

The Interface and Beyond

2008 - 2013

SUFFOLK AND LENADOON INTERFACE GROUP

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The
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Chair's Remarks

When a small number of us representing Suffolk Community Forum and Lenadoon Community Forum began tentatively meeting in 1996, against a backdrop of almost 27 years of ongoing violent conflict, suspicions and mistrust we had very little concept of what those meetings would lead to.

It is easy now to look on our joint work and what the two Forums together have achieved without fully understanding the genuine risks, fears and threats that some of us faced in those early years, long before the language of a Shared Future was being used in any other venue.

We are indebted to those who believed in us and were willing to walk alongside us on the journey including the Belfast Interface Project; Northern Ireland Housing Executive; Community Relations Council, Community Bridges Programme – IFI; Belfast City Council and Atlantic Philanthropies.

We have come a long way but believe that what we have done to date has simply laid the foundations for greater things that we now want to move on to. We are working to build a Shared and Better future that will hopefully bring long term sustainability to the Suffolk and Lenadoon area and a better quality of life to its inhabitants especially our children. This document presents some of our past journey but much more importantly provides a vision and guidelines of how we plan to move forward over the coming 5 years. We believe that it demonstrates our willingness to build on what we have already achieved and provides vision, encouragement and hope.

We commend it to you and hope that those organisations who have supported us in the past will continue to do so over the coming years on a journey that promises to be just as exciting, innovative and challenging as it has been to date.

Jean Brown
Chairperson

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1.0: Introduction to 'The Interface and Beyond: 2008 – 2013'

In 2000 SLIG received its first package of funding from the Community Bridges Programme¹ for a programme of youth and community work in both the Suffolk and Lenadoon areas. Our programme then was based around the premise that in order to build bridges across the interface we first had to build firm foundations within the two individual communities that would bring the capacity, confidence and trust to ensure that future joint working would be sustainable.

Our work focused on conflict management, diversionary programmes, capacity building, training and tentative joint contact. This work was critically important in terms of reducing interface tension and violence and in preparing local youth and adults for inter-community activities and cross community contact. It also worked successfully alongside other SLIG initiatives such the Stewartstown Road Regeneration Project, an award winning joint social economic development project which developed as a result of the relationships built through SLIG and have helped to physically transform the interface. Over the past years SLIG has grown in strength and our joint work is regularly cited as a model of good practice in terms of interface cooperation and regeneration.

In 2006, with continued support from the Community Bridges Programme, we were able to employ our first 3 staff members and were further encouraged in 2007 to receive support from Atlantic Philanthropies which has enabled us to recruit an additional 11 staff members covering areas such as youth development, sports development, health, identification of shared spaces and advocacy.

Our current aims to date have been:

- To bring groups and individuals from both the Suffolk and Lenadoon communities together on a range of projects and activities
- To promote better communications between the communities through a range of activities and projects that will also promote the work of SLIG on the interface
- To work to ensure the sustainability of the Suffolk and Lenadoon forums without whom this valuable work could not continue and no partnership would exist.
- To promote better community safety within the area

¹ Now managed by and incorporated within the Community Relations Council

- To promote the development of SLIG itself.

In 2007 we took a clear and unanimous decision to produce a 5 year strategic plan for the development of the Suffolk Lenadoon Interface Group which would move our work to a new plane in respect of a shared future. This strategic plan builds on our work and learning to date and sets out our strategic focus for the next five years. The following key documents have informed heavily the development of this strategy:

- 'The Suffolk Lenadoon Peace Building Plan: A Proposal to Atlantic Philanthropies' (September 2006)
- 'Lenadoon Community Forum: Lenadoon Community Plan for Local Peace Building' (3rd July 2006)
- 'Suffolk Community Plan' (2nd July 2006)
- 'Suffolk and Lenadoon Communities: A Peace Building Plan ~ Capturing the Learning' (28th August 2006)
- 'SLIG Implementation Master plan'
- 'Suffolk and Lenadoon Residents Survey' (December 2007)
- 'SLIG Community Consultation Notes' (October 2007)
- 'SLIG Strategy Day Notes' (November 2007)

This strategy illustrates the important and underpinning role and work by the two respective forums in Suffolk and Lenadoon in enabling and furthering the aims and objectives set-out within this document.

