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1. Message From The Mayor

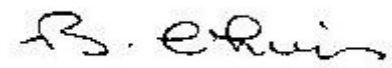
On behalf of Limavady Borough Council, I would like to thank everyone who has contributed to this new Good Relations Strategy, which will be our last under “current management”, before RPA.

This strategy builds on and consolidates that work, while looking forward to the changes to local government which will come into effect in 2011. The local community has engaged in many forms of Good Relations work, and it is critical that this good work continues to develop and is retained within future structures.

Good Relations has changed much over the past three years, from its beginnings as an events-based programme, aimed at breaking down barriers, to the more hard-hitting agenda that it is now, right at the heart of local and regional government. Where once “Community Relations” was aimed at getting people together through arts, crafts and events, “Good Relations” has now evolved into a programme which includes all sections of society, including businesses, schools, migrant communities, and all generations.

To all those who have contributed to meetings, questionnaires and focus sessions, I would like to thank you for your contributions. It is important that documents like this reflect the opinions of all the community, and I think that we have captured your thoughts and insights in this new strategy.

If you have any comments, or ideas for projects, please get in touch with our Good Relations Officer, Patricia Cameron.



Brenda Chivers
Mayor, Limavady Borough Council



2. Introduction

This strategy outlines the Limavady Borough Council’s commitment to the development of Good Relations over the next two years.

The Council’s first Good Relations Programme ran from 2006-2009. This new programme evolved from an existing community relations plan and placed a strong emphasis on building relations between those of different religious beliefs, political opinions and racial groups. It also reflected an urgent need to move from ‘soft’ issues to confronting the real problems facing the Borough.

This strategy builds on and consolidates that work while looking forward to the changes to local government which will come into effect in 2011 under the Review of Public Administration. It is critical that the good work and elements of best practice which have evolved within the Borough continue to develop and be retained within future structures.

The Council has explored both the wider Northern Ireland context, and the particular circumstances that exist within the Limavady Borough. In particular, previous studies of relevance have been re-examined. Further research has been conducted to ensure that both internally and externally, the Council is delivering on its commitments and duties to promote good relations.

This strategy also sets out four aims for the development of good relations in the next two years.

These aims are explicitly derived from the Equality Commission’s Guidelines for the implementation of the Good Relations Duty, and as such provide a solid framework with which to develop further the Good Relations work of the Council.

Each aim is accompanied by a number of actions which themselves evolve over the two year period of the strategy.

3. The Limavady Context

Within the Limavady Borough area work has been ongoing for sometime to develop good relations and build community cohesion. Presently, three areas of work are of particular relevance: the development of a good relations programme, the Council's Community Support Plan and the impact of Peace III funding.

3.1. The Development of Good Relations

Limavady Borough Council is one of the 26 District Councils, which make up the administration of Local Government in Northern Ireland.

Since its inception the Council has endorsed and developed Community Relations work and programmes as a core element of its activity. In 2005/06 Red Hat Consultancy carried out an audit of Good Relations in order to develop Council's First Good Relations strategy and Year 1 of its accompanying Action Plan (2006/07).

Later in the year 2006/07, Causeway Institute carried out an attitudinal survey in order to provide a focus for the GR action plans for 2007/09. Arising from this audit, Limavady Borough Council published a Good Relations Strategy 2006 - 2009 which highlighted the differences between the 'older' concept of Community Relations and the newer concept of Good Relations. The Report also highlighted the importance of Councillors as key stakeholders in the implementation of the future strategy and commented on their leadership role.

The Audit also identified the need to co-ordinate the Council's good relations activities with other statutory agencies in the Borough, and the local community's wishes to see the Council leading the way on good relations practice, guidance on flags, emblems and other expressions of cultural identity. The rural nature of the Limavady Borough Council area was also considered relevant.

In this context, the concern of communities which feel isolated was highlighted along side the reality of "invisible sectarian interfaces" in some areas of the Borough.

Overall, the Report found that while there is a mature community infrastructure in the area, expertise in local groups is patchy, especially in Targeting Social Need (TSN) areas. Consequently, the report would reflect the need to support development of this competency in order to strengthen the relationship-building on the ground.

The Report concluded that while the percentage of people in the Borough from minority ethnic backgrounds was low, trends show a steady year by year increase and that this trend should be reflected within proactive good relations work.

In terms of implementation, the fulfilment of statutory duty, and the Council's 'ownership' of the work, the Audit emphasised that Good Relations as a policy objective needed to be sustained in the Council's corporate planning process and become an integral part of all aspects of policy and decision making. This would include a more co-ordinated approach to cascading the high level objectives on good relations down to departmental and Officer level.

