

A Shared Future

First Triennial Action Plan 2006 - 2009

**Policy and Strategic
Framework for
Good Relations in
Northern Ireland**



Office of the
**First Minister and
Deputy First Minister**

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Contents		Page
Foreword	Secretary of State	3
Introduction	Minister (Lord Rooker)	5
Part 1:	A Shared Future The Policy and Strategic Framework for Good Relations in Northern Ireland Policy Objectives and Priority areas	7
Part 2:	Making it happen - Towards a Shared Society Government Departments' Headline Commitments	14
Part 3:	Making it happen – First Triennial Action Plan Table of actions by priority area	40
Part 4:	A Shared Future Priority Outcomes Monitoring and Evaluation – Good Relations Indicators	106
Annex A:	Glossary of Terms	120

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**Foreword by The Right Honourable Peter Hain MP
Secretary of State for Northern Ireland**

Division in Northern Ireland has been costly – economically, socially and politically. The publication of A Shared Future in March 2005 established the Government’s vision for the future of Northern Ireland - a peaceful, inclusive, prosperous, stable and fair society firmly founded on the achievement of reconciliation, tolerance, and mutual trust and the protection and vindication of human rights for all. These objectives have been broadly endorsed by all sections of the community and I am fully resolved to ensure that our vision for A Shared Future very rapidly becomes accepted as the new common sense and impacts positively on the lives of everyone.

In this action plan we have begun to translate the vision into reality. This document details the practical actions that Government Departments and agencies are committing themselves to in order that the vision takes shape over the next three years and beyond. We will renew and refresh the

actions annually to ensure that we have a rolling plan which directs actions to targeted policy areas.

A shared and more prosperous future for all in Northern Ireland is a key policy priority for Government. It will underpin our reform programme to make Northern Ireland a world class player in a rapidly changing global economy. I have commissioned research to establish reliable data on the cost of delivering services in a divided society. I am committed to driving down and ultimately eliminating those costs to improve the competitiveness of the Northern Ireland economy. The economic argument for A Shared Future is as strong as the social justification. Our over-arching commitment is that all public expenditure should **promote sharing over separation**, except where the costs of doing so outweigh the benefits.

Since my arrival here I have continually been reminded that Northern Ireland is a great place, with great and talented people. It can be greater still. Political stability coupled with a

shared future will transform society. The principles of A Shared Future will be the building blocks of public policy.

Good relations (and improved community relations) impact on every aspect of life in Northern Ireland - policing, community safety, schooling, housing, health, sport, urban and rural renewal, culture and arts, and how our workplaces function. It follows therefore that all parts of Government are reflected in this action plan.

Over the years Northern Ireland has gradually come to accept as normal, a society where most people live separately and where our children are educated separately. This division and segregation through housing, employment and in schooling has come at a high price for the whole community. We need to change this geometry of relationships – we need to see new models of shared schooling and shared housing. We

need to reclaim and safeguard shared space for all. And we need to promote high quality, efficient, cost -effective, shared public services.

In this first Triennial Action Plan I have set out the direction of travel to turn that vision into challenging, but achievable, objectives and actions. A Shared Future is about creating a new common sense and establishing a new basis for policy making. A Shared Future is the only viable future.

The Right Honourable Peter Hain MP
Secretary of State for Northern Ireland

April 2006

Introduction by the Right Honourable The Lord Rooker

Improving community relations in Northern Ireland is a complex and challenging goal for Government and for society as a whole. But it is doable. A Shared Future represents a major policy shift for Government at a time when we are also embarked upon a major reform of public administration.

Government is fully committed to achieving the objectives of A Shared Future because we believe it will produce a successful, modern society for the benefit of everyone.

This is a very comprehensive action plan. It has to be if we are to see the type of fundamental change which we are planning. The plan will not be set in stone. Over the 3-year life of the first action plan, and indeed each year, we will adapt and refine the actions to address the changing needs of Northern Ireland. We will build on lessons learned, on what we have achieved and shape further actions to move this society towards a strong, stable and secure shared future.

To ensure that this document is comprehensive we are including details of the information to be gathered to enable the impact of the plan to be assessed. These initial indicators, included in **Part 4** of this document have been developed with key stakeholders in the good relations sector. Whilst they too will evolve over time, they represent the shared work which is a key underpinning principle of A Shared Future.

Good relations must build on the significant progress that has been made on the equality agenda. The costs of division and the very real fears of people around safety and security persist. But policy that simply adapts to, but does not address, the root problems of division is unsustainable and results in inefficient resource allocations. This action plan is about securing policy change to support a truly shared society.

Finally, we will continue to work together with the revamped and strengthened Community Relations Council, the Equality Commission, the Human Rights Commission, the emerging new local authorities, political and civic leaders, church and

faith organisations, the business community, trades unions and the community and voluntary sectors to make this Shared Future action plan a living and developing document.

A Shared Future, and its sister document, the Racial Equality Strategy, are the means to achieve our vision for a new, shared Northern Ireland.

A handwritten signature in blue ink, reading "Jill Rooker", with a horizontal line underneath the name.

The Right Honourable the Lord Rooker
Minister of State for Northern Ireland

Part 1:

A Shared Future

The Policy and Strategic Framework for Good Relations in Northern Ireland

Policy Objectives and Priority Areas

**Part 1: A Shared Future
 Policy Objectives and Priority Areas**

It is important that the Triennial Action Plan (particularly **Part 3**) is seen to be grounded in the, policy objectives, and priority areas identified in the March 2005 ‘A Shared Future’ policy document. It is also important that the actions read across to the Racial Equality Strategy which was published in July 2005. The policy objectives of both are restated for the reader’s convenience below. **Parts 2** and **3** which follow refer back to them, to demonstrate that the founding objectives and priorities of A Shared Future and the Racial Equality Strategy carry through to the action plan.

The overall aim of A Shared Future is to establish, over time, a shared society defined by a culture of tolerance: a normal, civic society in which all individuals are considered as equals, where differences are resolved through dialogue in the public sphere and where all individuals are treated impartially.

A society where there is equity, respect for diversity and recognition of our interdependence. The vision of the Racial Equality Strategy is to achieve a society in which racial diversity is supported, valued and respected, where racism in any of its forms is not tolerated and where we live together and enjoy equality of opportunity and equal protection.

A Shared Future identified the following policy objectives:

- eliminate sectarianism, racism *and all forms of prejudice* to enable people to live and work without fear or intimidation;
- reduce tension and conflict at interface areas;
- facilitate the development of a shared community where people wish to live, learn, work and play together;
- promote civic-mindedness via citizenship education through school and lifelong learning;

- protect members of minorities (whether, for example, by religion, race, or any other grounds) and mixed marriages from intimidation and ensure perpetrators are brought to justice;
- ensure that all public services are delivered impartially and guided by economy, efficiency and effectiveness;
- shape policies, practices and institutions to enable trust and good relations to grow;
- encourage understanding of the complexity of our history, through museums and a common school curriculum;
- support cultural projects which highlight the complexity and overlapping nature of identities and their wider global connections;
- support and learn from organisations working across ethnic divides for reconciliation, including those operating on a north-south basis;
- ensure voice is given to the diverse victims of violence in Northern Ireland, including via archives and victim-centred reconciliation events;
- encourage communication, tolerance and trust across Northern Ireland, but particularly in areas where communities are living apart;
- promote dialogue between, and mutual understanding of, different faiths and cultural backgrounds, both long-standing within Northern Ireland and recent arrivals to these shores, guided by overarching human rights norms.

Racial Equality Strategy

We are also acting to tackle racial inequalities and to promote good race relations through our Racial Equality Strategy.

New arrivals to Northern Ireland are very welcome for the skills, new ideas and fresh perspectives that they bring to life here. This growing diversity offers Northern Ireland a unique and exciting opportunity. It has a genuinely leavening effect on a society that has long been frozen in a “two traditions” divide. It has the potential to act as a powerful lever on the old attitudes to difference that maintained that divide.

The aims of the Racial Equality Strategy, listed below, complement those of A Shared Future. These aims are brought together in this action plan as an additional priority area for A Shared Future and are reflected in the priority outcomes which will be measured through the good relations indicators’ framework.

Racial Equality Strategy - Six Shared¹ Aims

(1) Elimination of Racial Inequality

To eliminate racism, racial inequality and unlawful racial discrimination and promote equality of opportunity in all aspects of life, including public life, for people of different ethnic backgrounds in Northern Ireland.

(2) Equal Protection

To combat racism and provide effective protection and redress against racism and racist crime.

(3) Equality of Service Provision

To ensure equality of opportunity for minority ethnic people in accessing and benefiting from all public services.

(4) Participation

¹ The aims are described as “shared” because they have been developed in consultation with minority ethnic representatives as being appropriate not just for Government but for all of Northern Ireland society

To increase participation and a sense of “belonging” of people from minority ethnic backgrounds in public, political, economic, social and cultural life.

(5) Dialogue

To promote dialogue between, and mutual understanding of, different faiths and cultural backgrounds, both long-standing within Northern Ireland and recent arrivals to these shores, guided by overarching human rights norms.

(6) Capacity Building

To build capacity within minority ethnic communities to develop a vibrant and sustainable minority ethnic sector at both local and regional level and to help minority ethnic people to fulfil the Government’s aim of a shared future for Northern Ireland.

To achieve progress on building a shared society, A Shared Future also detailed a number of priority areas and illustrative

actions around which actions would be identified in the first Triennial Action Plan. These **priority areas** are:

- Tackling the visible manifestations of sectarianism and racism
- Reclaiming shared space
- Reducing tensions at interface areas
- Shared education
- Shared communities
- Supporting good relations through diversity and cultural diversity
- Developing shared workplaces
- Good relations, community development and tackling disadvantage
- Ensuring that voice is given to victims
- Shared services

- People from minority ethnic communities and the majority community share equality of life chances in all aspects of their lives.²

This document sets out the actions Government will undertake to implement the Shared Future policy targeting the priority areas to achieve the policy across all departments. This approach explicitly encourages “sharing over separation” in delivering policies and services for good relations. An action plan relating directly to the Racial Equality Strategy is being published alongside this Triennial Action Plan.

Part 2 outlines the high-level commitments that Government Departments will take forward to implement the policy. These have been endorsed by the full Ministerial Team to reflect Government commitment to ensure that A Shared Future becomes a reality.

² This priority area relates to the Racial Equality Strategy and is reflected as a priority outcome under the Good Relations indicators.

Part 3 ‘drills down’ into how Government and its agencies will drive forward its commitments to the Shared Future agenda. The table of actions are set against planned progress and milestones over the next 3 years.

Whilst actions are fundamental to the process they are, no matter how detailed, only a means to an end. Having clearly stated the policy objectives we are also providing draft details of a developing monitoring and evaluation framework at **Part 4**, through which progress towards a set of priority outcomes can be identified and assessed. Just as the actions to achieve policy objectives are multi-dimensional so too is the range of good relations indicators that will inform the impact evaluation process. We have worked closely with a number of key stakeholders, including the Community Relations Council, Equality Commission, NI Council for Ethnic Minorities, NI Council for Voluntary Action and Co-operation Ireland, in the development of this first version of the framework to identify and agree the indicators necessary to this process.

The table of initial good relations indicators included in **Part 4** provides a preview of what the final baseline report on the 'health' of good relations will look like. Over the coming weeks officials from OFMDFM will be working with relevant Departments and key stakeholders to agree these indicators and develop the detail for the remaining high level priority outcomes. The first baseline report will be published later in 2006.

It is important to note that this is the first draft version and represents '*work to date*' on the framework. This will be progressively developed to reflect changing requirements. This framework will be a vital tool for the Good Relations Panel, the role of which is outlined in this section.

The first Triennial Action Plan is a major milestone in the outworking of A Shared Future. The publication of this plan meets a key obligation set out in the original policy. It is important to emphasize that the first action plan will be used as a working template with stakeholders who will be invited to

engage with Departments to ensure that the commitments and action plans are followed through and that they are subject to ongoing challenge and refinement.

