfast and Southern)

The Health and Social Care Trust's each have community development teams that seek to work constructively with voluntary and community organisations. The community development teams are based separately in the two cluster areas representing the different Trusts involved. They provide grant assistance, in-kind support and mentoring to community organisations seeking to improve the health and well-being of local communities, and prevent admission to acute provision.

TADA (The Armagh, Down, Antrim Rural Support Network)/EDRCN (East Down Rural Community Network)

TADA is also a rural support network meeting the needs of rural communities. It covers the Lisburn area amongst others.

The East Down Rural Community Network covers the Castlereagh area, as well as Down, Ards and North Down.

Both networks are the main rural support networks covering the cluster areas seeking to work with rural communities to facilitate economic and social regeneration

Citizens Advice Bureaux

CAB has offices in each cluster Council area and received funding from each Council through their community support plans. CAB centrally also receives funding from central government. It is the main providers of consumer advice in the areas.

Lisburn Community Network

Lisburn Community Network is an umbrella group for voluntary and community organisations in the Lisburn City Council area, funded by the Local Strategy Partnership and laterally by the Department of Social Development.

The Network provides support to voluntary and community groups in the City Council area and has 150+ members. It provides advice and assistance with funding, training, governance and strategy assistance, and networking and information dissemination.

Lisburn Community Forum

Lisburn Community Forum is an umbrella organisation from community groups in the Lisburn City Council area, and has been in existence since the 1970's. The Forum has a knowledge and interest in rural development.

Castlereagh Community Workers Network

Castlereagh Community Workers Network was established in 2004 as part of funding from the DSD. The Network was designed to establish networking relationships between community groups in the Borough. It has provided a useful mechanism for the exchange of information between community organisations and has been strongly supported and managed by the Borough Council.

Engage with Age

Engage with Age is an organisation designed to establish a partnership of older people, the voluntary and community sector, and statutory organisations to improve the health and well-being of older people in South and East Belfast and Castlereagh. Its mission statement is to work in "partnership to improve the quality of life, health and social well-being of older people in South and East Belfast and Castlereagh, connecting older people to each other and to the community and influencing decision-makers."

Castlereagh Lifestyle Forum

Castlereagh Lifestyle Forum is a network of older peoples' groups with 12 groups represented. Engage with Age help to facilitate the forum. Many of its members volunteer with other community groups as well.

NITAP

Established in 1991 NITAP has a vision to "empower local people in addressing their housing related needs". The organisation provides community support to tenants and residents groups, information and advice, training, and funding advice.

Diversity Network

The Diversity Network is a forum of statutory and voluntary and community organisations working on racial and diversity issues in the Down/Lisburn area. The Network has undertaken an audit of minority ethnic issues and needs. The Health Trust and Education & library Board are leading public bodies within the Diversity Network.

4.2 Audit of Current Policies, Plans and Service Provision

Many of the relevant policies and plans have been summarised above.

The key relevant policies and plans of local authorities are the good relations strategies and community support and the work of the relevant Local Strategy Partnerships.

The Peace III Plan will help the Council areas move beyond their existing good relations commitments in strategic and visioning terms as well as with resource input. The good relations project budget for both Council areas for the current financial year is nearly £100,000. The Peace III Plan will complement the strategic priorities identified in the Councils good relations strategies as identified above by moving delivery on to a different level, facilitating inter-community dialogue in a way that has not possible within the existing good relations strategies and action plans. The Plan identifies the need for work to encourage inclusive, non-contentious and positive cultural celebrations including for minority communities, and put a framework around how those celebration should take place, as well as reducing the contentious impact of flags and other related issues. Youth is a target group for the good relations audit but the good relations strategy and action plan can have limited impact.

The Peace III Plan seeks to put a positive and inclusive framework to the hard issues identified in the strategies, and provide co-ordinated and resourced input at a Council level that will both challenge and support communities beyond the capacity of the good relations programme.

Lisburn City

Lisburn **Good Relations Strategy** is in the process of being updated. The Council seeks to work with diverse groups across the Council area, and provides a range of services and support for the voluntary and community sector. This includes grant aid, facilitation and training. It has also included recognition of the growing diversity of the Council area through civic receptions and events. In the last financial year the Council hosted Holocaust Memorial Day, St Patrick's Day and Ramadan celebrations. The Council has also engaged in a consultation process with communities regarding the flying of flags.

The strategy recognises the diverse nature of the City Council area both with an increasing minority ethnic community and a significant Catholic minority population.

The audit of good relations being carried out currently by Lisburn City Council has significantly influenced the Plan. The audit was carried out between

October and December 2007. The summary of key issues reflects the audit findings from Lisburn and Castlereagh.

Lisburn **Local Strategy Partnership** has supported a number of community projects since its establishment. Its integrated local strategy for 2010 had a mission statement was to “seek to positively address social, economic and environmental needs and in doing so contribute to peace and reconciliation.”