2.0: Background to the Suffolk and Lenadoon Community Fora and our work to date:

Suffolk and Lenadoon Estates

Lenadoon and Suffolk are public housing estates that were built in the 1950's and 1960's as part of the new social housing developments expanding Belfast to the west towards Lisburn at that time.

The Troubles

The onset of the Troubles across Belfast, with widespread sectarian rioting and violence in the early 1970's, resulted in the displacement of many families, Protestant and Catholic, from all parts of Belfast where people from different religious backgrounds had lived side by

side as neighbours for generations. The emergence and heightening of the Troubles and civil unrest saw the deep polarization and ghettoization of communities along sectarianism lines. Single identity communities developed as a result of the increasing tensions, mistrust and fear. People and communities sought safety and certainty amongst “their own kind”. This pattern of sectarian communal living has persisted through to this day.

Suffolk and Lenadoon were two such communities that experienced massive demographic flux and change as a result of the tension. In Lenadoon, there was an evacuation of the majority Protestant families and a counter influx of Catholic families from other parts of Belfast and other areas who had been burnt or forced out of their homes from various areas in Greater Belfast. A report by the Community Relations Council (‘Flight: A Report on Population Movement in Belfast during August 1971’) noted that “there has been tremendous Protestant evacuation from Suffolk”. (now referred to as Lenadoon). In the early 1970’s, it is estimated that 85% of the movement out of the entire area was Protestant (some 550 families), with perhaps 15% remaining within the area and the rest dispersing to all parts of the city. The minority Catholic families within Suffolk were similarly evacuated, many to the far side of the Stewartstown Road (now referred to as Lenadoon).

The Protestant community of Suffolk found itself isolated and located within a wider majority Catholic community, the inverse of the Northern Ireland position at the time.

The result of the population shifts forced as a result of the increasing community unease and tension from 1969 onwards saw the dilution of the Protestant numerical presence in Suffolk and the simultaneous rapid growth of the Catholic community in Lenadoon. Suffolk estate has remained, as a small Protestant enclave, increasingly surrounded on all sides by much larger Catholic communities, which continue to grow. The Stewartstown Road was the clear demarcation line between the two communities becoming the interface along which much of the inter-community violence took place during the height of the Troubles.

3.0: Key External Developments:

A number of key external policy developments have taken place in recent years, proposed to have implications at both a Northern Ireland wide level and at a Belfast level. In the main they support progress at a local level. However it is unclear at the present time exactly how, or even if, some of these will be implemented. Our strategy aims to fit within and challenge some of the existing policy and ensure that key issues affecting peacebuilding and the implementation of a Shared Future remain at the forefront of government thinking.

Current government strategies and initiatives include the following:

- OFMDFM 'A Shared Future Policy' commitment and a recognition that "living apart as equals is not an option"
- DSD Neighbourhood Renewal Strategy which will focus on the most disadvantaged communities in Northern Ireland
- Entering the final phase of the European Union Special Support Programme for Peace and Reconciliation (PEACE III) with an enhanced focus on a shared future
- The restoration of the Northern Ireland Assembly and power-sharing.
- Review of Public Administration
- International Fund for Ireland's 'A Shared Future' strategy
- Rapid decline in traditional industries as a result of unprecedented change, restructuring and globalisation of the world economy
- Drive to increase indigenous business development entrepreneurialism by DETI
- The continuation of the ceasefire's and the normalisation of society generally within Northern Ireland
- Belfast City Council Community Support Plan
- Atlantic Philanthropies decision to invest in a shared future for the Suffolk and Lenadoon communities.

4.0: Key Assumptions underpinning our plan based around both local and Northern Ireland perspectives:

Social

- Housing demand will continue
- Increased pressure to explore the possibilities of mixed housing
- Need for sustainability of vital community initiatives / projects
- Need to increase community safety across all sections of the community
- High levels of ill health including mental health
- High levels of caring responsibilities, especially in regard to single parent families
- Higher dependency ratios in terms of children and young people
- Anti-social behaviour
- Youth activities – High levels of need in respect of youth activities
- Need for a dedicated youth facility where the young people are fully involved and empowered in its management. They also need authentic relationships with the

established community development and good relations organisations in the community.

