

# EQUALITY COMMISSION FOR NORTHERN IRELAND

## Public Authority Annual Progress Report 2007 - 2008

This report template includes a number of self assessment questions regarding implementation of the Section 75 statutory duties from **1 April 2007 to 31 March 2008**. Please enter information at the relevant part of each section and ensure that it is submitted electronically (by completing this template) and in writing, with a signed cover letter from the Chief Executive or, in his or her absence, the Deputy Chief Executive to the Commission by **31 August 2008**.

Name of public authority

**Belfast City Council**

Equality Officer

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## **Executive Summary**

- What were the key policy/service developments made by the authority during this reporting period to better promote equality of opportunity and good relations?

## **EQUALITY**

- **Disability Issues**

The DDA group, chaired by the Director of Corporate Services, meets monthly to assess the Council's arrangements for meeting the requirements of the Disability Discrimination Act (DDA) 1995.

The Council formed a partnership with DisabledGo, a company that provides a national access guide on the Internet, to produce a Belfast specific guide. This will give disabled people, their families and friends, detailed information on the accessibility of certain venues.

The DisabledGo Belfast web guide was launched on the Belfast city website, in the City Hall at the annual disability event on 24<sup>th</sup> April 2007.

Due to the success of the DisabledGo project the Council has extended the contract with DisabledGo and has increased the number of buildings assessed by 250.

- **Disability Action Plan**

Under the Disability Discrimination (NI) Order 2006, two new duties took effect from 1 January 2007 which requires public authorities, when carrying out their functions, to have due regard to the need to:

- promote positive attitudes towards disabled people; and
- encourage the participation by disabled people in public life.

Disability Action Plans were submitted to the Equality Commission on 30 June 2007.

The Council's Disability Action Plan review and plan for year 2 is attached (see appendices 2&3).

- **Consultation**

All consultees have received information concerning our policy screening and our new and developing policies.

The fourth Consultative Forum to discuss Council policies, in line with the Equality Scheme, was held on September 2007.

Following the consultation event at the Zoo, a report has been commissioned to review the concessionary pricing structure of the Zoo and the Waterfront. This work is ongoing.

- **Training**

Equality and Good Relations related training remains high on the employee development agenda. All staff have been trained in disability awareness. The Human Resources section continues to update courses for new staff on equal opportunities, equality and good relations.

The Equality Officer was called upon to deliver specific training on equality issues to a variety of Departmental Management teams.

Good Relations training has been delivered throughout the year (refer to 4.2).

- **Equality Review**

The Council received an excellent report from the Equality Commission on our Five Year Review of the Equality Scheme. The report commended the Council for the excellent progress made in implementing the Equality Scheme. They particularly highlighted a number of areas of good progress and good practice on which they based their commendation. These included:

- Top level commitment
- Mainstreaming of Equality and Good Relations
- Good Relations training initiative.

- **WINS**

The Wins project (Women into Non-traditional roles) is complete. The project had set a target of 40 women trained by 2007. The programme's outcomes were as follows:

- 59 women participated
- 92 accredited courses attained
- 21 women have completed an OCN
- 3 women achieved OFTEC oil fired burner technician status and setting up in business
- 23 women into employment
- 13 into non-traditional employment
- 74% completion rate

- **AGE**

### **Older People**

The Council currently provides a range of services specifically targeted at older people and has made specific provision for older people within its existing services. These range from the provision of Home Safety Check Schemes, Safety of Senior Days, concessions on entry to facilities, pest control treatments, assisted bin lifts etc. to a range of activities delivered through Community Centres, with the start of some Community Outreach work. In its recent Corporate Plans, the Council has given commitment to improving the health, safety and wellbeing of older people in the city.

The Council established an All Party Reference Group on Older People in April 2006. The group was set up to examine the issues of older people in the city and to make appropriate recommendations. The Member group met on 3<sup>rd</sup> October 2007 and agreed that the Council would adopt a two strand approach to the work on older people. The first strand involves a strategic medium to long term plan covering four areas, namely **Intersectoral working, Citizenship, Improving Council Services and Advocacy**. The second strand is a parallel phased short term approach to improving existing internal services and delivering new services that meet the needs of older people. This work is ongoing.

A representative group of senior officers, chaired at Chief Officer level has been established to:

- examine the services we currently provide to older people
- explore ways of making our services more customer focused, accessible, coordinated and integrated across the Council.

### **Young people**

A Youth Forum has been established in the Council. Thirty six young people from across the city acted as a Shadow Youth Council. The young people, from across the city, had been nominated in March 2006 to represent the views of their peers on a range of issues and recently completed their initial two year term in office.

The Youth Forum recently underwent a review which was positive. It highlighted that:

- As a model the Council's Forum is a good way of involving young people in public decision making
- The method of recruitment is satisfactory and as a result representation is good. The report notes balanced representation in terms of age, gender, geography, religion and section 75 groups
- Turnover was noted as satisfactory, and the review considered that systems in place to combat this are good

- Via engagement with the youth forum, young people are able to influence policy making at the correct stage - at the time of its development
  - It is important that the culture of engaging with young people becomes embedded in the Council's processes
- **Internal focus group (general focus group, disability, sexual orientation)**

Improvements to employee monitoring has provided us with more information about the composition of our workforce.

Following the employee monitoring exercise, we have introduced three internal equality focus groups focusing on general equality, disability and sexual orientation.

- **Equality Reference Guide**

An equality reference guide for employees has been developed to address a range of work related equality issues. The Guide aims to assist employees to understand different faiths, cultural groups and other equality related issues. The Equality Reference guide will be launched in June 2008.

## **Executive Summary GOOD RELATIONS**

### **GOOD RELATIONS STEERING PANEL**

The Council's work in the areas of equality and good relations is directed by the Good Relations Steering Panel, made up of one Councillor from each of the party political groups on the Council, plus representatives from the main churches, trade unions, business sector, minority ethnic groups and the Community Relations Council. The Good Relations Steering Panel will be enhanced and extended in spring 2008 to form a Good Relations Partnership, which will have the additional responsibility of managing the Council's work in delivering the Peace III Programme.

### **GOOD RELATIONS PLAN FOR BELFAST**

In 2007 the Council developed a Good Relations Plan for Belfast, in association with the other major statutory agencies in the city, which outlines a wide range of good relations activities across the city, set out under four themes:

- securing shared city space
- transforming contested space
- developing shared cultural space
- building shared organisational space.

## **EU PROGRAMME FOR PEACE AND RECONCILIATION – PEACE III PROGRAMME**

The four central themes outlined above have been taken forward and developed more fully as key themes in our Peace & Reconciliation Action Plan (Peace Plan) submitted to the Special European Programmes Body (SEUPB) under measure 1.1 of the Peace III Programme “building positive relations at the local level”. We will ensure that the additional EU funding is used in synergy with our core funding for maximum effectiveness.

### **CONFLICT TRANSFORMATION PROJECT**

The Good Relations Unit successfully investigated alternative sources of funding for its work and has drawn down funding from the Belfast Local Strategy Partnership under Measure 3.1 of the EU Programme for Peace & Reconciliation in NI (Peace II) Extension, totalling almost £750,000. This allowed us to employ 5 additional officers for a fixed-term period and to undertake a substantial research and dialogue programme on conflict transformation issues.

### **KEY INITIATIVES led by the GOOD RELATIONS UNIT**

In partnership with other organisations in the city, both statutory and voluntary, the Council has made considerable progress in some of the most difficult and sensitive areas of good relations work, of which the main areas are:

- Bonfire management programme
- Re-imaging communities programme
- Good relations training
- Anti-racism work
- Migrant workers - establishment of a shadow forum
- Migrant awareness training
- Local government officers’ working group on racial equality and integration
- Eurocities INTI project on migration and integration
- Initiatives around the interfaces in Belfast
- Mainstreaming good relations principles in to wider areas of council work, for example:
  - St Patrick’s Day 2008 – outdoor event
  - Community safety and anti-social behaviour
  - Links between good relations and community development
  - Links between good relations and economic development
  - Speeches by the lord mayor and senior politicians
  - Good Relations Fund, where we allocated over £340,000 in grant-aid
  - St. Patrick’s Day small grants scheme
  - Continued work on expressions of identity, particularly on those issues seen as divisive in Belfast – e.g. Irish language signage, flag flying, parades etc

### **Events**

- Centenary of Dockers' Strike 1907
- 200<sup>th</sup> Anniversary of the Abolition of Slavery
- Local community cultural festivals

- **What are the main initiatives planned in the coming year to ensure the authority improves outcomes in terms of equality of opportunity and good relations for individuals from the nine categories covered by Section 75?**

- Review Year 2 Equality and Good Relations Training and Learning Strategy Action Plan
- Develop Year 3 Equality and Good Relations Training and Learning Strategy Action Plan
- Continue to mainstream equality issues within the Council and in partnership with others within the city
- Continue to deliver assistance and support to Departments in relation to screening, consultation and policy development
- Continue to hold meetings of the Consultative Forum, to meet at least twice
- Launch Equality Reference Guide
- Coordination of the implementation of the Disability Action Plan year 2
- Develop language policy to address employees with English as a second language
- Launch disability access to the Ormeau Park
- Continue to develop internal and external monitoring systems incorporating equality consideration
- Establish regular meetings of the internal employee and external forums to discuss issues relevant to employment in the Council
- Revise concessionary pricing at the Zoo and the Waterfront Hall
- Further development of the Good Relations Plan for Belfast
- Completion and evaluation of the Peace II funded projects on Conflict Transformation
- Leading a major bid for Belfast under the Peace III Programme
- Continuing to deliver good relations training Council-wide
- Continuing good relations inputs into a range of council initiatives

## Section 1: Strategic Implementation of the Section 75 Duties

- Outline evidence of progress made in developing and meeting equality and good relations objectives, performance indicators and targets in corporate and annual operating plans during 2006-07.

Please refer to Appendix 1

## Section 2: Screening

- Provide an update of new/proposed/revised policies screened during the year.

<b>Title of policy subject to screening</b>	<b>Was the <u>F</u>ull Screening Report or the <u>R</u>esult of initial screening issued for consultation? <i>Please enter <u>F</u> or <u>R</u></i></b>	<b>Was initial screening decision changed following consultation? <u>Y</u>es/<u>N</u>o</b>	<b>Is policy being subject to EQIA? <u>Y</u>es/<u>N</u>o? If yes indicate year for assessment.</b>
Corporate Identity Guidelines	R	No	No
Good Relations Plan	R	No	No
5 Year Equality Review	R	No	No
'Scores on the Doors' Policy	R	No	No
Belfast: Capital City 2006-2010	R	No	No
Local Economic Development Plan	R	No	No
Integrated Cultural Strategy	Currently out for consultation	Currently out for consultation	
Attendance Policy	R	No	No
Value Creation Map	R	No	No
Home Safety Check Scheme	Currently under review	Currently under review	
Pest Control Charging Policy	R	No	No
Advice on Illegal Eviction	R	No	No
Charging for training provided by the Health & Environmental Services Dept	R	No	No
Provision of Consumer Advice	R	No	No

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DisabledGo website	R	No	No
Peace & Reconciliation Action Plan	R	No	No
Equality Reference Guide	R	No	No
Corporate Plan for Belfast 2008-2010	F (sent out in June 2008)		
Policy statements on discretion under the Local Government Scheme	R	No	No
Policy statement on discretions under the Compensation Regulations	R	No	No
Integrated Cultural Strategy	R	R	No
Local Area Working	Out for consultation until March 2008	No	No
Value Creation Map	R	No	No
Home Safety Check Scheme	R	No	No
Strategy to tackle anti-social behaviour (framework document)	Stage 1	No	No

### Section 3: Equality Impact Assessment (EQIA)

- Provide an update of policies subject to EQIA during 2006/07, stage 7 EQIA monitoring activities and an indicative EQIA timetable for 2007-08.

#### EQIA Timetable – April 2006 - March 2007

Title of Policy EQIA	EQIA Stage at end March 07 (Steps 1-6)	Outline adjustments to policy intended to benefit individuals, and the relevant equality & good relations categories due to be affected.

#### Ongoing EQIA Monitoring Activities April 2006- March 2007

Title of EQIA subject to Stage 7 monitoring	Indicate if differential impacts previously identified have reduced or increased	Indicate if adverse impacts previously identified have reduced or increased

#### 2007-08 EQIA Time-table

Title of EQIAs due to be commenced during April 2007 – March 2008	Existing or New policy?	Please indicate expected timescale of Decision Making stage i.e. Stage 6

- Where the EQIA timetable for 2006/07 (as detailed in the previous annual S75 progress report to the Commission) has not been met, please provide details of the factors responsible for delay and details of the timetable for re-scheduling the EQIA/s in question.

**Not applicable**

## Section 4: Training

- Outline training provision during the year associated with the Section 75 Duties/Equality Scheme requirements including types of training provision, numbers attending, and conclusions from any training evaluations.

### Training Provision.

- 4.1 The number of courses delivered and delegates trained from April 2007 to March 2008.

Course Title	No. trained	No. Courses
Disability Awareness for Frontline staff	210	17
Disability Awareness for Managers & Supervisors	30	3
Equal Opportunities and Good Relations for Frontline	139	10
Equal Opportunities for Employees	41	2
Equal Opportunities and Good Relations for Managers and Supervisors	35	5

- 4.2 Between April 2007 and March 2008 the Council implemented a number of key elements of the Equality and Good Relations Training Strategy under the aims of awareness, challenge and capacity building:

- Delivery of a half-day good relations training programme to more than 150 employees since September 2007, as part of staff induction, and for the personal and professional development of existing employees, including managers and supervisors.
- Delivery of Preventing Hate Crimes training to 14 Community Development and Play Assistants from BCC centres throughout Belfast.
- Development of a new Migrant Worker Awareness training programme in partnership with South Belfast Roundtable on Racism.
- Delivery of an E-promo campaign on migration, and hosting of a workshop by Replay Productions on prejudice as part of Anti-Racist Workplace Week.
- Development of a new six-week programme, *Leadership in a Diverse Community*, accredited through the Open College Network and being delivered in partnership with the LINC Resource Centre to 10 community representatives from North and West Belfast between February and April 2008.
- Development of a staff Good Relations Champions Programme to be piloted over the next year.

