

CTRC
Conflict Trauma Resource Centre



Corporate Plan

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Brief history:

CTRC has as its origins a group of individuals gathered together in 1997. These individuals were representative of both main traditions within N. Ireland and spanned sections of our society ranging from the loyalist and republican communities, the voluntary and community sectors, and the political and social spectrums. All were directly engaged in the social settlement, with a focus on issues relating to the painful human cost legacy of the conflict. Most in attendance had additional interests in the developing political negotiating scenario of the day.

After three years this group evolved into the Multi-Agency Resource Centre and registered as a charity on 20th December 2000 under reference XR41486, further, the Multi-Agency Resource Centre registered as a company with the N. Ireland Companies Register on August 17th 2000. In February 2001 MARC crystallised as a resource service and commenced its practical assistance from its new base at Northern Whig House, Bridge Street, Belfast.

Since February 2001 MARC has developed relationships across many of the divisions that exist in N. Ireland society. Affiliations have also been established with other appropriate groups in Southern Ireland and Great Britain. At international level we have sought and obtained relationships with individuals and groups. All of these have as their focus a specific desire to contribute to addressing conflict legacy appertaining to pain, suffering and trauma.

With increasing demands for our service we enter a new era of development, thus we have decided to re-launch our services under our new title of Conflict Trauma Resource Centre. This title reflects more appropriately our existing services and what we are strategising for over the coming years.



Foreword by Chair and Vice Chair:

Danny Power & Debbie Watters

As Chair and Vice Chair of the Conflict Trauma Resource Centre (CTRC), it gives us pleasure to write this foreword. This organisation has had a period of accelerated growth over the past 22 months. Our commitment to all those affected by the conflict in and about N Ireland has been demonstrated. Contact has been made and relationships developed with many group representatives and individuals from the various constituencies. We would like to specifically thank all those who have contributed to the development of the CTRC since its inception in 1997.

It has been our experience that the needs in this field of conflict related trauma, pain and suffering are great, yet very much under resourced. Groups addressing these needs are endeavouring to survive with the uncertainties around funding and thus struggling to provide sustainable services. We would like to add our voice to theirs in the demand for substantial financial resources to be injected into these projects that they may carry out the work they have striven to develop over many years. The concept of self help is fully supported by the CTRC, our role is that of being a resource for all who choose to call upon us in this capacity. This Corporate Plan sets out clearly the services we intend to deliver and clarifies our services to all interested groups and individuals.

At the heart of any organisation are its staff. We wish to put on record their dedication and commitment. They are creating connectedness across many boundaries and at many different levels within our society and both nationally and internationally. They do so with the aim of furthering the necessary support for all individuals affected by traumatic experience resulting from the conflict.

We continue to support all those impacted upon by the conflict, and with respect to our unique position in the field, we ask for your assistance in supporting the work of the CTRC, enabling us to deliver a fully comprehensive service as outlined in this document.

We wish to take this opportunity to thank you for your commitment and support to the aims and objectives of the CTRC.

Danny Power
Debbie Watters

Mission Statement:

To contribute to alleviating the pain, suffering and trauma experienced as a result of the violent conflict in and about N. Ireland by way of cooperation and partnership across and between many boundaries to improve the quality of peoples lives.

Vision Statement:

That the right of all people to have access to appropriate services to address the human cost legacy of violent conflict is honoured.

Corporate Values:

1. Independence

CTRC prides itself on its organisational independent position; we are a registered charity and registered as a company under N. Ireland legislation. We also pride our interdependence relationships with individuals and organizations and value how our independence contributes to the mutual benefit of our relationships with others.

2. Diversity

At Board, Committee, Panels and staff levels within CTRC, respect for diversity is demonstrated. This culture of diversity reflects the environment in which we live and operate and empowers us in our daily interaction with such a diverse client base.

3. Openness

Since its inception MARC/CTRC has practiced a policy of transparency for it's vision, aims and objectives.

4. Human Rights

The parameters of the work of our organisation dictate that all staff subscribe to the rights of individuals as citizens due the utmost respect under international human rights legislation.

5. Confidentiality

Within the principles of honesty, integrity, openness and accountability, we adhere to the concept of confidentiality, this practice being a founding value of our organisation.

6. Quality

We aspire to the provision of the highest quality of services to meet the needs and aspirations of those who use them.

The Structure of the Conflict Trauma Resource Centre

(CTRC)

The Conflict Trauma Resource Centre has as its governing body a Board of Trustees, the role of which is set out in appendix one.

Under the direction of the board, a voluntary Advisory Committee, made up of individuals from across N. Ireland, has been established; the role of this committee is given in appendix two.

