



# Triax Neighbourhood Management Team

Strategic plan 2021-2024

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# Foreword

Welcome to our Strategic Plan 2021 - 2024.

In writing this plan, we have taken time to reflect on our work in recent years. We have also studied the local and national context. We have listened carefully to our stakeholders, including clients, partners, staff, board members and funders. The strategic choices we have made reflect the collective priorities of our stakeholders. As always, we will continue to work towards a more inclusive and just society that is lived out in vibrant communities.

We know that this is an ambitious plan. However, if Triax Neighbourhood Management Team is to be an agent for change within the communities that we support, our aspirations must be high. We welcome the encouragement and support of all who share our desire to make a difference to the lives of those living in our communities.

We hope that this Strategic Plan 2021 - 2024 will help to inspire all of us to keep social and economic inclusion at the top of our agendas. The Board and Staff of the Triax Neighbourhood Management Team

## Our Vision

A Triax area that is characterised by a socially and economically vibrant, resilient, independent, diverse and peaceful community that maximises each individual's life opportunities and quality of life. We strive towards this vision by working on the following 5 goals:



### Goal 1 - Supporting Economic Inclusion

TNMT aims to achieve equality of opportunity for all individuals in the Triax NRA to participate in economic activity as employees, entrepreneurs, social entrepreneurs, consumers and citizens.



### Goal 2 – Strengthening Leadership & Building Collaboration

Empowering communities means enabling local leaders and communities to problem solve and innovate at a local level.



### Goal 3- Turning Triax Green

TNMT aims to transform the Triax area into a local, national and international leader in climate actions and community-led, community-based environmental initiatives that will increase awareness and participation in making Triax cleaner, safer and greener.



### Goal 4- Addressing Division & Increasing Community Cohesion

TNMT aims to advance peace and cohesion in the Triax area. We recognize that the legacy of the Troubles is a key reason behind the area's status as a Neighbourhood Renewal Area (NRA) and, as such, that any community development work will have little impact if peace and cohesion is not a central part of that work.



### Goal 5 – Strengthening Our Organisation

This goal focuses on the internal workings of the organisation, on our systems, processes, communications, funding and staff development. It identifies actions to build on and continually improve these.