- Majority of Suffolk and Lenadoon communities in support of creating a shared future within Suffolk and Lenadoon
- Increasing prevalence of technology
- Sport and recreational facilities inadequate
- Need for wrap-around childcare services
- Need to be aware of the increasing numbers of ethnic minority families now living in both Suffolk and Lenadoon

Economic

- High unemployment and long-term unemployment
- High economic inactivity rate within the area
- Digital deficit
- Low education and skills base
- Need to nurture and grow indigenous business development and entrepreneurialism and external investment
- Need to see the SLIG strategy within wider political and fiscal parameters i.e., tightening government departmental public expenditure and the need to reduce duplication and triplication of services as a result of division and conflict.
- Grow SLIG's income generation capacity further in order to increase organisational financial autonomy and reduce exposure to external funding decline
- The Peace Programme is in it's final stage
- The International Fund for Ireland is likely in it's final stage
- Increased focus on collaboration and mergers in terms of bids to public, private and charitable trusts
- Neighbourhood Renewal Strategy funding and programme of action for the Lenadoon Area Partnership which includes Suffolk.

Environmental

- Our natural resources and green spaces are precious and subject to competing developmental pressures.
- A number of brown field sites shall be presenting themselves for possible development
- Need to improve the quality of the environment along the Stewartstown Road and beyond

- The area is strategically placed to provide a gateway to Lisburn

Political

- Devolved administration and greater possibility to lobby and advocate for policy and resource changes and allocations
- Climate is much more conducive to moving the shared future agenda forward within and between our communities
- Living apart as equals is no longer a financial option
- We need to create opportunities for both communities to learn about each other's cultures, beliefs etc.

5.0: SLIG's Vision of a Shared Future

Our vision statement for the next five years is:

"Suffolk and Lenadoon Interface Group will strive to build a community where all within it feel safe, confident, valued and able to look to a future free of segregation and sectarianism".

6.0: SLIG's Mission Statement for a Shared Future

Our mission statement for the next five years is:

"Suffolk Lenadoon Interface Group is committed to building a shared and better future, and creating an environment hallmarked by understanding, tolerance and a celebration of all cultures, heritage and identities".

7.0: Strategic Priorities

In working towards our Vision and Mission SLIG has identified 6 key strategic priorities for our work.

These are:

1. *Creating shared minds and changing attitudes.*

2. *Developing shared spaces*
3. *Developing shared interests.*
4. *Developing shared knowledge, understanding and advocacy.*
5. *Undertaking shared actions.*
6. *Providing opportunities for shared learning and development through national and international networking and knowledge exchanges.*
7. *Agreeing and delivering shared corporate responsibility and good governance.*

Through a series of short, medium and long term objectives SLIG will seek to positively develop the Suffolk and Lenadoon neighbourhoods by encouraging and building relationships and trust while taking advantage of opportunities to develop outward looking initiatives which import and export knowledge, skill and experience for the benefit of Suffolk and Lenadoon residents and all who work with them.

8.0: Creating Shared Minds and Changing Attitudes:

Whilst a great deal of success has been achieved by Suffolk Lenadoon Interface Group and the two community fora respectively in opening the minds of the communities to working together, there is considerable room for more work to be done. We believe that there is a desire within the majority of both communities to move forward and build deeper and wider understanding and acknowledgement of each community's existence and legitimacy. A key and ongoing component of the work throughout the next five years must be toward challenging perceptions and changing attitudes. We want to raise awareness and encourage people to test and challenge their own assumptions, prejudices and stereotypes within and between our communities. In order to do this we will explore best practice methods to assess changes in attitude and behaviour. We will then use the information gathered to initiate a longitudinal community based annual report to chart change and distance travelled.

We hope to develop local techniques and tools will help us to more accurately measure, test and bring about positive change to negative attitudes within those parts of the community where resistance to change is greatest.