Its strategic aims included:

- Encouraging access to services for all citizens of the City;
- Promoting access to employment;
- Promoting partnerships for social and economic regeneration;
- Promoting and encouraging sharing as good practice and innovation in the social economy;
- Maximise leverage opportunities for community organisations;
- Develop a sustainable strategy for the Partnership.

Lisburn **Community Support Plan** was developed following an audit in 2007 and has four main aims. They are:

1. to help community sector representatives and volunteers develop the skills required to manage and deliver the activities they were established to deliver and to access and make the most of the support available;
2. To encourage co-operation and sharing of resources, skills and experience where appropriate between voluntary and public sector bodies;
3. To assess the need for and co-ordinate the effective allocation of resources available to the sector to ensure maximum benefit and minimum duplication. To ensure that adequate information on resources and support to obtain these is available on a fair and equal basis;
4. To work with cluster Councils, other key support agencies and the voluntary and community sector to identify the impacts of the implementation of RPA and consider how these could best be addressed to ensure the community sector is supported through the changes.

The Community Support Plan is due to be revised in 2009, and the Council is determined to ensure the existing implementation and the new Plan in 2009 is consistent with the Peace Plan.

Castlereagh Borough

Castlereagh Borough Council's **good relations strategy** was developed in 2007 following an audit and consultation. The strategy includes initiatives to improve communication between ethnic groups and the Council, promote cultural diversity (including through a recognised need for continued single identity development work), empowerment of the community (especially younger people and older people), hard issues being addressed such as bonfires, paramilitary symbols and graffiti, improve the image of the Borough and provide internal training.

The audit and findings from the strategy are incorporated, with those from Lisburn, in a summary of the key issues below.

The **Castlereagh Community Support Plan** was produced in 2007 after community consultation. Key issues identified in the consultation included:

- There are a number of wards with significant Catholic minority populations;
- At census output, super output and ward level, there are areas of socio-economic need including in Tullycarnet, Enler, Cregagh, Minowburn, Lisnasharragh, Downshire and Graham's Bridge;
- There is a relatively strong community sector especially in Castlereagh East and Central;
- There is a lack of access to good practice and capacity building.

Actions anticipated in the plan include continued support through community services staff, support plans for target areas including Belvoir, Ballybeen, Tullycarnet and Carryduff (estates in the main wards of need), continued support for the Community Workers Network, good practice visits, training and communication with groups.

Castlereagh **Community Safety Strategy** has identified seven themes as priorities following their audit of need. These are:

- Car crime;
- Domestic burglary;
- Offences against individuals;
- Youth offending;
- Drug, substance and alcohol abuse;
- Anti-social behaviour and neighbourhood disorder;
- Fear of crime.

Cross Border Work to Date

Both Councils have facilitated cross border work to date, either directly through the local authority or in association with local community organisations. This has included the following links that demonstrate potential but an under-developed area of work:

- Dromara Village and District Community Association has a strong relationship with Drumsna Community Association in Leitrim with exchange visits and a book of local histories produced;
- Drumlough Community Association took part in an exchange with a community organisation in Ballina, Mayo;
- Age on Stage, Lisburn, a dance group for people over 5 years of age, have linked with Foley Street Dance Centre, Dublin, with a joint dance workshop, and future plans;
- Lisburn City Council annually participate in a sporting exchange with Kildare County Council;
- City of Lisburn Basketball Club has strong links with Drogheda Basketball Club with sporting exchanges;
- Lifestyle Development Group in Ballybeen with a Drogheda group facilitating exchanges and local history workshops;
- Link Woman's Group in Ballybeen used to meet with a Drogheda based group and while no relationship exists at the moment they would consider restarting the contact;
- Ballybeen Women's Group in Ballybeen with a group in Ballyshannon as part of a Cross Border Women's Collective that also involves women from Ardoyne as part of a Community relations Council funded project;
- Tullycarnet Action Group Initiative Trust linked with groups from Comber and from Drogheda, working with Farset on the Cross Border Initiative. It has involved shared history projects, tours of Dublin and a meeting with the Mayor of Dublin;
- Castlereagh Enterprises have been involved in a two year cross border project with Glenwood (Belfast) and Louth and Cavan, involving development of people interested in self-employment.

-
- The Council have undertaken cross border initiatives with a sports event with Dublin City Council;
 - Ballybeen Improvement Group with the Glencree Centre for Peace and Reconciliation;
 - Ballybeen Women's Centre is working with Ballymun, Dublin.

The cross border work to date has therefore been relatively uncoordinated and requires resource investment to embed it in appropriate and sustainable structures with the community and public sectors working together. Councils are seeking to commit to developing cross-border work within the public and community sectors which will make significant advances in reconciliation, understanding, respect and tolerance in areas that have had less involvement in cross border contacts.

The Plan stresses that discussions have already taken place between the cluster Councils and Monaghan County Council. The Council's have agreed on a series of future meetings at Director level during the summer. These meetings will focus on identifying common area between the areas Plans, and putting in place implementation plans for strategic priorities. This includes, amongst other commonalities, a focus on youth as a priority category.