Supporting panels from both the clinical and complimentary therapy fields have also been established. These panels contribute to our organizational strategic development and policy direction; they also fulfill a role of emergency intervention.

The staff team is lead by the Centre Director who is accountable to the Board of Trustees. All staff contribute at various levels of strategic and policy direction and are welcomed by the Board at their meetings. Board members and staff combine to form a number of sub-committees, these feed into Board decision making processes.

Aims:

- Create local, national and international connectivity for a collective benefit for all associated participating groupings.
- Conduct and disseminate research at local, national and international levels for the benefit of all experiencing the human cost of violent conflict.

- To offer appropriate support at local levels for individuals/ groupings engaging directly and indirectly in addressing the pain, suffering and trauma of violent conflict legacy.
- On the basis of research, to advocate for appropriate services to increase the capacity to address the needs in the field of conflict legacy in relation to the pain, suffering and trauma experienced during the violent conflict years.
- Contribute to increasing the capacity of others to address pain, suffering and trauma through delivering training programmes designed with the sensitivities of the participants involved and, with local, national and international knowledge of differing methodologies employed in the field.
- To establish therapeutic panels, both clinical and complimentary, to advise CTRC and to act as a referral process when demand necessitates intervention.
- To sustain the services of CTRC until such times as the Board of Trustees are satisfied that there no longer is a need or requirement for our services.

Objectives within each aim:

1st Aim: Create local, national and international connectivity for a collective benefit for all associated groups.

<i>Objective</i>	<i>Outcomes</i>	<i>Responsibility</i>
1. To maintain contact with local individuals/groups and work towards building resourceful and purposeful relationships to address trauma, pain and suffering as experienced in the violent conflict in and about N. Ireland.	A sharing collective benefiting from individual experience and advancing the needs of the sector, through the development of a cohesive strategic partnership.	Field Officers
2. To further develop contact with national/regional organisations whose influence/resources can contribute to local interventions for alleviating trauma, pain and suffering.	A resource base collective contributing to practical interventions and a national lobby for advocacy issues emanating from local experience.	All staff and Board Trustees.
3. To maintain, further establish and formalise our international support base of individuals and groups who subscribe to CTRC's vision and aims.	A collective of international experience and support towards the vision and aims of CTRC.	Centre Director
4. To provide channels for communication through CTRC to each level of connectivity.	Multi-purpose information dissemination.	Centre Director

2nd Aim: Conduct and disseminate research at local, national and international levels for the benefit of all experiencing the human cost of violent conflict.

<i>Objective</i>	<i>Outcomes</i>	<i>Responsibility</i>
5. To assist local groups to research conflict related trauma, pain and suffering of individuals living in their area.	Community audits of the impact and needs resulting from personal experience of the violent conflict in their area.	Research Co-ordinator and Field Officers.
6. To document, assess and archive methodologies and strategies employed by local groups towards addressing the trauma, pain and suffering experienced as a result of violent conflict.	A library resource of locally practiced methodologies employed and their effectiveness in the course of the years of violent conflict.	Research Co-ordinator, Training Co-ordinator and Field Officers.
7. To source national and international organizations research experience in methodologies employed towards addressing trauma, pain and suffering in violent conflict related circumstances.	A library resource for individuals and groups working towards alleviating conflict related trauma, pain and suffering resulting from violent conflict.	Research and Training Co-ordinators.
8. To assist local individuals/groups to analyse research documents that they may inform their decision making of methodologies to employ for their needs.	A better informed decision making process for employing methodologies to address conflict related trauma, pain and suffering.	Research and Training Co-ordinators.
9. To make local experience available to members of the global community as they address conflict related trauma, pain and suffering.	Communication channels, for example a web site, advertising local experience as a resource for other violent conflict related zones.	Research Co-ordinator.

3rd Aim: To offer appropriate support at local levels for individuals/groupings engaging directly and indirectly in addressing the pain, suffering and trauma as a legacy of our violent conflict.

<i>Objective</i>	<i>Outcomes</i>	<i>Responsibility</i>
10. Through the process of our connectivity to offer personal support to individuals.	Carers working more efficiently and effectively in the field.	Field Officers supported by the staff team.
11. Through the process of our connectivity to offer practical support to community groupings.	Increased capacity for groups working with issues of victimhood in the field.	Field Officers supported by staff team.
12. To increase the level of off-line supervision for individuals working in isolation in this field.	Decreasing levels of stress and consequently increased levels of health and capacity for individuals working in this field.	Training Co-ordinator and Field Officers, supported by clinical and complimentary therapy panels.
13. To increase the level of group support by facilitating group dialogues.	Groups operating with increased clarity and cohesion.	Field Officers.