The establishment of the **Good Relations Panel**, chaired by the Head of the Northern Ireland Civil Service, will champion and oversee the Shared Future agenda across Government. The panel will meet **quarterly** to oversee its progressive development and implementation. The panel will also have a role in the progressive implementation of the Racial Equality Strategy. An immediate action for the panel will be to create a mechanism to involve key stakeholders within wider civic society, academics, and practitioners in Local Government. The development of the mechanism is seen as an important step to ensure the continued involvement of civic society in the development of A Shared Future.

Part 2:

Making it happen - Towards a Shared Society

Government Departments' Headline Commitments

Part 2: Making it happen - Towards a Shared Society

In this section we report agreed headline commitments from Departments. These will be the key drivers for the wide-ranging actions detailed in **Part 3**. These headlines and their associated actions, together with the actions taken by others across Northern Ireland, will help to deliver the shared future outcomes.

Whilst this document is most importantly looking to the future we would wish to demonstrate that A Shared Future has already begun to produce positive improvements across Northern Ireland particularly in the area of re-imaging communities¹.

To move towards a more shared society, one of the key priority areas for Government is taking action to free the public

realm (including public property) from displays of sectarian and racist aggression. Government is committed to tackling visible manifestations of sectarianism and racism through removing displays of sectarian aggression such as flags (particularly permanent flagging), murals and other territorial marking.

The issue of the display of flags in Northern Ireland is an emotive one. The use of flags in instances such as a celebration of festivity is normally not a concern. However the display of flags to mark out geographical areas of 'territory' or to promote sectarianism or to intimidate people is and must remain wholly unacceptable in a peaceful and tolerant society.

In April 2005 the cross-departmental joint **Flags Protocol** was launched. It set out an agreed partnership approach to deal with flags issues. The parties included the Police Service of Northern Ireland, the Department of Environment, Department for Regional Development, Department for Social

¹ See page 16 for detail

Development, Office of the First Minister and Deputy First Minister and the Northern Ireland Housing Executive.

The main aim of this protocol has been to work proactively, with communities, to address the removal of flags and emblems from arterial routes and town centres and to remove all paramilitary flags and displays.

Community support for this has been very positive and despite a small number of persistent difficulties, it proved successful, with over 1,000 flags removed in 2005. The protocol is presently being reviewed and improved.

Again, by way of example, work has also begun to ensure that our society is welcoming to the whole community and that the physical environment is seen to be shared space. The Arts Council, Department of Cultural Arts & Leisure and the Northern Ireland Housing Executive are developing a Shared Communities' Consortium to support a 'Re-imagining Communities Programme'. This programme will provide an integrated approach to address the issues of flags, emblems

and sectarian symbols, including murals, and focuses on community re-imagining rather than merely on neighbourhood renewal. Details of this new programme will be announced soon.

The aim of the work is to deliver environmental improvement through a viable and sustainable partnership with key statutory bodies to provide a regional model to address flags, bonfires, emblems and sectional symbols. Such a model would complement existing, though ad hoc, initiatives.

District Councils, through the Community Relations Programme, have continued their vital work 'on the ground' to help build trust and relationships. This work of Community Relations Officers and the Community Relations Council will form an important plank of the new Good Relations Challenge Programme which will be brought forward this year.

Dedicated resources in excess of £1m continue to be targeted at supporting the important work being done at interfaces in urban and rural areas. There is evidence that this investment

is making a significant contribution (despite extraneous factors) not only to reducing tension at interfaces and other hotspots but also to promote relationship building.

Conflict at interface areas is the tragic symptom of a systemic lack of trust rather than the sole cause or evidence of it. We will continue to support trust-building work.

The education system represents a major opportunity to create greater sharing and to address potential diseconomies. At each level of education there are already opportunities for shared activities and inter-cultural education. For example, further and higher education colleges are widely regarded as open and integrated.

The Secretary of State has launched an independent review of education which will be led by Sir George Bain. The review will examine funding of the education system, in particular the strategic planning and organisation of the school estate, taking account of curriculum changes, including the wider provision for 14-19 year-olds, and also demographic trends.

The review has been tasked to identify innovative ways of schooling; sharing across and between sectors; and learning from examples elsewhere to achieve higher standards, better facilities and a better use of resources. It will also look at how best to meet the duty to encourage and facilitate integrated education. The action under the review is further reflected in the action plan.

A Shared Future recognises the importance of ensuring that voice is given to the diverse victims of conflict in Northern Ireland. We realise that the legacy of violence and conflict cannot be overlooked as we seek to build relationships and trust across society. The needs of individuals and communities who have suffered from violence and conflict will be accommodated as we progress this action plan. The views of the Interim Commissioner for Victims and Survivors will be sought as this work is progressed.

A Shared Future is a very wide-ranging initiative which affects every Government Department.

OFMDFM will continue to take responsibility for leading on the development of core Shared Future policy. It will provide a challenge function to other Departments on the extent of 'Shared Future' mainstreaming into their policies and a co-ordinating role to monitor and report across all areas.

This role will be undertaken both directly with Departments (as has been the case in the development of this action plan) and in support of the work of the Good Relations Panel.

OFMDFM's ongoing relationship with the changing Community Relations Council is fundamental to policy development and action planning.

As an example of OFMDFM's strategic leadership and challenge role in 2006/2007 the Department will engage with:

1. Department of Education (DE) on the review of education being led by Sir George Bain to ensure that it delivers A Shared Future's outcome of increased sharing in education
2. Department of Education (DE) on implementing a core syllabus for religious education, including a requirement for the study of other world religions.
3. The Equality Commission and others on OFMDFM's proposals to amend the Fair Employment and Treatment Order (Amendment) Regulations (Northern Ireland) 2003 to assist the introduction of mixed housing schemes.
4. Department for Employment and Learning (DEL) to establish a greater Shared Future focus in teacher training.
5. Department of Finance and Personnel (DFP) to ensure that all public expenditure plans promote sharing (except where the costs of doing so clearly outweigh the benefits).

Under the Review of Public Administration the new public authorities will have clear responsibilities for the promotion of good relations in their respective areas.

The functions that will transfer to Local Government will considerably strengthen the powers of local authorities. However, with enhanced strength also comes influence. Councils will have real power to make a greater difference to people's lives, invigorating local democracy. A requirement for collaborative working throughout the implementation of the RPA will be built in from the outset through the arrangements for community planning. This will place a duty on all organisations to plan and work together at local level. Local Government will, therefore, have a critical role in the development of a shared, tolerant and inclusive society which embraces diversity.

A Shared Future along with equality, social need, human rights and rural considerations has been a key thread woven into both the development of the reforms and the way in which the RPA has been conducted. The local administration

arrangements will provide a "lightning rod" for *A Shared Future* and ensure that good relations actions are earthed in the needs of local communities. The role of the Equality Commission for Northern Ireland will be key in the Councils' discharge of their Section 75 statutory responsibilities.

At the heart of the Review of Public Administration is a drive for a new civic culture in local affairs. In the past, Local Government in Northern Ireland has regrettably been associated with sectarianism and segregation. This has left a legacy of mistrust between the main communities that needs to be replaced with a new-found confidence in an inclusive society that embraces diversity. For this reason, it is essential that A Shared Future is at the heart of the RPA, in the arrangements for community planning and in the new District Council Good Relations Challenge Programme.

A new system of safeguards will form a centrepiece of the new model of Local Government. For the first time, **statutory checks and balances will protect the rights of minority communities and individuals**. So there cannot, and will not,

be any question of one community dominating over another. While the precise detail of the checks and balances has still to be firmed up, an RPA paper on safeguards, checks and balances is being considered by political parties. The Community Relations Unit and Community Relations Council will be working with the DOE and RPA Local Government implementation team to support the incorporation of A Shared Future objectives throughout the process.

Resources

On 31 January 2006 the Secretary of State announced that there would be a Comprehensive Spending Review (CSR 2007).

The CSR 2007 represents an important opportunity to secure significant funding towards the implementation of actions under A Shared Future.

In the interim period up to the CSR07 settlement, expenditure on community and good relations will remain at about £15

million each year. This includes core funding from the Community Relations Unit in OFMDFM, the Community Relations Council, Racial Equality Unit in OFMDFM, support for Victims activities, Community Relations funding through Department of Education, Department of Cultural Arts & Leisure and Department for Social Development and support for the integrated education sector through Department of Education.

In addition to this fixed annual sum, the Special European Union Programmes Body (SEUPB) has indicated that the £100 million available under Peace III will be used to directly support A Shared Future priorities. The International Fund for Ireland (IFI) which allocates £2.5 million annually through its Community Bridges Programme has also adopted A Shared Future values for its funding criteria.

Together with other philanthropic funding there will be significant additional funding available to support directly the community relations sector and towards reconciliation and Shared Future outcomes.

The Ministerial team have committed themselves to ensuring that the vision of A Shared Future will become a reality. In order to make this vision a reality each Government Department has committed to delivering challenging and practical actions.

In this chapter we have detailed these headline commitments that each Government Department has guaranteed in order to implement and deliver a Shared Future for Northern Ireland.

Departments' Headline Actions

In its over-arching policy responsibility for Shared Future, **the Office of the First Minister and Deputy First Minister** will

- ensure that the implementation of the Review of Public Administration will be compliant with Shared Future objectives;
- lead on all aspects and actions of Shared Future objectives, including particularly the Shared Future and Triennial Action Plan, Good Relations Panel the revamp of the Community Relations Council and the development of the District Council Good Relations Challenge Programme;
- develop a media campaign to challenge intolerance in Northern Ireland society and also promote debate about the role of the media in covering the issues of division;
- review community relations legislation;
- work with the Equality Commission – to ensure that Shared Future objectives are delivered in accordance with Section 75 (2) statutory duties and any additional legislative provisions that are introduced;
- ensure that ILEX, Maze and Crumlin Road Gaol [the latter to be taken forward by DSD] developments incorporate and deliver good relations outputs;
- ensure that A Shared Future is a central strand of the proposed 10 year strategy for children and young people;
- ensure full and ongoing implementation of the Racial Equality Strategy in respect of both racial equality and good race relations over the next 5 years;
- encourage development of the new stadium project as a Shared Future stadium for reconciliation;

- address the issue of reconciliation and the needs of victims; and
- report on research commissioned to establish reliable data on the costs of division.

The Northern Ireland Office will directly contribute to the achievement of Shared Future objectives through its policy areas of security, criminal justice, prisons and political development.

Specifically, the **NIO** will

- continue to work tirelessly for the restoration of the institutions of devolved government in Northern Ireland;
- in advance of restoration, ensure that A Shared Future will remain a key priority;
- through security, criminal justice, policing and law and order policy seek to support the achievement of the objectives of A Shared Future;
- with others, encourage dialogue within and between all those involved in the conflict in, or about, Northern Ireland as part of a conflict transformation process; and

- along with other Departments, keep legislation under review having regard to the need to support the objectives of A Shared Future.



Northern
Ireland
Office



The Police Service of Northern Ireland will

- at all times, uphold the rule of law and order;
 - support cross Departmental research to monitor and evaluate the impact of Shared Future on good relations by monitoring the levels of incidents, including crime, motivated by hate;
 - work in collaboration with Departments and agencies to tackle the incidents of hate crime and hate incidents, address their causes and support victims;
 - take all practical steps to protect people, including those who are of mixed marriage (including inter-faith and inter-racial) or minority ethnic background, sexual orientation or disability living in housing areas, mixed or not, who are attacked, intimidated, threatened or victimised; and
- continue to work with Departments and agencies in operating the Flags protocol and encourage local representatives and authorities to endorse it.



The Department of Education and Department for Employment and Learning will

- promote and prioritise sharing in all levels of education;
- develop sustained opportunities for shared and intercultural education at all levels – nursery, primary, secondary and tertiary;
- continue to ensure that all schools through policies, structures and curriculum, prepare pupils for life in a diverse and intercultural society and world;
- encourage understanding of the complexity of our history;
- prepare and train teachers to educate our children and young people to be effective and responsible citizens of a shared society; and

- promote opportunities for greater collaboration and sharing in further, higher and adult education.