## Section 5: Communication

- Outline how the authority communicated progress on delivery of the statutory duties during the year and evidence of the impact/success of such activities.
- 5.1 The work of the Good Relations Unit which comprises both Equality and Good Relations work is directed by the interdepartmental working group the Good Relations Working Group (GRWG). The GRWG meets every two months. The GRWG monitors budgets, work plans and advances policy. In addition a Good Relations Steering Panel comprised of Councilors and representatives of the main Churches, Trade Unions, the CRC, the business sector and the minority ethnic groups meets monthly.
  - 5.2 The Equality Officer and Good Relations Officers report on the progress of the implementation of Section 75 at a more strategic level on a quarterly basis to the Good Relations Working Group, Good Relations Steering Panel, and Chief Officers' Management Team. These reports reflect progress against the detailed action/work plans.
  - 5.3 These progress reports are also submitted to the meetings of the Policy and Resources Committee biannually before adoption by full Council. The minutes of these meetings are available to the public via public libraries, on request and the Council's website.
  - 5.4 The Chief Executive was called upon regularly to deliver talks on the Council's work on equality and good relations. His willingness to contribute to these seminars, conferences and events, both internal and external, highlights a commitment to equality at the highest level of the Council's business.
  - 5.5 On occasions the Good Relations Unit staff are interviewed by external agencies in relation to the Council's work. As evidenced by the Corporate Plan, the Council is committed to civic leadership and promoting equality and good relations.
  - 5.6 Opportunities are taken where possible to communicate the Council's commitment to equality and good relations. These include speeches given by the Lord Mayor and Committee Chairmen and introductions to the Council's public documents such as the Corporate Plan. On a more informal basis, the Equality Officer and Good Relations Team give advice to various Departments on a range of issues.
  - 5.7 Internal Council newsletters are used as a vehicle to provide up-dates to inform employees of equality/good relations developments and future issues. A decision has been made to increase the internal newsletter to six editions a year. The website is continually updated on equality matters.
  - 5.8 The external Council newsletter – *City Matters* – includes articles and up-dates to inform the wider population about developments in the field of equality and good relations. *City Matters* is currently circulated

to 120,000 households in Belfast and we promote the fact that it is available in Braille and audio; production in other formats is also available on request. As feedback from readers has been very positive, we plan to increase the frequency of editions in future.

- 5.9 The statutory duty is maintained in relation to communicating with our consultees on the AA list. We consult with user groups, targeted stakeholders and Section 75 groups in the early stages of development of new policies, service reviews or changes to our original EQIA schedule. Screening consultations are conducted with our AA list, focus groups and are presented on our website.
- 5.10 The external communication of the authority's commitment to the statutory duties and communicating progress on statutory duties has been enhanced with the creation of the Consultative Forum.
- 5.11 The Lord Mayor's Office was in frequent dialogue with the staff from the Unit on a range of issues relating to equality and good relations. The Lord Mayor hosted a variety of events during the year including:-
- Chinese New Year Festival
  - Diwali Festival of Lights
  - Sod Cutting Ceremony for Chinese Welfare Association new resource centre
  - Hosted Reception for Ambassador for Chile and for President of Croatia and President of Burundi
  - Opened Port-a-cabins for Travellers
  - Attended event for Get Home Safe Campaign
- 5.12 A Youth Forum has been established in the Council. Thirty six young people from across the city act as a Shadow Youth Council representing the views of their peers on a range of issues.
- The young people considered Council policy and initiatives, as well as highlighting issues that they felt were important and that Council should be made aware of. Some of the projects they worked on included:
- A proposed Skate park initiative
  - Work on improving leisure centres for teenagers
  - Work on addressing the issue of suicide
  - Production of an awareness raising DVD on the dangers of alcohol
  - Lobbying for a NI Youth Assembly
  - Lobbying for improvements in sex and relationship education in schools
  - Various initiatives on anti social behaviour
- 5.13 Staff at Births, Deaths and Marriages attended introductory language classes in Polish and Lithuanian. This exercise proved useful and staff can now ask for such things as 'may I have your signature please'. They have also been able to use words of welcome in the native language of participants at ceremonies.

## **Section 6: Data Collection & Analysis**

- Outline any systems that were established during the year to supplement available statistical and qualitative research.
- Outline any research undertaken/commissioned to obtain information on the needs and experiences of individuals from the nine categories covered by Section 75.

6.1 Considerable statistical information is held centrally within the Council, e.g. the Baseline Profile of Belfast, which is up-dated annually and used in the development of the Council's Corporate Planning process.

6.2 The Council carries out a major Public Consultation exercise every two years (last held in August 2007). The purpose of the survey is to find out what people in Belfast think about living in Belfast and Council services.

The findings from this survey help shape the Council's priorities. To supplement the findings of the residents' survey and to boost responses from certain sections of the community, a series of five focus groups was held. The purpose of these groups was to look at the key issues which were raised in the survey and to ensure that certain groups of people had a chance to have their say.

6.3 Each Department conducts appropriate surveys and focus groups related to their own requirements. Each section retains this information departmentally.

6.4 All EQIA's have reached stage 7. The monitoring and evaluation reports are updated annually. The Council monitors uptake of services as part of its normal procedure but details and standards vary. Consultation with service users is also common with many services having user forums, customer panels etc.

6.5 The Council has developed a comprehensive monitoring system for all employees.

## **Section 7: Information Provision, Access to Information and Services**

- Detail any initiatives/steps taken during the year to improve access to services including provision of information in accessible formats.
- 7.1 The Council is committed to providing information in alternative formats as stated in its Equality Scheme. Links have been made and arrangements are in place with key agencies and organisations to produce work in alternative formats and languages as required.
  - 7.2 The Equality Officer has had a series of informal discussions with representatives of Section 75 categories addressing information provision and access to services. We have consulted on making all our documents available in alternative formats and have added plain English, easy read, digital daisy and signed video to our list of alternative formats.
  - 7.3 The Equality Officer is a member of the internal DDA Group specifically to progress the equality agenda. The Council has adopted the BS 8300 standard in relation to compliance with the DDA 1995.
  - 7.4 The DDA group registered with Disability Action Business Support Scheme. The Business Support Scheme is a partnership between companies and Disability Action in their approach towards good practice on disability issues. The aim of the scheme is to encourage companies to be forward thinking in their approach to disability issues within the workplace, to improve their services for people with disabilities and to acknowledge their efforts. Disability Action has presented the Council with the Employment Support Scheme Award. This award commends the Council for work in relation to Communication, Access, Training, Policy and Procedures and Marketing Initiatives.
  - 7.5 A signage group has been established as a sub group of the DDA group. This group is concentrating on all types of way finding and signage for the Council in an attempt to be innovative and proactive.
  - 7.6 All Departments have been requested to include the Council's textphone number on their stationery and other publications where their phone number is included.
  - 7.7 All the Council's major public documents – e.g. the Corporate Plan, City Matters, EQIA Executive Summaries – are made available in alternative formats on request, i.e. in other languages, on disc or audio cassette, large print or in Braille, plain English, easy read,

digital daisy and signed video.

- 7.8 Corporate Communications is committed to making the Council's website accessible. The Council's website is maintained at level double - A of the W3C web content accessibility guidelines 1.0.
- 7.9 The Council's website is reviewed annually in relation to the plain English campaign. The Council's website plain English crystal mark has been maintained.
- 7.10 Signers have been employed at focus group meetings, seminars, interviews and launches as appropriate.
- 7.11 The Council is committed to increasing our representation of disabled people in the workforce. It has successfully implemented the Human Resource actions identified in the Disability Action Plan for 2006-2007 and has facilitated at least 21 work experience placements. In addition we conducted 1 mock interview session with Mitchell House School and attended 9 other events (e.g. careers fairs, business insight day, 3 site visits (in conjunction with other sections), talks to schools/ disability organisations re: job opportunities.
- 7.12 The Human Resource team is continuing to develop community outreach initiatives to increase participation of women in non traditional roles. The team has visited both boys' and girls' schools in relation to the craft apprenticeship scheme and sent mail-shots to all schools within the Belfast Education and Library Board in relation to the gardening apprenticeship scheme.
- 7.13 The Council was the lead partner in an EU funded project known as the WINS (Women into Non Traditional Roles) project. The aim of this project was to attract women from across all sectors to consider non traditional work. The project is complete and the outcomes are listed in the Executive Summary.
- 7.14 The Council is aware of the need to continue developing more robust monitoring systems. To this end we are committed to improve our monitoring systems. A comprehensive monitoring system to monitor our employees across all the Section 75 groups was introduced. We have completed a second cycle of the voluntary monitoring system. We have established internal equality groups as a result of this monitoring system. We will conduct the monitoring of all employees on a two yearly basis.
- 7.15 A welcome pack outlining contact details for services and signposting to other key agencies is currently available in 12 languages and is accessible through our website.

## **Section 8: Complaints**

- Identify the number of Section 75 related complaints:
    - received by the authority;
    - resolved by the authority (including how this was achieved);
    - which were not resolved to the satisfaction of the complainant;
    - which were referred to the Equality Commission.
- 8.1 One complaint was received during this reporting period. Following investigation the complainants withdrew the complaint.

## **Section 9: Consultation and Engagement**

- Provide details of the measures taken to enhance the level of engagement with individuals and representative groups during the year.
- 9.1 The Council is committed to effective consultation and conducts its consultation in accordance with the guidelines set out in its Equality Scheme, which contains over 200 groups and organisations on the AA list with whom the Council consults during the EQIA Process.
- 9.2 Consultation with Section 75 groups is a major element of the Council's commitment to the equality agenda. In addition some Belfast City Council departments and services are now using a collaborative process with the Section 75 groups and other affected groups to inform and develop new Council policies.
- 9.3 The Council places fundamental importance on listening to and responding to the views of Belfast residents. In August 2007 we conducted a survey to find out what people in Belfast thought about living in Belfast and Council services. The findings from this survey have helped us to shape our priorities. This is the fourth large scale public consultation exercise that we have carried out.

To supplement the findings of the residents' survey and to boost responses from certain sections of the community a series of five focus groups were held. The purpose of these groups was to look at the key issues which were raised in the survey and to ensure that certain groups of people had a chance to have their say.

The focus groups were conducted on December 2007 and were held in a neutral location in Belfast city centre. The five focus groups were held with -

- Residents with disabilities
- Young people under the age of 18
- Residents aged 18-34
- Residents aged 35-54
- Residents aged 55+

9.4 The Council has developed its own set of Consultation Guidelines, informed by a consultation exercise with Section 75 groups to determine how they wished to be consulted. The Council continues to conduct consultation in accordance with the guidelines. The major methods of engaging with Section 75 groups include focus groups, stakeholders groups, section 75 group panel, disability organisations, youth organisations and surveys.

9.5 A group of Equality Officers from Councils continues to meet to discuss relevant equality matters.

9.6 Consultation processes during this current year included

- Face to face meetings with section 75 groups
- Residents survey
- Focus groups with stakeholders groups across departments
- Documentation circulation (section 75 screening forms, policy documents)
- Ormeau Park access group
- Section 75 review
- Consultation on disabledgo website
- Annual disability event
- Internal employee equality groups (general, disability and sexual orientation)
- Consultation forum (twice a year)
- Youth forum consultation

## **Section 10: The Good Relations Duty**

Provide details of additional steps taken to implement or progress the good relations duty during the year. Please indicate any findings or expected outcomes from this work.

### **GOOD RELATIONS UNIT**

#### **1. INTRODUCTION - ACCOUNTABILITY AND REPORTING**

Progress reports on good relations, including equality, are submitted on a twice-yearly basis to the Chief Officers' Management Team, the Good Relations Steering Panel and the Strategic Policy and Resources Committee for formal Council approval.

#### **2. GOOD RELATIONS STEERING PANEL**

The Council's work in the areas of equality and good relations is directed by the Good Relations Steering Panel, made up of one Councillor from each of the party political groups on the Council, plus representatives from the main churches, trade unions, business sector, minority ethnic groups and the Community Relations Council. This year, following her election to the NI Assembly, Ms. Anna Lo was replaced by Ms. Eileen Chan-Hu as the representative of the Chinese Welfare Association.

The Good Relations Steering Panel will be enhanced and extended in spring 2008 to form a Good Relations Partnership, which will have the additional responsibility of managing the Council's work in delivering the Peace III Programme.

#### **3. GOOD RELATIONS WORKING GROUP**

At officer level, good relations operational work is co-coordinated by an inter-Departmental Working Group, which meets every 2 months and is chaired by the Director of Legal Services.

#### **4. GOOD RELATIONS PLAN FOR BELFAST**

The Council acknowledged at an early stage that as social divisions in Belfast are deep-rooted a joint approach was required from many agencies to effect substantial change in society. With political developments, improving good relations and dealing with the legacy of conflict in Belfast have become central themes, not only for the Council but for other public organisations, which also aim to build a shared and inclusive society.

In 2007 the Council developed a Good Relations Plan for Belfast, in association with the other major statutory agencies in the city. The Good Relations Plan was based on an up-dated internal audit and external audit of good relations activities, current and planned, of the major statutory agencies in Belfast and was specifically designed to address local issues.

The Plan's objectives were discussed and agreed by all our party political groups within the Council as priorities for Belfast. All our partner agencies supported the fundamental principles and values proposed and the Council's clear demonstration of civic leadership in taking a city-wide approach to good relations issues. The Good Relations Plan is therefore an inter-agency document, based on our research, the audit outcomes and the priorities identified both by elected Members and external partner agencies and outlines a wide range of good relations activities across the city, set out under four themes:

- securing shared city space
- transforming contested space
- developing shared cultural space
- building shared organisational space.

The city-wide Good Relations Plan was prepared at a time of immense structural change across the public sector and was intended to be only for one year. The Plan is currently being up-dated to identify shared priorities and future strategic activities. The revised Good Relations Plan will be in line with both the Council's Community Support Plan and Community Safety Plan; all Council plans are co-ordinated within our overall Corporate Plan. We note with interest that the preparation of a Good Relations Plan will be a statutory requirement for all Councils following the implementation of the Review of Public Administration.

## **5. EU PROGRAMME FOR PEACE AND RECONCILIATION – PEACE III PROGRAMME**

The four central themes outlined above have been taken forward and developed more fully as key themes in our Peace & Reconciliation Action Plan (Peace Plan) submitted to the Special European Programmes Body (SEUPB) under measure 1.1 of the Peace III Programme.

The Strategic Policy and Resources Committee agreed in June 2007 that the Council should proceed to prepare a Peace & Reconciliation Action Plan (Peace Plan) for Belfast in accordance with SEUPB guidelines, in order to bid for funding under priority 1.1 of Peace III "building positive relations at the local level".

Staff from the Good Relations Unit spent a considerable amount of time in preparing a draft Plan Peace & Reconciliation Action Plan, which was submitted to the Steering Panel and to the Strategic Policy and Resources Committee at their meetings in September 2007. A 2-month public

consultation period was held during October and November 2007. Consultation events were organised in North, South, East & West Belfast, with additional events organised on request from various sectors. The revised plan was approved by Council in March 2008 and submitted to SEUPB on 31 March 2008 with a bid for £12 million (€18 million).

This Peace Plan, developed entirely in-house by Good Relations staff and currently undergoing an economic appraisal, is designed to be additional and complementary to our core work, outlined in the Good Relations Plan. We expect to learn by mid-May/June 2008 what our Peace III allocation will be and will then proceed to recruit additional staff to implement the Programme. We will ensure that the additional EU funding is used in synergy with our core funding for maximum effectiveness.

## **6. CONFLICT TRANSFORMATION PROJECT**

The Good Relations Unit successfully investigated alternative sources of funding for its work and has drawn down funding from the Belfast Local Strategy Partnership under Measure 3.1 of the EU Programme for Peace & Reconciliation in NI (Peace II) Extension, totalling almost £750,000. This allowed us to employ 5 additional officers for a fixed-term period and to undertake a substantial research and dialogue programme on conflict transformation issues.

The Conflict Transformation Project (CTP) has 3 distinct but inter-related strands entitled:

- Addressing Divisions - a research project examining the cost of segregated service delivery in Belfast, profiling good practice in promoting inter-community work and building an integrated strategy for communities living and working at the interface.
- Conflict Transformation Learning Consortium - an inter-disciplinary learning programme across the public sector, promoting dialogue and training on the themes of conflict transformation and *A Shared Future*.
- Towards a Shared City - exploring the concepts of local area community planning in a divided city, with particular reference to good relations.