## Who We Are

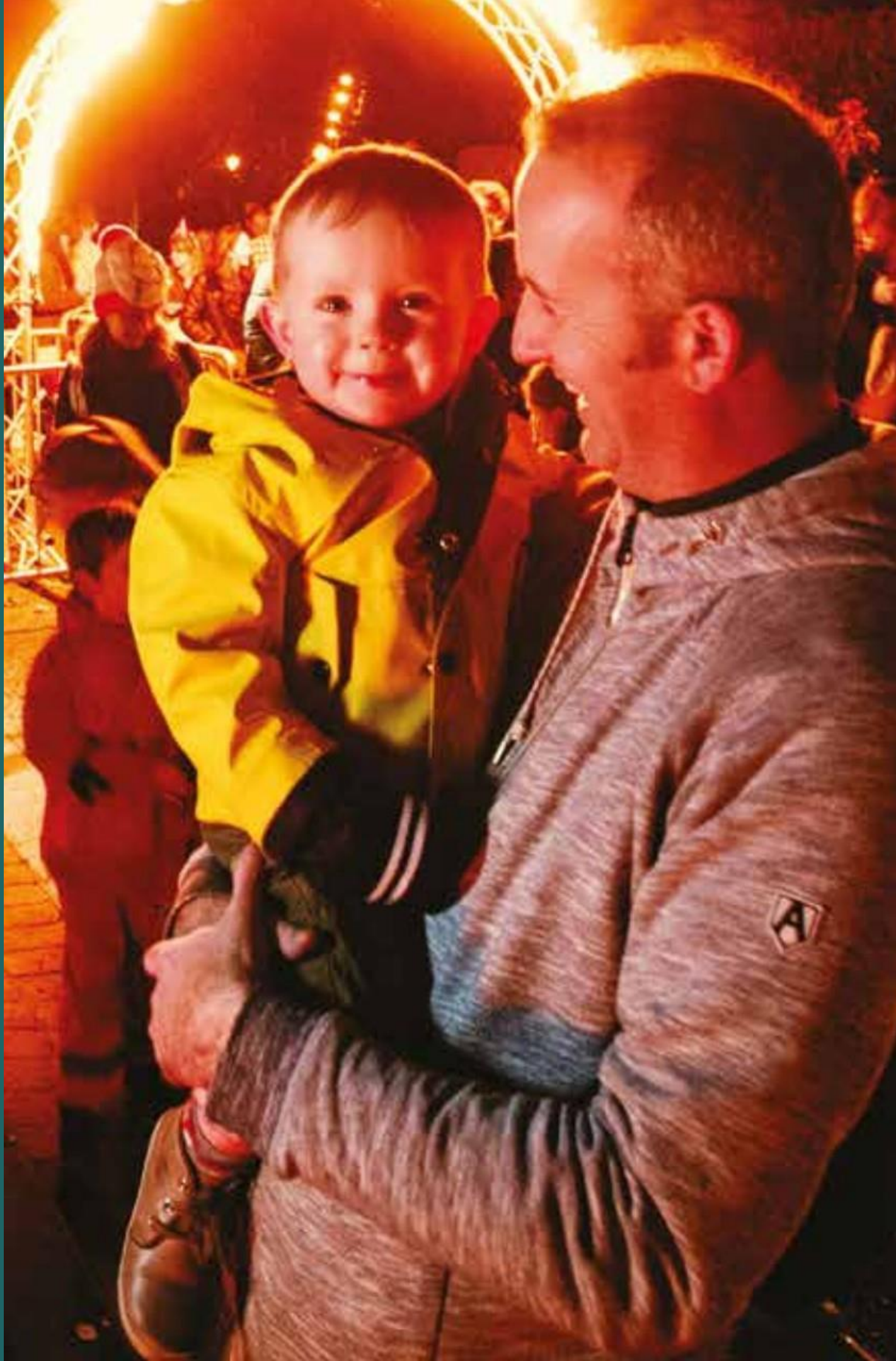
Bogside and Brandywell Initiative (BBI) was established in 1996 as a coalition of more than 30 community groups delivering a range of programmes and services in the Bogside and Brandywell area of Derry. In 2006, it merged with the Creggan Neighbourhood TNMT, and became the leading community development organisation in the area. Although BBI remains the charity name of the organisation, we are in the process of rebranding as the Triax Neighbourhood Management Team to more accurately reflect the wider area we now work in (Bishop Street, the Fountain, Creggan, the Bogside and the Brandywell).

Initially, the principal focus of the organisation was on addressing the lack of community infrastructure and this quickly developed to become more resident-oriented. As engagement with residents deepened and we worked with them to identify their priority needs, we proactively responded by becoming more heavily involved in environmental improvement schemes at both the residential and communal level. In line with best practice i.e. the broken window theory, we worked with residents to improve the physical appearance of their areas including the rapid removal of graffiti and illegal dumping. We also assisted individual residents in the maintenance of their gardens, particularly older people and vulnerable adults.

It became apparent that environmental problems were simply a symptom of deeper social and economic problems in the area and so, we moved into wider and more general community development work by engaging with other successful projects in the Derry area and beyond. For example, we identified that few males were involved in community-based projects and. This resulted in the development of a 'Men Shed' project and the establishment of allotments and other interventions to help the many within the area suffering from poor mental health. We set up the Fresh Start / Tús Maith project as a social economy project.

Working with our partner groups in the Fountain and Bishop Street areas we also identified the need for a project to address the existing community tensions in these areas. In 2012 BBI was funded by the International Fund for Ireland under the Peace Barriers Programme to work on this peacebuilding work with a focus on physical change. This involves working along with and between the interface community on the City's West Bank to build and sustain positive relationships in the area.





## Giving Everyone a Chance

A big part of our work is focused on people, as we understand that they are key to making change happen. We encourage people to expand their knowledge, learn new skills and develop the confidence to pursue their goals. Part of our support is also to challenge any discrimination on the basis of age, religious belief, gender, disability, ethnic or national origin.