Specifically **DE** and **DEL** will

- in decision making on new schools or re-organisation/rationalisation of schools, proposals will be required to demonstrate that options for collaboration/sharing on a cross-community basis have been considered and fully explored;
- on the basis of clear criteria to be developed, projects relating to new schools, re-organisation or rationalisation are more likely to justify receipt of financial support if they are shared or operate across the community divide;
- a shared model of schooling will be treated as the presumed option for new housing developments which are similarly shared;

- secure the effective implementation of the new citizenship programme; and
- as part of the Teacher Education Review, all partner bodies involved will review practices and processes to identify and develop opportunities for increased collaboration and sharing throughout early teacher education and continuous professional development.

The current review of education being led by Sir George Bain may lead to further refinement of these commitments and detailed actions.



The Department for Social Development will

- address in the wider context of social and economic renewal, the promotion of good relations for all communities and in particular, divided communities and those at interface areas.

Specifically it will –

- establish Neighbourhood Partnerships to develop a local vision and action plans that fully reflect the Shared Future agenda for the implementation of neighbourhood renewal;
- through Neighbourhood Renewal Partnerships establish and encourage cross community engagement focused on meeting the needs of communities, within and between specific Neighbourhood Partnerships;

- implement development schemes to improve the physical, social and economic well-being of towns and cities and to promote shared and neutral space;
- in collaboration with its partners, the Belfast City Council, the Northern Ireland Housing Executive and Belfast Area Partnership Boards, take forward a programme of work on key arterial routes which link deprived communities to Belfast City Centre;
- provide a range of strategic funding programmes in support of the voluntary and community sector across Northern Ireland which integrate and add value in supporting the development of communities through Neighbourhood Renewal;
- ensure support for community development work will be conditional on a good relations dimension and will be more closely aligned with District Council's good relations plans;

- together with representatives from communities across North Belfast and key statutory organisations, to develop and agree a strategy to address issues at interface areas; and
- ensure the Crumlin Road Gaol and Girdwood regeneration project will bring significant benefits to the community in North Belfast and the wider city and deliver good relations outputs.

And specifically through the **Northern Ireland Housing Executive** will

- in collaboration with the PSNI and other agencies, take action to protect minorities and people of mixed marriages from intimidation;
- in collaboration with the community and other agencies, establish a programme of work to remove kerbstone painting, murals, flags and graffiti in public housing estates;

- through the Community Cohesion Unit support relationship building at neighbourhood level.
- develop through Housing Associations two pilot schemes of 'Shared Future' Housing through Choice where it is practicable, desirable and safe over the next 12 months;
- initiate a programme of potential host sites to provide opportunity for 'Shared Future' Housing through Choice;
- identify opportunities to promote and maintain mixed estates;
- continue to invest in interface areas and develop opportunities to bring communities together;
- create the environment to allow timely and appropriate interventions for communities in transition as a result of conflict; and

- demonstrate a clear and positive commitment to tackling race issues through the Housing Executive's race relations policy.

The Department of Culture, Arts and Leisure will

- ensure that the culture, arts and leisure sector including DCAL, embraces Shared Future values when developing ‘cultural capital’;
- encourage the culture, arts and leisure sector to highlight the multi-faceted and overlapping nature of identities and their wider global connections, and encourage understanding of the diversity of our shared history;
- continue to develop existing north/south and east/west links across the culture, arts, and leisure sector, and ensure that the excellent relationships currently established are further maximised for the benefit of the Northern Ireland community;
- support the Arts Council for Northern Ireland and Northern Ireland Housing Executive in the current work

in addressing the legacy of the Northern Ireland conflict through its proposed Shared Communities Consortium;

- develop a policy framework for public libraries, emphasising the continuing importance of libraries as shared spaces which serve their community;
- following consultation, consider introducing the provisions of the Football Offences legislation to Northern Ireland;
- encourage good relations through sport;
- continue to support the Creative Youth Partnerships which make a positive contribution to the lives of children and young people and supports them in their learning, personal growth and social development; and

- maximise the opportunities provided by Maze Sports Stadium, Smithsonian Folk Life Festival 2007 and 2012 London Olympics to contribute to Shared Future objectives.



The Department for Enterprise, Trade and Investment will

- encourage the development of a high value added, innovative, enterprising and globally competitive economy leading to greater wealth creation and job opportunities for all. In support of A Shared Future it will:
- reinforce the importance of stability in creating the environment necessary to enable indigenous businesses to trade, prosper and grow;
- promote greater understanding and mutual respect among the Northern Ireland workforce regardless of religious/political background, race or level of ability; and
- highlight the economic cost of a negative image of Northern Ireland created by community unrest in terms of lost investment, lost jobs and lost tourism.

Specifically, DETI will,

- work with the business community to raise awareness and understanding of the negative impact of sectarianism and racism on the local economy and promote the economic benefits of greater community cohesion;
- encourage recognition of, and respect for, the vital role played by migrant workers in the local economy;
- encourage the shared use of industrial space, particularly at interface areas (where practicable); and
- challenge the costs of division.



The Department of Finance and Personnel will

- ensure that all proposals for public expenditure include an assessment of how they will contribute to the promotion of good relations as well as the New TSN and equality. Proposals will not be considered if this is not included;
- continue to ensure good and harmonious working places and relationships and that front line staff are fully trained and aware of the implications of the principles of A Shared Future for service delivery;
- identify and implement opportunities to reduce the costs of division across public spending, particularly in education and housing;
- support cross-departmental research to identify the costs of division, the baseline measure of the health of good relations and arrangements for monitoring and

evaluating the implementation of A Shared Future and its impact on the health of good relations over time; and

- oversee, in collaboration with OFMDFM, the development of appropriate training support programmes and material to support good relations considerations at all levels of NICS.

The Department of the Environment will

- ensure that planning policy promotes sharing over separation particularly in regard to access to shared spaces/facilities/services in town and city centres and in rural areas; and
- use the Environmental Heritage Service properties and estate to support the objectives of A Shared Future.



The Department for Regional Development will

- emphasise the importance that spatial planning has in supporting the development of A Shared Future in Northern Ireland – as part of its review of the Regional Development Strategy; and
- ensure that services are provided on a shared basis having due regard to the objectives of A Shared Future in outworking its sub-regional transport plans to support the Regional Transportation Strategy.

The Department of Health, Social Services and Public Safety.

The Department's vision is to have a culture where differences are recognised and valued, with a view to maximising the efforts of individuals and optimising their contribution to the Department's corporate aims and objectives. We will do this by promoting a culture of diversity through implementation of the Department's Diversity Strategy and Action Plan.

In partnership with Health and Social Services Trusts will

- develop a reporting and monitoring system to capture racist incidents experienced by Trust staff;
- ensure that all management development programmes provided by The Beeches Management Centre include diversity training;

- ensure that all its existing premises are maintained as shared spaces in which sectarianism, racism and homophobia are not tolerated;
- ensure that all new facilities commissioned for the HPSS are shared spaces in which sectarianism, racism and homophobia are not tolerated;
- consider the findings and recommendations of racism research to prevent and deal with racist incidents and to support staff who are affected;
- publish a second edition of the *Embracing Diversity* good practice guide for HPSS employers incorporating the findings/recommendations of the racism research;
- treat sectarian, racist or homophobic harassment as a serious disciplinary matter; and
- monitor adherence by care providers to the principles of "Equality and Diversity" and "Dignity and Respect" as

set out in the new Care Standards (2006) to be issued by the Department through the Regulation and Quality Improvement Authority.

Department of Agriculture and Rural Development will

- include good relations building outcomes in rural communities, within the capacity of the European Rural Development Regulations, and
- work to address community relations problems in rural estates in partnership, where possible, with DSD and NIHE through outcomes of community capacity building.

Part 3:

Making it happen – First Triennial Action Plan

Table of actions by priority area

Part 3: Making it happen- First Triennial Action Plan

Part 2 provides Departmental headline commitments that will be taken forward at a central Government level by each Department.

Part 3 of the First Triennial Action Plan, contains the detailed actions to deliver the headline commitments.

- The layout is designed to demonstrate that all priority areas listed in **Part 1** are being addressed by actions in the plan.
- The Action Plan is based on the 10 Priority Areas detailed in A Shared Future and referred to in **Part 1** of this document. There is also a further Priority area generated by the Racial Equality Strategy.
- The Action Plan also confirms a planned outcome for each Priority Area - the detail of which is provided in **Part 4**.

Shared Future **Priority Areas** for action:

- Tackling the visible manifestations of sectarianism and racism

- Reclaiming shared space
- Reducing tensions at interface areas
- Shared education
- Shared communities
- Supporting good relations through diversity and cultural diversity
- Developing shared workplaces
- Good relations, community development and tackling disadvantage
- Ensuring that voice is given to victims
- Shared services
- People from minority ethnic communities and the majority community shared equality of life chances in all aspects of their lives.

Part 3: **Making it happen – First Triennial Action Plan 2006-2009**

TABLE OF ACTIONS AGAINST SHARED FUTURE PRIORITY OUTCOMES

Priority Area 1: Tackling the Visible Manifestations of Sectarianism and Racism – Actions					
Headline Commitment	Responsibility Owned by/Lead Department:	2006-07	2007-08	2008-09	Priority outcome:
Continue to work with Departments and agencies in operating the Flags Protocol and encourage local representatives and authorities to endorse it	PSNI / OFMDFM	Monitor the effectiveness of the Flags Protocol.	Ongoing reporting.	Ongoing reporting.	Northern Ireland society is free from sectarianism and prejudice.
		Provide statistics on the number of flags removed, the means by which they were removed i.e. enforcement and negotiation. Provide data on the number of persons prosecuted for flags offences.	Ongoing reporting.	Ongoing reporting.	

In collaboration with the community and other agencies, establish a programme of work to remove kerbstone painting, murals, flags and graffiti in public housing estates	DSD / OFMDFM	Implement the Joint Protocol on Flags & Emblems and report on progress.	Ongoing	Ongoing
		Build local community consensus to re-image areas.	Ongoing	Ongoing
	DSD/DCAL/NIHE	Develop and implement a Re-imaging Programme through the Shared Communities Consortium.	Assist in delivery of Re-imaging Programme.	Ongoing
Continue to invest in interface areas and develop opportunities to bring communities together	DSD	Produce profile report on Belfast interface areas	Monitor progress and issue annual update profile report.	Ongoing
		Identify opportunities for joined up working with Belfast Interface Project.	Develop inter-community initiatives within interface areas and contested spaces.	Ongoing

		Identify areas of potential community cohesion support for community groups.	Work with key-stakeholders to promote good relations within identified areas.	Ongoing	
Following consultation, consider introducing the provisions of the Great Britain Football Offences Legislation to Northern Ireland	DCAL	Consult on proposals for new Northern Ireland Sports Ground Public Order Legislation.	Legislation laid before Parliament.	Legislation implemented.	