This additional funding was a substantial boost to the Unit and assisted in developing a coalition of interest around the theme of good relations in Belfast, contributing to our aim of achieving a more stable and tolerant society.

The programme is due to finish on 30 June 2008 and research reports completed to date by the CTP are available on our website [www.belfastcity.gov.uk/goodrelations](http://www.belfastcity.gov.uk/goodrelations). A full evaluation of the project will be available by late summer. The research recommendations have been

incorporated into our Peace Plan where appropriate and will inform the future work of the Good Relations Unit.

The CTP is up-dating the audit of good relations activities at city level, undertaken by Dr Mike Morrissey in 2006. The up-dated audit will complement the current work of the SNAP team on neighbourhood service delivery. Some key outcomes of the CTP to date are as follows:

#### **6.1 Research:**

Four of the six planned research projects have been completed and are being prepared for publication:

- Qualitative Record of Good Practice in Conflict Transformation
- Delivering Services in a Divided City
- Good Relations in Local Area Planning
- Sharing and Interaction in Public Spaces in Belfast.

Further studies in relation to economic regeneration aligned to the community cohesion agenda are also being developed.

#### **6.2 Seminars:**

As part of the project's objectives, there is a commitment to promote inter-agency learning on a number of key themes relevant to the Good Relations Plan. We completed a series of seminars with Queen's University Belfast and the Community Relations Council with over 250 participants in early 2008.

#### **6.3 Study visits:**

A successful study visit to Chicago for senior officers was completed in October 2007 and included representatives from 12 agencies in Belfast. The overall aim of the visit was to think creatively about practical projects that could address some of the more serious problems in Belfast and assist officials to inform and advise their decision-makers and the political process.

A study visit to Leicester for senior operational staff across the partner agencies was made in February 2008. This explored themes related to community cohesion, shared space and inward migration.

#### **6.4 Communications:**

Articles on the CTP have been placed in the Council's Intercomm magazine, Belfast Interface Project's newsletter and the Community Relations Council's CRC News. A major public advertising campaign will be undertaken in the next 6 months. The theme will be on the many identities of Belfast citizens, both new and old. This will take the form of a photographic exhibition and a billboard/bus poster campaign.

### **6.5 Shared Learning Fund:**

The Shared Learning Fund is a small grants scheme for employees from the partner agencies to participate in conferences and events on themes related to the project; 4 people participated in this scheme.

### **6.6 Project Reference Group meetings**

The Project Reference Group, chaired by the Good Relations Manager and comprising senior officers from 10 public agencies, met regularly to advise on the project's programme of work.

### **6.7 Evaluation**

The project will be independently evaluated in two parts: firstly, as a stand-alone project for the Council and its partners and secondly, as part of the broader BLSP-sponsored Conflict Transformation Network which includes the other community and academic projects funded under the Peace II extension programme.

The Good Relations Unit's general workload has developed continuously since its establishment a few years ago.

## **7. KEY INITIATIVES led by the GOOD RELATIONS UNIT**

In partnership with other organisations in the city, both statutory and voluntary, the Council has made considerable progress in some of the most difficult and sensitive areas of good relations work. Apart from our ongoing core work, we feel it is important to highlight some key current initiatives and innovative projects, led by our own Good Relations Officers. It is not possible to detail all of the initiatives here and the following are summaries only:

## **8. BONFIRE MANAGEMENT PROGRAMME**

We continued our work under the Bonfire Management Programme, which has operated at 14 sites across the city and is now in year 2 of a 3-year programme. It has been widely praised by the PSNI, the NI Fire & Rescue Service, the NI Housing Executive and Dept of Regional Development's Roads Service as measurable outcomes include substantially reduced numbers of call-outs from the emergency services, less damage to property and faster clean-up times for the sites on the programme.

The programme has successfully attracted considerable funding (almost £110,000) from a range of external agencies, including NIO Community Safety, PSNI, NI Housing Executive, Community Relations Unit and Community Relations Council. The programme is delivered in association with Groundwork NI. There is now substantially greater involvement and ownership of the programme among the participating groups and we are investigating the development of a city-wide approach to bonfire management which could be rolled out to other areas.

In addition, in response to some areas where bonfire sites are diminishing, we plan further development and refinement of the bonfire beacon concept, in association with Groundwork NI. At present we aim to test this with the local community in Woodvale Park in July 2008.

## **9. RE-IMAGING COMMUNITIES PROGRAMME**

The Re-Imaging Communities Consortium is led by the Arts Council and was established at regional level to encourage local communities to reduce the number of offensive murals in NI. Under this scheme, Good Relations Unit staff have consulted with local communities with a view to removing or replacing the most aggressive murals and gable wall paintings, replacing them with a more widely acceptable mural, art work, or piece of sculpture which portrays their community in a more positive manner.

The Council's Good Relations Unit applied to the Re-Imaging Communities Consortium and was initially awarded £24,000 to carry out an extensive feasibility scoping study to identify appropriate projects in Belfast. Following a procurement exercise, the New Belfast Community Arts Initiative was engaged to undertake a city-wide study which commenced in spring 2007.

After this scoping study, 18 separate projects were identified and applications submitted to the Arts Council and to date, we have been awarded over £200,000 for a range of 16 local projects. This work has involved considerable discussions with local community groups about the type of image they want to see their areas to project and what type of artwork they envisage best represents their neighbourhood. We will continue to work with local communities on this scheme, which has very visible results. This scheme is being delivered in association with the Culture & Arts and Transport & Planning Units of the Development Department.

## **10. GOOD RELATIONS TRAINING**

In the past year, in association with the specialist training staff from our Human Resources Service, we have dedicated considerable efforts to developing learning and developing opportunities for staff and some external organisations, to ensure that understanding and promoting good relations become recognised as integral to the effective delivery of services to the wider community.

Among other things, we have developed and delivered general good relations training which has become part of the Council's general induction for all new staff and which is gradually being rolled out to existing Council staff, including some sessions specially tailored for managers and supervisors. To date 100% of participants have rated the training as 'Excellent' or 'Good' and 99% said it had increase their understanding of good relations.

Good Relations Unit staff have delivered *Preventing Hate Crimes* training to Council Community Development and Play Assistants. We have developed a new training programme on *Migrant Worker Awareness*, which aims to address some of the myths and misinformation around inward migration, raise awareness of the global context of migration and encourage discussion on the impact and challenges of migration. We have also developed and achieved Open College Network accreditation for a course entitled *Leadership in a Diverse Community*, which was delivered in partnership with a local resource centre to community representatives from north and west Belfast. We have obtained permission and are investigating the possibility of adapting an e-learning package, developed by the NI Civil Service, for the Council, to complement our workshop-based awareness training. We also plan to implement a recently agreed scheme to promote “good relations champions” within each Council Department and Service.

## **11. ANTI-RACISM WORK**

We continued our support for local projects welcoming new communities to Belfast and tackling racism. Our staff currently participate in and advise a number of fora, e.g. South Belfast Roundtable on Racism, East Belfast Ethnic Support Network, Black Minority Ethnic and Faith Forum, An Munia Tober and the Village Focus Group on relevant issues.

To mark Anti-Racist Workplace Week 5-11 November 2007, the Good Relations Unit delivered a number of initiatives including:

- sending e-mails to Council staff during the week to raise awareness of migration and diversity issues
- including an article in an edition of *City Matters* highlighting the initiative
- distributing postcards and posters throughout Council facilities to mark Anti-Racist Workplace Week
- offering training initiatives on preventing hate crime, both internally to Council staff and externally, in partnership with the South Belfast Roundtable on Racism to local employers from south Belfast
- organising, in association with the Equality Commission, an interactive workshop for Council staff, exploring issues around prejudice and perception.

## **12. MIGRANT WORKERS - SHADOW FORUM**

In early 2007 the Council had commissioned research by the Institute for Conflict Research on the issues of migration and migrant workers. Dr. Neil Jarman outlined his research on New Migrant Communities and Belfast at a special meeting of the Steering Panel in April 2007 and the Council adopted the recommendations of his report in May 2007. Following this, the Chief Executive instigated a series of meetings with our public sector partners to examine the issues highlighted. An action plan was developed which

proposed that the Council should convene a working group on migrant issues to develop a local strategic action plan.

In accordance with this, and to help inform the Council's proposal to develop a Migrant Forum as outlined in the Peace III bid, the Good Relations Unit set up a Shadow Migrant Working Group for Belfast in February 2008 in association with a range of external statutory and voluntary agencies.

The aim of the Shadow Forum is to encourage inter-agency co-operation in addressing issues facing migrant workers in Belfast. This group aims to provide a regular consultative forum for discussion in issues related to migrant workers, to enhance the sharing of local information and best practice to improve outcomes for migrant communities and to identify priority actions within the Council on relevant issues.

### **12.1 Migrant Awareness Training**

Staff from the Good Relations Unit have developed specific migrant awareness training. The training, aimed at community groups, addresses some of the current myths and misinformation around inward migration. It aims to raise awareness of the global context of migration and encourage discussion around the impact and challenges of migration at a local level.

### **12.2 Local Government Officers' Working Group on Racial Equality and Integration**

In the past 6 months, Belfast City Council has set up an inter-Council Working Group at officer level on Migrant Racial Equality and Integration. This is in association with Dungannon & South Tyrone, Newry & Mourne City and District, Armagh City and Louth County Councils. The Group's purpose is to share information, learn and discuss developments and good practice in relation to migration and the issues that affect local government. A Seminar was organised in December 2007 on 'the role of local government and migrant integration.'

### **12.3 Eurocities INTI project on migration and integration**

The Good Relations Unit is involved in an international Eurocities INTI-cities project which focuses on benchmarking successful integration structures in European cities. It will involve peer reviews of other cities that have a longer experience of migrant integration than Belfast. This aims to encourage co-operation and will assist in developing good practice in the integration of migrant communities at city level. The Good Relations Unit is also assisting the Development Department of the Council in a larger European URBACT project, in association with the British Council, on the economic impact of immigration.

### **13. INITIATIVES AROUND THE INTERFACES IN BELFAST**

A Notice of Motion within the Council adopted in March 2008 referred to the need to begin work on discussions aimed at reducing/removing the peacewalls in Belfast. We have included proposals in our Peace Plan for major work round the interfaces and flashpoints in Belfast and expect that major funding will be made available for this later this year. Some preliminary research and scoping of current interface work has been done; this work is ongoing.

### **14. MAINSTREAMING GOOD RELATIONS PRINCIPLES IN TO WIDER AREAS OF COUNCIL WORK**

The Unit continues to ensure that good relations principles become mainstreamed in other areas of Council work. This is most evident in the following examples:

#### **14.1 ST PATRICK'S DAY 2008 – Outdoor Event**

The Council agreed that the St. Patrick's Day outdoor carnival and parade should be made an annual event within the Council's civic events calendar. This followed on from an independent report by the Institute of Irish Studies on the 2007 event which had gone very well with very positive media coverage; considerable progress had been made since the first Council-run event in 2006.

The Good Relations Unit continues to work with the Events Unit in promoting St. Patrick's Day as a major shared civic event, seen as one that attracts groups from all communities in the city. This is particularly evident in the Carnival Parade element, organised directly by the Good Relations Unit, which this year had over 550 participants, over half of whom were from Protestant areas, including Sandy Row and Donegall Road. This represents the changed nature of the event, perceived a few years ago as a largely republican event.

#### **14.2 St. Patrick's Night Concert**

A Concert featuring the music of Shaun Davey, was held in the Waterfront Hall on Monday 17 March, in association with the BBC and Ulster Orchestra and broadcast live on Radio Ulster. This concert was again very popular, with all tickets being allocated as soon as they were advertised on BBC.

#### **14.3 Community Safety and Anti-Social Behaviour**

In the past year, we have worked closely with staff from the Community Safety Unit on a Diversity Project, centring on safety concerns of people protected by the Hate Crime legislation (sectarianism, racism, disability and sexual orientation). A Working Group was set up with representatives

from statutory, voluntary and community sectors; research was commissioned and workshops held. A Panel discussion was held in March 2008, chaired by Wendy Austin, to identify common themes and devise a number of new initiatives to improve safety and community relations.

Good Relations Officers also work closely with other Council staff in the area of anti-social behaviour, where we are working with Parks Department staff in a pilot ASBO programme to develop an appropriate response for anti-social behaviour in the Council's parks, open spaces and recreation areas. This work is ongoing.

#### **14.4 Links between good relations and community development**

We have continued to support community and race relations projects based in Council Centres, particularly inter-Centre and cross-community projects developed by local community workers. During the year, we provided relevant training programmes for front-line staff in the Council, particularly those based in Community and Play Centres, on good relations, anti-racism work, migrant awareness and preventing hate crimes.

We have continued our support for and good working relationships with the Council's Youth Forum, including the continuation of a good relations programme developed in liaison with the members of the Forum.

#### **14.5 Links between good relations and economic development**

The link between a stable and tolerant society and the future prosperity of Belfast is increasingly being seen and we have worked more closely with staff from our Development Department who are involved in economic development, regeneration and tourism initiatives.

#### **14.6 Speeches by the Lord Mayor and senior politicians**

We try to ensure that good relations principles are included in key speeches and press releases by the Lord Mayor, civic dignitaries and senior politicians and regularly provide draft speeches and briefing notes. We are keen that the Lord Mayor is in attendance at any high profile event in the area of community or race relations, giving out the clear media message that the Council supports the promotion of equality and good relations in all its activities.

### **15. GOOD RELATIONS GRANT AID FUND**

The Council has a Good Relations Fund that provides grant-aid to support local community and voluntary groups in appropriate community relations and cultural diversity projects across the city. 75% of the funding for this grant-aid scheme is drawn down from the Community Relations Unit, within the OFM/DFM.

To ensure that our Grant Aid Fund is as effective as possible, in 2006 the Council commissioned an independent researcher, Gráinne Kelly, to prepare a comprehensive report on community engagement and best practice. In accordance with the recommendations of that research, we made substantial revisions to our grant aid criteria to be more robust and allow us to target our resources towards the most challenging areas. Since April 2007, all applications have been assessed against the revised criteria, which assist in identifying projects with most potential to contribute towards an inclusive pluralist society.

The Good Relations Steering Panel considers applications for grant-aid at its monthly meetings. In the 2007-8 year our Good Relations Steering Panel approved almost 80 applications totalling over £340,000 in grant-aid to a wide range of projects in all areas of the city. (Appendix 4 details all the grants awarded under the Good Relations Fund). The grants range in size from £500 to £10,000, with the average grant being £4474.

It is not possible to list all organisations receiving grant aid but it is worth mentioning a couple of examples to illustrate the range of work undertaken in Belfast:

#### **CHARTER**

This is a city-wide network of support groups for former Loyalist prisoners, which provides training and community based activities. The issue of migrant workers in East Belfast was identified as being challenging to Loyalist communities and grant aid was provided to enable CHARTER groups engage in a process of cultural awareness and dialogue on issues of migration, race and economics.