Summary

The Plan is drawn from and compliments Council and other public bodies' strategies, plans and priorities. It has also been developed to ensure there is no duplication with existing provision.

The common key issues, needs or gaps and themes from the Council strategies are:

- Cross community work, and intra community understanding, was at a relatively low level of development throughout the area – those relationships needed continuous nurturing perhaps at a more basic level than the expectation of Peace III;
- Reluctance to undertake good relations work by some community groups;
- Need for more civic leadership by public bodies, and greater visibility on good relations on-the-ground;
- Groups on-the-ground would value policy information and advice on good relations, and regular communication;

-
- Importance of dialogue on hard issues – including flags, emblems, murals, bonfires, anti-social behaviour, inclusion, graffiti – within and between the VCS, Council and elected members, other public bodies and sectors;
 - Need for engagement of young people, including in areas where there has been significant demographic change;
 - Potential for sports and arts as conduits of attitudinal change and learning;
 - Importance of cultural awareness, understanding of ones own and others identity, and respect for different traditions including Ulster Scots, Irish and minority ethnic communities;
 - Cultural diversity could be better embraced at grass roots level throughout the areas, including political, religious and racial difference;
 - Rural areas could be marginalised, and CNR minorities in most parts of the areas could be marginalised, especially in predominantly Loyalist areas;
 - Barriers to making progress on building positive relationships include personal attitudes, parental attitudes, cultural protection and emotional baggage. Often communities within communities existed – visible and invisible forms of sectarianism and racism;
 - Peace III funding should be genuinely additional and include direct support for groups;
 - Single identity work was still important – developing the capacity of communities to engage in cross community work. This included young people, capacity within community groups and lack of awareness of mediation services. Need to take people out of their comfort zones;
 - High levels of both security personnel and ex-prisoners from both sides of the community;
 - There was potential in cross border work, and some organisations had been involved. It was perhaps beyond the aspiration and ability of smaller community groups at the moment. Some public bodies had not engaged in significant cross border work. Any cross border work should be based on tangible outcomes;
 - Challenge to administrators of the Peace III Programme was the timeframe and not losing the value of the Peace I and Peace II work undertaken already, and the staffing and projects alive at the moment.

It is then appropriate the statement of need that informs the vision, aims and objectives of the Plan is provided after the STEEPLE and SWOT analysis.

4.3 Analysis of Current Economic, Social, Environmental Situation

The STEEPLE and SWOT analysis below are drawn from:

- The various audits and strategies identified;
- The strategies and priorities of other public agencies;
- Consultation and feedback as a result of this process.

The Plan explores the up to six key issues for existing social, technological, environmental, economic, political, legal and equality (STEEPLE) themes in the area, with some comment on each. They are referred to again in the SWOT analysis that follows.

Themes	Key Issues
Social	<ul style="list-style-type: none"> ○ Substantial number of areas of recognised social need; ○ Areas where there has been demographic change leading to commuter populations and potential sectarian/racial related issues; ○ Rural isolation and disadvantage; ○ Continuing urban disadvantage recognised through Noble and Neighbourhood Renewal; ○ Increasing migrant worker populations with particular service requirements; ○ Continuing needs around hard issues such as flags, emblems, bonfires, graffiti, anti-social behaviour and demographic change;
Technological	<ul style="list-style-type: none"> ○ Enhanced potential of IT; ○ Interaction of young people with new technologies; ○ Enhanced communication potential with communities and ratepayers through text facilities and e-mail; ○ Enhanced potential for management of projects through video-conferencing.
Environmental	<ul style="list-style-type: none"> ○ Increasing importance to Council and communities of waste management strategies; ○ Screening of all Peace indicative actions for neutral, at worst, environmental impact;

Economic	<ul style="list-style-type: none"> ○ Socio-economic need in areas already identified; ○ Number of neighbourhood renewal and areas at risk areas; ○ Linkage of socio-economic need to community relations issues; ○ Impact of migrant workers and relative dependence of some local industries;
Political	<ul style="list-style-type: none"> ○ Interface areas already identified as relevant to the programmes; ○ Continuing high profile tensions in some areas ○ Perception of loss/gain through the Peace programme in communities;; ○ Potential positive and negative perceptions of devolution; ○ Closer to decision-making at central government; ○ Support for the Peace Programme across political parties in each cluster Council, and by MLA's and MP's.
Legal	<ul style="list-style-type: none"> ○ Lack of clarity about auditing Peace funds through the lead Council linked to structures.
Equality	<ul style="list-style-type: none"> ○ Commitment to equality for each Council in the cluster partnership; ○ Commitment to previous Council supported programmes including Peace II.

5 SWOT ANALYSIS

5.1 SWOT Analysis

The following SWOT analysis provides an analysis of the area in relation to the objectives of Theme 1.1 as drawn from existing audits and strategies, and from feedback in the thorough consultation process for this Plan.