Priority Area 2: Reclaiming Shared Space

Headline Commitment	Responsibility Owned by/Lead Department	2006-07	2007-08	2008-09	<p>Priority outcome:</p> <p>All places are shared, safe, inclusive and welcoming for everyone.</p>
<p>Ensure that all existing HPSS premises are maintained as shared spaces in which sectarianism, racism and homophobia are not tolerated</p>	<p>DHSSPS</p>	<p>Maintain commitment to good relations practices through positive measures and supporting staff, including those who prosecute perpetrators of sectarian/racist attacks.</p>	<p>Ongoing</p>	<p>Ongoing</p>	
<p>Ensure that planning policy promotes sharing over separation particularly in regard to access to shared spaces/facilities/services in town and city centres and in rural areas</p>	<p>DOE</p>	<p>Planning policy developed to require proposals to provide clear commitments to shared space and shared services.</p>	<p>Ongoing implementation of criteria</p>	<p>Ongoing implementation of criteria</p>	

<p>Emphasise the importance that spatial planning has in supporting the development of A Shared Future (ASF) in Northern Ireland – as part of its review of the Regional Development Strategy (RDS)</p>	<p>DRD</p>	<p>Review of the strategic guidance in the RDS to reflect the importance of Shared Future objectives to balance development throughout the region.</p>	<p>Ongoing review of guidance</p>	<p>Ongoing</p>	
		<p>Provide guidance on A Shared Future criteria to Departments on spatial planning / shared future relationships.</p>	<p>Ongoing</p>	<p>Ongoing</p>	
		<p>Planning Policy Statements on Retailing, Countryside and Coast which reflect Shared Future objectives.</p>			
		<p>Key data to indicate support implementation of RDS in the North West will reflect Shared Future objectives and will be developed in North West Stakeholders Alliance.</p>	<p>Data to be monitored to ensure RDS/ASF objectives are being achieved in the North West</p>	<p>Ongoing</p>	

		Emerging DOE development plans will be appraised for general conformity with the RDS & ASF.	Ongoing	Ongoing	
		Monitor development indicators against the RDS and ASF long-term objectives and review the strategy to ensure progressive convergence.	Ongoing monitoring	Ongoing monitoring	
		Annual monitoring report and biennial report on progress in implementation of the RDS to progress towards Shared Future objectives to be published	Ongoing reporting	Ongoing reporting	

<p>Ensure that services are provided on a shared basis having due regard to the objectives of A Shared Future in the outworking of its transport plans to support the Regional Transportation Strategy</p>	<p>DRD</p>	<p>The Sub-Regional Transport Plan (SRTP) (which will address ASF objectives) to be issued for consultation with final plan announced by March 07.</p>	<p>SRTP implementation (including ASF dimension) to be monitored.</p>	<p>Ongoing</p>	
		<p>Strategic Road Improvements programme and the implementation of the Regional Strategic Transport Network Plan to be reviewed - including ASF priorities & objectives.</p>	<p>Implementation of review outcomes and road improvement schemes - including ASF priorities and objectives</p>	<p>Ongoing</p>	
		<p>The Belfast Metropolitan Transport Plan implemented incorporating ASF objectives.</p>	<p>Ongoing</p>	<p>Ongoing</p>	
<p>Develop a policy framework for public libraries, emphasising the continuing importance of libraries as shared spaces which serve their communities</p>	<p>DCAL</p>	<p>Publish a policy framework for the public library service to develop a role as a focus for activities as shared, accessible areas.</p>	<p>Implement Policy</p>	<p>Ongoing</p>	

<p>Establish Neighbourhood Partnerships to develop a local vision and action plans that fully reflect the Shared Future agenda for the implementation of neighbourhood renewal</p>	<p>DSD</p>	<p>32 Neighbourhood Partnerships' Vision Frameworks and Action Plans to be finalised. Partnerships to promote programmes/initiatives to provide effective cross community engagement.</p>	<p>Action Plans to be implemented during 07/08. Progress against A Shared Future principles monitored</p>	<p>Action Plans to be implemented during 08/09. Progress against A Shared Future principles monitored.</p>	
<p>Implement development schemes to improve the physical, social and economic well-being of towns and cities and to promote shared and neutral space</p>	<p>DSD</p>	<p>Implement the Victoria Square Community and Business Opportunity Plan as 'Shared Space'.</p>	<p>Ongoing</p>		
		<p>Implement phase one of the Public Realm Improvement Strategy for Belfast City Centre to promote the Shared Future concept of 'Shared Space'.</p>	<p>Ongoing</p>	<p>Complete Phase One of the Public Realm Improvement Strategy</p>	

		Implementation of the public realm scheme in Waterloo Place/Guildhall as a shared space.	Ongoing		
		Progress public realm schemes in Londonderry, Strabane and Limavady.	Ongoing		
To ensure the delivery of good relations outputs as part of the Crumlin Road Gaol and Girdwood regeneration projects	DSD	Establish Advisory Panel comprising local community and elected representatives to bring forward an agreed plan for the redevelopment of the Crumlin Road Gaol and Girdwood sites as shared spaces reflecting a Shared Future objectives.	To take forward the agreed master plan	To take forward the agreed master plan	

<p>In collaboration with its partners, the Belfast City Council , the Northern Ireland Housing Executive and Belfast Area Partnership Boards, take forward a programme of work on key arterial routes which link deprived communities to Belfast City Centre</p>	<p>DSD</p>	<p>Progress a programme of Public Realm/ Environmental Improvement Schemes in targeted areas across Belfast</p>	<p>Progress a programme of Public Realm/ Environmental Improvement Schemes in targeted areas across Belfast</p>	<p>Progress a programme of Public Realm/ Environmental Improvement Schemes in targeted areas across Belfast</p>	
<p>Ensuring that ILEX, Maze and Crumlin Road Gaol [the latter to be taken forward by DSD] developments incorporate and deliver good relations outputs</p>	<p>OFMDFM</p>	<p>Development planning will include criteria to deliver A Shared Future shared space, shared community outcomes.</p>	<p>Ongoing</p>	<p>Ongoing</p>	

Priority Area 3: Reducing Tensions at Interface Areas

Headline Commitment	Responsibility Owned by/Lead Department	2006-07	2007-08	2008-09	Priority outcome: Positive and harmonious relationships exist between communities at interface areas.
Support the Arts Council and the NI Housing Executive in the current work in addressing the legacy of the Northern Ireland conflict through its proposed Shared Communities Consortium	DCAL/OFMDFM/ DSD/NIHE	Implement the Re-imaging Communities Programme through the Arts Council and NIHE to replace aggressively sectarian and racist images.	Ongoing	Ongoing	
Encourage the shared use of industrial space, particularly at interface areas (where practicable)	DETI	Invest NI will review its policy in relation to site allocation to clients to consider the implications for Shared Future objectives.	Ongoing	Ongoing	

<p>Through Neighbourhood Renewal Partnerships establish and encourage cross community engagement focused on meeting the needs of communities, within and between specific Neighbourhood Partnerships</p>	<p>DSD</p>	<p>Guidance to Neighbourhood Renewal Partnerships will emphasise the development and support of a cross community ethos. Neighbourhood action plans will be monitored to ensure the Shared Future ethos is a driver for programmes.</p>	<p>Ongoing</p>	<p>Ongoing</p>	
<p>Together with representatives from communities across North Belfast and key statutory organisations to develop and agree a strategic action plan to address issues at interface areas</p>	<p>DSD</p>	<p>Develop and agree a strategic action plan to address interface issues in North Belfast.</p>	<p>Implement the strategic action plan for North Belfast interface areas and increase the amount of cross community contact and working.</p>	<p>Ongoing</p>	

<p>Address in the wider context of social and economic renewal, the promotion of good relations for all communities and in particular, divided communities and those at interface areas</p>	<p>DSD</p>	<p>Social & economic renewal programmes, including those at interface areas, will have enhanced criteria objectives to build inclusive communities with harmonious & positive relations as outcomes.</p>	<p>Ongoing</p>	<p>Ongoing</p>	
<p>Create the environment to allow timely and appropriate interventions for communities in transition as a result of conflict</p>	<p>DSD</p>	<p>Identify areas at risk through conflict / division (based on religion or race), and develop an action plan.</p>	<p>Review identified areas at risk</p>	<p>Review identified areas at risk</p>	
		<p>Respond to local conflict situations and develop early intervention solutions through a partnership approach.</p>	<p>Respond to local conflict situations and develop early intervention solutions through a partnership approach</p>	<p>Respond to local conflict situations and develop early intervention solutions through a partnership approach</p>	

			Develop a mapping mechanism to identify areas in transition through population change.	Continue the mapping mechanism to identify areas in transition through population change.	
			Develop inter-community development and support initiatives to build good relations in areas in transition.	Continue to develop inter-community development and support initiatives to build good relations in areas in transition.	
Include good relations building outcomes in rural communities, within the context of the European Rural Development Regulations	DARD	Develop projects for European Programmes which include actions on good relations within rural communities.	Roll out European Programmes to delivery agents, and monitor impact of good relations within Programmes.	Transfer operational programmes and delivery to Local Councils. (Continue to set and monitor policy for impact of good relations objectives).	

Priority Area 4: Shared Education

Headline Commitment	Responsibility Owned by/Lead Department	2006-07	2007-08	2008-09	<p style="text-align: center;">Priority outcome:</p> <p style="text-align: center;">Increased sharing in education</p>
<p>In decision making on new schools or re-organisation/rationalisation of schools, proposals will be required to demonstrate that options for collaboration/sharing on a cross-community basis have been considered and fully explored</p> <p>On the basis of clear criteria to be developed, projects relating to new schools, reorganisation or rationalisation are more likely to justify receipt of financial support if they are shared or operate across community divide</p>	<p>DE</p>	<p>The independent review of education led by Sir George Bain, will examine:-</p> <ul style="list-style-type: none"> - Funding of the education system, in particular the strategic planning and organisation of the school estate, taking account of curriculum changes, the wider provision for 14-19 year olds, and also demographic trends. - It will consider innovative ways of schooling sharing across and between sectors and learning from examples elsewhere to achieve higher 	<p>Implementation of Review recommendations</p>	<p>Ongoing</p>	

<p>The presumption will be a shared model of schooling option for new housing developments which are similarly shared</p>		<p>standards, better facilities and a better use of resources.</p> <ul style="list-style-type: none"> - It will look at how to best meet the duty to encourage and facilitate integrated education. - The work on the Review will inform the development of the commitments and their delivery in keeping with Shared Future objectives. - Guidance on estate planning to the education authorities which will highlight the importance of examining collaborative and sharing approaches to be issued. 			
<p>Promote sharing in all levels of education</p>	<p>DE</p>	<p>Community Relations Core Funding Scheme and criteria will ensure/require more meaningful sharing and experiential activities.</p>	<p>New core funding allocations will ensure sharing at all levels</p>	<p>Continue with monitoring and advising core funded groups</p>	

		Further develop Community Relations Education NI website.	Ongoing	Ongoing	
		Delivery of community relations, as part of the curriculum, to be introduced. Delivery monitored in post primary schools involved in the pilot.	Monitor delivery of curriculum and identify number of schools participating on a cross-community basis.	Review and evaluate	
Encourage understanding of the complexity of our history	DE	Support teachers in the key principles of tolerance, equality and inclusion. Ensure that the curriculum requirements for the teaching include appointments for pupils to explore different perspectives of the modern history of Northern Ireland.	Ongoing Ongoing	Ongoing – in association with Education and Skills Body Ongoing	

		actions.	recommendations		
Encourage the culture, arts and leisure sector to highlight the multi-faceted and overlapping nature of identities and their wider global connections and encourage understanding of the diversity of our shared history.	DCAL	W5 events in partnership with other bodies will be used to represent and examine interests of all communities to provide active citizenship on both local and global perspectives.	Ongoing	Ongoing	

Priority Area 5: Shared Communities

Headline Commitment	Responsibility Owned by/Lead Department	2006-07	2007-08	2008-09	<p>Priority outcome:</p> <p>Northern Ireland is a community where people of all backgrounds work, live, learn and play together.</p>
<p>At all times, uphold the rule of law and order</p>	<p>PSNI</p>	<p>In partnership with other agencies, help reduce the incidence of crime, including organised crime, in line with published targets; and diminish the fear of crime.</p>	<p>Ongoing</p>	<p>Ongoing</p>	
		<p>Promote awareness and understanding within PSNI of a human rights approach to policing based on the Human Rights Act 1998.</p>	<p>Ongoing</p>	<p>Ongoing</p>	
		<p>Ensure PSNI is delivering a policing service that takes accounts of the needs of all communities.</p>	<p>Ongoing</p>	<p>Ongoing</p>	

		Build and sustain confidence in the Police Service and police accountability arrangements by all sections of society.	Ongoing	Ongoing	
		Increase the percentage of people who have confidence in PSNI's ability to provide an ordinary, day-to-day policing service by five percentage points over the three year period.	Ongoing	Ongoing	
Support cross Departmental research to monitor and evaluate the impact of A Shared Future on good relations by monitoring the levels of incidents, including crime, motivated by hate	PSNI	Monitors hate crime incidents against the baseline for the number of religious, sectarian, disability, homophobic and racist incidents.	Ongoing	Ongoing	
		Analyse the trends in hate crime following on from the establishment of an accurate database.	Ongoing	Ongoing	