We know that where you live can have a big influence on the opportunities and resources available to you. So we work with community leaders, community groups, local organisations and other services and agencies that serve the community and encourage them to come together to build stronger more resilient communities.

A strong community is a place where the people who live there feel safe, are able to make their own choices and decisions, have access to services and supports, and, if necessary, can come together to campaign for change.

Finally, if we want to bring about lasting change, then we need to address imbalances at different levels. So our strategies include initiatives that involve individuals directly, programmes that take place at community level with local groups and organisations, and actions that aim to influence change at societal and institutional level.

## Our Vision

We want the Triax area to be an active, safe, clean and sustainable community where equality, tolerance and diversity are cherished and where everyone has the opportunity to have their voice heard and their concerns addressed.

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## Our Mission

We will seek to create and sustain a diverse and tolerant sustainable citizen led community of active citizens that is committed to implementing a collaborative, community-led, physical and social regeneration process for the Triax area.

## Our Role

TNMT has three principal roles in the Triax area of Derry City.

### Work in partnership to address local needs

Firstly, our role is to work with communities and the agencies and services that serve them to develop appropriate responses to locally identified local development needs. Our job is to understand the issues, connect the people and create the conditions for dialogue so as to identify integrated initiatives and projects that will have a real impact on the lives of individuals, families and communities in the Triax area.

### Ensure social inclusion is a priority in the Triax NRA

Secondly, TNMT has a vital role to play in the Triax area as 'social inclusion leader'. We must ensure that social inclusion is a priority at local community level and among statutory bodies and service providers. Social inclusion is about guaranteeing equal access to education, employment, healthcare, social care, housing and other opportunities to everyone. We want to ensure that all the residents of the Triax area are informed, connected and have opportunities to be active, in so far as they choose, in the life and development of their community.

### Deliver programmes and services ensuring the area is as clean, green and safe as possible

Thirdly, TNMT delivers programmes and services directly where gaps in service delivery have been identified. Our aim is to develop innovative solutions to social, economic and environmental disadvantage so as to have a real impact on the quality of people's lives and create a welcoming, clean and safe place to live in and invest in.



# What We Believe

The values and principles that guide all the work of the TNMT are:



## Collective Action:

Enabling people to work together to identify common realities, so they can influence, change and exert control over the social, political, cultural and economic issues that affect their lives.



## Empowerment:

Building the skills, knowledge and confidence of people to be critical, creative, and active participants and to take more control of their lives, communities and environments.



## Social Justice:

Enabling everyone to play an active role in creating the conditions for a just and equal society, through challenging all forms of oppression, discrimination and inequality and advocating for strategies to alleviate the root causes of inequality and disadvantage.



## Equality:

Recognising the value of all members of society and challenging prejudice and discrimination.



## Participation:

Actively involving groups who experience poverty and social exclusion in decision making, planning processes, and action at different levels believing that people have a right to participate in decisions and structures that affect their lives.



## Partnership:

Fostering conditions for dialogue and coordinated work, leading to improved understanding of community and agency concerns, and opportunities to create positive differences, influence policy priorities, and meet the needs of the most marginalised.



## Leadership and Capacity Building:

Ensuring people experiencing poverty and social exclusion have the opportunity to build their skills and leadership capacities, to play active roles in their communities and actively engage with decision makers.



## Innovation and Creativity:

Seeking to respond to deeply entrenched social and economic problems in more innovative and creative ways.





# How We Work

We believe that there is no one solution to socio-economic exclusion and so, we use different strategies and approaches to address it. When we talk about socio-economic exclusion (alternatively call deprivation) we mean the obstacles certain people face (through unequal access and distribution) in accessing important resources to enable them to attain a good quality of life and achieve their potential. We aim to complement, not duplicate, the work of others and work collaboratively to identify and fill gaps. A community development approach is at the core of what we do.