4th Aim: On the basis of research to advocate for appropriate services to increase the capacity to address the needs in the field of conflict legacy in relation to the pain, suffering and trauma experienced during the violent conflict years.

<i>Objective</i>	<i>Outcomes</i>	<i>Responsibility</i>
14. To further existing contacts with local politicians and contribute to informing them of the needs in the sector.	Informed and supportive local political representatives.	Centre Director supported by staff, members of the Board of Trustees and members from the Advisory Panel.
15. To further existing contact with Government Ministers.	Policy change to address local and national interventions in the field of conflict related trauma, pain and suffering.	Centre Director supported by staff, members of the Board of Trustees and members from the Advisory Panel.
16. To further existing contact with appropriate public sector departments.	Increased Public sector sensitivity and support to/of the needs of community activists/groups working to address conflict related trauma, pain and suffering.	Centre Director supported by staff, members of the Board of Trustees and members from the Advisory Panel.
17. To advance knowledge of the circumstances and needs through continued contact with groups and individuals in positions of influence.	Greater awareness of, and wider support for addressing the issues relating to the field of victims/survivors.	Centre Director supported by staff, members of the Board of Trustees and members from the Advisory Panel
18. To attend appropriate conferences and workshops and in the process increase the knowledge base of the needs in the sector.	Highlighted needs and issues of those affected by the violent political conflict and the needs of those carer groups/individuals working in the field.	Staff team supported by members of the Advisory Panel and members from each of the Clinical and Complimentary therapy panels.

Advocacy

5th Aim: Contribute to increasing the capacity of groups/individuals to address pain, suffering and trauma through delivering training programmes designed with the sensitivities of the participants involved and with local, national and international knowledge of various methodologies employed in the field.

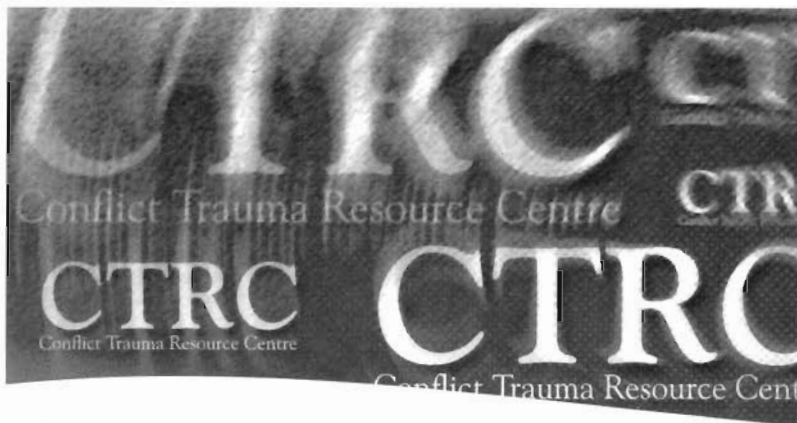
<i>Objective</i>	<i>Outcomes</i>	<i>Responsibility</i>
19. In partnership with local community groups to assess their training needs.	Clear identification of training needs within local victim focus groups.	Training Co-ordinator and Field Officers.
20. The design, delivery and evaluation of training programmes to groups within the community and voluntary sectors.	Increased capacity of groups engaging with individuals experiencing trauma, pain and suffering as a result of the violent conflict.	Training Co-ordinator and Field Officers supported by the Advisory Panel.
21. To establish an appropriate referral system of training providers for the needs within the community and voluntary sectors of those individuals and groups with a remit of engaging with individuals experiencing trauma, pain and suffering emanating from the violent conflict.	A coordinated strategic approach to training delivery within our sphere of influence	Training Co-ordinator, Field Officers and Centre Director supported by the Advisory Panel.
22. To continually assess the training needs of CTRC as an organization.	A clear identification of the training needs of staff, Board of Trustees, Advisory Panel, and Clinical & Complimentary Therapy Panels.	Training Co-ordinator, Centre Director and the Board of Trustees.
23. To design and have delivered specific training programmes to increase the capacity of CTRC as an organization	CTRC as an organization to be better equipped to fulfill it's vision, aims and objectives.	Training Co-ordinator, Centre Director and the Board of Trustees.

6th Aim: To establish therapeutic panels, both clinical and complimentary, to advise CTRC and to act as a referral process when demand necessitates intervention.