The Audit recognises that the culture within the Council is reflective of the external culture in the Borough, i.e., sensitivities in terms of good relations tend not to be talked about and remain beneath the surface. Changing the Council culture will provide the leadership example to the wider community which is referred to previously.

The Audit also noted that while the Community Relations function of the Council had developed to take up the challenge of an enhanced Good Relations role, the impetus and direction of Shared Future indicated the need for a wider audience and deeper thinking. In late 2005 the Council took up this challenge by designing a Good Relations programme to run from 2006-09 in which the issue of flags and emblems was identified as an area requiring action. The 2006-2009 plan was recognised as a quality document, which addressed issues identified in the independent audit.

A Good Relations Mission Statement was adopted as part of this programme. It read:

'An open and welcoming community where all people feel equally valued and diversity is celebrated'

A formative evaluation was included as part of the Good Relations Programme 2006-2009. This further emphasised that Good Relations outcomes would be best achieved through all Councils activities, relative to this cross-cutting policy.

3.2 Limavady Borough Council Community Support Plan 2007-2010

Limavady Borough Council is committed to working for, and with local communities, and as part of this commitment has developed a Community Support Plan for the period 2007-2011. This plan outlines the current situation in terms of community activity in the Borough, and develops a series of aims around which future work would be based.

These aims include:

- developing the capacity and leadership of the Council within the context of integrated planning processes for the delivery of services to people most in need,
- a commitment to share ideas, access good practice and enhance communication and networking within and between community, statutory, voluntary and private sectors.
- the need to resource support and appropriately finance the voluntary and community sector to increase capacity, empower delivery in communities and assist sustainable activities is also identified.

Other aims included a commitment to deliver specific, strategic projects that meet identified need and opportunity in Limavady Borough and an awareness of the Council's own need to be adequately prepared to support voluntary and community groups in the context of the Community Support Plan.

3.3 Peace III

Limavady Borough Council is part of a six council cluster (Ballymena, Ballymoney, Coleraine, Larne and Moyle being the other five) which has come together to deliver the Peace III Programme in the region. After extensive consultation, this cluster submitted an Action Plan to SEUPB to spend £3.6 million over the next three years. The lead partner in the Cluster is Coleraine. The policies taken into account in developing the strategy were:

- Good Relations strategies from all councils
- Corporate planning policies
- District Policing partnerships
- Community safety plans
- Community support plans
- Local strategy partnerships
- Economic development strategies

The Peace III plan presented by Limavady and its partners highlighted the level of sectarianism, mistrust, polarisation, marginalisation and physical segregation that exists across the NE Cluster. It also details work already done and further challenges in terms of indigenous and new communities.

PEACE III is proving to be "a difficult sell" to the Borough. Council has been promoting the PEACE III programme in line with its partners. However, the focus on working strategically, and moving away from "individual" grants has meant that interest has been low. It will therefore fall to Council to implement projects through PEACE III.

4. The Northern Ireland Context

Over the past decade, there have been many profound political, social, legislative and policy changes across Northern Ireland including the peace process, the Belfast Agreement and the St Andrew's Agreement. This period has also seen the devolution of government in Northern Ireland and the establishment of the NI Assembly. The new legislative framework has seen two successive programmes of Government which both contained major commitments for action to reduce divisions in our society.

Separately, a raft of legislation on equality has also been introduced, including Section 75 of the Northern Ireland Act 1998. This requires public authorities to have due regard to the need to promote equality of opportunity between nine specified groups and to have regard to the promotion of good relations across three of these identities within their communities.

The current review of public administration and local government in Northern Ireland will also have an enormous impact on how local government operates and relates to local communities.

The following legislation governs and defines the development of Good Relations in Northern Ireland:

- The Race Relations (NI) Order 1997, (as amended) Article 42 requires District Councils to promote good relations between people of different racial groups.
- The Northern Ireland Act 1998 Section 75 (2) places a legal duty on designated public authorities to have regard to the desirability of promoting good relations between persons of different religious belief, political opinion or racial group.
- The Fair Employment and Treatment (NI) Order 1998 (as amended).

Two similar definitions (from the Community Relations Council and the Equality Commission respectively) are used routinely to convey what the promotion of good relations means in practice. They are:

"Good Relations challenges sectarianism and racism, promotes equality, develops respect for diversity, and raises awareness of the interdependence of people and institutions in Northern Ireland"

Community Relations Council, 2004 page 7.