The SWOT specifically focuses on issues which potentially affect both positively and negatively on the implementation of the Peace Plan for the cluster area.

Strengths	Weaknesses
<ul style="list-style-type: none"> ○ 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. 	<ul style="list-style-type: none"> ○ Interface and profile issues already identified; ○ Elements of disadvantage in key wards and Output Areas; ○ Limited resources for the resourcing of each Councils Good Relations functions; ○ Anti-social behaviour; ○ Community capacity within the Protestant/Unionist/Loyalist community, and identifying and dealing with minority community marginalisation. ○ Perceived lack of commitment by some to community relations. ○ Difficulty in addressing 'hard issues' between key players, and within the voluntary and community sector, and statutory agencies. ○ Growing ethnic minority and migrant worker population perceived, but with an inability to quantify numbers, type or degree of needs. ○ Lack of information, knowledge and liaison exists with ethnic minority and migrant worker populations. ○ Multiple demands for partnership working within a limited pool of resources. ○ There is a limited history of cross-border working within the cluster area.

Opportunities	Threats
<ul style="list-style-type: none"> ○ Potential for greater cross border working; ○ Potential for greater cross community working; ○ Potential for greater political, religious and racial inclusion and engagement with minority ethnic grouping; ○ Further development of the good relations functions in the two Council areas; ○ Political representatives being seen to promote working across the community divide on shared concerns and needs; ○ Increase focus on addressing 'hard issues' – sectional flags, emblems murals, bonfires, graffiti, anti-social behaviour; ○ Local devolved administration ○ Improved community relations and reduced inter/intra communal violence. ○ Predicted growth in the Northern Ireland economy. ○ Increased ethnic and cultural diversity. ○ Review of Public Administration; ○ Working with both high numbers of security service personnel (ex and serving) and ex-prisoners from both sides of the community. 	<ul style="list-style-type: none"> ○ Inappropriate celebrations associated with each tradition undermining commitment to inclusion; ○ Focus by communities on their own issues and lack of willingness to really engage cross community; ○ Increased demands on public expenditure; ○ Continuing intra community tensions; ○ Lack of information on and understanding of sectarianism and racism issues. ○ Lack of understanding of other communities/ issues. ○ Availability of funding. ○ Party politics. ○ Anti-social behaviour.

5.2 Statement of Need

The Statement of Need is therefore following on from the consultation process, the key issues identified in existing strategies, the Steeple analysis and the SWOT analysis above. Each process has been an important and useful tool that has helped the cluster independently identify priorities for the Peace Plan.

The key identified needs or gaps that will inform the Plan are:

- Cross community work, and intra community understanding, was at a relatively low level of development throughout the area – those relationships needed continuous nurturing perhaps at a more basic level than the expectation of Peace III;

-
- Reluctance to undertake good relations work by some community groups;
 - Need for more civic leadership by public bodies, and greater visibility on good relations on-the-ground;
 - Groups on-the-ground would value policy information and advice on good relations, and regular communication;
 - Importance of dialogue on hard issues – including flags, emblems, murals, bonfires, anti-social behaviour, inclusion, graffiti – within and between the VCS, Council and elected members, other public bodies and sectors;
 - Need for engagement of young people, including in areas where there has been significant demographic change;
 - Potential for sports and arts as conduits of attitudinal change and learning;
 - Importance of cultural awareness, understanding of ones own and others identity, and respect for different traditions including Ulster Scots, Irish and minority ethnic communities;
 - Cultural diversity could be better embraced at grass roots level throughout the areas, including political, religious and racial difference;
 - Rural areas could be marginalised, and CNR minorities in most parts of the areas could be marginalised, especially in predominantly Loyalist areas;
 - Barriers to making progress on building positive relationships include personal attitudes, parental attitudes, cultural protection and emotional baggage. Often communities within communities existed – visible and invisible forms of sectarianism and racism;
 - Engaging both security personnel and ex-prisoners from both sides of the community;
 - Peace III funding should be genuinely additional and include direct support for groups;
 - Single identity work was still important – developing the capacity of communities in order to then engage in cross community work. This included young people, capacity within community groups and lack of

awareness of mediation services. Need to take people out of their comfort zones;

- There was potential in cross border work, and some organisations had been involved. It was perhaps beyond the aspiration and ability of smaller community groups at the moment. Some public bodies had not engaged in significant cross border work. Any cross border work should be based on tangible outcomes.
- Challenge to administrators of the Peace III Programme was the timeframe and not losing the value of the Peace I and Peace II work undertaken already, and the staffing and projects alive at the moment.

Embedding Change

6 VISION, AIMS AND OBJECTIVES

6.1 Vision

The vision statements are designed to relate to identified need and the programmes identified, be both challenging and achievable, and provide a genuine focus for the overall management of the Plan.

However, the cluster Councils are also seeking the vision statements relate to the recently announced plan to amalgamate the areas after the Review of Public Administration. The Peace III Programme is envisaged by the Councils, to play a significant part in helping them to prepare for their eventual unification.