<i>Objective</i>	<i>Outcomes</i>	<i>Responsibility</i>
24. From the summer of 2003 to have a voluntary Clinical Therapeutic Panel informing the activities of CTRC and it's client base.	A knowledge base of clinical therapy theory and practice available to CTRC and it's client base.	Centre Director and Training Co-ordinator.
25. From the summer of 2003 to have a voluntary Complimentary Therapeutic Panel informing the activities of CTRC and it's client base.	A knowledge base of complimentary therapy theory and practice available	Centre Director and Training Co-ordinator.
26. By the autumn of 2003 to have the Clinical Therapy Panel resourced and ready to engage in interventions as and when required.	Professional Clinical services available for clients when circumstances necessitate such intervention.	Centre Director.
27. By the autumn of 2003 to have the Complimentary Therapy Panel resourced and ready to engage in interventions as and when required.	Professional Complimentary services available for clients when circumstances necessitate such intervention.	Centre Director

7th Aim: To sustain the services of CTRC until such times as the Board of Trustees are satisfied that there no longer is a need or requirement for our services.

<i>Objective</i>	<i>Outcomes</i>	<i>Responsibility</i>
28. To maintain a multiple approach to a fundraising strategy determined by CTRC's strategic objectives.	A knowledge base of clinical therapy theory and practice available to CTRC and it's client base.	Centre Director and Training Co-ordinator.
29. To have increased profitable training service delivery to sectors outside the local community victims groups within N. Ireland.	Established profitable training packages for trainers and clients. Established a base of sessional trainers. Income generated from training services delivery.	Training Co-ordinator and Finance Administrator.
30. Established and maintained an Association of Friends of CTRC.	Income generated from voluntary annual contributions from CTRC's Association of Friends.	Centre Director Board of Trustees Treasurer and Finance Administrator.



Appendix 1:

The role of the Board of Trustees

1. Strategic Direction

It is the Board that determines strategic direction and holds the staff team, through the Centre Director, accountable for its operations within the corporate plan.

2. Financial Control

The board, with support from its Treasurer, approves the annual budget, monitors expenditure and adopts the annual accounts.

3. Support

Individual skills and experience of Board members are made available to all staff and in particular to the Centre Director for the overall task of managing CTRC.

4. Advocacy

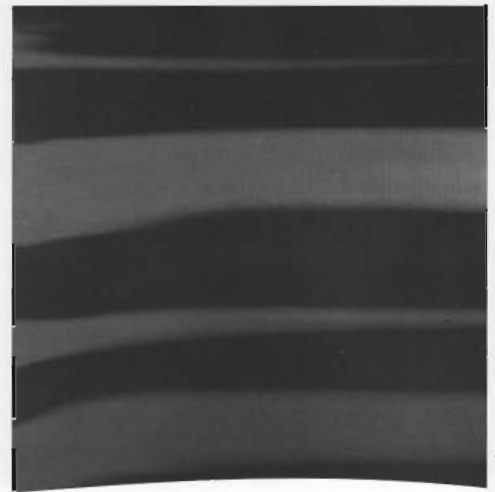
From time to time Board members act as ambassadors for the organisation and support the fundraising activities of the Centre Director and in their individual capacities promote the organisation.

Appendix 2:

The role of the Regional Advisory Committee.

It is the role and function of the Regional Advisory Committee to promote and inform the organisation of specific needs and resources available to appropriate themed groups and local areas, across the province, of which they themselves would be representative.

They will also operate as promoters of the resources of the Conflict Trauma Resource Centre and indeed, points of contact and referral.



Appendix 3:

The role of the Clinical Therapists Panel.

The clinical therapist panel informs CTRC with respect to changes in policy and practice in various sectors across the field of clinical therapy.