Objectives: (Creating Shared Minds and Changing Attitudes)

Short Term Year 0 – 1:

- To develop a SLIG model outlining the processes, procedures and core values both undertaken and established by SLIG to date against which future initiatives can be measured. This would include details of all SLIG projects including youth; sports; culture; health & well being; support for primary education and advocacy. Full details of all projects can be found on the website: www.slig.co.uk.
- Develop a terms of reference to initiate a longitudinal inter-community based piece of research concerning the measurement of community change, perceptions of change and attitudes towards change in the context of a shared future
- To develop community change programmes for delivery in both communities addressing issues which lead to assumptions, prejudices and stereotypes within and between the two communities.

Medium Term Years 1 – 3:

- Ongoing community change research
- To have identified the transferrable aspects of the SLIG Model and Learning processes relevant to respective Government agency deliverables and to lobby these agencies in implementing the complementarities and endorsing the Model as a vehicle of creating shared minds
- To consider SLIG programme formative evaluation recommendations concerning the delivery of sport, youth and health interventions and their impact on (1) attitudinal change and in (2) creating shared minds
- Continue to roll out a community change programme within and between the two communities and involve other agencies/structures where 'community' is addressed e.g. school curriculum, places of worship, local influencers etc
- To overlap the short-term outcomes of the community change programme and the SLIG Model with that of the strategic objective Advocacy and Shared Spaces.

Long Term Years 3 – 5:

- Ongoing community change research

- To have the SLIG Model replicated in other interface areas and addressed in Government Policy and lessons disseminated on whether the impact provides lasting reductions in community polarisation through attitudinal shifts
- To evaluate the community change programme

9.0: Developing Shared Spaces:

One of the most obvious achievements over the past years in terms of the work undertaken jointly by Suffolk and Lenadoon is the development of the shared facilities on the Stewartstown Road. This was achieved by an ability to identify and work together to address shared issues, despite persistent and deep held mistrust, hurt and suspicion between our communities. We faced many difficult issues, barriers, differences of opinions, and conflicting interests that could well have destroyed our joint work but for the commitment and determination of the two sets of representatives to establish processes, values and principles which have underlined everything and been core to our development.



Old Shops on Stewartstown Road - 1999

The Stewartstown Road Regeneration Company formed by the two forums completed Phase 1 of its rebuilding project in February 2002 comprising of new shops and office space which were fully occupied from the first day of opening. We were pleased to be informed that this was the first project of its kind in Northern Ireland that has paved the way for others to follow suit and provided a useful model that is now being replicated in other areas. We

were also pleased to receive the British Urban Regeneration Award for 'outstanding achievements in community regeneration' in December 2003.



How it Looks Now. February 2008

The completion of Phase 2 of the regeneration programme in February 2008 has completely transformed the image of the interface and brought additional new shops, office space, and Sparkles Daycare Ltd, a new community owned childcare company that has created 16 jobs and provides full daycare for up to 50 children. The completion of new office space has also made it possible for Lenadoon Counselling Service to transfer most of its services into new purpose built counselling suites and will allow the new Outer West Sure Start Programme to begin operation this year. All of this brings much needed services and community benefit into the local area.



Sparkles Daycare Ltd –February 2008

Building on what has already achieved we now have a stated policy of lobbying for community involvement in any major projects along the interface corridor. We have already identified two key projects for joint working, the rebuilding of the Glen Community Complex and the transformation to integrated status for Suffolk Primary School, and hope to see major progress on these before the autumn of 2008. We are currently working through SRRP Ltd to develop a strategy for the next 5 years which will include identified sites for phase 3 of our regeneration programme



Glen Community Complex – Identified Shared Space Project

10.0: Developing Shared Interests:

The commitment and determination of those involved with SLIG are stronger than ever and we believe that the processes we have in place will continue to underpin the future challenges that we have set ourselves.