By 2010, the cluster area will have developed structures for cross community and cross border work (obviously focussing 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 co-operation 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.

6.2 Aims and Objectives

The broad aims and objectives are developed from the key issues and needs identified above.

As with any strategic document, the objectives and milestones or performance measures should be taken in conjunction to demonstrate their specificity, measurability, achievability, realism and timeframe. The timeframe for all objectives is 2010 to coincide with the Peace III funding time period. They include the following:

Aim: The Future Together – to facilitate young people to be community role models on sectarian and racial issues.

Objective: Delivery of programmes targeting 500 young people by 2010 in areas of demographic change or where there is identifiable need for attitudinal change

Rationale:

Based on feedback from the consultation process and the priorities of most agencies, that young people should be the focus of activities. It also reflects the perception that at interface areas, in social housing areas, in areas where sectarian and racism manifest themselves, and where there has been demographic change, young people are a primary focus of concern. It also seeks to better prepare future generations to embrace diversity when there is no conflict to reinforce patterns of division. We have referred to involving over 25 year olds in the programme with parenting and inter-generational work although this should also be picked up through other strategies.

The priority links to strategies including Programme for Government, A Shared Future, the Racial Equality Strategy, both Councils good relations, community support and community safety strategies.

Cross border potential is evident through the potential for joint initiatives, reciprocal visits and exchanges of young people and youth workers, training and research, as well as seminars and final conference.

Aim: Celebrating Culture – Promoting Inclusion – the area will have high quality, inclusive and non-threatening celebrations of culture and identity

Objective: Promoting positive cultural celebration and encouraging civic participation by all by 2010

Rationale:

Communities in the cluster areas take cultural celebration seriously as part of their own and others heritage and history, and political symbols and cultural celebrations are a focus of the good relations strategies of both areas. The Plan seeks to build on and compliment the existing work. Cultural celebrations may also be mechanisms to exclude minorities or useful means to symbolically and in reality demonstrate inclusion of minorities. The Plan aims to facilitate cultural celebrations for and between the majority and minority communities and BME communities, and to promote and support positive means of organising and promoting cultural celebration. There is significant cross border potential.

The priority links to strategies including Programme for Government, A Shared Future, the Racial Equality Strategy, both Councils good relations, community support and community safety strategies.

Cross border potential is evident through the potential for joint initiatives, reciprocal visits and exchanges of community organisations and community workers, training and research, as well as seminars and final conference.

Aim: Working Bridges – establish sustainable structures for cross border work delivering tangible outcomes

Objective: Creating conditions for, and facilitating, practical cross border co-operation with no fewer than four public bodies and 20 community groups that improves the quality of life for people in the areas by 2010

Rationale:

This is a significant step forward for the two Councils and needs to be acknowledged by those assessing the Plan. The cross border focus of public bodies and the voluntary and community sector in the cluster areas is assessed as weak and need has also been identified in the consultation process to develop pre cross border preparation both in terms of links and capacity. The two Councils are prepared to give it such focus that they are making it a strategic priority in itself. This is a hugely positive commitment. Not to acknowledge that commitment may set back the good relations, reconciliation and cross border work that the Councils are buying in to.

The priority links to strategies including Programme for Government, A Shared Future, the Racial Equality Strategy, both Councils good relations, community support and community safety strategies.

Cross border potential is evident through the potential for joint initiatives, reciprocal visits and exchanges of young people and youth workers, training and research, as well as seminars and final conference.

Aim: Developing Capacity for Dialogue across Communities – local communities are better able to deliver change on-the-ground and engage in over-arching cross community and cross border work

Objective: Capacity building to tackle hard issues with no fewer than 100 community activists and 10 inter community projects by 2010

Rationale:

Another significant step forward for the two cluster areas that needs acknowledged. The Plan identifies the need for genuine cross community contact to develop trust, respect and understanding between communities, including the BME community. The aim seeks to build that. However, the Plan further and clearly commits not only to the targeting of the most contentious areas including interface areas in the cluster area and the involvement of target groups including Loyalist and Republican ex-combatants, ex-security service personnel and victims. This commitment is clearly to attempt to bring these communities and target groups together. It is a highly progressive commitment. Again if that is not acknowledged by those assessing the Plan they risk setting back community relations and reconciliation and to making the two Councils think again about continuing with the risk-taking they have started in this Plan.

The priority links to strategies including Programme for Government, A Shared Future, the Racial Equality Strategy, both Councils good relations, community support and community safety strategies.

Cross border potential is evident through the potential for joint initiatives, reciprocal visits and exchanges of community activists and groups, training and research, as well as seminars and final conference.

Aim: Making a Difference – local groups delivering change on hard issues in their local areas through small grants

Objective: Local activities by communities to tackle sectarianism and racism by 2010

Rationale:

The consultation process provided strong support from within the voluntary and community sector for a small grants programme across the cluster area. It will help link community organisations to the programme at a local level and help with entrance to participation in other programmes.