#### **Falls Youth Providers**

The Good Relations Unit was asked to participate in discussions to assist local groups involved in difficulties between Roden Street and Grosvenor Road across the Westlink. Following meetings, an application was developed and funding provided for activities to engage young people from both communities and to enable both communities develop long-term proposals for managing local problems.

#### **a. St. Patrick's Day Small Grants Scheme**

This Scheme once again proved to be very popular with 96 organisations applying for funding. The maximum possible grant was £1,000 and the average grant awarded was £400. (Appendix 5 lists those organisations awarded grants under this Scheme).

## **16. EXPRESSIONS OF IDENTITY**

We continued our support for discussions on expressions of identity, particularly on those issues seen as divisive in Belfast – e.g. Irish language

signage, flag flying, parades etc. We continued to engage with former paramilitaries and ex-combatants, particularly in the Protestant Unionist Loyalist communities, where we made some progress.

#### **a. Orange Order**

We continued to hold discussions with representatives of the Belfast County Grand Lodge, in an effort to assist them to move forward in their work and access appropriate funding opportunities. In particular we engaged with Orangefest who realise the importance of “reaching out” to other communities and want to learn from other organisations about the development and delivery of community festivals. This work is continuing.

### **17. EVENTS**

#### **a. Centenary of Dockers Strike 1907**

The Lord Mayor unveiled the new stained glass window on Thursday 10th May in the City Hall. An exhibition on the Dockers Strike of 2007 was launched by the Lord Mayor in the City Hall on 30th April 2007. This was followed by a lecture and a short drama piece.

#### **b. 200<sup>th</sup> Anniversary of the Abolition of Slavery**

The Good Relations Unit hosted an event on 14 June to commemorate the 200<sup>th</sup> anniversary of the abolition of slavery and debate the topic of modern day slavery. This involved the performance of a short drama piece, followed by a debate and an agreed statement endorsed by the Lord Mayor, Councillors and all members of the audience

#### **c. Local community cultural festivals**

Although our support for a range of cultural diversity initiatives this year was rather restricted, in view of the fact that the City Hall, our principal civic venue, closed in October 2007 for major refurbishment, we continued to promote such initiatives in appropriate alternative venues and local community settings either directly or through our grant aid programme. These included events for the Polish and Chinese communities, inter-faith discussions and joint Irish/Ulster-Scots evenings.

#### **d. Visits**

The Good Relations Unit hosted a number of community relations study visits to Belfast by groups from Massachusetts, USA; Vasteras, Sweden; Bradford; and Polish TV.

#### **e. Appointment of Good Relations Manager to Board of Community Relations Council**

The Good Relations Manager, Ms. Hazel Francey, was invited to become a member of the Board of the Community Relations Council for NI for the next 3 years. This is an unpaid public appointment following an external advertisement and interview.

#### **f. Monitoring and Evaluation**

The Council takes the issue of monitoring and evaluation seriously in all areas of its work. Under our conditions of offer of grant, all successful applicants must agree to co-operate fully in the Council's monitoring and evaluation process and to share any learning from the project with the Council and other relevant organisations.

We identified a number of performance indicators, taken from the *A Shared Future Triennial Plan*, to be used in monitoring and evaluation. A large number of additional PIs are included in our Peace Plan submission as the SEUPB require regular returns against pre-set targets and measurable outcomes in all EU funded programmes.

### **Section 11: Additional Comments**

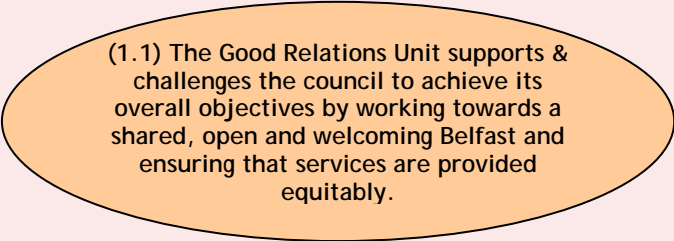
- Please provide any additional information/comments

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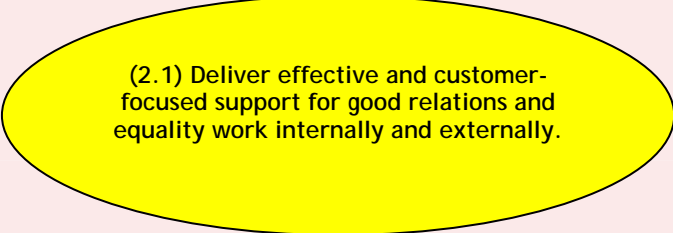
# Value Creation Map

## Strategic Elements


**DEFINING STRATEGIC ELEMENTS**

<p><b>Strategic Element:</b></p> <p><i>Name the Strategic Element that is being defined.</i></p>	
<p><b>Definition:</b></p> <p><i>Define the element in a one-three sentence description.</i></p>	<p>The Good Relations Unit will take the leading role in the promotion of Good Relations and celebration of cultural diversity within the Council and the city. We will challenge and support other Council sections to ensure that all services are delivered equally and fairly to all of Belfast's citizens. The Unit will seek to promote a Council workforce that is representative of Belfast's population in general.</p>
<p><b>Key Objectives / Priorities:</b></p> <p><i>Identify the key objectives and priorities related to this strategic element and indicate a time frame for these objectives</i></p>	<ul style="list-style-type: none"> <li>• We will support the principles of equity, diversity and interdependence in a pro-active manner and aim to mainstream these concepts into all the Council's activities, policies, structures and procedures.</li> <li>• We will build support and authority for the underpinning of good relations values within the Council and the city as a whole.</li> <li>• We will take forward the objectives of a <i>shared future</i> document at a local level.</li> </ul>
<p><b>Risks:</b></p> <p><i>Identify the key risks related to this strategic element and objectives identified.</i></p>	<ul style="list-style-type: none"> <li>• GR Risk Register 1 – Failure to promote effectively the benefits of good relations among citizens.</li> <li>• GR Risk Register 5 – Council reputation is damaged due to non-compliance with legislation regarding equality, good relations and disability.</li> </ul>
<p><b>Related Key Performance Questions</b></p>	<p><b>Related Key Performance Indicators</b></p>
<ul style="list-style-type: none"> <li>• Are we challenging &amp; supporting the Council to achieve its overall objectives?</li> <li>• Is the unit contributing to a shared, open and welcoming city?</li> <li>• Are Council services being delivered equally and fairly?</li> <li>• Does the Council promote a more representative workforce?</li> </ul>	<ul style="list-style-type: none"> <li>▪ Inclusion of good relations issues as a corporate objective</li> <li>▪ No. of Council events organised by GRU</li> <li>▪ No. of equality complaints received</li> <li>▪ Employee monitoring returns</li> </ul> <p><u>Corporate VCM</u></p> <ul style="list-style-type: none"> <li>▪ % of residents who, in general, enjoy living in Belfast</li> <li>▪ % (BCC area) describing their area as mainly one religion or another</li> <li>▪ % hate/sectarian crimes as proportion of population</li> <li>▪ % of residents who consider their area to be a place where people from different religious and political backgrounds get on well together</li> </ul>
<p><b>Tasks / Projects / Initiatives:</b></p> <p><i>Define tasks, projects and initiatives that will be put in place to achieve the key objectives linked to this strategic element.</i></p>	<ul style="list-style-type: none"> <li>• Support &amp; challenge Members / COMT in managing good relations issues for the city and the organisation</li> <li>• Good Relations Strategy &amp; Plan</li> <li>• Implementing Equality Scheme &amp; Legislation</li> <li>• Development and implementation of Peace III projects</li> <li>• Managing and implementing Conflict Transformation Project &amp; associated activities (complete June 08)</li> <li>• Implementation of Disability Strategy</li> <li>• BCC Member &amp; Staff Good Relations Awareness Training</li> <li>• Development of Good Relations competencies within new BCC Competency Framework</li> </ul>

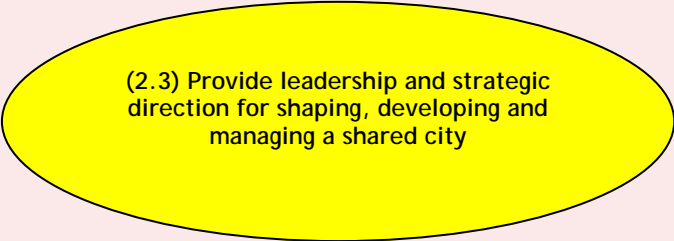
**DEFINING STRATEGIC ELEMENTS**

<p><b>Strategic Element:</b></p> <p><i>Name the Strategic Element that is being defined.</i></p>	
<p><b>Definition:</b></p> <p><i>Define the element in a one-three sentence description.</i></p>	<p>We will ensure that all our services are easily accessible to all sections of Belfast's population. We will provide advice and support to all other Council departments and services to ensure that good relations and equality issues are embedded within the Council, and that the benefits of good relations are promoted among all citizens and that relevant legislation is complied with.</p>
<p><b>Key Objectives / Priorities:</b></p> <p><i>Identify the key objectives and priorities related to this strategic element and indicate a time frame for these objectives</i></p>	<ul style="list-style-type: none"> <li>• We aim to ensure equality of opportunity in the delivery of Council services, in a way which will respect and cater effectively for the needs of different users.</li> <li>• We will ensure the customer is viewed as important by everyone in the Good Relations Unit.</li> </ul>
<p><b>Risks:</b></p> <p><i>Identify the key risks related to this strategic element and objectives identified.</i></p>	<ul style="list-style-type: none"> <li>• GR Risk Register 1 – Failure to promote effectively the benefits of good relations among citizens.</li> <li>• GR Risk Register 4 – Service Interruption</li> <li>• GR Risk Register 5 – Council reputation is damaged due to non-compliance with legislation regarding equality, good relations and disability.</li> </ul>
<p><b>Related Key Performance Questions</b></p>	<p><b>Related Key Performance Indicators</b></p>
<ul style="list-style-type: none"> <li>• Are we providing services which are effective and accessible?</li> <li>• Are our external customers satisfied with our services?</li> <li>• Do the Council's Departments and Services rate our services positively</li> </ul>	<ul style="list-style-type: none"> <li>• Customer satisfaction survey/equality training audit</li> <li>• No. of customer complaints received internally and externally</li> <li>• No. of staff receiving good relations/equality training</li> <li>• Turnaround time of grant applications</li> <li>• % of staff satisfied with GR/equality training</li> <li>• We will process 80% of our grants within 6 weeks</li> </ul>
<p><b>Tasks / Projects / Initiatives:</b></p> <p><i>Define tasks, projects and initiatives that will be put in place to achieve the key objectives linked to this strategic element.</i></p>	<p>Internal</p> <ul style="list-style-type: none"> <li>• Implement both service &amp; corporate customer focus initiatives coming out of customer focus baseline</li> <li>• Good Relations awareness training for BCC Members &amp; Staff</li> <li>• Equality Impact Assessments</li> <li>• Pilot Good Relations Champions Programme</li> <li>• Tailored training programmes for BCC</li> <li>• Develop Employee language diversity policy</li> <li>• Disability Action Plan</li> <li>• Consultation screening process</li> <li>• Employee equality focus groups</li> <li>• Develop good relations e-learning package</li> </ul> <p>External</p> <ul style="list-style-type: none"> <li>• Implement and manage Good Relations Grant-aid</li> <li>• Develop and implement Good Relations Plan</li> <li>• Implement and manage St Patrick's Day small grants scheme</li> <li>• Manage Re-Imaging Communities programme</li> <li>• Manage Bonfires programme</li> </ul>

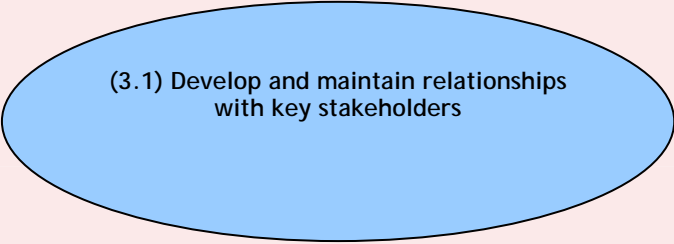
**DEFINING STRATEGIC ELEMENTS**

<p><b>Strategic Element:</b></p> <p><i>Name the Strategic Element that is being defined.</i></p>	 <p>(2.2) Promote benefits of good relations among all citizens</p>
<p><b>Definition:</b></p> <p><i>Define the element in a one-three sentence description.</i></p>	<p>We will promote the benefits of good relations among all citizens by involving wider society in the decision making process through the external members of the Good Relations Steering Panel. We will promote all our initiatives to all sections of the population in Belfast through a range of means including good relations funding and organised events and seminars and general promotional activities.</p>
<p><b>Key Objectives / Priorities:</b></p> <p><i>Identify the key objectives and priorities related to this strategic element and indicate a time frame for these objectives</i></p>	<ul style="list-style-type: none"> <li>• We will carry out actions as directed by the Good Relations Steering Panel.</li> <li>• We aim to contribute towards an inclusive pluralist society through our cultural diversity programme which acknowledges and respects the cultural diversity within the City.</li> <li>• We will aim to promote all our initiatives to all sections of the population in Belfast through a range of media.</li> </ul>
<p><b>Risks:</b></p> <p><i>Identify the key risks related to this strategic element and objectives identified.</i></p>	<ul style="list-style-type: none"> <li>• GR Risk Register 1 – Failure to promote effectively the benefits of good relations among citizens.</li> <li>• GR Risk Register 3 – The Council incurs criticism if Peace III funding is not properly delivered.</li> </ul>
<p><b>Related Key Performance Questions</b></p>	<p><b>Related Key Performance Indicators</b></p>
<ul style="list-style-type: none"> <li>• Are we promoting the benefits of having a welcoming, open, shared and equitable city to all our stakeholders &amp; citizens?</li> <li>• Is the GRSP aware of the needs of an inclusive society?</li> <li>• Do all our stakeholders understand the benefits of good relations and how they can participate?</li> </ul>	<ul style="list-style-type: none"> <li>▪ % of uptake of grants by different areas of Belfast</li> <li>▪ No. of events organised or partnered</li> <li>▪ No. of information/funding events</li> <li>▪ No. of articles in relevant publications</li> <li>▪ % GRSP members trained in Equality legislation</li> </ul>
<p><b>Tasks / Projects / Initiatives:</b></p> <p><i>Define tasks, projects and initiatives that will be put in place to achieve the key objectives linked to this strategic element.</i></p>	<ul style="list-style-type: none"> <li>• Showcase good relations funded projects</li> <li>• Migrant Worker information event</li> <li>• CTP photographic exhibition</li> <li>• Publication of CTP research reports</li> <li>• Bonfires Programme</li> <li>• Re-Imaging Programme</li> <li>• Good Relations &amp; St. Patrick's Day grants</li> <li>• Liaison with cross border partners in relation to Peace III</li> </ul>


