

PLAN IMPLEMENTATION

Indicative Actions	Peace III, 1.1 Resource Allocation	Local Implementation Structures (Lead Partner etc)	Performance Measurement			Complementarity
			Outputs/Results/Targets	Outcomes/Impacts	Possible Indicators to Measure Performance	
Successful management and implementation of plan	£6,299,415	Good Relations Partnership	<ul style="list-style-type: none"> Establishment of Good Relations Partnership by June 2008 Ratification of the Plan by June 2008 Induction for 22 Partnership members by September 2008 Recruitment and appointment of Programme staff by September 2008 To hold at least 16 meetings of the Good Relations Partnership by end December 2010 To agree criteria, operational manuals and assessment framework for open and commissioned calls by January 2009 To disseminate 1 annual report by October 2009 which includes at least 6 good practice case studies and, hold at least 2 meetings to review progress by end 2009 To consult on, and agree, Peace Plan for 2011-2013, including public consultation meetings in 2010 with at least 120 participants To hold 4 developmental workshops between January 2009 and December 2010 which will generate at least 12 small grant applications from under-represented groups To disseminate 1 annual report by October 2010 which includes at least 6 good practice case studies 	<p>Successful implementation of the Plan and achievement of its targets</p> <p>Successful communication of good practice, achievement of targets and City vision</p>	All appropriate and relevant indicators including those recommended by SEUPB and those outlined in the Belfast Good Relations Plan. A Monitoring & Evaluation Framework has been developed for the overall Programme.	Liaise with appropriate funding bodies delivering programmes in Belfast, including SEUPB regional grants, International Fund for Ireland, Atlantic Philanthropies and other appropriate funding bodies.

THEME 1 – BUILDING SHARED CITY SPACE

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<p>1.1 Safe Accessible and Shared City Centre</p> <p>Take steps to secure the City Centre as an integrated space and ensure that major public spaces are shared and permit open access</p>	£100,000 (100%)	Commissioned Call	<ul style="list-style-type: none"> A cross border conference attended by 60 senior representatives by December 2009 on theme of sharing best practice, to ensure that major public spaces, including retail, leisure and entertainment, remain shared, safe and accessible for all, including the key target groups of the young, the elderly, women and the disabled 	<ul style="list-style-type: none"> Change in attitudes to sharing. Reduction in tension Reduction in sectarian or racist incidents at key locations Coherence in public policy and activities Protection and growth of existing shared areas Good practice models developed for replication Improved levels of trust and tolerance Reduction of prejudice Increased footfall in City centre Arterial routes enhanced as shared accessible safe spaces with reduction in manifestations of sectarianism and racism 	Indicators recommended by SEUPB including NI Life and Times survey, census data, PSNI statistics, statistics from NIHE, Parades Commission, Programme for Government indicators, continuous household survey results, and Council corporate indicators including those in the Belfast Good Relations Plan	All the indicative actions outlined below will be designed to complement existing provision, funding programmes and initiatives. Details will be completed upon completion of the SNAP Neighbourhood Delivery Audit which will give a complete picture of services and initiatives delivered in the City. This is due in early Spring 2009
<p>1.2 Arterial Routes</p> <p>Develop an integrated approach to ensure that the primary arterial routes are safe and accessible to all, with a particular focus at interface areas, by working through the established Council-led partnership, involving community and private sectors</p>	£800,000 (100%)	Through established Council-led partnership	<ul style="list-style-type: none"> Targeted Belfast City Council intervention on at least 4 arterial routes, with a particular focus on interface areas 			
<p>1.3 Mobility</p> <p>With Translink and community transport providers on mobility and safety issues</p>	£50,000 (100%)	Commissioned Call	<ul style="list-style-type: none"> Research completed to establish baseline of mobility patterns of 500 people in Belfast by September 2009 			