We are two very different communities with different values, culture, identity, politics and sense of history and it is inevitable and healthy that conflicts will arise. We believe that our strength lies in not trying to ‘water down’ our differences but in finding a way forward that accommodates both as valid and legitimate and where perceived problems and new difficulties are discussed openly and honestly and worked through to resolution. Over the next 5 years we will build on the processes we have already established by:

Objectives: (Developing Shared Interests)

Short Term Year 0 -1:

- We will facilitate one large group discussion for up to 50 participants on shared interests affecting the interface and those residing in proximity to it.
- We will facilitate 2 open information seminars on relevant shared interest issues such as local health services, employment training needs, community safety, policing, parking etc.
- We will facilitate 4 leadership development courses for emerging community leaders for up to 20 people each course one of which will be a Young Leaders Development Programme for up to 20 young people aged 16 – 20 years to equip them with the skills to move from membership to leadership.
- To develop appropriate actions and responses in conjunction with Suffolk Community Forum, Lenadon Community Forum and the Stewartstown Road Regeneration Company to ensure vacant sites along the interface can be developed to the benefit of both local communities.

Medium Term Years 1 – 3:

- We will facilitate 4 open information seminars on relevant shared interest issues such as local health services, employment training needs, community safety, policing parking.
- We will monitor and develop actions to take advantage of opportunities to effectively manage the polarities surrounding all potentially contentious issues.

Long Term Years 3 – 5:

- To continue to facilitate up to 4 open information seminars on local issues relevant to shared interests.
- To review all programmes and actions and update them to ensure they continue to be effective.
- To carry out a community needs analysis to identify key shared interests requiring actions beyond the year 5.

11.0: Developing Shared Knowledge, Understanding and Advocacy:

The work of Suffolk Lenadoon Interface Group must be underpinned by robust, reliable and timely information. We must be able to gauge the opinions, ideas and feelings of our communities throughout the period of this strategy. The importance of understanding and knowing our communities is all the more important in a period of unprecedented societal and economic change. The information and knowledge base will allow SLIG and others to be proactive in leading change, as well as responding and managing it within and on behalf of our communities. Reliable and current information will assist us to ensure that we are moving at a pace which is right and which brings the communities along with us.

Objectives: (Developing shared knowledge, understanding and advocacy)

Short Term Years 0 – 1:

- Develop an effective, efficient and robust communications strategy for SLIG which highlights the importance of continued sustainability of the two Community Forums and shows the strategic importance of SLIG itself.
- Provide timely policy briefings and submissions via an appropriate medium to and on behalf of the Suffolk Lenadoon communities on matters pertinent to the needs and interests of the two communities individually and collectively i.e., health and well-being, education, learning, employment, economy, safety and environment
- To advocate the needs of the Suffolk Lenadoon areas and its residents on an ongoing basis throughout the life of the strategy

Medium Term Years 1 - 3

- Identification and commissioning of up to two independent and rigorous research projects that support and underpin a shared future and the strengthening of our communities i.e., health and well-being, education, learning, employment, economy, safety, housing.

Long Term Years 3 - 5

- To adopt relevant research recommendations as a means to formulating an advocacy strategy which will feed into shared space actions

From the very early days of our joint meetings we recognised that the communities of Suffolk and Lenadoon have many shared and mutual concerns as well as those that divide us. We have always believed that our work was not about 'watering down' the very different sets of values that we have in terms of culture, history, politics, identity etc, but rather to find a joint way forward that recognised both as valid and equal. We believe that one of our strengths has been in identifying innovative solutions to difficult problems that accommodates the wishes of both communities, does not weaken or lessen either community but builds trust and confidence. There are many difficult, contentious issues that we still have to face to which there are no apparent easy solutions. As we move forward together to identify, develop and implement shared activities, facilities, programmes and spaces it is crucial that we do not undermine the goodwill and trust that has been established to date but rather seek to build and strengthen this for the future.

SLIG will support the development of shared projects such as sports, health, youth, culture, childcare and education through its staff team who will liaise closely with and assist the key stakeholders.

This strategy recognises that peace will not be built from the centre alone but will need to involve people at all levels within our communities and wider society. We need to work within the reality of the government and other organisations funding constraints. Government has committed itself to reducing duplication of services, facilities and programmes along sectarian lines but we are in a strong and unique position to lead by example and show other interface communities locally, regionally and worldwide what can be achieved together.