		Promote a better understanding within PSNI internally of the socio-demographics of minority and vulnerable communities to build confidence in policing.	Ongoing	Ongoing	
		Train officers and student officers in investigation standards for hate crime policy and diversity issues.	Ongoing	Ongoing	
Work in collaboration with Departments and agencies to tackle the incidence of hate crime and hate incidents, address their causes and support victims	PSNI	Train officers and student officers on the new service hate incident policy.	Ongoing	Ongoing	
		Support ethnic and gay police associations to improve engagement with these communities.	Ongoing	Ongoing	
		Increase the clearance rate for hate crimes which are	Ongoing	Ongoing	

		<p>perceived to be motivated by: -</p> <ul style="list-style-type: none"> • Sectarianism • Racism • Homophobia • Disability • Religion/Faith <p>Implement actions arising from the Hate Crime Conference in February 2006.</p> <p>Support the development of Neighbourhood Watch across Northern Ireland in partnership with the Police Service of Northern Ireland and the Northern Ireland Policing Board.</p> <p>Develop a victims' service standard for the PSNI.</p> <p>Increase membership and effectiveness of the Service Independent Advisory Group.</p>	<p>Ongoing</p> <p>Ongoing</p> <p>To disseminate and deliver training on the victims service standard for the PSNI.</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	
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		<p>Develop a Service Policy on the Role of Independent Advisory Groups (IAG).</p> <p>Create opportunities to further develop relationships with minority ethnic groups.</p> <p>Consider the development of a specific hate crime investigation booklet.</p>	<p>Implement the Service Policy</p> <p>Ongoing</p> <p>To further explore the development of Independent Advisory Groups in each District to assist in local action planning and implementation of policy.</p> <p>To identify areas within victim surveys (racial incidents) to ensure that sufficient focus has been included in policy around what victims expect from police and what is important.</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	
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<p>Take all practical steps to protect people, including those who are of mixed marriage (including inter-faith and inter-racial), minority ethnic background, sexual orientation or disability, living in housing areas, mixed or not, who are attacked, intimidated, threatened or victimised</p>	<p>PSNI</p>	<p>Increase the percentage of crime victims satisfied that they have been kept informed regarding their case by three percentage points over the 3-year period.</p>	Ongoing	Ongoing	
		<p>Develop and implement projects with partner agencies that address crime, fear of crime and its impact.</p>	Ongoing	Ongoing	
		<p>Disseminate information and advice on community safety issues incorporating hate crime (including attacks of a sectarian, religious, racial, homophobic or disablist nature).</p>	Ongoing	Ongoing	
		<p>Build confidence with minority groups through practical and financial support, for events and initiatives.</p>	Ongoing	Ongoing	
		<p>Develop and deliver an Equality/Diversity</p>	Ongoing	Ongoing	

		<p>training strategy for all officers and staff.</p> <p>Develop an Interpreters Guide and Service policy.</p> <p>Engage with individuals and groups established by or through Independent Advisory Groups.</p> <p>-</p>	<p>Implement the Interpreters Guide and Service policy.</p> <p>Ongoing</p> <p>To meet targets as identified in PSNI Equality Scheme</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	
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<p>Ensure that all proposals for public expenditure include an assessment of how they will contribute to the promotion of good relations as well as the New TSN and equality. Proposals will not be considered if this is not included</p>	<p>DFP</p>	<p>As part of the annual budget cycle, ensure that spending proposals from Departments include an assessment of the impact on good relations. This was done during the 2005 Priorities and Budget process (in consultation with OFMDFM) and will continue to be a core feature of future centrally managed financial planning processes including in-year monitoring and the Comprehensive Spending Review.</p>	<p>Ongoing</p>	<p>Ongoing</p>	
<p>Include good relations building outcomes in rural communities, within the context of the European Rural Development Regulations</p>	<p>DARD</p>	<p>Develop projects for European Programmes which include actions on good relations within rural communities.</p>	<p>Roll out European Programmes to delivery agents, and monitor impact of good relations within Programmes.</p>	<p>Transfer operational programmes and delivery to Local Councils. (Continue to set and monitor policy for impact of good relations objectives).</p>	
<p>Work to address community relations</p>	<p>DARD</p>	<p>With DSD, to take forward community relations issues within</p>	<p>Monitor good relations outcomes from rural estates</p>	<p>Transfer operational programmes to Local Government.</p>	

<p>ensure that Further Education promotes, through policies, structures and curriculum, a diverse and intercultural society</p>			<p>Education Cultural Diversity/Good Relations Programmes, and review impact, on Students, Staff and policies/practices</p>	<p>impact assessment.</p>	
<p>Prepare and train teachers to educate our children and young people to be effective and responsible citizens of a shared society</p>	<p>DE</p>	<p>Teacher training days on the citizenship aspect of the curriculum to continue to be provided to implement 'Towards a Culture of Tolerance in Education' (TACOTIE). In-service training for teachers of Year 8 and year 11 pupils completed.</p>	<p>In-service training for teachers of Year 9 and Year 12 pupils completed (In-service programme fully delivered).</p>		

		Guidelines on community relations progression will be launched in April 2006. Training for teachers on implementation of guidelines to commence.	Continue with training on Guidelines.	Review and update training on Guidelines.	
		Audit of teachers' training needs and current training content by the Implementation Panel.	Improved training, as identified in the audit, introduced. Commission any resource identified in the audit.	Continue training	
		Produce and disseminate Models of Good CR Practice for schools and youth groups.	Disseminate further good practice examples.	Review progress	
Secure the effective implementation of the new citizenship programme	DE	Citizenship education, becomes a statutory element of the new Learning for Life and Work (LLW) strand	General Learning Areas and LLW become statutory for Year 8 and Year 11 pupils	General Learning Areas and LLW to become statutory for Year 9 and Year 12 pupils	

<p>Encourage the culture, arts and leisure sector to highlight the multi-faceted and overlapping nature of identities and their wider global connections and encourage understanding of the diversity of our shared history</p>	<p>DCAL</p>	<p>W5 events, in partnership with other bodies, will represent and examine interests of all communities to provide active citizenship on both local and global perspectives.</p>	<p>Ongoing</p>	<p>Ongoing</p>	
<p>Following consultation, consider introducing the provisions of the Football Offences Legislation to Northern Ireland</p>	<p>DCAL</p>	<p>Consult on proposals for new Sports Ground Public Order Legislation.</p>	<p>Legislation laid before Parliament</p>	<p>Legislation implemented</p>	

<p>Encourage good relations through sport</p>	<p>DCAL</p>	<p>Through implementation of the new Strategy for Sport and Physical Recreation. DCAL will provide sport and physical recreation as vehicles for developing good community relations in Northern Ireland.</p>	<p>Ongoing implementation</p>	<p>Ongoing</p>	
<p>Continue to support the Creative Youth Partnerships, which make a positive contribution to lives of children and young people in NI and supports them in their learning, personal growth and social development</p>	<p>DCAL</p>	<p>Continue to deliver the Creative Youth Partnerships programme through the website and Action Zone Programmes.</p>	<p>Future actions to be decided.</p>	<p>Future actions to be decided.</p>	

Maximise the opportunities provided by Maze Sports Stadium, Smithsonian Folk Life Festival 2007 and 2012 London Olympics to contribute to Shared Future objectives	DCAL	On the basis of Shared Future criteria complete a full cost-benefit analysis, market sounding, design competition for the Stadium project & negotiations with Sports Bodies.	Implementation Plan finalised	Ongoing Implementation	
		Develop NI 2012 Olympics Strategy maximising good relations opportunities.	Implement Strategy	Ongoing Implementation	
		Plan participation in 2007 Smithsonian Folk Festival to maximise good relations opportunities for participants	Participate in Festival		
Challenge the costs of division	DETI	Stimulate debate on the economic importance of stability and good relations with key stakeholders including, for example, the Economic Development Forum.	Ongoing debate	Ongoing debate	
Provide a range of strategic funding	DSD	Proof all Urban Regeneration Community	Monitor the programmes delivered to ensure	Monitor the programmes delivered to ensure	

programmes in support of the voluntary and community sector across Northern Ireland which integrate and add value in supporting the development of communities through Neighbourhood Renewal		Development grants programmes to ensure good relations actions are included.	that appropriate good relations actions are delivered.	that appropriate good relations actions are delivered.	
		Support voluntary and community networking organisations to develop cross community work.	Ongoing	Ongoing	
In collaboration with the PSNI and other agencies, take action to protect minorities and people of mixed marriages from intimidation	DSD	To develop protocols between agencies to support victims.	Deliver protocol contents	Deliver protocol contents	

Create the environment to allow timely and appropriate interventions for communities in transition as a result of conflict	DSD	Identify areas at risk through conflict/division (based on religion or race), and develop an action plan.	Review identified areas at risk	Review identified areas at risk	
		Respond to local conflict situations and develop early intervention solutions through a partnership approach.	Respond to local conflict situations and develop early intervention solutions through a partnership approach.	Respond to local conflict situations and develop early intervention solutions through a partnership approach.	
			Develop a mapping mechanism to identify areas in transition through population change.	Continue the mapping mechanism to identify areas in transition through population change.	
			Develop inter-community development and support initiatives to build good relations in areas in transition	Continue to develop inter-community development and support initiatives to build good relations in areas in transition.	
Demonstrate a clear and positive commitment to tackling race issues through the Housing Executives Race Relations policy	DSD	Implement the NIHE Race Relations Policy (which mirrors OFM/DFM Race Equality Strategy) within the following themes: <ul style="list-style-type: none"> • Mainstreaming Black & Minority Issues 	Ongoing implementation of the NIHE Race Relations Policy in the same themes.	Ongoing implementation of the NIHE Race Relations Policy in the same themes.	

		<ul style="list-style-type: none"> • Racial Harassment and Intimidation • Promoting Black and Minority Ethnic Social Inclusion • Community Participation & Development • Migrant Worker Issues 			
<p>Lead on all aspects and actions of A Shared Future objectives, including particularly the Shared Future Triennial Action Plan, Good Relations Panel the revamp of the Community Relations Council and the development of the District Council Good Relations Challenge Programme</p>	OFMDFM	<p>The first Shared Future Triennial Action Plan (TAP) will be published and implementation will commence from April 2006.</p> <p>Baseline measurements of the health of good relations to be taken.</p>	<p>First annual progress report and update of TAP will be published.</p> <p>(i) First Assessment of the health of community/good relations to be completed</p> <p>(ii) Review and update good relations measurement indicators</p>	<p>Second progress report and update of TAP will be published.</p> <p>(i) Ongoing assessment</p> <p>(ii) Ongoing review</p>	

		<p>A cross departmental Good Relations Panel and Social Partners Advisory Group, to oversee the Triennial Action Plan, to be established.</p> <p>(i) New Appointments to the re-formed Community Relations Council to be made.</p> <p>The new 2007/2010 Strategic Plan for the Community Relations Council agreed.</p> <p>Revised Memorandum of Understanding between ECNI and CRC updated.</p>	<p>Panel's and Advisory Group's oversight role continues</p> <p>Second Round of appointments made</p> <p>The new District Council Good Relations Challenge Programme introduced</p>	<p>Ongoing.</p> <p>Third Round of appointments made</p> <p>Review of 06/09 Strategic Plan commences</p> <p>Ongoing Delivery of Programme.</p>	
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<p>Develop a media campaign to challenge intolerance in Northern Ireland society and also promote debate about the role of the media in covering the issues of division</p>	<p>OFMDFM</p>	<p>Plans for campaign reviewed to establish merits of strategy.</p>	<p>Depending on review outcome</p>	<p>Depending on review outcome</p>	
<p>Review the Community Relations Legislation</p>	<p>OFMDFM</p>	<p>Review of Community Relations legislation to commence to include: (i) CRC's enhanced functions, (ii) Broader Good Relations duty for District Councils, and (iii) Good Relations Challenge Programme.</p>	<p>Consultation on any legislation proposals</p>	<p>Legislative changes introduced if necessary</p>	
<p>Work with the Equality Commission for Northern Ireland (ECNI)– to ensure that Shared Future objectives are delivered in accordance with Section 75 (2) statutory duties and any additional</p>	<p>OFMDFM</p>	<p>ECNI to deliver its statutory enforcement and advice function</p> <p>Revised Memorandum of Understanding between ECNI and CRC updated.</p>	<p>Ongoing delivery of statutory role</p> <p>Ongoing ECNI/CRC joint working</p>	<p>Ongoing delivery of statutory role</p> <p>Ongoing ECNI/CRC joint working</p>	

legislative provisions that are introduced					
Ensure that A Shared Future is a central strand of the proposed 10 year strategy for children and young people	OFMDFM	The strategy for Children and Young people, to be published. (In conjunction with A Shared Future objectives, produce positive impacts for society in Northern Ireland which will benefit children and young people).	Ongoing implementation	Ongoing implementation	
Through security, criminal justice, policing and law & order seek to support the achievement of the objectives of A Shared Future	NIO	Work to increase confidence in the police throughout all parts of the community in Northern Ireland Increase Catholic representation in the police service to (30% by December 2010), with an interim target of 21.5% by March 2007	Increase confidence levels by further 3% by March 2008 Increase Catholic representation to 23.5% by March 2008	Target to be reviewed Increase Catholic representation to 25.5% by March 2009	