**DEFINING STRATEGIC ELEMENTS**

<p><b>Strategic Element:</b></p> <p><i>Name the Strategic Element that is being defined.</i></p>	
<p><b>Definition:</b></p> <p><i>Define the element in a one-three sentence description.</i></p>	<p>We will work with and make recommendations to the Good Relations Steering Panel to promote good relations issues within the Council and the city. We will engage closely with other key agencies within the City in our civic leadership role through a range of initiatives, including good relations activities, the equality agenda and the Conflict Transformation Programme to provide direction around the development and management of a shared city.</p>
<p><b>Key Objectives / Priorities:</b></p> <p><i>Identify the key objectives and priorities related to this strategic element and indicate a time frame for these objectives</i></p>	<ul style="list-style-type: none"> <li>• We will prepare Good Relations, Equality &amp; Peace Plans to meet the challenges of promoting a shared city. We will take the lead in engaging with all other relevant key agencies in producing the plan.</li> <li>• We will take the lead for the delivery of the Peace III programme (theme 1.1) for the BCC Council area.</li> </ul>
<p><b>Risks:</b></p> <p><i>Identify the key risks related to this strategic element and objectives identified.</i></p>	<ul style="list-style-type: none"> <li>• GR Risk Register 3 – The Council incurs criticism if Peace III funding is not properly delivered.</li> <li>• GR Risk Register 6 – Conflict Transformation Project fails to deliver on agreed project outcomes, leading to damage to the council's credibility and reputation.</li> </ul>
<p><b>Related Key Performance Questions</b></p>	<p><b>Related Key Performance Indicators</b></p>
<ul style="list-style-type: none"> <li>• Are we providing leadership and strategic direction for shaping, developing and managing a shared city?</li> <li>• Are we promoting good relations issues within the Council and the city?</li> <li>• Are we engaging with other key agencies in the city?</li> </ul>	<ul style="list-style-type: none"> <li>▪ No. of internal working groups/partnerships with GRU representative</li> <li>▪ No. of external working groups/partnerships with GRU representative</li> <li>▪ No. of commissioned research and specific projects promoting good relations issues within the City</li> <li>▪ No. of working groups in relation to Equality</li> <li>▪ No. of working groups chaired in relations to Equality &amp; Good Relations.</li> </ul> <p><u>Corporate VCM</u></p> <ul style="list-style-type: none"> <li>▪ % of residents who, in general, enjoy living in Belfast</li> <li>▪ % (BCC area) describing their area as mainly one religion or another</li> <li>▪ % hate/sectarian crimes as proportion of population</li> <li>▪ % of residents who consider their area to be a place where people from different religious and political backgrounds get on well together</li> </ul>
<p><b>Tasks / Projects / Initiatives:</b></p> <p><i>Define tasks, projects and initiatives that will be put in place to achieve the key objectives linked to this strategic element.</i></p>	<ul style="list-style-type: none"> <li>• Development of Good Relations Partnership for Peace III funding</li> <li>• Working in partnership with Development Dept on European INTI Cities Project</li> <li>• Implement Good Relations Strategy including Equality Legislation and Disability Strategy</li> <li>• Conflict Transformation Project</li> <li>• Community Safety Diversity Project</li> <li>• St Patrick's Day Carnival Parade</li> <li>• Bonfires Programme</li> <li>• Establish and develop a Migrant Workers Forum</li> <li>• Support and advise local community groups citywide in relation to good relations issues</li> </ul>

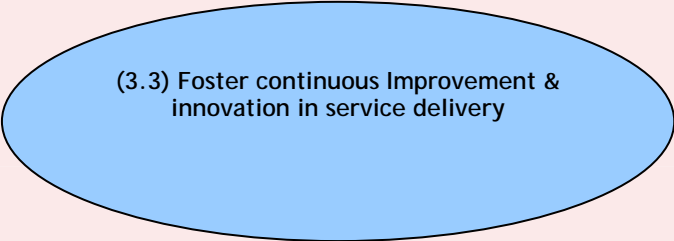
**DEFINING STRATEGIC ELEMENTS**

<p><b>Strategic Element:</b></p> <p><i>Name the Strategic Element that is being defined.</i></p>	 <p>(3.1) Develop and maintain relationships with key stakeholders</p>
<p><b>Definition:</b></p> <p><i>Define the element in a one-three sentence description.</i></p>	<p>We will continue to work with our key stakeholders in order to promote the importance of good relations issues in the city. We will monitor emerging issues and trends which have relevance to the development and maintenance of relationships with our stakeholders. The Unit's key stakeholders include elected Members, Council departments, Council staff, community and voluntary groups and other major agencies.</p>
<p><b>Key Objectives / Priorities:</b></p> <p><i>Identify the key objectives and priorities related to this strategic element and indicate a time frame for these objectives</i></p>	<ul style="list-style-type: none"> <li>• We will maintain and strengthen our existing relationships with key stakeholders and partners.</li> <li>• We will explore and build relationships on an ongoing basis with new stakeholders who we identify as being important in the promotion of good relations issues in the city.</li> </ul>
<p><b>Risks:</b></p> <p><i>Identify the key risks related to this strategic element and objectives identified.</i></p>	<ul style="list-style-type: none"> <li>• GR Risk Register 1 – Failure to promote effectively the benefits of good relations among citizens.</li> <li>• GR Risk Register 6 – Conflict Transformation Project fails to deliver on agreed project outcomes, leading to damage to the Council's credibility and reputation.</li> </ul>
<p><b>Related Key Performance Questions</b></p>	<p><b>Related Key Performance Indicators</b></p>
<ul style="list-style-type: none"> <li>• Do we have effective relationships with the relevant stakeholders?</li> <li>• Are our stakeholder lists regularly updated?</li> <li>• Do we monitor issues &amp; trends in order to develop and maintain our relationships?</li> <li>• Do we manage our relationships in a relevant and productive way?</li> </ul>	<ul style="list-style-type: none"> <li>• No. of meetings of the S75 Consultative Forum</li> <li>• No. of reports/events/projects jointly organised with outside agencies</li> <li>• No. of complaints to Unit or through central complaints</li> <li>• No. of internal working groups/partnerships with GRU representative</li> <li>• No. of external working groups/partnerships with GRU representative</li> <li>• % GRU employees who agree that different parts of the Council work together to achieve common goals</li> </ul>
<p><b>Tasks / Projects / Initiatives:</b></p> <p><i>Define tasks, projects and initiatives that will be put in place to achieve the key objectives linked to this strategic element.</i></p>	<ul style="list-style-type: none"> <li>▪ Continue support work for stakeholder groups (Members / COMT / Depts &amp; Services etc</li> <li>▪ Develop and support the Good Relations Partnership</li> <li>▪ Develop and implement the Good Relations Plan</li> </ul>

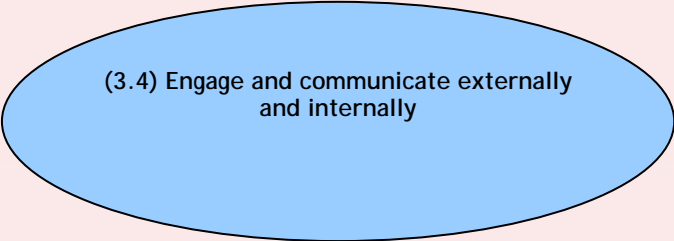
**DEFINING STRATEGIC ELEMENTS**

<p><b>Strategic Element:</b></p> <p><i>Name the Strategic Element that is being defined.</i></p>	 <p>(3.2) Develop and Promote a positive image and reputation</p>
<p><b>Definition:</b></p> <p><i>Define the element in a one-three sentence description.</i></p>	<p>We will promote the values of good relations to elected Members, staff and outside organisations in order to enhance the image and reputation of the Council as a civic leader. We will ensure that all decisions are transparent and open by reporting these through the Good Relations Steering Panel.</p>
<p><b>Key Objectives / Priorities:</b></p> <p><i>Identify the key objectives and priorities related to this strategic element and indicate a time frame for these objectives</i></p>	<ul style="list-style-type: none"> <li>• We will actively identify, reflect on and promote the good work and practice of the Unit.</li> <li>• We will act quickly and effectively in dealing with any negative issues and where possible take corrective action.</li> <li>• We will liaise closely with the Corporate Communications Unit to actively promote a positive image.</li> <li>• We will train staff in the ethos and culture of the organisation to protect its reputation.</li> </ul>
<p><b>Risks:</b></p> <p><i>Identify the key risks related to this strategic element and objectives identified.</i></p>	<ul style="list-style-type: none"> <li>• GR Risk Register 1 – Failure to promote effectively the benefits of good relations among citizens.</li> <li>• GR Risk Register 5 – Council reputation is damaged due to non-compliance with legislation regarding Equality, Good Relations &amp; Disability.</li> </ul>
<p><b>Related Key Performance Questions</b></p>	<p><b>Related Key Performance Indicators</b></p>
<ul style="list-style-type: none"> <li>• Do we promote the values of good relations to elected Members, external organisations and staff in order to enhance the image and reputation of the Council?</li> <li>• Are all our decisions open and transparent?</li> <li>• Is the work of good relations viewed positively?</li> <li>• Do our stakeholders see us as a team that supports them?</li> </ul>	<ul style="list-style-type: none"> <li>• No. of good relations/equality issues communications issued by the Unit</li> <li>• Availability of GRSP/SP&amp;R decisions</li> <li>• % positive returns from monitoring &amp; evaluation reports</li> <li>• No of responses to consultations</li> <li>• No. of complaints</li> <li>• Average no. of applications per advertised post in GRU</li> <li>• % of employees in GRU who agree that “I am proud to tell others that I work for GRU”.</li> </ul>
<p><b>Tasks / Projects / Initiatives:</b></p> <p><i>Define tasks, projects and initiatives that will be put in place to achieve the key objectives linked to this strategic element.</i></p>	<ul style="list-style-type: none"> <li>▪ Work in partnership with key agencies to organize relevant events that promote a positive image</li> <li>▪ Good Relations showcase event (June 08)</li> <li>▪ Develop and implement the Good Relations Plan</li> <li>▪ Publication of CTP research and photographic exhibition</li> </ul>

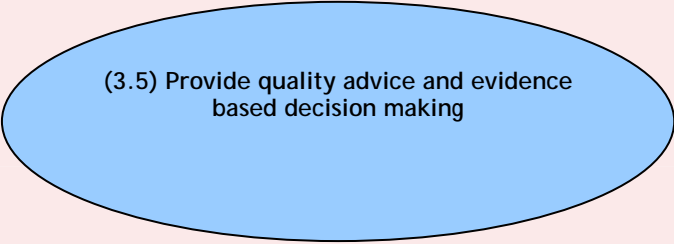
**DEFINING STRATEGIC ELEMENTS**

<p><b>Strategic Element:</b></p> <p><i>Name the Strategic Element that is being defined.</i></p>	
<p><b>Definition:</b></p> <p><i>Define the element in a one-three sentence description.</i></p>	<p>We will encourage all Unit staff to attend relevant training/information sessions and to share subsequent learning with the Unit. We will continually review our processes in order to ensure equality of access and value of outcomes.</p>
<p><b>Key Objectives / Priorities:</b></p> <p><i>Identify the key objectives and priorities related to this strategic element and indicate a time frame for these objectives</i></p>	<ul style="list-style-type: none"> <li>• We will research and be aware of emerging legislation likely to have an impact on service provision and develop appropriate interventions.</li> <li>• We will encourage and support staff to develop and implement improvements.</li> <li>• We will encourage staff to share any learning within the Unit.</li> </ul>
<p><b>Risks:</b></p> <p><i>Identify the key risks related to this strategic element and objectives identified.</i></p>	<ul style="list-style-type: none"> <li>• GR Risk Register 3 – The Council incurs criticism if Peace III funding is not properly delivered.</li> <li>• GRU Risk Register 4 – Service interruption</li> <li>• GRU Risk Register 6 - Conflict Transformation Project fails to deliver on agreed project outcomes, leading to damage to the Council's credibility and reputation.</li> </ul>
<p><b>Related Key Performance Questions</b></p>	<p><b>Related Key Performance Indicators</b></p>
<ul style="list-style-type: none"> <li>• How do we foster improvement and innovation in service delivery within the Unit?</li> <li>• Are we reviewing our processes and are we using this to make improvements?</li> <li>• Are our staff attending relevant training and information sessions and sharing any learning with the Unit?</li> </ul>	<ul style="list-style-type: none"> <li>• No. of reviews undertaken</li> <li>• No. of information sessions, peer/shared learning sessions &amp; Away Days</li> <li>• % of GRU employees who understand how they can contribute to improvements in BCC</li> <li>• No of improvement suggestions in GRU taken forward</li> </ul>
<p><b>Tasks / Projects / Initiatives:</b></p> <p><i>Define tasks, projects and initiatives that will be put in place to achieve the key objectives linked to this strategic element.</i></p>	<ul style="list-style-type: none"> <li>• Achieve / retain IIP accreditation</li> <li>• Use IIP to baseline and improve people management across the team</li> <li>• Regular staff 1-2-1 meetings</li> </ul>

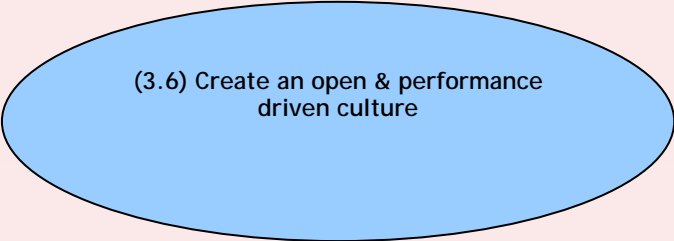
**DEFINING STRATEGIC ELEMENTS**

<p><b>Strategic Element:</b></p> <p><i>Name the Strategic Element that is being defined.</i></p>	
<p><b>Definition:</b></p> <p><i>Define the element in a one-three sentence description.</i></p>	<p>Through monitoring of responses to our services, we will identify the most effective methods of communication with both our external and internal customers. We will respond and listen to customer requests and feedback on our events and services. We will ensure that there is a culture of openness and access to information within the Unit.</p>
<p><b>Key Objectives / Priorities:</b></p> <p><i>Identify the key objectives and priorities related to this strategic element and indicate a time frame for these objectives</i></p>	<ul style="list-style-type: none"> <li>• We will build trust and improve relationships through engagement with all stakeholders.</li> <li>• We will provide an open, transparent communication culture within the Unit.</li> </ul>
<p><b>Risks:</b></p> <p><i>Identify the key risks related to this strategic element and objectives identified.</i></p>	<ul style="list-style-type: none"> <li>• GRU Risk Register 1 – Failure to promote effectively the benefits of good relations among citizens.</li> <li>• GRU Risk Register 5 - Council reputation is damaged due to non-compliance with legislation regarding Equality, Good Relations &amp; Disability.</li> <li>• GRU Risk Register 6 - Conflict Transformation Project fails to deliver on agreed project outcomes, leading to damage to the Council's credibility and reputation.</li> </ul>
<p><b>Related Key Performance Questions</b></p>	<p><b>Related Key Performance Indicators</b></p>
<ul style="list-style-type: none"> <li>• Do we engage and communicate effectively with our customers on all relevant issues?</li> <li>• Do we respond to customer feedback and request?</li> <li>• Do all staff within the Unit have access to the information they need to do their job?</li> <li>• Do we have a clear message that everyone understands?</li> <li>• Are we promoting accessible formats?</li> <li>• Is everyone committed to communication?</li> </ul>	<ul style="list-style-type: none"> <li>• No. of consultative forum meetings</li> <li>• % of service publications which have gained Crystal Mark status</li> <li>• No. of hits on GRU website</li> <li>• No. of complaints about lack of access to information</li> <li>• No. of Unit team meetings</li> <li>• No. of communications to Equality stakeholders</li> <li>• % of employees who are satisfied with communication within GRU</li> <li>• % of employees in GRU who agree that “the information I receive is clear &amp; easy for me to understand”</li> <li>• % of employees in GRU who agree that those above them listen to their views</li> <li>• % of employees in GRU who agree that “when change happens the reasons for it are explained to me”</li> <li>• No. of enquiries to the unit for information in different formats</li> </ul>
<p><b>Tasks / Projects / Initiatives:</b></p> <p><i>Define tasks, projects and initiatives that will be put in place to achieve the key objectives linked to this strategic element.</i></p>	<ul style="list-style-type: none"> <li>▪ Develop &amp; implement an agreed internal communications programme (intercom, Council Briefings, events, seminars etc)</li> <li>▪ Develop &amp; implement an agreed external communications programme</li> <li>▪ Equality seminars &amp; events</li> <li>▪ Moral maze seminar</li> <li>▪ Clash of civilizations seminar</li> <li>▪ CTP seminars</li> </ul>