SLIG, directed and working with the Suffolk and Lenadoon community fora, will prioritise our two community's different needs to develop actions which reflect issues and opportunities specific to both. It is critically important that we highlight the specific need for the necessary community development capacity and important resources within Suffolk Community Forum and Lenadoon Community Forum in order that these communities are not only empowered to address their own unique needs but to enable them to continue to support and complement the additional added-value resource within SLIG which focuses specifically on the Shared Future agenda.

Where needs and aspirations of the two communities directly conflict we will continue to explore innovative methods to better manage these differences rather than falling into a “win lose” scenario which would only continue to divide and imbalance our communities.

Objectives (Undertaking Shared Actions)

Short Term Years 0 – 1:

- Continue throughout the period of the strategy to support and contribute to resourcing the Shared Pre-school Provision (Sparkles)
- Continue throughout the period of the strategy to support and facilitate the ongoing campaign to save Suffolk Primary School through their programme to seek Integrated Status
- Commission research to identify the impacts of the interface and inter-communal violence during the Troubles on the physical, mental health and well-being of residents living in close proximity to the demarcation line of the Stewartstown Road focusing on 3 separate but linked areas of Women, Men and Youth.
- Carry out a scoping study of residents within the two local communities to baseline their current involvement in cultural projects and assess their willingness to participate in cultural programmes of activities not normally associated with their community background with a particular focus on activities/programmes provided by the relevant cultural organisations.
- To host 2 cultural lectures per year throughout the life of the strategy for up to 30 local people each lecture maintaining a minimum religious ratio of 70/30% on topics such as; The Loyal Orders, AOH, History of the Irish Language in Ulster, The Somme and the 1916 Rising, Irish/Ulstermen in the Service of the Crown, Mass Migration of Irish Presbyterians, the Famine in Ulster, the United Irishmen and the 1798 Rebellion in Ireland etc.
- Research and action opportunities for shared space projects and initiatives.

Medium Term Years 1 - 3

- Based on the Health Impact Research develop 2 programme for up to 20 local women each programme to address identified issues relating to Health and Women’s Development maintaining a minimum religious ratio of 70/30%
- Based on the results of the scoping study into Cultural participation develop in partnership with relevant identified cultural agencies 2 Shared Cultural Programmes

for up to 20 local people maintaining a minimum religious ratio of 70/30% Explore opportunities in partnership with relevant bodies a shared environmental enhancement scheme along the interface and along the Colin Glen River to provide a community environmental resource which is shared and safe for all who choose to use it.

- To develop and continue to support the joint SLIG Youth Forum throughout the life of the strategy to a level where they are a self-managing structure providing a voice for youth from Suffolk and Lenadoon

Long Term Years 3 – 5

- Based on the Health Impact Research develop 2 programmes for men and 2 programmes for youth for up to 20 local men/youth each programme to address identified issues relating to Men's/Youth Health Development maintaining a minimum religious ratio of 70/30% incorporating sports as a possible mechanism for health improvement.
- Continue to deliver 2 programmes per year for up to 20 local women each programme to address identified issues relating to Health and Women's Development maintaining a minimum religious ratio of 70/30%
- Continue to deliver in partnership with relevant identified cultural agencies 2 Shared Cultural Programmes per year for up to 20 local people maintaining a minimum religious ratio of 70/30%
- Explore opportunities in partnership with relevant bodies a shared environmental enhancement scheme along the interface and along the Colin Glen River to provide a community environmental resource which is shared and safe for all who choose to use it.

13.0: Providing Opportunities for Shared Learning and Development Through National and International Networking and Knowledge Exchanges.:

Suffolk Lenadoon Interface Group and its users have benefited from numerous learning and development opportunities over the past years and recognise the value of these in developing skills, knowledge and applied experience in supporting and helping post-conflict communities move toward a new and settled future. We have identified the vital need for further shared development and learning over the period 2008-2013 for our community,

management, staff and other active participants to ensure the development of the essential skills and understanding required to establish a mindset for shared collaboration and win-win outcomes.