"(Good relations is) 'the growth of relationships and structures for Northern Ireland that acknowledge the religious, political and racial context of this society and that seeks to promote respect, equity¹ and trust and embrace diversity in all its forms."

ECNI (2008): page13

In February 2008, The Equality Commission identified five core principles to achieve progress in promoting good relations and in delivery of good relations services. These are:

- leadership
- communication
- accountability and information
- collaboration
- inclusion

'A Shared Future' (March 2005) set out a policy aimed at establishing over time 'a shared society defined by a culture of tolerance: a normal, civic society, in which all individuals are considered as equals, where violence is an illegitimate means to resolve differences but where differences are resolved through dialogue in the public sphere and where all people are treated impartially' 2. of people and institutions in Northern Ireland"

The policy identified the need for action at all levels in society, including local government. In this respect the policy indicated that:

- Community Relations programmes would be phased out by 2007 or in line with changes resulting from Review of Public Administration
- that a Good Relations Challenge Programme would be developed
- that each District Council would be required to develop a 3 year local good relations plan against which funds could be drawn down
- plans would have to be approved by OFMDFM and reviewed annually
- training and development, support and advice would be available from Community Relations Council.

1 "Equity is about ensuring that all sections of society have equal opportunities to participate in economic, political and social life through redressing inequalities arising independently from people's choices".(Future Ways, Equity, Diversity and Interdependence Framework, p21)

2 Principles for Equality of Opportunity and Good Relations in Local Government
3 (Paul Murphy, Secretary of State, Northern Ireland, Foreword)

A Racial Equality Strategy was developed in 2005 to complement A Shared Future. The aims were brought together in the action plan as an additional priority area for A Shared Future and are reflected in the priority outcomes to be measured through the good relations indicators' framework.

Since that period, the 'Shared Future' policy framework has been overtaken by the political developments of 2007. At the time of writing, Government has not yet brought forward its proposals for a programme of cohesion, sharing and integration, although a commitment to 'a shared and better future' is detailed in the 2007 Programme for Government. On this basis, this strategy is based on the overall objectives of the extant policy.

5. Developing Limavady Borough Council's Good Relations Strategy 2009-11

The Council's Good Relations Strategy 2009 -2011 was developed through an extensive consultative process, both internally and externally which also included an implementation review of the previous plan. These actions included:

5.1 A review of the achievements of the previous strategy and any issues to be carried forward into new strategy.

5.2 A questionnaire (Appendix A) was distributed to 161 community based organisations in the borough across all sectoral interests. A total of 22 (13%) were returned.

5.3 A semi structured interview schedule (Appendix B) was developed for a series of interviews with both internal and external stakeholders (Appendix C), including all five political parties represented on the Council.

5.4 A number of in-depth interviews were conducted with community organisations identified as having an important additional contribution to make to Good Relations work in the borough.

5.5 A series of meetings were held with the Good Relations Officer to clarify aspects of the assignment and provide additional information. A number of interviews were conducted with Council front line staff in a range of policy initiatives working with community organisations. One meeting was held with the Senior Management Team in October 2008 to report progress to date on the development of the new strategy and reflect on

their views of the first Good Relations programme. A meeting was held with the Services Management group in November which provided more detailed discussion of difficult issues and assisted informing specific actions for the new draft.

Outcomes from these actions were analysed and formed the foundation for development of the new strategy.

6. Summary of Key Issues from Limavady Borough Good Relations Audit 2008

6.1 Achievements and outstanding actions from previous strategy

The present Good Relations Strategy has four objectives.

These are:

1. MAINSTREAMING GOOD RELATIONS
2. PROMOTING EQUALITY, DIVERSITY AND SOCIAL INCLUSION
3. BUILDING TRUST AND DEVELOPING A MORE OPEN AND WELCOMING COMMUNITY
4. COMMITMENT TO ORGANISATIONAL DEVELOPMENT AND DIVERSITY

While real progress has been made in all of these areas, a number of outstanding issues are still apparent.

The first two outstanding actions come under Objective 1 – ‘Mainstreaming Good Relations’. They require;

- *‘an evaluation of the effectiveness of partnership working with other agencies in strategically promoting good relations within the Borough’*

and

- *‘a review of the plan in light of the developments in implementing the Review of Public Administration’.*

A further appears in Objective Two – ‘Promoting Equality, Diversity and Social Inclusion’.