- TNMT staff are based in different locations across the Triax area making it easier for people to access supports. It also means that staff are more in touch with the needs and realities of local communities across each area.
- Our core areas of work include: social inclusion, employment and enterprise support; formal and informal lifelong learning and education; peace building; green infrastructure and environmental projects; support to young people at risk; community development; and capacity building support to community organisations.
- Our staff have a lot of experience and specialist knowledge and we continually upskill staff and partners to ensure our communities and cohorts benefit from increased skill levels. Where appropriate, we lobby and work with partners to capitalise on their staff support and resources.

- We work closely with local community leaders and groups to understand the needs of communities, find appropriate responses and ensure their community has a voice.
- We pilot new initiatives to show how a new strategy ideas might work.
- We make links with employers and employment support agencies to increase employment opportunities.
- Our staff play key roles on city-wide structures by sitting on Boards, committees and networks to promote coordinated approaches to address local needs.
- We host and deliver initiatives for different statutory bodies and national programmes.
- We engage with key stakeholders at a local and national level.





# Who We Work With

We target our resources towards those who are most vulnerable/marginalized.

This includes the following groups:

- The Unemployed
- Older people
- People parenting alone
- Low income workers
- People with disabilities
- The Traveller community
- Young people
- Black and Minority Ethnic Communities (BMEs)
- Women
- Interface Communities

We work with local community groups, organisations and service providers who support and deliver services to our target populations.

# Where We Work

The Moor District Electoral Area (DEA) takes in a large and complex part of the City. It is made up of the Brandywell, Bogside, City Walls, Creggan, Creggan South, and Sheriff's Mountain electoral wards. This plan also covers areas of the Historic Walled City, the City Centre and a large part of the City's western river-front. It also straddles the Donegal border. There are over 7,000 households and a resident population of approximately 17,500 in the DEA (Census 2011).

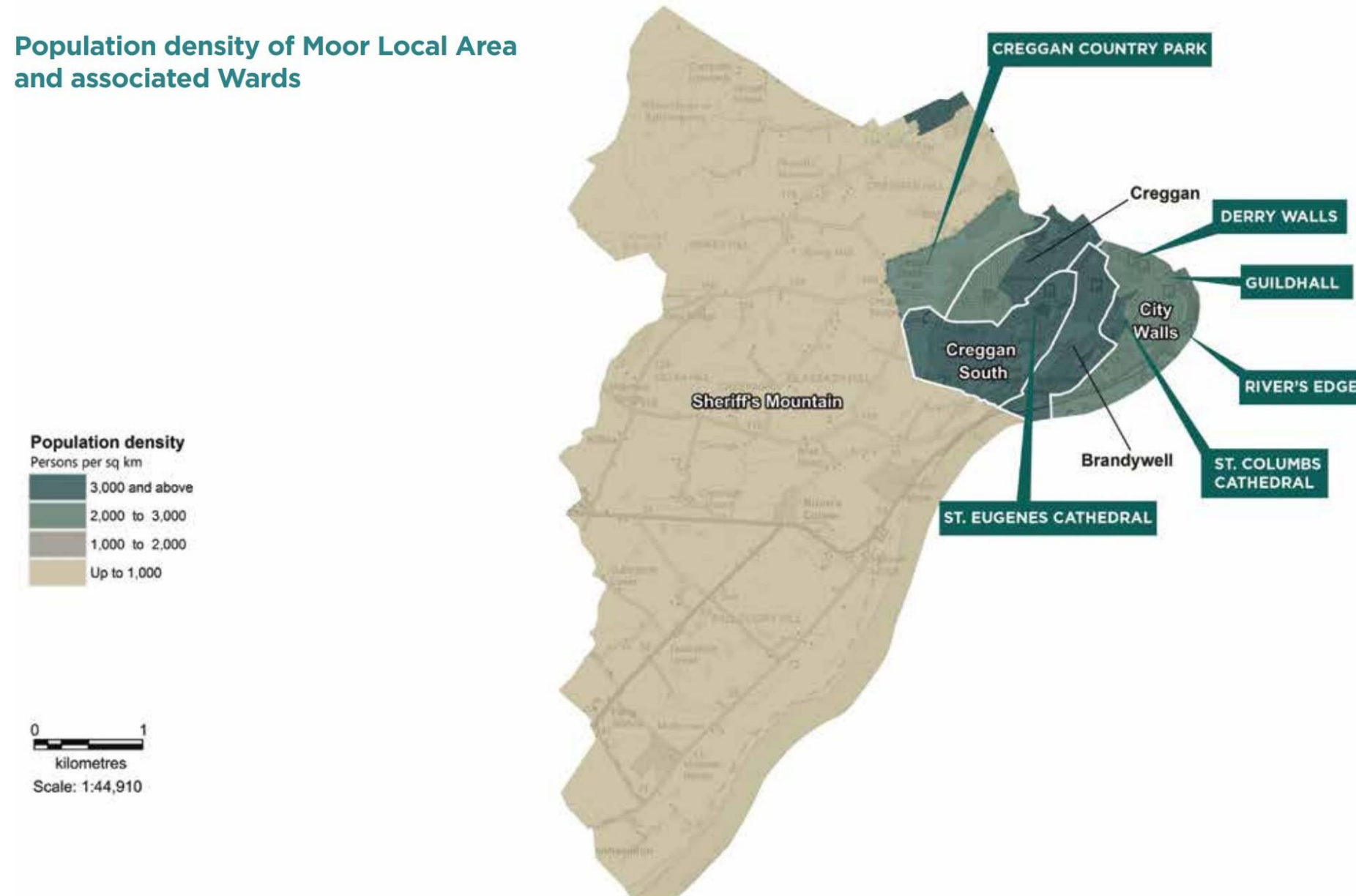
The Moor area has much to offer in terms of its diversity and its contribution to the wider cultural landscape. The area has a rich and varied history and played a key role in the recent conflict, which erupted in 1969 with the Battle of the Bogside. The Fountain area is the last Protestant working class area remaining on the West Bank of the River Foyle. The area is located immediately adjacent to the historic Walled City, which is so closely culturally identified with The Fountain, past and present.