We recognise that throughout the world there are communities coming out of conflict, in similar situations to ours, who have much to share in terms of experiences, approaches and pitfalls in dealing with the past and moving forward. We feel that there is a need to engage with other communities both locally and globally to look at their approaches, difficulties and experiences that we could adapt and apply to our own situation. We believe that we also have useful experiences to export to assist other communities locked in conflict.

A global perspective can provide a powerful force for change and encourage us to look at our localised context within world change and development. We will bench-mark 'best in field' from global practice and consider how it can benefit our community whilst seeking to build mutually supporting links with world communities whose journey compliments and reflects our own.

Objectives (Providing opportunities for shared learning and development through national and international networking and knowledge exchanges).

Short Term Years 0 – 1:

- To compile a Library of books, research, resources and data-bank relating to; Conflict Transformation and peace Building and to make these accessible to those who seek to use them
- Bi-annually (Years 1,3 & 5) throughout the life of the strategy to host a seminar for up to 50 local people on approaches to conflict transformation and sharing birthright with an international conflict transformation keynote speaker with the priority audience local people from the interface ensuring that it is accessible to them.
- Through the world network of Atlantic Philanthropies Reconciliation and Human Rights Programme and guided by AP's Northern Ireland's representative develop relationships with similar projects based in other conflict zone to share Knowledge and information

Medium Term Years 1 - 3

- To continue to compile a Library of books, research, resources and data-bank relating to; Conflict Transformation and peace Building and to make these accessible to those who seek to use them
- To continue to host Bi-annually (Year 3) throughout the life of the strategy a seminar for up to 50 local people on approaches to conflict transformation and sharing birthright with an international conflict transformation keynote speaker with the priority audience local people from the interface ensuring that it is accessible to them.
- To continue to develop relationship with similar groups in other conflict zones.
- To explore the potential to develop an International Conflict Transformation Scholarship Programme for up to 4 local community representatives 2 of whom must be under 25 years who are contracted to SLIG to ensure the learning and experience gained has a direct positive impact on the local community

Long Term Years 3 – 5

- To continue to compile a Library of books, research, resources and data-bank relating to; Conflict Transformation and peace Building and to make these accessible to those who seek to use them
- To continue to host Bi-annually (Year 3) throughout the life of the strategy a seminar for up to 50 local people on approaches to conflict transformation and sharing birthright with an international conflict transformation keynote speaker with the priority audience local people from the interface ensuring that it is accessible to them.
- To continue to develop relationship with similar groups in other conflict zones.
- To implement if relevant the International Conflict Transformation Scholarship Programme for up to 4 local community representatives per year 2 of whom must be under 25 years who are contracted to SLIG to ensure the learning and experience gained has a direct positive impact on the local community.

14.0: Agreeing and Delivering Shared Corporate Responsibility and Good Governance:

In order to achieve our vision and deliver our strategy, it is critical that we develop our internal effectiveness, performance management and organisational structure. SLIG has grown rapidly from a relatively small organisation to one which now employs a significant number of employees operating large annual budgets. Such has been the pace of this

change that we recognised the need to comprehensively review our management structure, policies and procedures to ensure they remain fit for purpose and support our work, volunteers and staff and contribute to delivering value for money.

We will continue to ensure that all aspects of the organisation and its out-working's adhere to the very highest standards in terms of equality of opportunity. Our monitoring and evaluation framework and information management system will ensure that we gather the data that will allow us to keep on track and make any necessary amendments as needed.

Objectives

Short Term Years 0 – 1:

- Develop and review as an ongoing commitment appropriate and relevant policies and procedures for Management, Volunteers, Staff and Service Users to ensure they continue to comply with required legislation and current best practice in this sector and ensure they continue to support and enable all to deliver best value.
- Review the role and function of a wider support network.

Medium Term Years 1 - 3

- Continue to ensure that Management, Volunteers, Staff and Service Users are supported through the application of best practice policies and procedures

Long Term Years 3 – 5

Continue to ensure that Management, Volunteers, Staff and Service Users are supported through the application of best practice policies and procedures

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