- ‘Develop an action learning programme for Councillors’

An undeveloped action also appears in Objective Four – ‘Building Trust and developing a more open and welcoming community’:

- *‘Through the Good Relations Forum to review how effective projects have been in addressing specific issues such as flags, graffiti, racial awareness, inter-church work’*

The last two undeveloped actions are focused on the Council’s ‘Commitment to Organisational Development and Diversity’ (Objective Four) and concern the *“Implementation of Staff Appraisal and objective setting processes”* and the *“evaluation of the effectiveness of the HR strategy in promoting equality and good relations”*.

6.2 Questionnaire responses

161 questionnaires were issued with a return rate of 13% (22 responses). From those who responded:

1. Only about half believed that they had a clear understanding of good relations or the good relations policy and practice of Limavady Borough Council
2. There was awareness of the work of the Good Relations Officer local organisations recognised the significance of good relations work and engaged regularly and productively with the GRO. In particular, the pre-school and education sectors were heavily represented and much work stems from the historic community relations programme.
3. Respondents identified a broad range of work they hoped would be developed in the future. This included support for community development initiatives, more cross community ‘contact’ approaches and minority ethnic engagement, cultural diversity work, as well as strategic approaches to the difficult issues of flags, emblems and symbols.
4. Groups were willing to become involved and to build awareness of good relations issues, but recognised real constraints on time, resources and people.
5. Respondents also pinpointed the vital role of the Council and its members to *‘lead by example’* and cultivate good relations within the Council chamber and through policy and practice.

6.3 External Consultation (community and stakeholder groups)

In-depth interviews with community organisations and other stakeholder groups identified them as making an important contribution to Good Relations work in the Borough.

Four key issues emerged. These were:

- That the Council has a duty and responsibility to provide civic leadership on the issue of good relations and is expected and would be supported to do so by other key stakeholders.
- That significant work has been done (particularly around the issue of flags and emblems) and that this should be recognised and reinforced
- That only half of those consulted through the audit process felt they had a clear understanding of good relations and its significance within the Borough
- That presently good relations work seeks to engage local organisations and that this strategy is both successful and appropriate considering the pressure on limited resources

Other supplementary concerns included:

- That the current Good Relations Strategy is proactive and that information is disseminated widely by the Council
- Respondents believe that good relations work should be both challenging and engaging
- At present pre-school and school age children and young people are heavily represented within existing work
- That opportunities exist for further developing cultural diversity work in the Borough and extending further the range of engaged groups
- That Good Relations is an integral part of community development
- That the further development of Good Relations work in the area has considerable support and backing from the vast majority of those consulted
- That there are clear and identifiable links between good relations, equality, inclusion and community cohesion
- There is a need for more single identity work, as a precursor to meaningful good relations work

There are other problems which aren't discussed openly, it emerged through discussions with staff:

- Flags are a high profile issue, but while the publicity surrounding the controversy of flags is evident, there has only recently been efforts to improve the situation for all; it remains possibly one of the most divisive issues in the Borough.
- There remains deep suspicion between Catholic and Protestant, not only at Council level, but also on the ground – it only publicly manifests itself at Council level, and *usually* remains a hidden problem within the community.
- It is perceived that the work of Council as a corporate body – throughout all its functions – is often publicly overshadowed. It is recognised that some sort of professional public relations policy and practice is needed to redress this balance, and to some degree, defuse the potential distractions of the Chamber in the public eye.

6.4 Internal Consultation (Council members, Senior Management Team, Services Management Group and Development Division)

In depth interviews were also conducted with internal stakeholders including all five political parties represented on the Council, the Senior Management Team (SMT), Services Management Group (SMG) and Development Division.

In general, interviews captured that the acrimonious and divisive political differences that are evident from the Council make up, and are unhelpful to the delivery of the statutory duty. It is clear that that these differences present real and complex challenges to developing good relations at the level of political leadership. Across the internal consultees, it is evident that innovation and change are possible.

If members can focus on the social benefits to the whole Borough and positive leadership, it will also improve the impact of creating political tension.

At a management level, significant opportunities exist for cross departmental working, which would enhance and develop good relations corporately.

In particular, interactive working between the good relations and community development departments would significantly enhance the strategic delivery of services.

It is also important to restate that the Council's present Corporate Risk Strategy already identifies the difficulties that bad relations create for the efficient delivery of Council services.