The consultation meetings demonstrated a strong desire within local communities for a small grants programme to help groups feel included in the overall programme. The Plan reflects that feedback in the allocation of the budget to the small grants scheme.

The small grants may also support existing cross border work by supporting groups to develop existing links outwith the specific cross border strategic priority.

7 OPTIONS AND STRATEGIES

7.1 Strategic Options

The focus of the strategic options identified by the cluster partners includes the following underlying outcomes, consistent with the Priority and within the overall policy and strategic context in Northern Ireland:

- Provision of leadership;
- Engagement on hard issues;
- That structures and outcomes are long-term in impact and strategic;
- There are sustainable outcomes in terms of projects, skills and impact on-the-ground;
- Delivery is taken to another level regarding cross Council, cross border and cross community relationships;
- Mechanisms are created that can deliver real change.

This is consistent with both the underlying themes of the Priority.

The underlying outcomes also relate to a Plan that is highly focussed on the Priority elements of:

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

The Plan is also clear about identifying specific target areas and target communities including victims, young people, minority ethnic communities, Ulster Scots and Irish traditions.

As such the strategic priorities identified are:

Title: The Future Together

Action: Programme targeting young people in areas of demographic change or need

- Engaging young people in personal development activities;
- Sports, music, arts and other media as vehicles;
- Dialogue and discussion on culture, identity and structures;
- Volunteering in local areas;
- Parenting initiative;
- Building sense of local pride;
- Inter-generational.

Title: Celebrating Culture – Promoting Inclusion

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

- Supporting cultural celebrations;
- Supporting minority ethnic cultural celebrations, and development of capacity for inclusion in civic life;
- Supporting minority community cultural celebrations and inclusion in civic life;
- Promotion of Ulster-Scots, Irish and BME traditions and culture;;
- Integrating longer term serving security and army personnel in to community life;
- Development of positive celebration guidelines;
- Linkage to good relations programmes.

Title: Working Bridges

Action: Creating conditions for, and facilitating, practical cross border co-operation that improves the quality of life for people in the areas

- Preparing and linking public bodies for practical cross border co-operation;
- Developing community capacity, and making contacts, to undertake practical cross border work.

Title: Developing Capacity for Dialogue across Communities

Action: Capacity building to tackle hard issues

- Mediation programme;
- Engaging victims and victims groups in peace-building work;
- Engaging security service personnel and ex-prisoners in peace-building work;
- Dialogue workshops on hard issues involving all sectors;
- Single identity capacity building towards cross community dialogue;
- Cross community linkages;
- Linkage to Councils' good relations programmes, possibly as a filter.

Title: Making a Difference

Action: Local activities by communities to tackle sectarianism and racism

- Small grants programme

Embedding Change

8 PEACE AND RECONCILIATION ACTION PLAN

8.1 Indicative Timeline

The Councils in each area have agreed the following indicative timeline and outputs.

Date	Action
Jun-Aug 2008	Recruitment process for Partnership started and completed
30 th June 2008	Submission of amended Plan
July-Oct 2008	Recruitment of staff
August 2008	Formation of Partnership
Aug-Sep 2008	Development of initial small grants criteria and application material
Sep-Oct 2008	Promotion of small grants
Oct-Dec 2008	Development of criteria and commissioning procedures for other strategic priorities, and commissioning process
Nov 2008	Initial award of small grants
Jan 2009	Initial commissioning of other strategic priority programmes

8.2 Resource Allocation

In February 2008 SEUPB indicated an allocation of funding related to Measure 3.1 under peace II Extension relevant for each cluster area. The estimated budget for the Lisburn-Castlereagh cluster area was €1,038,231.90.

However, while the cluster Partnership highlights that:

- It will be engaging on hard issues;
- It has identified target groups and specific areas for the work, while also seeking to ensure all people in the cluster area benefit from the work;
- Target areas and groups include those that are the most relevant and often the most difficult to engage in this type of work;
- There are areas in the cluster that have had high profile involvement during the conflict;

-
- There are areas in the cluster area still making the news for racist/sectarian reasons;
 - The Plan itself is challenging for the cluster Councils;
 - The Plan will significantly help the two cluster Councils prepare for their amalgamation post-RPA.

As such, the cluster accepts that it will have to work within a budget of £2,250,000 until December 2010 but believes it has developed programmes and activities that require additional funding.

As indicated in the guidelines the annual programmes spend are anticipated as:

Year	Allocation
2008	2%
2009	49%
2010	49%

The Partnership will also per annum:

- Allocate 20% of its allocation specifically to cross-border activity (£450,000), with cross border dimensions delivered in three other priorities leading to the 30%+ commitment;
- Allocate 20% of its allocation for the small grants programme (£450,000).