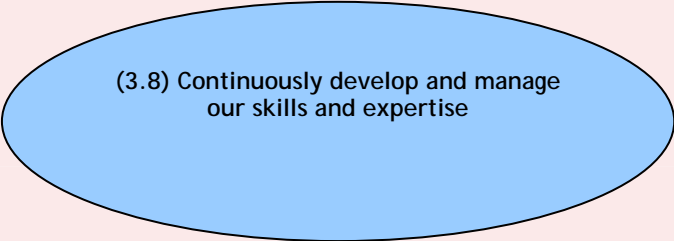
**DEFINING STRATEGIC ELEMENTS**

<p><b>Strategic Element:</b></p> <p><i>Name the Strategic Element that is being defined.</i></p>	
<p><b>Definition:</b></p> <p><i>Define the element in a one-three sentence description.</i></p>	<p>We will ensure that all decision makers have access to the right information and expertise to allow them to make informed decisions. We will ensure that we are fully informed and up-to-date on any legislative requirements that will have an effect on decision making.</p>
<p><b>Key Objectives / Priorities:</b></p> <p><i>Identify the key objectives and priorities related to this strategic element and indicate a time frame for these objectives</i></p>	<ul style="list-style-type: none"> <li>• We will ensure that all decisions are evidence based, clearly communicated and acted upon.</li> <li>• We will ensure that all staff are competent within their job role and satisfactorily empowered to make decisions.</li> </ul>
<p><b>Risks:</b></p> <p><i>Identify the key risks related to this strategic element and objectives identified.</i></p>	<ul style="list-style-type: none"> <li>• GR Risk Register 1 – Failure to promote effectively the benefits of good relations among citizens.</li> <li>• GR Risk Register 5 – Council reputation is damaged due to non-compliance with legislation regarding Equality, Good Relations &amp; Disability.</li> </ul>
<p><b>Related Key Performance Questions</b></p>	<p><b>Related Key Performance Indicators</b></p>
<ul style="list-style-type: none"> <li>• Do we provide quality advice to all departments to make decisions?</li> <li>• Does evidence-based decision-making take place?</li> <li>• Are we fully informed on all relevant legislative requirements that effect decision making?</li> <li>• Are decision-makers satisfied with the quality and presentation of advice?</li> </ul>	<ul style="list-style-type: none"> <li>• No. of inter-departmental working groups with representatives from the GR Unit</li> <li>• % of recommendations rejected or returned for further information by SP&amp;R/GRSP</li> <li>• No. of Council complaints resolved with advice from GR Unit</li> <li>• % of recommendations from commissioned research which are adopted</li> <li>• No. of conferences attended by staff</li> <li>• % of grants approved by GRSP under delegated authority</li> <li>• feedback from training delivered to decisions makers</li> <li>• No. of communications to decision makers on equality issues</li> </ul>
<p><b>Tasks / Projects / Initiatives:</b></p> <p><i>Define tasks, projects and initiatives that will be put in place to achieve the key objectives linked to this strategic element.</i></p>	<ul style="list-style-type: none"> <li>• Reports to Good Relations Steering Panel</li> <li>• Equality Reference Guide</li> <li>• Annual report to Community Relations Unit</li> <li>• Annual report to Equality Commission</li> </ul>

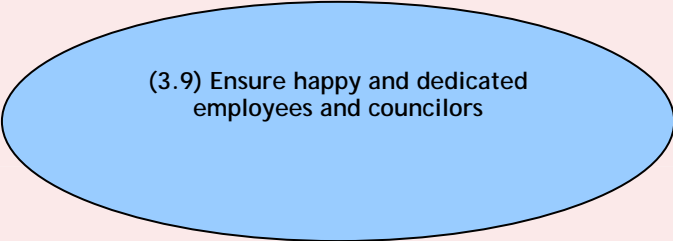
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<p><b>Strategic Element:</b></p> <p><i>Name the Strategic Element that is being defined.</i></p>	
<p><b>Definition:</b></p> <p><i>Define the element in a one-three sentence description.</i></p>	<p>We will develop a culture of trust where performance is openly discussed within the Unit and used to help us learn and improve performance. All Unit staff will be aware of what we want to achieve and how their individual performance contributes to the Unit's objectives.</p>
<p><b>Key Objectives / Priorities:</b></p> <p><i>Identify the key objectives and priorities related to this strategic element and indicate a time frame for these objectives</i></p>	<ul style="list-style-type: none"> <li>• We will clearly outline and communicate what we want to achieve in terms of targets and goals and work with all staff to achieve these.</li> </ul>
<p><b>Risks:</b></p> <p><i>Identify the key risks related to this strategic element and objectives identified.</i></p>	<ul style="list-style-type: none"> <li>• GR Risk Register 1 – Failure to promote effectively the benefits of good relations among citizens.</li> <li>• GR Risk Register 4 – Service interruption</li> </ul>
<p><b>Related Key Performance Questions</b></p>	<p><b>Related Key Performance Indicators</b></p>
<ul style="list-style-type: none"> <li>• Are staff aware of what we want to achieve and how their individual performance contributes to the Unit's objectives?</li> <li>• Do we review performance in a way that leads to improvement and learning?</li> <li>• Do we use 'One to One' interviews to drive improvement and learning?</li> </ul>	<ul style="list-style-type: none"> <li>• % of post event and closure reports completed in relation to events</li> <li>• No. of training/improvement activities based on 1-2-1 interviews</li> <li>• % of employees in GRU who agree that "I feel able to speak up &amp; challenge the way things are done"</li> <li>• % of employees in GRU who feel safe to admit to mistakes</li> <li>• % of employees in GRU, including senior officers receiving individual assessments</li> <li>• % of employees in GRU, including senior officers who have individual goals &amp; objectives for their roles</li> </ul>
<p><b>Tasks / Projects / Initiatives:</b></p> <p><i>Define tasks, projects and initiatives that will be put in place to achieve the key objectives linked to this strategic element.</i></p>	<ul style="list-style-type: none"> <li>▪ Develop &amp; implement our VCM aligned to corporate priorities</li> <li>▪ Collate, analyse &amp; report on our VCM indicators</li> <li>▪ Develop &amp; use formal / informal performance review mechanisms (team &amp; Individual)</li> </ul>

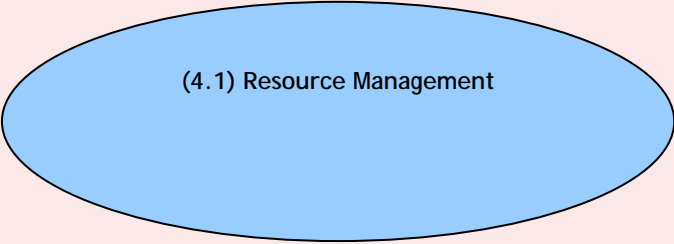
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<p><b>Definition:</b></p> <p><i>Define the element in a one-three sentence description.</i></p>	<p>We will identify and develop the skills, expertise and knowledge required by the Unit to enable us to support Council departments in their service delivery. We will ensure that we are aware of all current policies and emerging issues that impact on our work</p>
<p><b>Key Objectives / Priorities:</b></p> <p><i>Identify the key objectives and priorities related to this strategic element and indicate a time frame for these objectives</i></p>	<ul style="list-style-type: none"> <li>• We will recruit and retain people with the expertise, knowledge and skills to deliver the goals of the Good Relations Unit and the Council.</li> <li>• We will develop professional staff to deliver quality service.</li> <li>• We will improve how we capture, use and share knowledge across the Unit and the organisation.</li> </ul>
<p><b>Risks:</b></p> <p><i>Identify the key risks related to this strategic element and objectives identified.</i></p>	<ul style="list-style-type: none"> <li>• GR Risk Register 1 – Failure to promote effectively the benefits of good relations among citizens.</li> <li>• GR Risk Register 4 – Service interruption</li> </ul>
<p><b>Related Key Performance Questions</b></p>	<p><b>Related Key Performance Indicators</b></p>
<ul style="list-style-type: none"> <li>• Do we know what skills, expertise &amp; knowledge we need to provide an effective service?</li> <li>• Are staff encouraged to develop their skills, expertise and knowledge in relevant areas?</li> <li>• Are staff receiving the right training in order for them to perform?</li> <li>• Do we ensure that we are aware of all current policies and emerging issues that impact on our work?</li> </ul>	<ul style="list-style-type: none"> <li>• % of staff having regular 1-2-1 interviews</li> <li>• No. of evaluations and reporting back on training at 1-2-1 meetings and team meetings</li> <li>• No. of seminars/briefings on relevant issues attended by members of staff from the Unit</li> <li>• No. of quality awards</li> <li>• % of employees in GRU who agree that “in general the training &amp; development activities I have undertaken have helped me do my job better”</li> <li>• % of supervisory employees in GRU who agree that their current team has the knowledge &amp; skills necessary to deliver what is required</li> <li>• % of staff who have completed training who feel that they can apply this to their job</li> </ul>
<p><b>Tasks / Projects / Initiatives:</b></p> <p><i>Define tasks, projects and initiatives that will be put in place to achieve the key objectives linked to this strategic element.</i></p>	<ul style="list-style-type: none"> <li>▪ Conduct an audit of the individual skills contained within GRU.</li> <li>▪ Continually improve the competencies of the GRU team through specialist training</li> <li>▪ All team members to have Personal Development Plans</li> </ul>

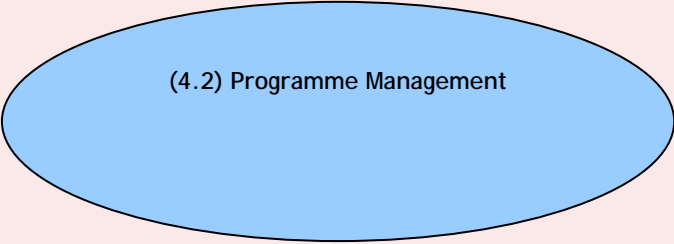
**DEFINING STRATEGIC ELEMENTS**

<p><b>Strategic Element:</b></p> <p><i>Name the Strategic Element that is being defined.</i></p>	
<p><b>Definition:</b></p> <p><i>Define the element in a one-three sentence description.</i></p>	<p>We will assist in creating an environment where all staff, including those from minority or disadvantaged groups, are happy to work and where they feel that their contribution is valued.</p>
<p><b>Key Objectives / Priorities:</b></p> <p><i>Identify the key objectives and priorities related to this strategic element and indicate a time frame for these objectives</i></p>	<ul style="list-style-type: none"> <li>• We will recognise and value the contribution that the staff have made to the Unit both at team and corporate levels.</li> </ul>
<p><b>Risks:</b></p> <p><i>Identify the key risks related to this strategic element and objectives identified.</i></p>	<ul style="list-style-type: none"> <li>• GR Risk Register 4 – Service interruption</li> </ul>
<p><b>Related Key Performance Questions</b></p>	<p><b>Related Key Performance Indicators</b></p>
<ul style="list-style-type: none"> <li>• Do all staff feel that their contribution is valued?</li> <li>• Do staff feel that they are given the necessary assistance and support to undertake their work?</li> <li>• Do Members believe that we are adding value to the Council and to the city?</li> <li>• Are Members supportive of what we do?</li> </ul>	<ul style="list-style-type: none"> <li>• average number of causal sickness absence days</li> <li>• number of grievances/complaints made by staff</li> <li>• % of employees satisfied with how GRU values its staff</li> <li>• % of employees in GRU who agree that “my contribution is valued”</li> <li>• % of employees who agree that “my morale in working for GRU is currently at a high level”</li> <li>• % of employees in GRU who agree that “I take pride in doing my job well”</li> <li>• % of grants approved under delegated authority</li> </ul>
<p><b>Tasks / Projects / Initiatives:</b></p> <p><i>Define tasks, projects and initiatives that will be put in place to achieve the key objectives linked to this strategic element.</i></p>	<ul style="list-style-type: none"> <li>• Regular staff 1-2-1 meetings</li> <li>• Provide councilors with timely and relevant information</li> <li>• Ensure PDPs are applied and reviewed regularly</li> </ul>

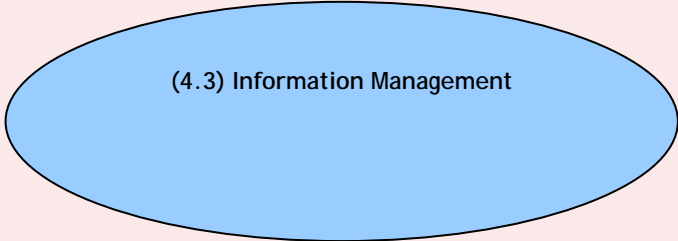
**DEFINING STRATEGIC ELEMENTS**

<p><b>Strategic Element:</b></p> <p><i>Name the Strategic Element that is being defined.</i></p>	 <p>(4.1) Resource Management</p>
<p><b>Definition:</b></p> <p><i>Define the element in a one-three sentence description.</i></p>	<p>We will manage all of our resources effectively and efficiently to ensure value for money in accordance with our overall objectives and good practice generally. We will invest in development of our staff to ensure that our objectives are met and we deliver a value for money service. We will seek to identify other sources of funding in order to ensure value for money for Belfast's ratepayers.</p>
<p><b>Key Objectives / Priorities:</b></p> <p><i>Identify the key objectives and priorities related to this strategic element and indicate a time frame for these objectives</i></p>	<ul style="list-style-type: none"> <li>• We will align resources to enable us to deliver our priorities and ensure the smooth running and operation of the team.</li> </ul>
<p><b>Risks:</b></p> <p><i>Identify the key risks related to this strategic element and objectives identified.</i></p>	<ul style="list-style-type: none"> <li>• GR Risk Register 2 – The Council is not awarded a significant amount of Peace III funding for Belfast</li> <li>• GR Risk Register 4 – Service interruption</li> <li>• GR Risk Register 6 – Conflict Transformation Project fails to deliver on agreed project outcomes, leading to damage to the Council's credibility and reputation</li> </ul>
<p><b>Related Key Performance Questions</b></p>	<p><b>Related Key Performance Indicators</b></p>
<ul style="list-style-type: none"> <li>• Do we plan and manage our spending effectively?</li> <li>• Do we plan and manage how we use assets and resources most effectively?</li> <li>• Do we actively identify other sources of funding in order to ensure value for money for Belfast's ratepayers?</li> </ul>	<ul style="list-style-type: none"> <li>• Production of annual estimates and accompanying yearly plans</li> <li>• Monitoring of monthly budgets</li> <li>• No. of alternative income sources explored/acquired</li> <li>• % of GRU's net expenditure compared with agreed revenue estimates</li> <li>• % of employees in GRU who agree that "there are clear &amp; effective HR policies &amp; procedures"</li> </ul>
<p><b>Tasks / Projects / Initiatives:</b></p> <p><i>Define tasks, projects and initiatives that will be put in place to achieve the key objectives linked to this strategic element.</i></p>	<ul style="list-style-type: none"> <li>• Align business &amp; financial planning within GRU</li> <li>• Align resource planning with Council policies &amp; procedures</li> <li>• Develop a flexible staffing structure</li> <li>• Recruit &amp; develop the best people to allow us to deliver our services</li> <li>• Provide a professional business support function in all areas including; budget monitoring, transaction processing, secretarial and admin duties, absence management</li> </ul>