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<p>1.4 Community Cohesion at Local Level</p> <p>Work with areas that are currently mixed to protect their character, continue to diffuse tensions and promote community cohesion</p>	£150,000 (100%)	Partnership approach with negotiated lead partner with key community organisations	<ul style="list-style-type: none"> At least 2 local area networks established by March 2010 Establish cross border network to share practice on integration and cohesion and produce a local community toolkit by June 2010 	<ul style="list-style-type: none"> Change in attitudes to sharing Reduction in tension Reduction in sectarian or racist incidents at key locations Coherence in public policy and activities Protection and growth of existing shared areas Good practice models developed for replication Improved levels of trust and tolerance Reduction of prejudice Increased footfall in City centre Arterial routes enhanced as shared accessible safe spaces with reduction in manifestations of sectarianism and racism Perceptions of safety improved Improved levels of trust and tolerance Improved cross border relations Improved local practice on integration Reduction in hate crimes Changes in attitudes Good practice models developed Increased sharing and interaction in Council open spaces Reduction in tensions 	Indicators recommended by SEUPB including NI Life and Times survey, census data, PSNI statistics, statistics from NIHE, Parades Commission, Programme for Government indicators, continuous household survey results, and Council corporate indicators including those in the Belfast Good Relations Plan	All the indicative actions outlined below will be designed to complement existing provision, funding programmes and initiatives. Details will be completed upon completion of the SNAP Neighbourhood Delivery Audit which will give a complete picture of services and initiatives delivered in the City. This is due in early Spring 2009
<p>1.5 Programming Open Spaces</p> <p>A programme of animation to promote sharing, interaction and tolerance, with particular reference to parks and open spaces</p>	£100,000 (100%)	Belfast City Council led	<ul style="list-style-type: none"> At least 5 initiatives/events held in at least 3 Council open spaces by September 2010 which promote sharing and interaction Establish a cross border network to examine value of public space in promoting shared events by October 2009 			
<p>1.6 Open Call</p> <p>Small grants programme up to £25k</p>	£150,000 (100%)	Partnership open call to smaller groups based on agreed criteria	<ul style="list-style-type: none"> At least 6 community projects grant-aided to a maximum of £25k by September 2010 to involve at least 200 direct beneficiaries of whom at least 30% will come from targeted groups. At least 3 must contain a 30% cross border element 			

Theme 2 – Transforming Contested Space

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<p>2.2 Local Mediation Capacity Building Process</p> <p>Promote and facilitate dialogue, mediation and inter-community engagement, particularly around issues of division, ie parades, flags, derelict sites etc by working with a range of agencies</p>	£200,000 (100%)	Commissioned call delivered by community/voluntary sector	<ul style="list-style-type: none"> An east, west, north and south conference on mediation good practice by September 2009 with over 60 practitioners and presentation of 3 Belfast case studies A Citywide network of community practitioners challenged with delivering upwards of 6 cross community capacity building programmes with a minimum of 60 participants completing accredited training At least 12 accredited trainers representative of the City 	<ul style="list-style-type: none"> Reduction in tension at targeted interfaces Coherence in public policy approach. Mediation resource Reduction in contested parades Reduction in physical barriers Increased cross community contact Increased trust and mobility Engagement in cross community networks Increased capacity for engagement Increased accessibility to public services Decrease in aggression Decrease in flag flying Decrease in incidents at bonfire sites and anti social behaviour Reduction in racist graffiti More normalised patterns of access More co-ordinated public intervention 	Indicators recommended by SEUPB including NI Life and Times survey, census data, PSNI statistics, statistics from NIHE, Parades Commission, Programme for Government indicators, continuous household survey results, and Council corporate indicators including those in the Belfast Good Relations Plan	All the indicative actions outlined below will be designed to complement existing provision, funding programmes and initiatives. Details will be completed upon completion of the SNAP Neighbourhood Delivery Audit which will give a complete picture of services and initiatives delivered in the City. This is due in early Spring 2009
<p>2.3 Inter-community Forum including Dialogue on Removal Interfaces</p> <p>Support local community plans that are aimed at taking down interface walls and other physical barriers</p>	£450,000 (100%)	Commissioned call delivered by community/voluntary sector	<ul style="list-style-type: none"> At least 5 networks established by September 2009 in contested interface areas. engaging local people, statutory organisations and political leadership of areas challenged with removing or reduced physical divisions Progress to the removal or reduction of at least 4 physical barriers in the City, 10% of existing barriers in City. At least 4 locally agreed community plans 			
<p>2.4 Engagement Capacity Building</p> <p>Support areas that are currently under threat of community tension to reduce pressure and prevent further polarisation and physical divisions</p>	£50,000 (100%)	Commissioned call delivered by community/voluntary sector	<ul style="list-style-type: none"> At least 3 community groups addressing issues related to vulnerability, change and community cohesion with at least 60 participants over duration of programme At least 2 frameworks for engagement produced by participating groups by December 2010 			