6.5 Distilled Summary of audit findings

Table 1

Action	Findings	Recommendations
Questionnaire responses	Good relationships with council staff	Continue to develop and enhance outreach
	Positive work with early years and youth groups	Enhance partnerships with youth agencies such as Spirit of Enniskillen
	Lack of understanding of concept of good relations	Enhanced mainstreaming of training and information dissemination
	Ready identification of possible future projects and areas of collaborative working	Strategic working to identify opportunities and available resources to take up opportunities when appropriate
	Need for Council members to 'lead by example'	Improved internal Council approach across departments Develop training for councillors



<p>External consultation</p>	<p>Current strategy proactive</p> <p>Considerable engagement of local, established community organisations</p> <p>Lack of understanding of Good Relations and its implications</p> <p>Preschool and school age children heavily represented</p> <p>Work with minority ethnic groups ongoing, but the nature of it may be changing</p> <p>Significant work done already around the issue of flags and emblems</p>	<p>Continued programme of information and communication</p> <p>Move from response to requests to consolidation of work with pre-school via Learning Partnerships and Rural Community Network Capacity Building for Peace and Reconciliation models of work</p> <p>Develop programme of workshops, seminars</p> <p>Enhanced work with Early Years and local pre-schools groups</p> <p>Needs assessment (on an inter-agency basis) on redundant migrant workers. Work with employers building a diverse work force.</p> <p>Greater visibility to progress made Encourage groups to begin explore cultural diversity and conflict</p>
	<p>Political differences reflected in at times, fraught relationships</p> <p>Departments working in 'silos'</p> <p>Discussion on corporate risk strategy</p>	<p>Real opportunities for demonstration of political and community leadership</p> <p>Efficiency and delivery could be significantly improved by culture of collaborative working, including between Good Relations and community services, policing and human resource training.</p> <p>Integrate GR policy with Council corporate plan</p>



6.5 Areas of Good Practice

Some models of good practice were identified by a number of respondents from the first Good Relations Plans. Among these were:

6.5.1 Flags and Emblems:

Anecdotal evidence suggests it was evident that individual councillors, council staff, the PSNI and relevant community organisations had worked diligently to reduce 'territory marking' in parts of the Borough. A 'protocol' around flag flying now exists and is largely adhered to, and effective work in this area is ongoing.

6.5.2 Early Years Diversity Awareness:

The collaborative work between Good Relations staff and NIPPA (Early Years) to deliver diversity training at pre-school level was lauded by those who participated. Such was the success, that there was a request by many of these groups that more opportunity be developed in the future for facilities/services to be located in a physical space accessible to all communities.

6.5.3 Schools Joint Work:

The Limavady Learning Partnership's work was frequently referenced as an example of a locally driven initiative which enabled both adults and children to meet on common ground and learn from and about each other in a non contentious manner.

7 Additional factors impacting on the development of the GR strategy

7.1 Economic downturn

The Council's Good Relations Strategy 2009-11 will face challenges that arise from issues outside an immediate concern for good relations. For example, it is reasonable to conclude that the recently deteriorating economic climate will have an impact on the numbers of migrant workers within the area and also on competition for increasingly scarce job opportunities.

7.2. Condensed timescale for strategy

The short timescale of this strategy and the need to dovetail it with the RPA structures that will follow, mean that the plans need to be challenging but achievable.

7.3 Need for Collaborative working

There is an obvious and pressing need for collaborative working both within the current structures and through new structures in the future.

8. Good Relations Strategy: Aims and Actions

8.1 The information detailed above, together with an analysis of the particular environmental factors within the Borough has facilitated the development of the Good Relations Strategy (2009-11). This strategy has four main aims, derived from the Equality Commission's guidance on the promotion of Good Relations.

The mission statement (p6) developed in 2006 is still considered valid for the period of this strategic plan.

Aims are:

Aim 1 *To show effective leadership in the promotion of good relations*

Aim 2 *To ensure that a visible and unequivocal commitment to good relations is communicated internally and externally*

Aim 3 *To address both equality of opportunity and good relations and recognise their inter-dependence, whilst mainstreaming the principles within all council corporate aims*

Aim 4 *To work towards integration not segregation in both the human and built environment; and to ensure effective collaboration, co-ordination and consultation on issues that impact on good relations.*