		<p>Increase confidence in the criminal justice system by at least 1% by March 2007</p> <p>Continue normalisation in line with the programme published by the Government in August 2005, by March 2007</p>	<p>Increase confidence levels by further 3% by March 2008</p> <p>Complete normalisation programme by July 2007</p>	<p>Target to be reviewed</p>	
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Priority Area 6: Supporting Good Relations through Diversity and Cultural Diversity

Headline Commitment	Responsibility Owned by/Lead Department	2006-07	2007-08	2008-09	<p>Priority Outcome:</p> <p>Northern Ireland is a place where cultural diversity is embraced, respected and valued</p>
<p>Use the Environmental Heritage Service properties and estate to support the objectives of A Shared Future</p>	<p>DOE</p>	<p>EHS properties will be actively promoted as a shared cultural heritage with particular focus on use by shared school initiatives and cross community groups.</p>	<p>Ongoing practice</p>	<p>Ongoing practice</p>	
<p>Encourage understanding of the complexity of our history</p>	<p>DE</p>	<p>Through Core Funded Groups, Community Relations Programme and the Arts Council cross-community cultural heritage and cultural tradition activities in schools will be encouraged.</p>	<p>Develop and promote further Community Heritage and Cultural Tradition programmes in schools.</p>	<p>Review schools programmes together with the new Education Skills Body.</p>	

<p>Develop opportunities for shared and intercultural education at all levels – nursery, primary, secondary and tertiary</p>	<p>DE</p>	<p>Develop new opportunities for sharing at all levels of Education.</p>	<p>Establish partnership arrangements with new opportunities as identified in 06/07.</p>	<p>Identify further opportunities.</p>	
	<p>DEL</p>	<p>Disseminate the best practice identified in the Cultural Diversity pilots and implement the recommendations of the ‘Chill Factor’ Research and the Further Education Sector.</p> <p>Commission research into racism and homophobia in the college network, identifying ethnicity attitudes and behaviours and develop practical solution to address emerging issues</p>	<p>Further Education, Cultural Diversity, Good Relations policies revised to reflect the outcomes and recommendations of research.</p>	<p>Policy implementation continues</p>	

Ensure that the culture, arts and leisure sector, including DCAL, embraces Shared Future values when developing cultural capital	DCAL	Continue to support NIFTC in the operation of the Irish Language Broadcast Fund, and develop framework for interim evaluation.	Complete interim evaluation	Way forward to be planned	
		Consider proposals for Ulster Scots Academy and associated business plan.	Agreed recommendations to be implemented	Ongoing implementation	
		Make proposals for policy to the Northern Ireland Race Forum on use of ethnic minority languages within the public sector.	Agreed action by DCAL to be taken forward.	Ongoing.	
		Finalise business case for enhancing supply of British Sign Language (BSL) and Irish Sign Language (ISL) tutors and interpreters in NI and identify a way forward.	Agreed recommendations to be implemented	Ongoing	
		Establish a Gaeltacht Quarter Development Body.	Progress development of Development Body.	Complete Culturlann Capital Project	

<p>Encourage the culture, arts and leisure sector to highlight the multi-faceted and overlapping nature of identities and their wider global connections and encourage understanding of the diversity of our shared history</p>	<p>DCAL</p>	<p>National Museums of N Ireland & W5/Collections continue to be representative of the diversity present in this geographical area.</p>	<p>Ongoing</p>	<p>Ongoing</p>	
<p>Continue to develop existing north/south and east/west links across the culture, arts and leisure sector and ensure that the excellent relationships currently established are further maximised for the benefit of the NI community</p>	<p>DCAL</p>	<p>Continue funding for Iomairt Cholm Cille & North/South Language Body consistent with other funding policies</p> <p>Continue to meet Government Commitments under Council of Europe Charter for Regional or Minority Languages in respect of Irish & Ulster Scots.</p>	<p>Ongoing</p> <p>Ongoing</p>	<p>Ongoing</p> <p>Ongoing</p>	
<p>Ensure full and ongoing implementation</p>	<p>OFMDFM</p>	<p>In conjunction with A Shared Future, the Racial Equality</p>	<p>Review and update the Racial Equality implementation</p>	<p>As 07/08</p>	

<p>of the Racial Equality Strategy in respect of both racial equality and good race relations over the next 5 years</p>		<p>implementation action plan will examine how better race relations can support improvement in relationships between the more traditional communities in NI while ensuring that racial inequalities are tackled.</p>	<p>action plan while continuing to investigate how greater mutual understanding between and among different faith and ethnic backgrounds can improve relationships, both for those most recently arrived and those who have been here for a longer period on the basis of equality.</p>		
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Priority Area 7: Developing Shared Workplaces

Headline Commitment	Responsibility Owned by/Lead Department	2006-07	2007-08	2008-09	<p>Priority Outcome:</p> <p>All work places are safe and shared.</p>
<p>Begin new dialogue on developing good relations within the workplace</p>	<p>OFMDFM with ECNI and CRC</p>	<p>OFMDFM to support ECNI and CRC dialogue with employers and trades' unions on developing relationships within a safe environment and shared workplaces.</p>	<p>Bring forward and implement detailed proposals on promoting good relations in the workplace. Proposals will focus on challenging sectarianism and racism and ensuring access routes to places of employment are free of overt sectarian or racist displays.</p>	<p>Ongoing implementation</p>	

Ensure that a Shared Future objectives are delivered through implementation of the statutory duties included in Section 75(2) of the Northern Ireland Order	OFMDFM ECNI	Through ECNI, the duties required of the public sector will be actively enforced.	Ongoing monitoring and action	Ongoing monitoring and action	
Continue to ensure good and harmonious working places and relationships and that front line staff are fully trained and aware of the implications of the principles of A Shared Future for service delivery	DFP	Keep equal opportunities policy under review with Departments to ensure that the general harassment and bullying policy meets the requirement for good working relationships in an increasingly multi-racial society.	Ongoing	Ongoing	
Consider the findings and recommendations of racism research to prevent and deal with racist incidents and to support staff who are affected	DHSSPS	Implement recommendations to help prevent racist attacks. Continue to support staff that are attacked including those who prosecute perpetrators of attacks.	Ongoing implementation and practice	Ongoing implementation and practice	

Develop a reporting and monitoring system to capture racist incidents experienced by Trust staff	DHSSPS	Complete system development and establish baseline data.	Implement reporting system and monitor information produced against the baseline data.	Ongoing monitoring	
Publish a second edition of the <i>Embracing Diversity</i> good practice guide for HPSS employers incorporating the findings/recommendations of the racism research	DHSSPS	Complete research and publish the <i>Embracing Diversity</i> good practice guide.	In partnership with HPSS employers, implement the good practice guide.	Ongoing implementation	
Ensure that all management development programmes provided by The Beeches Management Centre include diversity training	DHSSPS	Development of diversity* training materials completed. Management development programmes for 07/08 updated to include new materials. *(On religious, ethnic, sexual orientation and disability issues.)	Diversity Training delivered	Diversity Training delivered	
Continue to treat sectarian, racist or homophobic harassment as a serious disciplinary matter	DHSSPS	All harassment cases will be actioned in accordance with disciplinary procedures.	Ongoing action	Ongoing action	
Work with the business community to raise awareness and	DETI	Stimulate debate on the economic importance of stability	Ongoing debate	Ongoing debate	

<p>understanding of the negative impact of sectarianism and racism on the local economy and promote the economic benefits of greater community cohesion</p>		<p>and good relations with key stakeholders including, for example, the Economic Development Forum.</p>			
		<p>Support the work of the trade union movement in challenging sectarianism in the workplace.</p>	<p>Ongoing</p>	<p>Ongoing</p>	
<p>Encourage recognition of, and respect for, the vital role played by migrant workers in the local economy</p>	<p>DETI</p>	<p>Raise DETI staff awareness of the contribution of migrant workers to the Northern Ireland economy.</p> <p>Employment Law workshops (including a particular emphasis on migrant workers)</p>	<p>Reinforce awareness</p> <p>Further seminars in response to identified need</p>	<p>Reinforce awareness</p> <p>Further seminars in response to identified need</p>	

Priority Area 8: Good Relations, Community Development and Tackling Disadvantage

Headline Commitment	Responsibility Owned by/Lead Department	2006-07	2007-08	2008-09	<p>Priority outcome:</p> <p>People from all cultures and backgrounds participate in public, political, economic, social and cultural life.</p>
<p>Develop through Housing Associations, 2 pilot schemes of 'Shared Future' Housing through Choice where it is practicable, desirable and safe over the next 12 months</p>	<p>DSD</p>	<p>2 potential sites identified. Support mechanisms & Housing Management package being developed for the first scheme.</p> <p>Joined-up working with Housing Associations to deliver Shared Future Housing Scheme to be established.</p> <p>Advisory Panel of key stakeholders to be established to support schemes.</p>	<p>Monitor & evaluate first schemes. Develop package for second scheme with nominated Housing Association</p>	<p>Monitor & evaluation of Second scheme</p>	

	OFMDFM	Examine proposed changes to Fair Employment Treatment Order legislation to assist mixed housing schemes.	Bring forward proposed changes to policy/legislation to support mixed housing schemes.	Ongoing	
Encourage the culture, arts and leisure sector to highlight the multi-faceted and overlapping nature of identities and their wider global connections and encourage understanding of the diversity of our shared history	DCAL	W5 will: use its resources and technology base, to develop and deliver an extensive outreach programme to support divided and disadvantaged communities in both rural and urban settings.	Ongoing use of resources	Ongoing use of resources	
Ensure support for community development work will be conditional on a good relations dimension and will be more closely aligned with District Council good relations plans	DSD	Ensure all District Councils incorporate good relations dimensions in Community Support Plans.	Monitor progress against good relations- linked actions in Community Support Plans.	Monitor progress against good relations- linked actions in Community Support Plans.	

<p>In collaboration with its partners, the Belfast City Council, the Northern Ireland Housing Executive and Belfast Area Partnership Boards, take forward a programme of work on key Arterial Routes which link deprived communities to Belfast City Centre</p>	<p>DSD</p>	<p>Continue to engage with regeneration partners in the “Renewing the Routes” arterial routes programme for Belfast.</p>	<p>Ongoing engagement and progress a programme of Public Realm/ Environmental Improvement Schemes in targeted areas across Belfast</p>	<p>Ongoing engagement</p>	
<p>Initiate a programme of potential host sites to provide opportunity for ‘Shared Future ‘ Housing through Choice</p>	<p>DSD</p>	<p>NIHE Strategic Steering Group scoping for further sites.</p>	<p>Ongoing scoping for further sites. Consider alternative housing option developments to host ‘Shared Future’ Housing through Choice</p>	<p>Ongoing scoping for further sites & delivery of new schemes.</p>	
		<p>SLA with HFHNI developed to deliver community support for ‘Shared Future’ Housing through Choice.</p>	<p>Ongoing support arrangements delivered.</p>	<p>Ongoing support arrangements delivered.</p>	

Identify opportunities to promote and maintain mixed estates	DSD	Contribute to promote policies that sustain Shared Future Housing.	Develop support programmes for existing 'Shared' Housing Areas in partnership with relevant stakeholders	Ongoing delivery of support policies. Monitor & evaluate support mechanisms.	
		Implement the recommendations of Ballynafeigh Research.	Ongoing	Ongoing	
		Assist ICR on examination of mixed community housing areas.	Implement outcomes of examination	Ongoing implementation	
Through the community Cohesion Unit support relationship building at neighbour-hood level	DSD	Support the Inter-Community Network to: Assist in delivery of NIHE Good Relations Strategy through its 5 themes: <ul style="list-style-type: none"> • Flags & Emblems • Integration/Segregation • Race Relations • Interfaces and • Communities in Transition. 	Support the Inter-Community Network to: Assist in delivery of NIHE Good Relations Strategy through its 5 themes <ul style="list-style-type: none"> • Flags & Emblems • Integration / Segregation • Race Relations • Interfaces and • Communities in Transition. 	Support the Inter-Community Network to: Assist in delivery of NIHE Good Relations Strategy through its 5 themes <ul style="list-style-type: none"> • Flags & Emblems • Integration / Segregation • Race 	

				Relations <ul style="list-style-type: none"> • Interfaces and • Communities in Transition. 	
		Develop youth engagement within the Community Cohesion Agenda.	Progress youth engagement within the Community Cohesion Agenda	Progress youth engagement within the Community Cohesion Agenda.	