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<p>2.5 Dealing with Physical Manifestations</p> <p>Support local community led projects in developing good practice regarding contested space and aim to reduce manifestations of sectarianism or racism or patterns of territoriality ie murals, flags and bonfires and promote community cohesion</p>	£300,000 (100%)	Council led partnership	<ul style="list-style-type: none"> An increase of at least 6 groups participating in the Belfast City Council bonfires programme by June 2009 A locally agreed flags charter piloted in 4 areas by March 2010 At least 8 positive expressions of local identity which replace aggressive sectarian and racist murals in the period April 2009-September 2010 including 2 which have direct impact on access to public service centres 	<ul style="list-style-type: none"> Reduction in tension at targeted interfaces Coherence in public policy approach Mediation resource Reduction in contested parades Reduction in physical barriers Increased cross community contact Increased trust and mobility Engagement in cross community networks Increased capacity for engagement. Increased accessibility to public services Decrease in aggression Decrease in flag flying Decrease in incidents at bonfire sites and anti social behaviour Reduction in racist graffiti More normalised patterns of access More co-ordinated public intervention 	Indicators recommended by SEUPB including NI Life and Times survey, census data, PSNI statistics, statistics from NIHE, Parades Commission, Programme for Government indicators, continuous household survey results, and Council corporate indicators including those in the Belfast Good Relations Plan	All the indicative actions outlined below will be designed to complement existing provision, funding programmes and initiatives. Details will be completed upon completion of the SNAP Neighbourhood Delivery Audit which will give a complete picture of services and initiatives delivered in the City. This is due in early Spring 2009
<p>2.7 Youth Intervention Programme</p> <p>Develop long term engagement for young people at particular flashpoint areas</p>	£300,000 (100%)	Commissioned call	<ul style="list-style-type: none"> At least 12 youth groups from interface areas engaged on enhanced inter cross community and cross border programmes by September 2010 with at least 50% in year 1 At least 25 schools engaged in an enhanced inter-community and cross border programme which promotes community cohesion and citizenship by September 2010 with 12 in year 1. A conference in October 2009 led by young people for young people on issues related to community cohesion and citizenship attended by 120 young people from informal and formal education 			

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<p>2.8 Open Call</p> <p>Small grants programme up to £25k</p>	£300,000 (100%)	Open call to smaller groups based on agreed criteria	<ul style="list-style-type: none"> At least 12 community projects grant aided to a maximum of £25k by March 2010 to involve upwards of 360 direct beneficiaries of whom at least 30% will come from targeted groups. At least 6 must contain a 30% cross border element 	<ul style="list-style-type: none"> Reduction in tension at targeted interfaces Coherence in public policy approach Mediation resource Reduction in contested parades Reduction in physical barriers Increased cross community contact Increased trust and mobility Engagement in cross community networks Increased capacity for engagement Increased accessibility to public services Decrease in aggression Decrease in flag flying Decrease in incidents at bonfire sites and anti social behaviour Reduction in racist graffiti More normalised patterns of access More co-ordinated public intervention 	Indicators recommended by SEUPB including NI Life and Times survey, census data, PSNI statistics, statistics from NIHE, Parades Commission, Programme for Government indicators, continuous household survey results, and Council corporate indicators including those in the Belfast Good Relations Plan	All the indicative actions outlined below will be designed to complement existing provision, funding programmes and initiatives. Details will be completed upon completion of the SNAP Neighbourhood Delivery Audit which will give a complete picture of services and initiatives delivered in the City. This is due in early Spring 2009