Aim 1: To show effective leadership in the promotion of good relations				
Action	How?	By Whom?	Outcome	By When?
Develop a comprehensive training / mentoring programme for Council Members and staff on Good Relations, covering, where and when relevant: What is Good Relations? Flags Understanding Cultural Traditions Language Diversity Race Relations	Engage members and HR in developing a structured programme which is flexible and reflects the needs of staff and members. This will be delivered through external training sources and via the Good Relations Officer	Good Relations Officer	Relevant programme generated and engaged by Council Members	Year 1 by March 2010
		External Training Organisations	A minimum of 6 members participating in training programme	Year 2 by March 2011
		Human Resources Team	A minimum of 25 members of staff participating in programme	
Model good relations within the Council Chamber on a code of practice that reduces conflict and promotes cooperation within the Chamber. It is anticipated that a mediation service will be required for this action.	Engage members in developing a policy which recognises the existing voluntary Code of Conduct and the need for debate within the Chamber	Good Relations Officer Senior Management Team Council Members External Mediator	Improved relations within the Chamber Code of practice generated by a working group of Councillors, through several sessions during the year	Dec 2009
Engage in negotiation with the other Councils within the RPA structure to clarify unique focus of each of the current GR strategies and policy within the new Causeway Coast council structure	Continue to work within the North West Good Relations Officer group, and look at common themes which could be worked on jointly	North West Good Relations Officer Group	Key themes identified and paper generated by officers for respective Councils Potential liaison with transitional committees Joint project developed as a result of this action	March 2009- Jan 2011
Prepare for organisational change through the development of flexible and facilitative structures that will help relationships across and between a wide variety of structures that are not coterminous	As above, but with the inclusion of key external stakeholders – Housing Executive, PSNI, local schools, Flags Forum	North West Good Relations Officer Group	Paper, as mentioned above, will include examination of other RPA/ Statutory examples of joint working, and incorporate them	March 2009
Consider the development of a multi-cultural forum within the PEACE III Cluster or proposed new Council structure	Review PEACE III Programme to look at funding options; seek participation from other 3 or 5 Councils, depending on scope	Good Relations Officer Development Services Manager	Peace III funding being delivered within Borough	March 2009-- 2011
Community Relations Week	Work with community groups to develop projects for Community Relations Week, and carry out a short promotional campaign to highlight the event	Good Relations Officer	Good Relations promoted throughout the Borough and Province through a range of activities taking place	End May 2009
		Local Community groups		End May 2010

Aim 2: To ensure that a visible and unequivocal commitment to good relations is communicated internally and externally				
Action	How?	By Whom?	Outcome	By When?
Develop a better public profile of Council which accurately portrays the work undertaken by the corporate body in Good Relations, community work, economic development, culture arts and tourism	It has been discussed that CRU will consider funding a part time Public Relations function within Limavady Borough Council	Limavady Borough Council Good Relations Officer Development Services Manager	A more positive and accurate portrayal of Council in local press and beyond	Ongoing throughout a 2 year period, but running from May 2009 to Mar 2011
Develop better networks of communication within the Council as well as with the community	Revise existing communication networks with GR in mind. Seek to 'plug gaps' in terms of sub-optimal communication in particular areas / groups or networks	Collaborative working between HR, Communications and GR Dept's	A better communications network and a more streamlined information delivery process At least three local projects which promote local Good Relations, external to Council's programme, supported General promotion of the Good Relations agenda, covering promotional items and advertising	On going
Develop and publicise the existing Council GR policy internally and externally to increase understanding of the Good Relations duty	Use existing communication methods to highlight policy and seek new opportunities that present themselves over the year	GR Officer in collaboration with HR dept. IT Officer and other members of staff	A better understanding of Good Relations	April 2009 – March 2011
Ensure a high Council profile in attendance at GR events	Communicate events early and actively seek attendees	Council officers and members	A visible reflection of the Councils GR commitments	On going: at least one event quarterly 2009-2010
Ensure that Good Relations Grant funding is used to develop work between communities and that part of Community Development work is focused on work with those communities with low capacity.	Work in partnership with Community Development Officer. Develop 'target groups' or constituencies for focused work	Good Relation Officer	Good Relations embedded with Community Development as a core element A minimum of 8 projects delivered through local communities	April 2009 – March 2010
		Community Development Officer		
Work with employers in the Borough to develop diverse work place planning	Develop partnerships with relevant orgs ('business in the community' etc.) to progress workplace planning	GR Officer Senior Management Team	Local private sector engagement with GR work 1 Workshop per annum to update local businesses on current, new and emerging legislation	By March 2010 By March 2011
Evaluation of Yearly Programme				By March 2010

Aim 3: To address both equality of opportunity and good relations and to recognise their inter-dependence