Priority Area 9: Ensuring that Voice is Given to Victims

Headline Commitment	Responsibility Owned by/Lead Department	2006-07	2007-08	2008-09	<p>Priority Outcome:</p> <p>Victims have a voice</p>
<p>Address the issue of reconciliation and the need of victims</p>	<p>OFMDFM</p>	<p>Interim Victims Commissioner will produce a report which will consider funding and services to Victims and Victims groups and the modalities of a 'Victims and Survivors Forum'.</p>	<p>The next phase of the Victims and Survivors Strategy will be developed and published.</p> <p>(Consideration of recommendations from the office of the Victims Commissioner & proposals on a 'Victims and Survivors Forum'.)</p>	<p>Implementation of actions and recommendations included in 'Victims and Survivors 10-year strategy'.</p>	
			<p>A longer-term Victims Commissioner with statutory authority will be appointed and in place.</p>		

		Support the collation of an accessible archive of victims' narratives.	Ongoing collation of narratives.	Ongoing	
		Keep under review a victim centred day of reflection.	Ongoing	Ongoing	
Work in collaboration with Departments and agencies to tackle the incidence of hate crime and hate incidents, address their causes and support victims	PSNI	Develop a victims' service standard for the PSNI.	Deliver training on the victim's service standard.	Ongoing training	
			Identify racial incidents within victim surveys to ensure that policy victims expectations.	Ongoing	
		Train officers and student officers on the new service hate incident policy.	Ongoing training	Ongoing training	
		Increase the clearance rate for hate crimes perceived to be motivated by: - <ul style="list-style-type: none"> • Sectarianism • Racism • Homophobia • Disability • Religion/Faith 	Ongoing focus on hate crimes	Ongoing focus on hate crimes	

		Take forward actions arising from the Hate Crime Conference in February 2006.			
		Consider development of a specific hate crime investigation booklet			
Support cross Departmental research to monitor and evaluate the impact of Shared Future on good relations by monitoring the levels of incidents, including crime, motivated by hate	PSNI	Monitor hate crime incidents against the baseline of religious, sectarian, disability, homophobic and racist incidents.	Analyse the trends in hate crime from the establishment of an accurate database.	Ongoing analysis & monitoring	

With others, encourage dialogue within and between all those involved in the conflict in, or about, Northern Ireland as part of a conflict transformation process	NIO	Continue to conduct and promote such dialogue at various levels, formally and informally.	Ongoing	Ongoing	
		Keep under review a mechanism for dealing with the past.	Ongoing	Ongoing	
Address the needs of victims	DHSSPS	Ensuring the new commissioning arrangements to be established following the RPA specifically address victims' needs.	Ongoing	Ongoing	
		Continue to meet the mental and physical health care needs of victims and survivors of the Troubles.	Ongoing	Ongoing	

Priority Area 10: Shared Services

Headline Commitment	Responsibility Owned by/Lead Department	2006-07	2007-08	2008-09	Priority outcome:
Identify and implement opportunities to reduce the costs of division across public spending, particularly in education and housing	DFP	Continue to work with Departments to ensure that the costs of division are identified and progressively tackled through an action plan.	Ongoing	Ongoing	Public service delivery in Northern Ireland provides value for money on a shared, inclusive and equal basis
Ensure that all new facilities commissioned for the HPSS are shared spaces in which sectarianism, racism and homophobia are not tolerated	DHSSPS	Decisions relating to developing new facilities and services will ensure developments are shared services and shared spaces.	Ongoing application of criteria	Ongoing application of criteria	

<p>The Departments vision is to have a culture where differences are recognised and valued, with a view to maximising the efforts of individuals and optimising their contribution to the Department's corporate aims and objectives. We will do this by promoting a culture of diversity through implementation of the Department's Diversity Strategy and Action Plan</p>	<p>DHSSPS</p>	<p>Review 05/06 action plan outcomes and implement further actions to inform and influence policy development, service delivery/customer care and staff relations.</p>	<p>Review 06/07 action plan outcomes and implement further actions</p>	<p>Review 07/08 action plan outcomes and implement further actions</p>	
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<p>Monitor adherence by care providers to the principles of “Equality and Diversity” and “Dignity and Respect” as set out in the new Care Standards (2006) to be issued by the Department through the Regulations and Quality Improvement Authority</p>	<p>DHSSPS</p>	<p>Care providers who do not meet the good relations principles in the core standards will be required to immediately improve service provision.</p>	<p>Ongoing</p>	<p>Ongoing</p>	
<p>Continue to ensure good and harmonious working places and relationships and that front line staff are fully trained and aware of the implications of the principles of A Shared Future for service delivery</p>	<p>DFP</p>	<p>Keep Departmental equal opportunities policies under review to ensure that general harassment and bullying policy meets the requirement for good working relationships in an increasingly multi-racial society.</p>	<p>Ongoing</p>	<p>Ongoing</p>	

<p>Support cross-departmental research to identify the costs of division, the baseline measure of the health of good relations and arrangements for monitoring and evaluating the implementation of A Shared Future and its impact on the health of good relations over time</p>	<p>DFP</p>	<p>Play our full part in cross-Departmental research on the costs of division, monitoring the health of good relations, and evaluating the impact of the implementation of A Shared Future.</p>	<p>Ongoing</p>	<p>Ongoing</p>	
<p>Oversee, in collaboration with OFMDFM, the development of appropriate training support programmes and material to support good relations considerations at all levels of NICS</p>	<p>DFP</p>	<p>Through the Training Commissioners' Group, ensure that the NICS Shared Service Centre for Training and Development offers such generic training programmes as are necessary to support good relations considerations across the NICS.</p>	<p>Ongoing</p>	<p>Ongoing</p>	

<p>Ensure that the implementation of the Review of Public Administration will be compliant with Shared Future objectives</p>	<p>OFMDFM</p>	<p>RPA reforms to public administration and implementation plans will be monitored through an Equality & Good Relations Working Group, to ensure that A Shared Future policy is addressed in all aspects of future arrangements.</p>	<p>(a) Ongoing monitoring</p> <p>(b) A statutory system of safeguards will be put in place before new councils come into existence.</p>	<p>(a) Ongoing</p> <p>(b) Safeguards system implemented</p>	
	<p>OFMDFM/DOE</p>		<p>Ensure that the implementation of the RPA will be compliant with Shared Future objectives, in particular through arrangements for power-sharing and civic symbolism in local government, which will build inter-communal trust, and for integration of local ethnic minorities.</p>	<p>Ongoing</p>	
<p>Lead on all aspects of & outcomes of Shared Future</p>	<p>OFMDFM</p>	<p>(i) 'Cost of Division' research completed.</p>	<p>Findings continue to provide key data for successive</p>	<p>Findings continue to provide key data for successive</p>	

objectives (Cost of Division)		(ii) Findings from research will be discussed with key stakeholders. (iii) Findings will inform the update of Triennial Action Plan and future policy of service provision.	Shared Future Triennial Action Plans and future policy of service provision.	Shared Future Triennial Action Plans and future policy of service provision.	
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Part 4:

A Shared Future Priority Outcomes

Monitoring and Evaluation Good Relations Indicators

**Part 4: A Shared Future Priority Outcomes
Monitoring and Evaluation – Good Relations
Indicators**

Community relations in Northern Ireland and developing policy and interventions to change attitudes of sectarianism and intolerance are complex and challenging areas for Government. It is essential, therefore, to develop an appropriate and robust monitoring and evaluation framework to fully assess not only the impact on good relations which the implementation of A Shared Future achieves, over time, but to allow for ongoing analysis and enhancement of the Shared Future policy and Action Plan.

Good relations indicators working group

In line with the commitment outlined in ‘A Shared Future’, OFMDFM established a ‘*Good relations indicators working group*’ with representatives from a number of stakeholder organisations. The group includes the Police Service of Northern Ireland, Northern Ireland Housing Executive, Northern Ireland Council for Voluntary Action, Northern Ireland Statistics and Research Agency, Equality Commission for Northern Ireland, Community Relations Council, Northern Ireland Council for Ethnic Minorities, Co-Operation Ireland, the

Policing Board, Northern Ireland Office and all eleven NI Government Departments.

The group has identified and developed a first set of draft high-level outcomes to help reflect the current state of good relations in Northern Ireland and, over the lifetime of this action plan (and into subsequent plans), to monitor change and developments in the state of good relations over the short, medium and longer terms.

In order to provide a comprehensive view of the changing demographics in Northern Ireland and how relationships develop, under each high level outcome the group also identified a draft first set of supporting key qualitative and quantitative indicators’ to monitor good relations and inform overall impact assessment of both A Shared Future and the Racial Equality Strategy. It is important to note that the monitoring and evaluation framework is a working document and will be continually improved. The Department’s members of the working group, the Community Relations Council and other stakeholders will not only be contributors to the framework’s development process, but also to the data set(s).

Good Relations Baseline Report

Plans for a first baseline report on the indicators, which will provide a snapshot of where Northern Ireland is in terms of good relations, are currently being considered – as soon as the first set of indicators is finalised. Historical data will be included, where available, to show trends in recent years. The indicators will be refined and developed on an ongoing basis, monitored annually and fed into the Annual Report on progress to Ministers, the NI Assembly and the NI Affairs Committee.

At present, the indicators rely on data that is currently available. A number of gaps in data have already been identified and future data collection needs will be addressed. In addition, new indicators will be developed to monitor new issues arising from the implementation of the policy.

Monitoring and evaluation is a key part of the policy process, so that A Shared Future can be incrementally improved in light of developing evidence.

Good Relations Indicators

This part of the action plan includes the first draft set of priority outcomes, indicators and sources of data. It provides an indication of the spectrum, range and depth of information that will be used to assess the progress of the implementation of A

Shared Future and to inform both the work of the Good Relations Panel and the development of future action plans.

Monitoring and evaluation will extend beyond the indicators framework to also include the commissioning of specific research projects to capture the knowledge and experience of practitioners. The detail of this particular aspect of evaluation will be developed between OFMDFM and Community Relations Council (CRC).

With this evaluation and monitoring framework built into the Triennial Action Plan rolling process, we have created an important source of evidence that will feed back into subsequent action plans. This avenue allows for the review and updating of the actions so that we can build on and develop actions that are clearly producing good relations outcomes. Equally, if the Shared Future aims and objectives are not beginning to be realised through anticipated outcomes we will work with stakeholders and Government Departments to reassess the actions and approach.

We recognise the need to ensure that the process of evaluation is one in which practitioners and stakeholders, as well as statisticians, play an important role. We will continue,

therefore, through both the Good Relations Panel and the underpinning advisory mechanisms to use the indicators to tease out the most effective elements of the action plan and continue to listen to the views of practitioners.

These parallel avenues will not only allow for qualitative and quantitative monitoring to measure both the effectiveness of the implementation of the actions included in this plan but also of the good relations outcomes of these actions which should be contributing to the overall aims of A Shared Future.