Theme 3 – Shared Cultural Space

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<p>3.1 City of Festivals</p> <p>Work with a range of groups to support local community festivals, based on a new civic charter on standards, based on the Chicago City of Parades model, eg Chinese New Year, St Patrick's Day, Orangefest etc eg work with Grand Orange Lodge and Féile an Phobail. This would include minority language events</p>	£350,000 (100%)	Commissioned call delivered by statutory sector in partnership with community/voluntary sector	<ul style="list-style-type: none"> Development of framework to increase sharing and interaction in cultural festival activities in City by June 2009 Enhance sharing and community cohesion element of 10 existing festivals Support the establishment of at least 2 new community based festivals. representing new cultural identities in City by end of 2010 A cross border exchange programme for 6 community based festival providers to share good practice by December 2009 	<ul style="list-style-type: none"> Increased respect for communities own traditions and cultures Increased co-operation between agencies Increased co-operation between faith groups, churches and congregations Increased cross border contacts and relationships Changes in audience demographic statistics Reduction in attacks on symbolic premises Reduction in anti-social behaviour incidents Aligned to targets of Culture and Arts programme Reduction in hate crime Improved employability Young people constructively engaged in understanding and respecting different cultures 	Indicators recommended by SEUPB including NI Life and Times survey, census data, PSNI statistics, statistics from NIHE, Parades Commission, Programme for Government indicators, continuous household survey results, and Council corporate indicators including those in the Belfast Good Relations Plan	All the indicative actions outlined below will be designed to complement existing provision, funding programmes and initiatives. Details will be completed upon completion of the SNAP Neighbourhood Delivery Audit which will give a complete picture of services and initiatives delivered in the City. This is due in early Spring 2009
<p>3.2 Inter-Faith Work</p> <p>Faith group consortia to develop inter-faith initiatives to be delivered at local level, to encourage greater inter-church participation and understanding and counter intolerance, particularly among young people</p>	£300,000 (100%)	Commissioned call led by inter-faith group	<ul style="list-style-type: none"> 4 cross border inter-faith community based networks 24 inter-faith dialogue initiatives by June 2010 with over 500 participants Good practice guide developed to promote integration of new communities to existing congregations and networks 15 inter-community initiatives with over 300 young people from faith based youth organisations 	<ul style="list-style-type: none"> Improved services for migrant workers Increase of trust and tolerance Increased sense of belonging 		

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<p>3.3 Cultural Diversity in Sport</p> <p>To identify a range of other appropriate sports eg boxing, with an established cross community base, and other sports some with existing cross border links to promote anti-sectarianism and anti-racism through their extensive club linkages, particularly targeting young people</p>	£350,000 (100%)	Commissioned call	<ul style="list-style-type: none"> Establishment of multi-sports inter-leisure facility community programme involving 10 Belfast leisure facilities and over 300 participants by September 2010 A cross City, cross border multi sports event involving 8 Belfast teams and 4 border region teams by December 2010 A youth led diversionary sports programme incorporating anti-sectarianism and anti-racism training in 3 areas of ongoing inter-community tension/conflict of at least 250 young people A roadshow of “taster” sessions which visits over 30 schools demonstrating new non traditional sports engaging over 1200 young people of whom 50% would be women 	<ul style="list-style-type: none"> Increased respect for communities own traditions and cultures Increased co-operation between agencies Increased co-operation between faith groups, churches and congregations Increased cross border contacts and relationships Changes in audience demographic statistics Reduction in attacks on symbolic premises Reduction in anti-social behaviour incidents Aligned to targets of Culture and Arts programme Reduction in hate crime Improved employability Young people constructively engaged in understanding and respecting different cultures 	Indicators recommended by SEUPB including NI Life and Times survey, census data, PSNI statistics, statistics from NIHE, Parades Commission, Programme for Government indicators, continuous household survey results, and Council corporate indicators including those in the Belfast Good Relations Plan	All the indicative actions outlined below will be designed to complement existing provision, funding programmes and initiatives. Details will be completed upon completion of the SNAP Neighbourhood Delivery Audit which will give a complete picture of services and initiatives delivered in the City. This is due in early Spring 2009
<p>3.4 Culture and Arts Outreach Programme</p> <p>With the Council's Culture and Arts Unit to identify appropriate arts organisations and devise an enhanced programme of development outreach support for the good relations aspect of their work</p>	£350,000 (100%)	Council led	<ul style="list-style-type: none"> Develop a suite of guidelines designed to enhance interaction and sharing through arts activity by June 2009 Integrate guidelines into existing Culture and Arts outreach to enhance good relations activities by October 2009 	<ul style="list-style-type: none"> Improved services for migrant workers Increase of trust and tolerance Increased sense of belonging 		