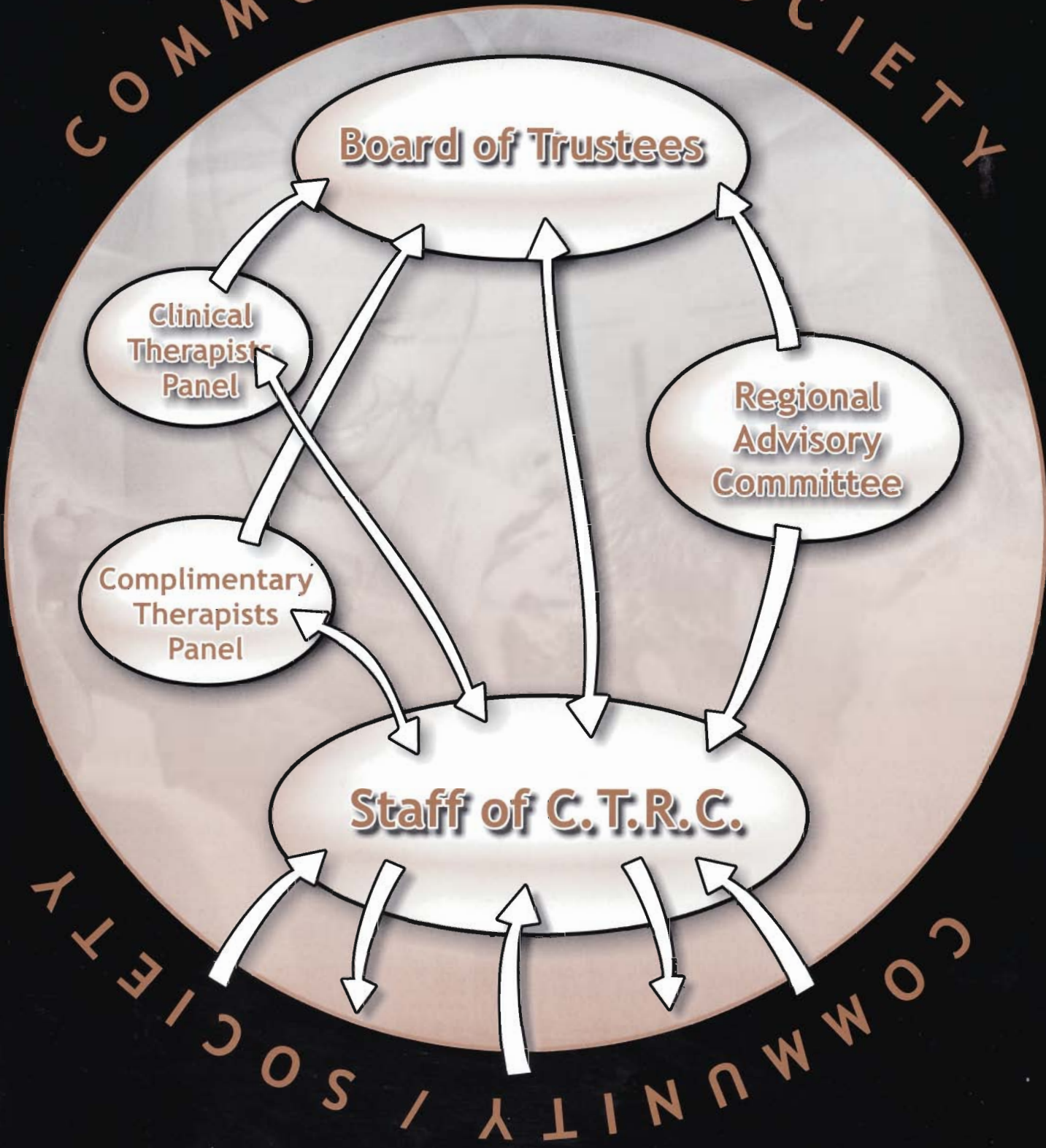
They also perform as a clinical service resource for times when client intervention is both urgent and appropriate.

Appendix 4:

The role of the Complimentary Therapists Panel.

Complimentary therapist panel members keep the organization informed with respect to various practices in the field and contribute to the organisations understanding of the uptake of their services within various constituencies dealing with the human impact of the violent conflict in and about N. Ireland.

COMMUNITY / SOCIETY



Board of Trustees

**Clinical
Therapists
Panel**

**Regional
Advisory
Committee**

**Complimentary
Therapists
Panel**

Staff of C.T.R.C.

COMMUNITY / SOCIETY



Board of Trustees

Danny Power	Chair
Debbie Watters	Vice Chair
Teena Patrick	Secretary
Tony Catney	Treasurer
Betty McElnea	
Joe Law	
Martin McKeivitt	
Martin Murphy	
Brendan Bradley	

Staff:

Centre Director	Martin Snoddon
Training Coordinator	Karl Tooher
Support Officer	Liz Groves
Support Officer	Richard McLernon
Administrator	Gwen Johnstone
Secretary	Karen Rawe

Sessional Therapists:

Clinical Therapist: Paddy Maynes;

Senior Registered Practitioner of the British Association for Counselling and Psychotherapy,

Accredited Member of the Irish Association for Counselling and Psychotherapy.

Complimentary Therapist: Geraldine Harte;

Member of the International Counsel for Holistic Therapists,

Member of the International Federation of Health and Beauty Therapists,

Member of the Association of Therapy Lecturers,

Member of the Bowen Therapists of Australia and the United Kingdom

CTRC

Conflict Trauma Resource Centre

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