The policy will be monitored and evaluated both through these wide ranging Good Relations Indicators and through the independence provided by the CRC.

Next Steps for Good Relations Indicators

The tables provide a sample of what the final set of indicators will look like. Over the coming weeks officials from OFMDFM will be working with stakeholders and Departments to sign off these Good Relations Indicators and develop the detail for the remaining high level priority outcomes.

Indicators for the following outcomes are currently under development:

- **‘Northern Ireland is a place where cultural diversity is embraced, respected and valued’;**
- **‘Victims/survivors have a voice’;**
- **‘Minority ethnic people share equality of opportunity in health and welfare’.**

Indicators for the outcome below will be developed when the research on the ‘Costs of Division in Northern Ireland’ has been completed:

- **‘Public service delivery in Northern Ireland provides value for money on a shared, inclusive and equal basis’.**

At present, the indicators rely on data that is currently available. A number of gaps in data have been identified and future data collection needs will be addressed. In addition, new indicators will be developed over time to monitor new issues arising from the implementation of the strategy.

Indicators for Monitoring of High Level Outcomes of A Shared Future

PRIORITY OUTCOME	KEY INDICATORS	Data source
<p>Northern Ireland society is free from racism, sectarianism and prejudice.</p>	<p>(a) Number and type of racial/sectarian/homophobic incidents and crimes recorded (b) Number of incidents and crimes motivated by disability recorded</p>	<p>PSNI Central Statistics Unit</p>
	<p>Number of attacks on symbolic premises; (a) Churches/Chapels/other places of worship, (b) GAA clubs and AOH Halls, (c) Orange Halls and (d) schools</p>	<p>PSNI Central Statistics Unit</p>
	<p>Number of complaints from the public of intimidation through physical damage to a building or graffiti.</p>	<p>NIHE Community Cohesion Unit: ASB Register/ Repair Register/</p>
	<p>(i) Number of clients presented to NIHE as homeless due to intimidation. (ii) Number of clients awarded homeless status through intimidation.</p>	<p>NIHE Community Cohesion Unit: Prawl System</p>
	<p>% of people who perceive that sectarianism in their area has reduced</p>	<p>NI Life and Times Survey</p>
	<p>% of people who felt intimidated/annoyed by republican/loyalist murals, kerb-painting or flags in the last year</p>	<p>NI Life and Times Survey</p>
	<p>% of people who think flag-flying happens more than it did five years ago (republican/loyalist)</p>	<p>NI Life and Times Survey</p>

	% who believe racial prejudice in Northern Ireland is on the increase/ decrease	NI Life and Times Survey
	% who believe that people from minority ethnic communities are less respected in Northern Ireland than they once were	NI Life and Times Survey

PRIORITY OUTCOME	KEY INDICATORS	Data source
All places are shared, safe, inclusive and welcoming for everyone.	Flags protocol monitoring	Not yet determined
	Number of flags taken down. (a) Number of flags removed by PSNI without consultation (b) Number of flags removed by PSNI following consultation	PSNI Urban/Rural Secretariat
	Number of tourists visiting Northern Ireland per annum. (from outside NI)	Northern Ireland Passenger Survey, United Kingdom Tourism Survey (Tourism Board)
	Number of contentious parades as a percentage of parades notified by type	Parades Commission Annual Report
	(i) Number of parades re-routed/other conditions imposed and (ii) Number of parades at which disorder occurred.	PSNI Central Statistics Unit
	% of people who see their local town centre/city centre as safe and welcoming places for all people.	NI Life and Times Survey
	% of people who would define their main shopping area as a 'shared/neutral' space.	NI Life and Times Survey
	% of people who believe that it is right that other EU citizens are free to live and work in Northern Ireland.	NI Life and Times Survey
	No of hate crime related incidents in town/city centres	

PRIORITY OUTCOME	KEY INDICATORS	Data Source
Positive and harmonious relationships exist between communities at interface areas.	Number of deaths per annum due to security situation	PSNI Central Statistics Unit
	Number of casualties per annum as a result of paramilitary-style shootings	PSNI Central Statistics Unit
	Number of casualties per annum as a result of paramilitary-style assaults	PSNI Central Statistics Unit
	Number of security related incidents: Shootings/Bombings/Incendiaries	PSNI Central Statistics Unit
	Number of criminal damage offences with a hate crime motivation (sectarian, racial, homophobic and motivated by disability)	PSNI Central Statistics Unit
	Number of re-housing requests	NIHE: Community Cohesion Unit Prawl System
	Number of interface areas	NIHE: Community Cohesion Unit GIS system
	Number of vacant houses at interfaces areas	NIHE: Community Cohesion Unit Prawl System
	% who believe that people from minority ethnic communities are less/more respected in Northern Ireland than they once were	NI Life and Times Survey

PRIORITY OUTCOME	KEY INDICATORS	DATA SOURCE
Increased sharing in education	% of pupils enrolled in Catholic maintained managed schools who are Protestants	Annual School Census
	% of pupils enrolled in Controlled schools or non-denominational Voluntary Grammar Schools who are Catholic.	Annual School Census
	Of pupils enrolled at grant-aided schools, the proportion enrolled at integrated schools.	Annual School Census
	Of first preference applications to post-primary integrated schools, the number and proportion that do not result in admissions.	Annual ELB return
	Proportions of Protestants and Catholics on training courses, enrolled at university or further education colleges. Proportions of minority ethnic people on training courses, enrolled at university or further education colleges.	Research and Evaluation Branch, DEL
	% of people who would send their children to integrated schools.	NI Life and Times Survey
	% of people who believe that the Government is actively encouraging schools of different religions to mix with each other by sharing facilities.	NI Life and Times Survey
	% of people who believe that the Government is actively encouraging integrated schools.	NI Life and Times Survey
	% of pupils with English as an additional language	Annual School Census
	Educational attainment: All pupils, Catholics, Protestants, Minority ethnic people	Summary of annual examination results/School Leavers' Survey.
	% of Minority Ethnic Group enrolments	Annual School Census
% of schools delivering citizenship studies on a joint basis with another school with good relations elements.	Annual ELB return	

	% of children bullied due to race or colour, religion or disability	Bullying in Schools: A Northern Ireland Study
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PRIORITY OUTCOME	KEY INDICATORS	Data Source
Northern Ireland is a community where people of all backgrounds work, live, learn and play together.	Proportion of people living in mixed/segregated areas (Segregated if more than 70%, 80% or 90% of population in a Census Output Area is either from a Catholic or Protestant community background).	Census of Population
	Number of people seeking re-housing because of sectarian, racist or paramilitary activity	
	Number of private homes purchased by the NIHE because of sectarian intimidation of the occupants.	
	% of people who would prefer to live in a mixed neighbourhood	NI Life and Times Survey
	% of people who would accept minority ethnic people as residents in their area	NI Life and Times Survey
	% of people who would define the neighbourhood where they live as a 'neutral' space.	NI Life and Times Survey
	% of people who would define their local shops as a 'neutral' space.	NI Life and Times Survey
	% of people who are in favour of more mixing in sports/leisure activities.	NI Life and Times Survey
	Number/proportion of mixed marriages	Census of Population
	% of people who would mind if one of their close relatives were to marry someone of a different religion.	NI Life and Times Survey
	% of people who would accept minority ethnic people as relatives by marrying a member of their family.	NI Life and Times Survey
	% of people who have friends of a different religion.	NI Life and Times Survey
	% of people who believe that better relations will come about through more mixing.	NI Life and Times Survey
% of people who believe the Government is actively encouraging shared communities where people of all backgrounds can live, work, learn and play together.	NI Life and Times Survey	

PRIORITY OUTCOME	KEY INDICATORS	Data sources
All work places are safe and shared.	Composition of workforce by community background.	ECNI
	Composition of part-time workforce by community background.	ECNI
	Community background breakdown of employees in public authorities.	ECNI
	(i) Number of industrial tribunal registrations on grounds of disability or racial discrimination. (ii) % of industrial tribunal cases (on grounds of disability or racial discrimination) heard that were allowed, dismissed, withdrawn, conciliated, settled or stayed.	Tribunal Service
	Composition of PSNI in terms of Protestant/Catholic and Minority Ethnic community	Source: PSNI Equality & Diversity Unit, Human Resources
	% of people who are willing to work in a mixed religion workplace.	NI Life and Times Survey
	% of people who would define their workplace as a 'neutral space'	NI Life and Times Survey
	% of Protestants who would avoid workplaces in a mainly Catholic area when applying for a job.	NI Life and Times Survey
	% of Catholics who would avoid workplaces in a mainly Protestant area when applying for a job.	NI Life and Times Survey
% of people who would accept people from Minority Ethnic Groups as a work colleague	NI Life and Times Survey	

PRIORITY OUTCOME	KEY INDICATORS	Data source
<p>People from all cultures and backgrounds participate in public, political, economic, social and cultural life.</p>	<p>% of people registered to vote: Black and minority ethnic All people in NI</p>	<p>Research commissioned by the Electoral Commission and conducted by OMI Consultancy - 'Black and minority ethnic communities and the democratic process in Northern Ireland'</p>
	<p>Public appointments: (i) % of applications for public appointments from minority ethnic people (ii) % of appointments made to minority ethnic people</p>	<p>Public Appointments Annual Reports Vol 1 2004/05 (and historic).</p>
	<p>% of respondents who think minority ethnic people participate a lot in public life as: School governors, Politicians, Prominent business people, Leaders within their churches or faith communities, Commentators in the media on issues concerning minority ethnic communities</p>	<p>Northern Ireland Life and Times Survey Race Module</p>

<p>% of people who believe that organisations and leaders in public life, should encourage members of minority ethnic communities to participate in public life</p>	<p>Northern Ireland Life and Times Survey Race Module</p>
<p>% of people who are economically active: All people Irish Traveller Other minority ethnic people</p>	<p>NI Census of Population</p>
<p>% of people who are unemployed: All people Irish Travellers Other minority ethnic people</p>	<p>NI Census of Population</p>
<p>% of people who are in the 'Managerial or Professional' National Statistics Socio economic classification: All people Irish Travellers Other minority ethnic people</p>	<p>NI Census of Population</p>
<p>% school leavers going into employment, higher or further education: All pupils; Minority Ethnic Group pupils.</p>	<p>Annual School Leavers Survey</p>

ANNEX A:

LIST OF ABBREVIATIONS

ASF	A Shared Future	DETI	Department for Enterprise, Trade and Investment
BSL	British Sign Language	DFP	Department of Finance and Personnel
CCEA	Council for the Curriculum Examinations & Assessments	DHSSPS	Department of Health, Social Services and Public Safety
CCU	Community Cohesion Unit	DoE	Department of Environment
CRC	Community Relations Council	DRD	Department for Regional Development
CSR	Comprehensive Spending Review	DSD	Department for Social Development
CSU	Community Safety Unit, NIO	ECNI	Equality Commission for Northern Ireland
DARD	Department of Agriculture and Rural Development	EHS	Environmental Heritage Service
DCAL	Department of Culture, Arts and Leisure	EMU	Education for Mutual Understanding
DE	Department of Education	FE	Further Education
DEL	Department for Employment and Learning	FETO	Fair Employment & Treatment Order

HFHNI	Habitat for Humanity Northern Ireland	PD	Personal Development
HPSS	Health and Social Services Trusts	POPPI	Protection of Private Property Initiative
IAG	Independent Advisory Group	PR	Public Relations
ILEX	Urban Regeneration Company for the Derry City Council area	PSNI	Police Service of Northern Ireland
LLW	Learning for Life and Work	RDS	Regional Development Strategy
ISL	Irish Sign Language	SLA	Service Level Agreement
MEG	Minority Ethnic Groups	SOLACE	Society of Local Authority Chief Executives and Senior Managers
New TSN	New Targeting Social Need	SPED	Special Purchase of Evacuated Dwellings
NICS	Northern Ireland Civil Service	S RTP	Sub-Regional Transport Plan
NIHE	Northern Ireland Housing Executive	TAP	Triennial Action Plan
NIO	Northern Ireland Office	TACOTIE	Towards a Culture of Tolerance in Education
OFMDFM	Office of the First Minister and Deputy First Minister		

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