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<p>3.5 Migrant Workers' Forum and Advice Support</p> <p>Lead a project in association with a range of agencies to establish a City-wide forum and support network for migrant workers in Belfast, and support advice groups to ensure that adequate information and advice on a range of issues is available for migrant workers eg employment issues</p>	£300,000 (100%)	Council led in partnership	<ul style="list-style-type: none"> Establish a migrant workers forum with at least 20 participants representing statutory organisations, employers, ethnic community groups and trade unions which meets at least 8 times over course of plan Research good practice models and develop local area framework for migrant worker issues in Belfast by December 2009 Co-ordinate a civic programme to promote sense of belonging amongst newcomers with over 400 participants by December 2010 Produce a suite of information leaflets on practical issues eg language, accommodation, employment by June 2009 Establish a cross border accredited programme for over 75 trade union members and advice workers to address migrant issues by December 2010 	<ul style="list-style-type: none"> Increased respect for communities own traditions and cultures Increased co-operation between agencies Increased co-operation between faith groups, churches and congregations Increased cross border contacts and relationships Changes in audience demographic statistics Reduction in attacks on symbolic premises Reduction in anti-social behaviour incidents Aligned to targets of Culture and Arts programme Reduction in hate crime Improved employability Young people constructively engaged in understanding and respecting different cultures Improved services for migrant workers Increase of trust and tolerance Increased sense of belonging 	Indicators recommended by SEUPB including NI Life and Times survey, census data, PSNI statistics, statistics from NIHE, Parades Commission, Programme for Government indicators, continuous household survey results, and Council corporate indicators including those in the Belfast Good Relations Plan	All the indicative actions outlined below will be designed to complement existing provision, funding programmes and initiatives. Details will be completed upon completion of the SNAP Neighbourhood Delivery Audit which will give a complete picture of services and initiatives delivered in the City. This is due in early Spring 2009
<p>3.7 Exhibition Space</p> <p>A permanent exhibition space for community use in Council property, ensuring that all communities have a central civic space</p>	£100,000 (100%)	Council led.	<ul style="list-style-type: none"> At least 3 free entrance exhibitions commissioned and displayed in exhibition space with over 1500 visitors with targeted participation of under represented groups by December 2010. At least 1 exhibition which promotes cross border linkages with over 500 visitors and targeted participation by December 2010 			

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<p>3.8 Open Call</p> <p>Small grants programme up to 25k</p>	£250,000 (100%)	Open call to smaller groups based on agreed criteria. Working with identified target groups to enable successful applications	<ul style="list-style-type: none"> At least 10 community projects grant aided to a maximum of £25k by March 2010 to involve upwards of 400 direct beneficiaries of whom at least 30% will come from targeted groups. At least 6 must contain a 30% cross border element 	<ul style="list-style-type: none"> Increased respect for communities own traditions and cultures Increased co-operation between agencies Increased co-operation between faith groups, churches and congregations Increased cross border contacts and relationships Changes in audience demographic statistics Reduction in attacks on symbolic premises Reduction in anti-social behaviour incidents Aligned to targets of Culture and Arts programme Reduction in hate crime Improved employability Young people constructively engaged in understanding and respecting different cultures Improved services for migrant workers Increase of trust and tolerance Increased sense of belonging 	Indicators recommended by SEUPB including NI Life and Times survey, census data, PSNI statistics, statistics from NIHE, Parades Commission, Programme for Government indicators, continuous household survey results, and Council corporate indicators including those in the Belfast Good Relations Plan	All the indicative actions outlined below will be designed to complement existing provision, funding programmes and initiatives. Details will be completed upon completion of the SNAP Neighbourhood Delivery Audit which will give a complete picture of services and initiatives delivered in the City. This is due in early Spring 2009