The indicative outline resource allocation for the strategic priorities is:

Strategic Priorities	Programme allocation p.a. 2009 and 2010 (£)	Budget allocation (£)	%
The Future Together*	225,000	450,000	20
Celebrating Culture – promoting Inclusion*	212,500	225,000	10
Working Bridges*	225,000	450,000	20
Developing Capacity for Dialogue Across Communities*	225,000	450,000	20
Making a Difference – small grants	2008 – 45,000 2009 – 180,000 2010 – 180,000	450,000	20
Administration/management		225,000	10
TOTAL	2008 – 45,000 2009 – 990,000 2010 – 990,000	2,250,000	100

* including cross border dimension to activities.

We have allocated spend between priorities because of feedback from consultation meetings, needs identified in these and previous audits, and consistency with the overall Peace III Programme. These included the identified need for focus on youth activities (Priority One), cross border capacity building and bridging (Priority Two), developing the capacity of communities on-the-ground to engage in cross community and reconciliation work (Priority Three). The potential negative and positive impact of how majority and minority communities celebrate their cultural identity (Priority Four) has been identified as a priority from feedback and secondary research.

The consultation meetings also identified demand for small grants scheme within the voluntary and community sector which has been allocated an increased 20% of the overall programme budget.

As such the priorities will target:

Priority: The Future Together

- will be targeted at youth;
- highly prioritised through consultation meetings;
- highly prioritised in good relations and community support audits and strategies;
- will engage with parents and influencers;

-
- will focus on getting young people engaged in community activity;
 - will facilitate sustainable change over many years.
 - Sectarian related anti-social behaviour has the potential to derail future peace-building and relationship-building efforts;
 - recognises the importance of a sense of belonging by young people and respect for the belonging of minority young people;

Priority: Celebrating Culture – Promoting Inclusion

- recognises the potential negative impact of contentious celebrations;
- builds capacity within communities;
- is highly complimentary to other work of Councils and other organisations;
- promotes tangible and visible inclusion of all minorities;
- links to existing good relations strategies;
- focuses on hard issues;
- those hard issues and interface areas have the potential to derail future peace-building and relationship-building efforts;
- recognises difference and recognises the importance of people feeling their culture and tradition is safe and respecting it themselves, before engaging with others.
- significant focus on all cultures including BME;
- large numbers of BME communities coming to and living in the cluster area;
- targets hard to reach communities;
- recognises the importance of a sense of belonging including by minority communities and young people;

Priority: Working Bridges

- makes achieving the 30%+ target highly likely;
- identified significant need to prepare for cross border work and build capacity;
- potential outcomes of the work;
- cross sectoral working;
- highly influential potential learning for all involved.
- will involve all relevant public agencies and community organisations in delivery;

Priority: Making a Difference

- inclusion of community organisations;
- impact at local level;
- focus on hard issues;
- cross community potential.

Priority: Developing Capacity for Dialogue Across Communities

- local intervention with sustainable impact;
- potential for hard to reach and diverse target groups to engage with each other;
- development of civic and community leadership;
- provision of space for building relationships;
- linkages to existing good relations work.
- contributes to the long-term goal of building trust and respect within and between communities;
- recognises the importance of relationship building with communities.

8.3 Project Selection

Specific criteria will be drawn up for project selection by the Partnership, according to each strategic priority consistent with the Programme and SEUPB guidelines. This will be published openly prior to the public procurement procedures used to select delivery agents.

It is expected delivery agents will provide best quality delivery and value for money.

It is expected delivery agents will be from the public or voluntary and community sectors, as appropriate for each strategic priority and to deliver the best delivery.

8.4 Selection Process

The strategic priorities will have commissioning criteria developed by staff and the Partnership ensuring Partnership ownership of the process and the requirements of the commissioning brief. We anticipate a combination of open and closed commissioning procedures. The concept of partnership working will be a key element of all elements, included in the commissioning briefs to ensure relevant public, voluntary and community organisations are involved in delivery.

The criteria and brief for each programme will be published, including outcomes anticipated, outputs, and other delivery requirements. The overall process will be adherent to good practice guidelines within the public sector and will be open and transparent.

As suggested by SEUPB we anticipate weighting of application selection to be as follows:

Aspect	Weighting %
Equal opportunities	10
Sustainable development	10
Efficiency and effectiveness	20
Programme and measure specific	60

8.5 Measure Specific

The Partnership's measure specific criteria will draw on the definitions of reconciliation that are consistently through the Peace programme, as defined by Hamber and Kelly. These include:

- Building positive relationships;
- Having a shared vision of an interdependent and fair society;
- Acknowledging and dealing with the past;
- Cultural and/or attitudinal change;
- Social, economic and/or political change.

8.6 Target Areas

There are specific areas that will be targeted by the Plan. These will be consistent with identified needs and with the overall guidelines for the Peace Programme. The guidelines emphasise areas at interfaces, those areas suffering still due to the conflict, and areas with high incidence of racial and sectarian crime and tensions.

This will include areas such as but not exclusively the following:

- Areema;
- Ballybeen;
- Carryduff;
- Cregagh;
- Dunmurry ;
- Hilden/Hillhall;
- Knockmore;
- Newtownbreda;
- Old Warren;
- Poleglass;
- Seymour Hill;
- Tonagh;
- Tullycarnet;

-
- Twinbrook;
 - Areas with significant socio-economic need and single identity needs;
 - Rural areas with demographic change;
 - Rural areas generally.