**DEFINING STRATEGIC ELEMENTS**

<p><b>Strategic Element:</b></p> <p><i>Name the Strategic Element that is being defined.</i></p>	
<p><b>Definition:</b></p> <p><i>Define the element in a one-three sentence description.</i></p>	<p>In relation to our projects and programmes, we will use effective management systems to deliver projects on time and within cost estimates.</p>
<p><b>Key Objectives / Priorities:</b></p> <p><i>Identify the key objectives and priorities related to this strategic element and indicate a time frame for these objectives</i></p>	<ul style="list-style-type: none"> <li>• We will provide management information to facilitate decision making.</li> <li>• We will take decisions where all the relevant information has been considered.</li> </ul>
<p><b>Risks:</b></p> <p><i>Identify the key risks related to this strategic element and objectives identified.</i></p>	<ul style="list-style-type: none"> <li>• GR Risk Register 4 – Service interruption</li> </ul>
<p><b>Related Key Performance Questions</b></p>	<p><b>Related Key Performance Indicators</b></p>
<ul style="list-style-type: none"> <li>• Do we have a programme of work?</li> <li>• Is the programme managed?</li> <li>• Do we use effective management systems to deliver projects on time and within cost estimates?</li> </ul>	<ul style="list-style-type: none"> <li>• Production of a Unit Business Plan</li> <li>• Report regularly to relevant stakeholders</li> <li>• Monitor the budget regularly</li> </ul>
<p><b>Tasks / Projects / Initiatives:</b></p> <p><i>Define tasks, projects and initiatives that will be put in place to achieve the key objectives linked to this strategic element.</i></p>	<ul style="list-style-type: none"> <li>▪ Develop &amp; implement a programme of work for Good Relations</li> <li>▪ Adopt the corporate approach to project management</li> <li>▪ Co-ordinate &amp; risk manage all projects (via the programme of work)</li> </ul>

**DEFINING STRATEGIC ELEMENTS**

<p><b>Strategic Element:</b></p> <p><i>Name the Strategic Element that is being defined.</i></p>	 <p>(4.3) Information Management</p>
<p><b>Definition:</b></p> <p><i>Define the element in a one-three sentence description.</i></p>	<p>We will enhance performance and service by ensuring that we use appropriate, accurate and timely information. We will use suitable systems to enhance reporting and provision of information to clients and to also to assist in improving service.</p>
<p><b>Key Objectives / Priorities:</b></p> <p><i>Identify the key objectives and priorities related to this strategic element and indicate a time frame for these objectives</i></p>	<ul style="list-style-type: none"> <li>• We will use and share information to support improvements to allow us to deliver our services.</li> <li>• We will review our information systems and make improvements as necessary.</li> </ul>
<p><b>Risks:</b></p> <p><i>Identify the key risks related to this strategic element and objectives identified.</i></p>	<ul style="list-style-type: none"> <li>• GR Risk Register 1 – Failure to promote effectively the benefits of good relations among citizens.</li> <li>• GR Risk Register 2 – The Council is not awarded a significant amount of Peace III funding for Belfast.</li> <li>• GR Risk Register 3 – The Council incurs criticism if Peace III funding is not properly delivered.</li> <li>• GR Risk Register 4 – Service interruption.</li> <li>• GR Risk Register 5 – Council reputation is damaged due to non-compliance with legislation regarding equality, good relations and disability.</li> <li>• GR Risk Register 6 – Conflict Transformation Project fails to deliver on agreed project outcomes, leading to damage to the Council’s credibility and reputation.</li> </ul>
<p><b>Related Key Performance Questions</b></p>	<p><b>Related Key Performance Indicators</b></p>
<ul style="list-style-type: none"> <li>• Do we have timely access to appropriate and accurate information?</li> <li>• Do we have systems in place to manage our information?</li> <li>• Do we use information to support decision making and improvement?</li> </ul>	<ul style="list-style-type: none"> <li>• No. of complaints</li> <li>• No. of hits on GRU website</li> <li>• % of employees in GRU satisfied that appropriate information is available for effective decision making</li> <li>• % of employees in GRU satisfied that appropriate information is available for effective priority setting</li> <li>• % of employees in GRU satisfied that appropriate information is available for effective performance management</li> <li>• % of employees in GRU satisfied with access to information about the Council</li> <li>• % of employees in GRU with knowledge of the overall objectives of BCC</li> <li>• % of employees in GRU agreeing that knowledge is shared well</li> </ul>
<p><b>Tasks / Projects / Initiatives:</b></p> <p><i>Define tasks, projects and initiatives that will be put in place to achieve the key objectives linked to this strategic element.</i></p>	<ul style="list-style-type: none"> <li>• Identify better ways to share information</li> <li>• Utilise and input into council wide information systems such as AMS, Clockwise, SAP</li> </ul>



**GOOD RELATIONS FUND – GRANTS AWARDED IN 2007-2008 YEAR**

**Appendix 4**

<b>GR Reference Number</b>	<b>Organisation</b>	<b>Project Name and Summary</b>	<b>Area of Belfast the Project is in.</b>	<b>Amount BCC funded</b>	<b>Category</b>
302/940	Women's Information Group	To work with the statutory and voluntary sector as well as women's groups from across the greater Belfast area in organising and delivering 3 Women's Information Days. These information days will address cultural, political and economic differences while also looking for common bonds to enable women look at issues of mutual concern	City wide	£2,019.00	Community Relations
596/942	Shankill Stress and Trauma Centre	Road to Reconciliation (Levels 2/3) - To participate in the Road to Reconciliation programme with Springwell House, looking at issues such as history, politics, shared histories and looking towards a shared future.	City wide	£4,185.00	Community Relations
587/944	Springwell House	Road to Reconciliation (Levels 2/3) - To participate in the Road to Reconciliation programme with Shankill Stress and Trauma Centre, looking at issues such as history, politics, shared histories and looking towards a shared future.	West	£4,185.00	Community Relations
588/945	Ballynafeigh Community Development Association	A 10 week programme for children from protestant, catholic and minority ethnic backgrounds to explore different cultures through the media of art, dance and drama.	South Belfast	£4,150.00	Community Relations
590/948	Indian Community Centre	A 3 day training programme on anti-racism between members of the Indian Community Centre and local people from North Belfast.	North Belfast	£500.00	Cultural Diversity
591/949	Egyptian Society for Northern Ireland	A day of activities to foster greater understanding between Egyptian people living in Northern Ireland and local people.	City wide	£4,250.00	Cultural Diversity
366/950	Summer Madness	To deliver the annual streetreach programme in over 30 areas of Belfast between 4 <sup>th</sup> & 8 <sup>th</sup> July. This includes a series of seminars and workshops designed to broaden the young peoples' awareness of their own tradition and that of others.	City wide	£5,000.00	Community Relations

592/951	Quaker House Belfast	To deliver a seminar from 7 <sup>th</sup> June – 8 <sup>th</sup> June for representatives of groups who have produced artistic wall hangings to remember relatives who died in the troubles.	City wide	£2,200.00	Community Relations
593/952	St. Patrick's Church of Ireland	Inner East/Short Strand Summer Extravaganza – to bring young people from the interface together by organising a short programme of activities for young people and adults from the Short Strand and Newtownards Road areas on 6 <sup>th</sup> July.	East	£4,100.00	Community Relations
594/953	Council for International Students	International Students Festival – to bring students from all over Belfast and beyond together for a celebration of the diversity of the student community on 3 <sup>rd</sup> November.	City wide	£5,000.00	Cultural diversity
574/954	LINC Resource Centre	To deliver a mentoring programme to new local voluntary community activists who will establish long term partnerships on intra and inter community basis as well as with civic society on issues such as tackling sectarianism, developing shared neighbourhood spaces and other good relations themes.	North	£7,976.00	Community Relations
467/955	Forward Learning Ltd	Timewarp Project – an IT and dialogue programme for 8 groups of young people from interface areas across Belfast, including accredited IT training and community relations dialogue sessions.	City wide	£9,875.00	Community Relations
595/956	Afro Community Support Organisation for Northern Ireland	Abolition of slavery bicentenary – a one day event (14 <sup>th</sup> October 2007) to remember those who suffered as a result of the slave trade and a programme of performance art to promote cultural awareness and diversity in Northern Ireland.	City wide	£2,500.00	Cultural diversity
596/957	Barnardo's Tuar Ceatha Service	Multicultural Day event – a day of events and activities on 13 <sup>th</sup> June for children and families from minority ethnic communities to enable the participants to encounter diversity and multiculturalism.	City wide	£1,300.00	Cultural diversity
507/958	Youth Action NI	Spectrum2 – a 20 week programme with young Polish people exploring various issues related to living in Belfast. Through meeting with local youth groups and using the medium of the arts, the young people will engage with issues of cultural diversity, mutual understanding and relationship building.	City wide	£1,600.00	Cultural diversity
598/959	Tar Anall	Tar Anall Youth Project – to deliver six personal development programmes, each of 12 week duration, to six different groups on issues such as sectarianism, racism and self harm. The programmes will culminate with the groups going away for a residential weekend.	West	£4,140.00	Community Relations

599/961	Belfast Humanist Group	Multi-cultural debate – to plan, organise and run a debate on multiculturalism, bringing together representatives of Islam, Christianity, Judaism and Humanism to discuss and debate areas of similarity and difference.	City wide	£880.00	Cultural diversity
369/962	Ardoyne Fleadh Cheoil Group	Ardoyne Fleadh Cheoil Project – to deliver the ‘North Belfast looks Forward’ debate, the annual Frank McCallum lecture and the Celebration of Faiths event on 6 <sup>th</sup> & 7 <sup>th</sup> August.	North	£4,250.00	Cultural diversity
538/964	East Belfast Mission	Exploring Faith, Values & Traditions – a 6 month facilitated programme to increase the participants’ awareness of their own cultural background and that of others. Themes such as shared values, diversity and pluralism will be explored in this programme.	East	£8,399.00	Cultural diversity
315/968	Polish Association NI	Polish Cultural week – to deliver a number of activities to promote greater awareness of the Polish Community and their culture in Belfast. These events will also serve to bring local Polish people together as they mark Polish Cultural Week.	City wide	£4,700.00	Single identity
601/969	Springfield Charitable Association	Ethnic Community Integration Project – a series of training programmes and workshops on building skills around good relations and diversity issues, complemented with cultural and social events to encourage positive race relations and nurture integration.	North & West	£4,500.00	Cultural diversity
279/970	Feile an Phobail	August Feile – to deliver a number of activities during the August Feile festival that will celebrate all that is good about the West Belfast Community, respecting the diversity of cultures through using the media of music, drama, discussions and exhibitions.	City wide	£3,906.00	Cultural diversity
400/971	Lagan Watersports	Active Diversity 2 - To deliver a programme of activities and discussion based workshops to build better relations amongst different local ethnic groups in the inner east area of Belfast.	East	£1,750.00	Cultural diversity
362/972	Northern Ireland Tolerance Educational Cultural Association (NI-TECA)	NI-TECA will organise two events – an interfaith evening in October and a Hanukkah Celebration in December at the Belfast Synagogue.	City wide	£1,800.00	Cultural diversity
469/973	Dairy Farm Jobclub	Connecting Cultures - This proposal will work towards reducing social isolation experienced by those living in areas affected by the conflict. It will offer opportunities for people from the two main communities to address barriers to social and economic re-engagement.	City wide	£7,560.00	Community Relations

437/974	St. Peter's Immaculata Youth Club	Unsung heroes - To participate in the Road to Reconciliation programme with Shankill Stress and Trauma Centre, looking at issues such as history, politics, shared histories and looking towards a shared future.	City wide	£5,000.00	Community Relations
602/975	Tinderbox Theatre Company	The Duke of Hope outreach programme - Tinderbox plans to hold a series of workshops with pupils from a range of schools throughout Belfast. They will explore their own and others identities through drama and dialogue, and, as a result, be in a position to respect one another.	City wide	£4,000.00	Cultural diversity
553/978	Ballysillan Presbyterian Church	Civic/church relationship conference - To run a conference in the autumn of 2007 involving members of local civic and faith communities in North Belfast as a contribution to community relations work.	North	£2,493.00	Community Relations
514/979	Queen's Film Theatre	Bridging the Divide Part 3 - This project will bring together young people, aged 14 – 20 years old, from Mornington Community Project, Donegall Pass and the Chinese Welfare Association to discuss the legacy of the conflict, racism and learn new skills around film making.	South	£8,510.00	Community Relations
357/982	Community Convention & Development Company	Developing a Health and Lifestyle project with men aged 50+ from the Lower Shankill and the Markets. - To build better relationships between the communities of West and South Belfast by tackling problem concerning poor health amongst men aged 50+. The health issues addressed will relate closely to issues connected with the legacy of the troubles.	West & South	£4,100.00	Community Relations
288/983	Belfast Islamic Centre	Islam for service providers: To develop and pilot an information pack to be used in Islamic awareness sessions that will then be delivered to a number of sectors within Belfast to build better relations between the Islamic community and the wider community.	City wide	£4,550.00	Cultural diversity
294/984	Belfast Festival at Queens	Truth In Translation - To run a series of workshops following the staging of a production recounting the experiences of the Truth and Reconciliation Commission in South Africa. The workshops will engage people with the issues that the production will raise.	City wide	£7,495.00	Community Relations