Theme 4 – Building Shared Organisational Space

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<p>4.1 Voluntary and Community Sector Training</p> <p>Build the capacity of local voluntary and community organisations in relation to the appreciation of diversity, the promotion of tolerance, mediation and conflict resolution, especially for target groups in the programme ie young people, older people and women – in particular inter-generational projects</p>	£200,000 (100%)	Commissioned call	<ul style="list-style-type: none"> At least 100 people to receive accreditation for training in workplace integration practices by September 2009 	<ul style="list-style-type: none"> Increase in % of people who think Belfast is a good leader and organisationally best placed to direct future People feel more involved Retention of those employed under initiatives Reduction in tribunals/litigation Shared learning, improved practice Integration of guidelines in privately developed public space Increased capacity in BME sector Increased engagement with private sector 	Indicators recommended by SEUPB including NI Life and Times survey, census data, PSNI statistics, statistics from NIHE, Parades Commission, Programme for Government indicators, continuous household survey results, and Council corporate indicators including those in the Belfast Good Relations Plan	All the indicative actions outlined below will be designed to complement existing provision, funding programmes and initiatives. Details will be completed upon completion of the SNAP Neighbourhood Delivery Audit which will give a complete picture of services and initiatives delivered in the City. This is due in early Spring 2009
<p>4.2 Citizenship Education Programme</p> <p>Work with formal and informal education providers in developing models of engaged citizenship and public participation and support the use of innovative models of learning, including interactive and e-learning spaces to challenge sectarianism, racism and injustice</p>	£200,000 (100%)	Commissioned call	<ul style="list-style-type: none"> At least 200 people to complete Belfast citizenship programmes 			

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<p>4.4 Learning and Dissemination Programme</p> <p>Promote the learning arising from the implementation of the Peace Plan</p>	£150,000 (100%)	Good Relationship Partnership	<ul style="list-style-type: none"> At least 12 case studies produced and disseminated to at least 255 individuals and organisations including 50 in the border regions in December 2010 2 conferences to promote and share learning from Peace Plan in October 2009 and October 2010 Develop and maintain website on best practice to receive at least 400 hits a month. Site to be on-line by August 2009 	<ul style="list-style-type: none"> Increase in % of people who think Belfast is a good leader and organisationally best placed to direct future People feel more involved Reduction in tribunals/litigation Shared learning, improved practice Integration of guidelines in privately developed public space Increased capacity in BME sector Increased engagement with private sector 	<p>Indicators recommended by SEUPB including NI Life and Times survey, census data, PSNI statistics, statistics from NIHE, Parades Commission, Programme for Government indicators, continuous household survey results, and Council corporate indicators including those in the Belfast Good Relations Plan</p>	<p>All the indicative actions outlined below will be designed to complement existing provision, funding programmes and initiatives. Details will be completed upon completion of the SNAP Neighbourhood Delivery Audit which will give a complete picture of services and initiatives delivered in the City. This is due in early Spring 2009</p>
<p>4.6 Open Call</p> <p>Small grant programme up to £25k</p>	£150,000 (100%)	Open call to smaller groups based on agreed criteria. Working with identified target groups to enable successful applications	<ul style="list-style-type: none"> At least 6 community projects grant aided to a maximum of £25k by March 2010 to involve upwards of 200 direct beneficiaries of whom at least 30% will come from targeted groups. At least 4 must contain a 30% cross border element 			