Action	How?	By Whom?	Outcome	By When?
Develop shared working within the equality and GR functions internally	Define clearly inter-face of work Create shared objectives	Collaborative working between Equality officer and GR Officer	A more cohesive Council approach to equality and good relations As part of the overall programme, delivery of a Local Democracy Event for schools, which will include the ever-popular visits to Stormont (already being requested locally)	April 2009 - March 2011
Ensure that equality and GR is mainstreamed within Council functions and underpins other projects such as DPP, CSP and Urban Regeneration Programme	Communicate understanding of E & GR effectively across Council functions Audit for high level of understanding regularly Look and lobby for clear and explicit GR inclusion in other dept plans.	Collaborative working between Equality officer, GR Officer, Development Manager, SMG and Senior Management Team	Clear and unequivocal understanding of E & GR across Council functions Mainstreamed service delivery approach to equality and good relations	On-going
Council will continue to provide capacity building in a range of issues to external groups, who look to Council for local capacity building and leadership. Where and when relevant, these will include: • What is Good Relations? • Flags • Understanding Cultural Traditions • Language Diversity • Race Relations	Develop links with community based stakeholders	GR Officer Community Development Officer and community orgs Development Service Manager	Proactive approach to changing community environment, including changes arising from Review of Public Administration A minimum of 10 external community organisations participating in this programme across each year	Year 1 by March 2010 Year 2 by March 2011

Aim 4: To work towards integration not segregation; and to ensure effective collaboration, co-ordination and consultation on issues that impact on good relations.

Action	How?	By Whom?	Outcome	By When?
Pro actively develop the small grants programme, (using RCN principles) to develop co-ordinated and visible peace building outcomes within the Council area, encourage discussion on difficult issues and challenge the culture of denial that prevails	Meet RCN to explore impact of work Develop 'Limavady specific' model for use with small grants scheme	GR Officer, in conjunction with RCN	Co-ordinated and visible peace building initiatives which have long term impact	March 2009- December 2010
In conjunction with relevant agencies, research and develop the changing needs of minority ethnic groups and develop diversity training based on Good Practice models	Conduct minority group needs analysis to determine priorities Construct action plan Work in partnership with relevant agencies	GR Officer Community Development Officer Community organisations	A focused minority group resource, perhaps people, paper, or digitally based, depending on needs analysis which is being carried out in 2008/9 Three cultural diversity events, recognising the various communities in the Borough	April 2009 – March 2011
In conjunction with relevant stakeholders, continue the work of the flags forum	Continue regular meetings that have begun in 2008, develop a joint working scenario between "both sides of the community" in the target areas	Good Relations Officer Flags Forum and local community PSNI	Development of a diver-sionary project aimed at stakeholders on the ground, during periods of flag-flying periods	Ongoing through 2009-11, but with special focus on relevant periods
Develop strategies and funding that complement the area Peace III plan, which has a different council cluster to the RPA one	Work in partnership with Peace III councils	GR Officer Good Relations Officers Forum	A cohesive approach to Peace III planning and implementation	April 2009 -2011
Develop a programme using new media, to work with young people to address issues of difference and identity. This programme will also target the Neighbourhood Renewal area in Limavady which has high levels of anti-social behaviour. Re-instate the Challenging Sectarianism in Early Years Programme, by NIPPA in year 2,	Using the innovative www.homelyplanet.co.uk model, work with Beyond Skin, using new media, to develop workshops, skills development and arts for youth and schools to examine sectarianism and racism Developed from the research by Paul Connelly, this programme will continue to work with nursery and play leaders – it is recognised that sectarianism can emerge in children as young as four – this is an important programme for the local area	Good Relations Officer Beyond Skin Local schools and youth NIPPA	Following on from the 2008/9 work, the outcome will be better informed, better educated young people who have participated in: 4 creative workshops each year, which will result in a range of media material which can be accessed by the participants in other learning scenarios 1 extra workshops will be aimed specifically at the Neighbourhood Renewal Area	April 2009 – March 2011 April 2010 - March 2011

Appendix A

QUESTIONNAIRE TO INFORM LIMAVADY BOROUGH COUNCIL GOOD RELATIONS STRATEGY AND ACTION PLAN 2009-2011 Ref No GRL/

Good Relations between persons of different political opinion, religious belief and racial group, is a statutory duty for public authorities under Section 75 (2) of the Northern Ireland Act, 1998.
Limavady Borough Council have employed Good Relations Associates (GRA) to assist develop a new strategic plan. We invite you to contribute to this process by completing and returning this questionnaire in the enclosed sae by 04th October 2008. The questionnaires are anonymised so that your identity cannot be disclosed to the council.