Historically, residents and communities from within the Moor DEA have experienced and been more vulnerable to higher unemployment levels, lower incomes, and economic contractions, resulting in continued & increased deprivation levels within these local communities.

**Figure 1** shows the population density of the Moor Local Area and associated wards. The next page illustrates a summary of key socio-economic indicators for the Moor DEA in comparison to the DCSDC area as a whole, showing the more disadvantaged position on the Moor Area.

Figure 1

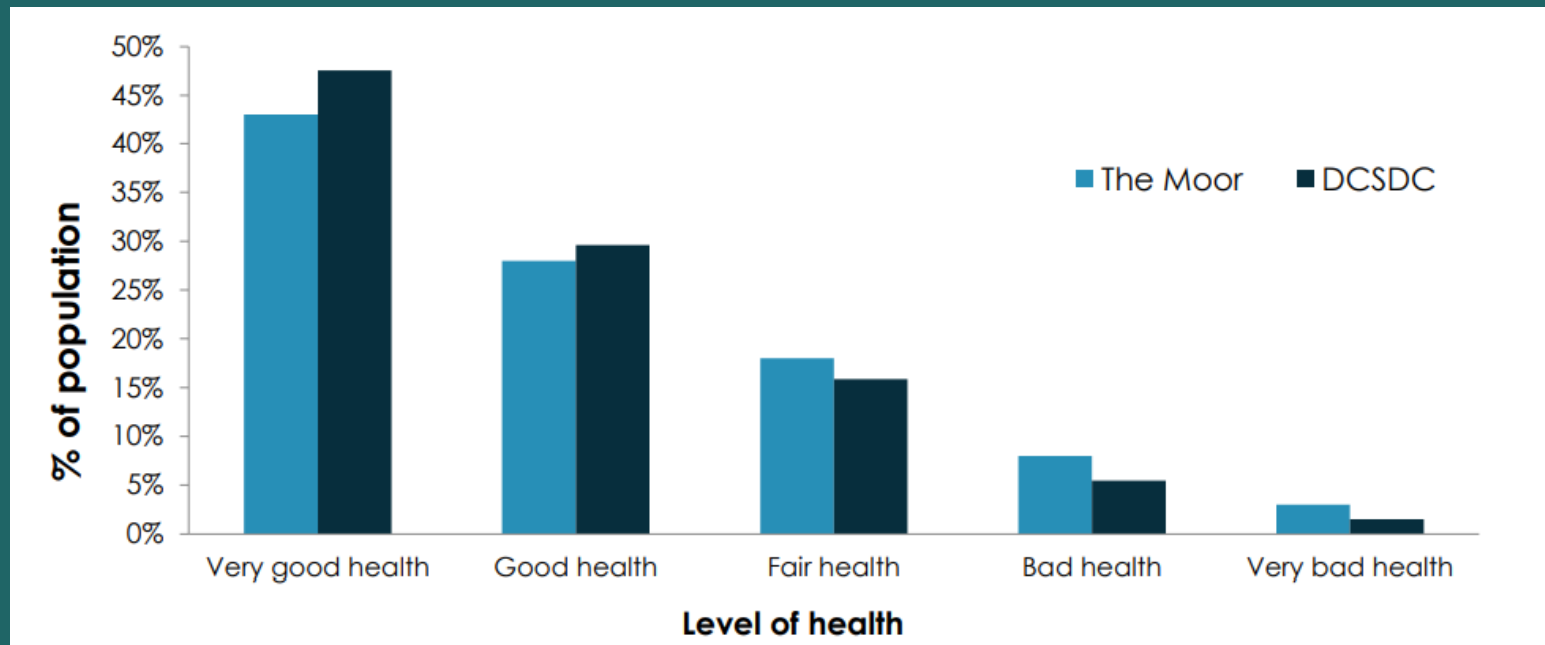
Population density of Moor Local Area and associated Wards



66% of households had no dependent children; leaving 34% of households with one or more dependent children.

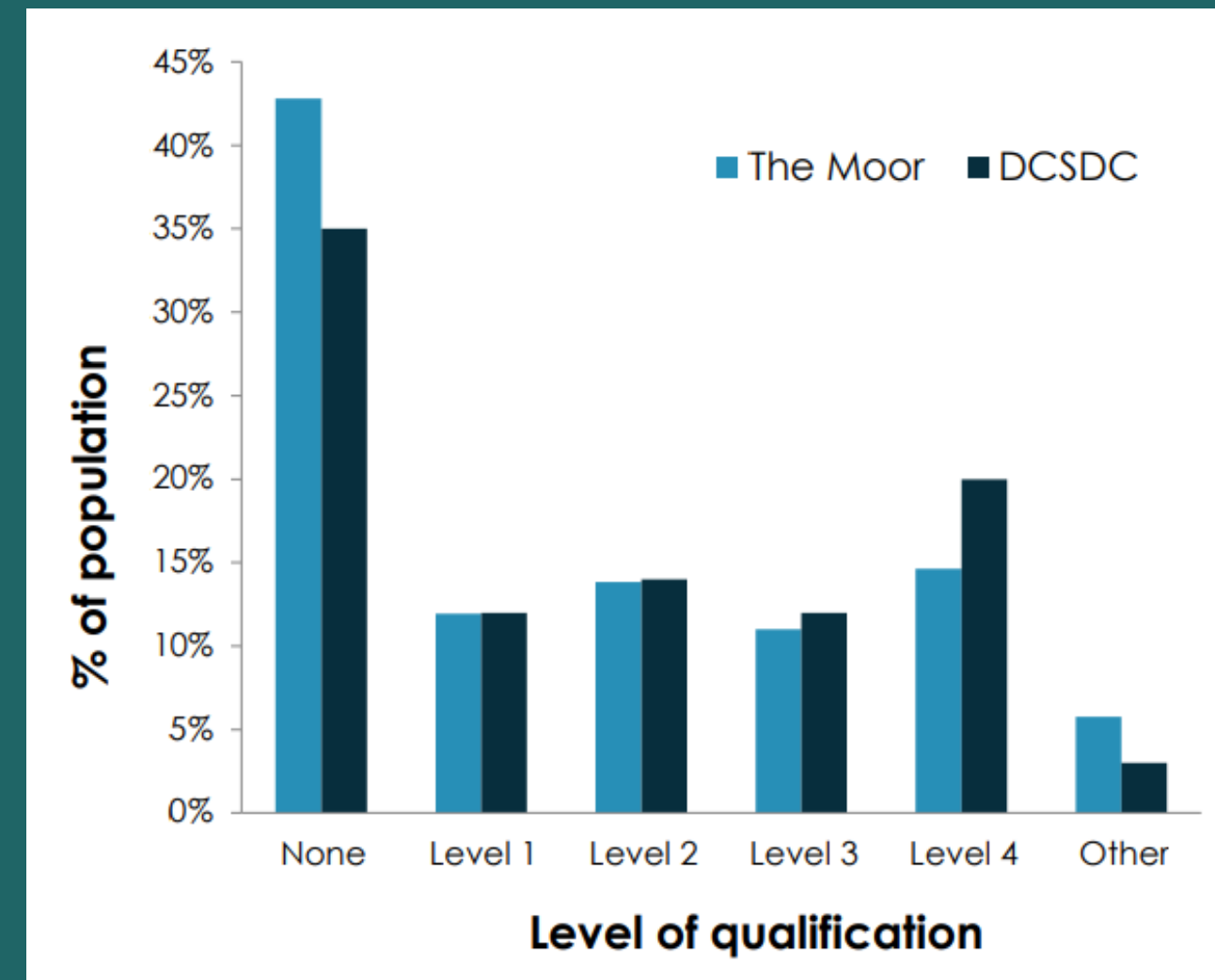
16% of households in the Moor can be classified as lone parent households. Of these, 37% of lone parents were recorded as being in employment.