491/985	Community Dialogue	Understanding diversity within society - This course will confront issues of difference, realistically deal with fears and prejudices and invite participants to look at different ways to respond to those they fear. They will also unpack the meaning of sectarianism and understand the difference between strongly held views to which people are entitled and views which can legitimately be seen as sectarian.	City wide	£6,750.00	Community Relations
606/986	St. Colmcille's/Gilnahirk	To run a weekend residential at the Corrymeela Centre for a number of families connected to St. Colmcilles and Gilnahirk churches in East Belfast.	East	£2,500.00	Community Relations
589/987	Ballynafeigh Community Development Association	Shared Neighbourhood Week - To deliver a programme of activities and events, with the aim of promoting shared living and cultural diversity in the shared neighbourhood of Ballynafeigh.	South	£5,500.00	Cultural Diversity
607/988	North Belfast Women's Initiative & Support Project	A series of events aimed at bringing women and children from Glenbryn together with women and children from other cultures to build relationships, explore common interests and cultural differences.	North	£4,515.00	Cultural Diversity
305/990	Shankill Women's Group	This proposal is to bring 24 women, 12 from the Shankill area and 12 from the Falls Rd and Oldpark area together to engage in cross community and capacity building activities culminating in a number of site visits.	North & West	£5,000.00	Community Relations
608/992	Arts for All	Arts for All will examine a number of community art projects throughout north Belfast to assess how this medium lends itself to addressing difficult and contentious issues around good relations themes and produce a piece of best practice research.	North	£3,100.00	Community Relations
609/993	Greater Village Regeneration Trust	Delivery of an 'Us and Them' course in partnership with the WEA, as part of a wood working skills and personal development project for 12 unemployed young males from the Village area.	South	£1,700.00	Community Relations
248/994	Training for Women Network	Young Women's Project and Inspirational Conference - Development and delivery of a Young Women's Inspirational Conference by a Belfast-wide cross-community young women's group	City wide	£7,500.00	Community Relations
610/995	Peace Players International	To run a 6 month sustained programme of engagement with 60 young people from 5 Belfast City Council community centres focussing on personal development, fitness and good relations.	City wide	£10,000.00	Community Relations

360/1001	Corner House Cross Community Family Centre & Duncairn Community Centre in Tiger's Bay	This project aims to offer 15 women from Tigers Bay and the New Lodge areas of Belfast the opportunity to participate in a cross community residential in the Ulster Folk and Transport Museum. The residential will focus on issues of conflict resolution and strengthening local intercommunity relationships.	North	£712.00	Community Relations
613/1002	Dance Starz	To work with local community artists, dance tutors young people and adults from the North Belfast area in the preparation and delivery of a dance festival next April.	North	£3,760.00	Cultural Diversity
619/1014	Northern Light Review	This project seeks to run a series of conference events on the theme of active citizenship in a shared society, the key focus being that active citizenship can be something that transcends community divides.	City wide	£2,060.00	Community Relations
348/1015	Chinese Welfare Association	To run a series of events during January and February 2008 to mark Chinese New Year.	City wide	£3,600.00	Single identity
516/1017	The Irish Association of Cultural, Economic & Social Relations	To run a two day conference exploring North - South Relations through the experience of people who grew up in the South, now living and working in the North and people who grew up in the North and are now residing in the South.	City wide	£2,900.00	Community Relations
622/1022	The Horizon Project	Broadening Horizons – a training programme for community, youth and arts workers from throughout Belfast on racism, good relations, citizenship, homophobia, NLP and meditation and a citizenship conference for young people.	City wide	£7,375.00	Community Relations
624/1027	St. Joseph's College, Belfast	Celebrating Cultural Diversity – this proposal aims to run a cultural diversity day in the school. Local minority ethnic support organisations will be invited to the school to deliver diversity and art and craft workshops.	City wide	£1,500.00	Cultural Diversity
625/1030	Waterfront Artistic Troops	To hold a photographic exhibition documenting post-conflict Belfast youth culture in Conway Mill, Shankill Library and the Linenhall Library during November and December.	City wide	£4,970.00	Community Relations
325/1032	Indian Community Centre	Diwali – A day to come together and celebrate light. The proposals contained in this application seek funding towards a series of events that seek to engage local communities in activities with the local Indian Community Centre. The goal of the events is to break down barriers and learn about other cultures with the aim of building greater awareness and improving civic life in the local area.	City wide	£2,500.00	Cultural diversity

568/1036	Sandy Row Residents Association	New cheers for the Row - To create a film documenting the journey and engagement process that the Sandy Row Falcons Cheerleaders have undertaken over the last number of years. The final section of the film will involve the group participating in the 2008 St. Patrick's Day parade in Belfast City Centre. This film seeks to challenge traditional stereotypes of the Sandy Row and also challenge those from within the community on engagement with other communities.	South	£9,650.00	Community Relations
485/1106	Irish School of Ecumenics	Moral Maze Series: Ethical questions and a shared future - A series of 5 public events will be held in north, south, east, west and city centre location, providing opportunities for dialogue and encounter, awareness raising and empowerment in moving through a moral maze.	City wide	£6,100.00	Community Relations
603/1107	Corpus Christi Youth Centre	Southcity and Corpus Christi Drama Production - To provide a sustained level of engagement between young people from Corpus Christi youth centre in Ballymurphy and young people from the Village area of South Belfast, through the development and production of a drama.	South & West	£4,500.00	Community Relations
663/1108	Belfast Interface Project – members survey	A survey conducted of members' needs conducted by Community Evaluation NI (CENI) to inform BIP's work in promoting the social and economic regeneration of interface communities and the peaceful co-existence of Belfast's interface communities.	City wide	£2,223.00	Community relations
662/1109	KABOSH Theatre	The Jewish Memory Project - This project aims to create an oral history programme involving 100 participants – archiving the stories of the aging Jewish community in Belfast and NI as well as those who recently emigrated. This oral history project will then be used to inform an innovative premiere theatre production, exhibition and publication that tells the story and history of the Jewish community within Belfast and NI.	North	£7,500.00	Cultural diversity
663/1110	Citizens Advice Bureaux, Belfast	Volunteer and Staff Cultural Awareness Residential Programme - This proposal from CABx Belfast aims to run a training and planning two day residential for 35 volunteers and staff exploring issues relating to cultural and ethnic diversity, the increase in inward migration, prejudices and perceptions. Staff and volunteers will also spend time reflecting on how their service can meet the needs of a diverse clientele.	City wide	£2,950.00	Cultural diversity

458/1111	Ballymac Centre	'Back to the Future' - 'The Back to the Future' project is a training programme which will engage 15 males, mainly ex prisoners from East Belfast. The programme aims to create a safe space to enable participants to critically reflect on key events in Irish / Northern Irish history.	East	£6,540.00	Single identity
664/1112	Greater Shankill Alternatives	Teaching Respect Understanding & Social Tolerance (TRUST) - The project will provide a creative and safe experience for participants to engage in issues around identity, good relations, conflict resolution etc. This will culminate in an international study visit to explore experiences of those in other conflict zones.	West	£7,950.00	Community Relations
665/1113	Belfast Jewish Community	Three faiths together: A Jewish, Muslim and Christian cultural performance at Belfast synagogue.	City wide	£2,000.00	Cultural Diversity
666/1114	West Belfast Parents Support Group	Youth Development (Young Women's Programme) - To empower local young women who have Autism and Asperger's syndrome to participate in the equality and good relations agenda through a programme of engagement, skills development and relationship building.	West	£2,000.00	Community Relations
368/1115	Finaghy Crossroads Group	Cross Community Pensioners Christmas Dinner Evening - To harness the skills of the local community to deliver a cross community good relations evening of activities for local vulnerable elderly residents culminating in a Christmas dinner.	South	£4,400.00	Community Relations
430/1116	Markets Development Association	Cultural Diversity Christmas Project: Two Christmas events which aim to develop relations between indigenous and newly settled Chinese people living in the Markets area.	South	£1,900.00	Cultural diversity
332/1117	Belfast Interface Project – interface mapping	Non NIO-built Defensive Architecture - Using research, to develop a clearer picture of the current physical division of communities in Belfast by mapping structures that have been built by agencies other than the NIO.	City wide	£500.00	Community Relations
667/1118	Community Engagement (Duncairn)	A celebration of the music and life of James Galway, and the musical heritage of the Duncairn/Tigers Bay area.	North	£5,000.00	Single identity

279/1119	Féile an Phobail	Féile an Earraigh To run a series of community and cultural events as part of the West Belfast Spring Festival during the month of February 2008.	City wide	£9,990.00	Cultural diversity
668/1120	Botanic Primary School	To promote the diversity of the school through a programme of photography and an exhibition to tell the story of this diversity to the wider community.	City wide	£4,200.00	Cultural diversity
669/1121	Open Doors Leaning Centre	Programme of discussion workshops with two groups of young people using the medium of art to explore issues such as race, immigration, stereotypes, prejudice and genocide.	City wide	£5,800.00	Community Relations
670/1122	Finaghy/Horn Drive Community Centre Committees	To deliver an intensive 8 month programme of Good Relations engagement, mentoring and training for young people from the Finaghy and Horn Drive Community Centres.	City wide	£6,045.00	Community Relations
671/1123	Upper North Belfast Community Empowerment Partnership	Look at Me - This proposal will begin the process of exploring the culture and traditions of this loyalist community, explore how they are viewed by the wider unionist community and how they perceive the nationalist community. The findings will be published as a qualitative piece of research.	North	£4,750.00	Single Identity
254/1129	Irish Football Association	Football without Frontiers - This proposal aims to run a conference and youth forum to highlight best practice in challenging sectarianism and racism in football. A representative from Northern Ireland, Republic of Ireland, Scotland and England will be chosen to highlight good practice within their respective countries in challenging racism and sectarianism. A youth forum will also be held prior to the conference bringing together 15 young people with the aim of empowering them with the skills to challenge racism and sectarianism.	City wide	£5,605.00	Community Relations
517/1130	Northern Ireland Community Builders Programme	NICB 2008 Conference - To deliver a conference involving all of the past participants of Northern Ireland Community Builders programmes, to engage in further work to build on the successes of previous programmes.	City wide	£7,500.00	Community Relations

672/1131	Harlandic Male Voice Choir	Reaching out and recruiting members from the wider community - To access some resources to develop an engagement and recruitment strategy within the wider East Belfast community	East	£700.00	Cultural Diversity
307/1132	Northern Ireland Tolerance, Educational Cultural Association (NI-TECA)	This proposal is to organise a panel discussion on the topic 'Is the "Clash of Civilizations" inevitable?' which will explore and emphasise opportunities for a harmonious and peacefully shared future for people from different backgrounds and cultures.	City wide	£1,824.00	Cultural Diversity
673/1135	CHARTER	Challenge to manage change through Engagement - A 3-month engagement programme of dialogue, culture and history between loyalist communities in East Belfast and local Polish migrant groups	East	£7,500.00	Community Relations
675/1138	Education Welfare Project Team	Transition Programme: To bring together young people from two primary schools in South Belfast, Blythefield and St Malachy's, to participate in a 6 week personal development programme focused on building positive relations between the schools and pupils involved. The programme will be facilitated by the Education Welfare Project Team.	South	£960.00	Community Relations
676/1139	A-Freek-A	A-Freek-A! is a cross-community, inner-city group. The main aim of this project is to develop mutual understanding through team building activities, learning and performing alongside a similar group from inner city Dublin called MaSamba.	City wide	£3.600.00	Cultural diversity
680/1149	Falls Youth Providers	Community Engagement – the project will run over a six month period to engage with young people and residents to reduce the tension and anti-social behaviour along the interface of the Falls Ward and the Village area.	West & South	£10,000.00	Community Relations

**ST. PATRICK'S DAY SMALL GRANTS SCHEME 2008****a. Up to £1,000**

387/1012	Upper Ardoyne Youth Centre
319/1013	Short Strand Community Forum
519/1016	Denmark Street Community Centre
243/1018	Ballymacarrett Arts & Cultural Society
635/1055	Ballysillan Community Forum (up to £825)
401/1078	Bridge Community Association
569/1089	Arts Ekta
661/1104	Blackie Community Groups Association

**b. Up to £500**

616/1006	Harbour Lights Senior Women
620/1019	Nubia South Belfast Eagles
623/1026	St. Kevin's Senior Group
628/1038	Older Men's Action Group
350/1039	An Droichead
568/1040	Sandy Row Residents' Association
632/1049	East Belfast & Castlereagh Age Concern
386/1067	Woodvale/Cambrai Youth & Community Group
646/1077	Action on Disability
452/1086	Lagan Valley Heritage & Cultural Society (South Belfast)
607/1091	North Belfast Women's Initiative & Support Project
567/1095	Frank Gillen Centre
655/1096	Albert Street Community Centre Ltd
656/1098	North Road Visually Impaired Group
658/1100	Empire Community Centre
379/1105	South City Resource & Development Centre

**c. Up to £400**

328/999	Walkway Community Association
612/1000	Woodvale Young at Heart 50+ Group
397/1007	Inner East Youth Project
617/1008	Salisbury Special Olympics Club
621/1020	Malvern Primary School
448/1024	The Thursday Senior Citizens' Club
522/1028	Willowfield Parish Community Association
626/1031	Sailortown Cultural & Historical Society
416/1034	Shore Crescent Friendship Club
560/1037	Quality User Group

629/1041	Cairn Lodge Amateur Boxing Club
431/1042	Clonard/Springfield Senior Citizens' Club
526/1043	Sherbrook Senior Citizens
520/1048	Duncairn Friday Women's Group
633/1050	Sydenham Historical & Cultural Society
634/1051	The Ullans Academy
393/1052	Whitecity Community Development Association
553/1054	Ballysillan Presbyterian Church
637/1057	Corpus Christi Services
550/1059	Lower Ormeau Residents Action Group
458/1061	Ballymac Centre
639/1064	Fifty Plus Group
640/1065	Inverary Community Centre Committee
539/1068	Docksiders Senior Men's Group
641/1069	North Belfast Cultural Society
369/1070	Ardoyne Fleadh Cheoil Project
538/1071	East Belfast Mission
643/1073	Manor Street/Cliftonville Community Centre
644/1074	Brookvale Seniors Group
256/1075	The Queen's University of Belfast Foundation
645/1076	Indian Senior Citizens 50+ Club
433/1079	Crumlin Road Presbyterian Church
647/1080	North Belfast Number Four Club
649/1083	Age Concern
651/1085	Village Maids Highland Dance Committee
653/1093	Face Inclusion Matters
380/1097	South Belfast Malecare
657/1099	Friends of Fruithill
414/1103	The Ulster Society

**d. Up to £250**

308/998	Star Neighbourhood Centre
614/1003	Utopia Dance Troupe
417/1009	Midland Senior Citizens Club
527/1011	Belles of Belmont Ladies Club
552/1021	Fane Street Primary School
449/1025	Twin Spires Community Group
413/1029	Trinity New Lodge Senior Citizens Club
627/1035	Glen Colin Residents Association
630/1045	Belfast Central Branch, Carers UK

460/1046	Lower Woodstock Community Association
631/1047	Ardcarn Korner Club
447/1058	Clara Park Tenants & Residents Association
407/1060	Whitecity Over 50's Group
638/1063	Ballysillan Senior Citizens Association
531/1066	VSB – the volunteer centre for Belfast & Castlereagh
642/1072	Newington Amateur Boxing Club
424/1081	Ballymacarrett Community & Cultural Engagement Project
648/1082	Greater Shankill Seniors
652/1088	Golden Girls
454/1092	Eglinton Presbyterian Church Senior Citizens Club
654/1094	Darby Girls
659/1101	Aonad II Spoirt Bharr and Chlunai
660/1102	Ballysillan Elim Community Outreach
<b>e. up to £200</b>	
360/997	Corner House Cross Community Family
615/1004	Church of the Firstborn
442/1005	Tearmann Fold Residents Association
618/1010	Midland Arts Club
556/1044	West Belfast District Scout Council
537/1053	Mountpottinger Presbyterian Senior Citizens Group
636/1056	Avoniel Over 50s
400/1062	Lagan Watersports Ltd
650/1084	St. John's Pre-school playgroup
398/1087	Clarawood 50+ Club