Section A: Previous Good Relations Work

2. How would you rate your organisation's understanding of Good Relations?

Full Partial Don't Understand

Were you aware Limavady Borough Council has had a Good Relations Policy and Practice since 2006? **Yes/No**

2.(a) If yes (you were aware) how did you become aware of it?

.....
.....
.....

3. Have you been invited to take part in any Good Relations activity organised by the Council since 2006? **Yes/No**

3.(a) If **yes**, did you? **Yes/No**

3.(b) If **yes**, what did you think of it (e.g. interesting, novel, disturbing, difficult, unnecessary, stimulating, challenging, boring, irrelevant)?

.....
.....
.....

3.(c) If no, why did you not take part?

.....
.....
.....

4. Do you work with any other organisation on Good relations issues within the Council area? **Yes/No**

If **yes** can you tell us:

The type of organisation you work with (e.g. women's group, sports club, youth club, school, history group etc)

.....

How long you have been working together?

.....

What you think your greatest achievement has been in this work?

.....
.....
.....



What difficulties you faced taking the work forward?

.....
.....
.....

Did you seek assistance from the Council's Good Relations Officer? **Yes/No**

If yes, did you receive assistance? **Yes/No**

Section B Going Forward: Good Relations 2009-2011

1. What does your organisation believe should be three priorities for Limavady Borough Council Good Relations work over the next three years?

.....
.....
.....

2. How do you think your organisation could contribute to these priorities?

.....
.....
.....

3. What, in your view, are the actions the council could take to demonstrate that it practices good relations in the areas of political opinion, racial identity and religious belief?

.....
.....
.....

4. Do you think Good Relations is an integral part of community development? **Yes/No**



5. Would you like to engage with Good Relations work? **Yes/No**

5(a) If yes, what kind of Good Relations would you like to be involved with?

.....
.....
.....

6. What assistance do you think your group needs from Limavady Borough Council to enable you contribute to Good Relations work?

.....
.....
.....

7. How would you recognise improved relations in Limavady Borough Council area between:

people of different religious belief

.....
.....
.....

people of different racial backgrounds

.....
.....
.....

people of different political opinions

.....
.....
.....

8. Are there any comments you want to make about Limavady Borough Council's Good Relations Policy and Practice?

.....

.....

.....

Section C Organisation Type

Please complete the following to help us ensure we have a good sample of all types of community organisations in the borough

How would you describe the main activity of your organisation?

Please tick one only

Child Care Community Cultural Educational

Elderly Persons Family Historical Housing

Playgroups Racial Equality Religious or Faith based

Sporting Women's Youth

Thank you for taking the time to complete this survey.

APPENDIX B

Interview Schedule for Stake holders Limavady BC Good Relations 2009-2011

1. Have you been involved with LBC Good Relations Work since 2006?
2. Can you tell us about it?
3. What do you think are the priority areas for GR work over the next 3 years for the Council?
4. How do you think you can assist the Council in this work?
5. What partnership arrangements, if any, are necessary to improve and promote GR in the area?
6. What practical actions do you think LBC could take to promote and demonstrate good relations in practice?
7. What wider environmental issues might impact on Good Relations over the next few years (socio-economic, political, etc) in this area?
8. Any other comments/issues you believe it is important LBC need to address in relation to Good Relations work in this area?

APPENDIX C INTERVIEWEES

Insp Tony Callaghan, PSNI

Lynsey Cathcart, WELB Youth Service

Angela Martin, Limavady DPP

Ailish Mc Atameny, Community Safety, Limavady

Roisin Mc Corrison, Supporting Communities, NI

Ursula Mc Creesh, Neighbourhood Renewal, Limavady

Bebhinn Mc Kinney, Community Services, Limavady

Claire Crawford, Ballymoney Good Relations Officer

Julie Welsh+ Karina Mc Collum, Coleraine Good Relations Officers

Sue Divin + Carol Stewart, Derry City Council Good Relations Officers

Sean Henry, Magherafelt Good Relations Officer

Captain Joan Archibald, Salvation Army

Mairead Mc Cormick-Kelly, Glenshane Community Development

Cllr Michael Carten, SDLP

Cllr Lesley Cubitt, United Unionist Coalition

Cllr Cathal O hOisin, Sinn Fein

Cllr Jack Rankin, UUP

Cllr Alan Robinson, DUP

Limavady Borough Council Senior Management Team

Limavady Borough Council Services Management Group

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