We would also seek to explore cross cluster partnership working, for example with Belfast City Council at some interface areas.

The target areas will be the focus for each element of the action plan, emphasised in the commissioning briefing and an important element of the scoring and decision-making processes for the commissioning process.

8.7 Target Groups

The groups targeted according to need include in no particular order may include the following as examples:

- Young people, including young people and parents in areas of demographic change, areas of social need and at interfaces;
- People generally involved in interface areas, areas of socio-economic need where 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 inter-generational work with young people;
- Community leaders.

The guidelines also highlight other target groups which will be consistent with the operation of the Plan.

The target groups will be the focus for each element of the action plan, emphasised in the commissioning briefing and an important element of the scoring and decision-making processes for the commissioning process.

9 MANAGING THE STRATEGY

9.1 Procedures

The lead Council, Lisburn City Council, will have overall responsibility for managing and monitoring the Plan. The audit arrangements have still to be confirmed for the Partnership, Lisburn City Council and Castlereagh Borough Council.

The cluster Partnership will also seek guidance from the SEUPB regarding monitoring and evaluation requirements.

9.2 Measurement

The measurement indicators are:

- Relevant to the strategic priorities;
- Relevant to the Measure and priority guidelines;
- Relevant to the baseline indicators agreed by the CRC and Equality Commission.

Performance indicators are included in the Action Plan in the appendices.

9.3 Sustainable Development

Commissioning processes are anticipated that will allow the Councils to build sustainability and exit strategies in to the proposed delivery of organisations commissioned.

However, the Plan includes reference to:

- Councils are, as far as they can given the implications of new Councils being formed after RPA, committed to integrating the Peace delivery in to their good relations work. This is regarded as a significant long-term and governance commitment that needs acknowledged;
- The Plan is written to optimise the involvement of other public sector organisation, and the wider voluntary and community sector and private sector, to engage those organisations in delivery of measures that could be mainstreamed post-Peace III;

-
- The need for exit strategies will be written in to each commissioning brief and organisations will be asked to address it as part of their commissioning bid;
 - The programmes will have no negative environmental impact, and the commissioning procedure will ask organisations to confirm that.

In addition reference is made through the Plan of the development of skills and the development of cross community contacts that will have enduring impact in communities after the Programme.

9.4 Capturing Baseline Indicators

Delivery agents will be required to build monitoring and evaluation procedures in to the delivery of the initiatives.

We will utilise existing statistic bases including with other public bodies such as PSNI, NIHE and Councils. We will also utilise surveys such as annual DPP surveys of opinion and NINIS updates.

We will also expect delivery agents to undertake measurement with project beneficiaries.

The monitoring and evaluation processes will be developed with delivery agents and be part of the commissioning process.

9.5 Ongoing Consultation

We commit to ongoing consultation with local communities.

In each Council area will hold consultation meetings on an annual basis to explore progress to date, refinement of the Plan and identification of new issues and needs.

We will also facilitate feedback through Council websites.

We see the Plan as a living document requiring ongoing community involvement.

9.6 Implementation Costs

The costs for implementation of the Plan are estimates based on previous experience and include contributions from the cluster Councils. The lead partner undertakes to manage implementation of the Plan.

Costs are subject to variation after involvement of the Partnership and assessment of the approval to the Plan and any conditions attached.

Contribution to management costs from the overall budget will be capped at 10%, amounting to £225,000.

The cluster is mindful of the need for three distinct competence levels to deliver the Plan:

- Strategic management of the overall Programme, liaison with SEUPB, overall financial management and the provision of advice to the Partnership and Statutory Joint Committee;
- Liaison and guidance to local organisations delivering and participating in the Programmes including monitoring of activity and outputs;
- Administrative support, telephone response and administration of small grant scheme.

The cluster is very keen to reinforce its commitment to sustainability of programme measures and activities, to ensure complementarity with the good relations programme. As such the staffing structure is suggested below:

Programme Manager

Embedding Change

Peace III Project Officer

Administration Support Officer

Estimated overall core management/administration costs are:

Cost Centre	Year One	Year Two	Year Three
Salaries	63,184*	65,079	67,032
Staff support costs	5,000	5,150	5,300
Partnership costs	5,000	5,150	5,300
Communication costs	13,000	13,400	13,800
Other overheads	3,000	3,100	3,200
Total	89,184	91,879	94,632

Given the need to commit spending by December 2010 we do not expect to need full year allocation for each of the three years bringing us to within the £225,000 limit for management of the Programme.

Staff support costs include staff training, insurance, equipment, travel, electricity, and telephone and office space.

Partnership costs include costs of hosting Partnership meetings, working groups and strategic sessions.

Communication costs include recruitment, websites, roadshows, consultation activities, media activities.

Other overheads include administration costs.

Embedding Change