20% of the population indicated that they had a health problem or disability that 'limited a lot' their day-to-day activities. A further 10% indicated such a condition impacted their day-to-day activities 'a little'.



### Economic Activity

The 2011 Census estimated that 38% of The Moor population were in employment which was lower than the DCSDC average of 49%. In January 2016, it was estimated that 10% of the population were on the Claimant Count which was higher than the DCSDC average of 6%.



It is estimated that 43% of residents in The Moor local area do not have any qualifications. 15% of residents have achieved a 'level 4' qualification. 18% of young people, aged 16-24, in The Moor local area do not have any qualifications whilst 10% have achieved a 'level 4' qualification.

### Triax V DCSDC

Compared to the Council area as a whole, the Moor Area (especially those wards targeted by TNMT) exhibits higher levels of unemployment, a greater concentration of jobless households, higher levels of health problems and disabilities, bigger numbers of people with lower levels of education and more people struggling to 'make ends meet'.

# THE LOCAL AND NATIONAL CONTEXT

The local and national context that we work in has seen many changes over the last 10 years. In order to ensure that we are able to respond appropriately to these changes, we spend time analysing and understanding the impact at a local level.

However, at times the implications of these changes are not always clear and as a result, we have had to modify how we work to be able to operate in a context of uncertainty and change. Flexibility is key. Covid-19 has meant that the challenges that we face in local communities have been amplified. Some of the trends we consider to be key in our area are outlined below.

## ECONOMIC CONTEXT

The financial crash of 2008 and the recession that followed have had a profound impact on the communities we work in. A recent report by a panel of experts established for the NI Anti-Poverty Strategy has highlighted that there are almost 400,000 people in NI living in poverty and 20% of them live in the DCSDC areas. Those most at risk are the unemployed, single parent families, those not at work because of illness and disability and those renting at below the market rate. The DCSDC area also has the highest level of unemployment in NI.

## CHANGES TO THE COMMUNITY AND VOLUNTARY SECTOR

Commissioning, or competitive tendering, has marked a shift from funding community and voluntary organisations to contracting them on the basis of services or outputs delivered.

## FINANCE

TNMT core funding is received from the Department for Communities and whilst specific projects may have received funding, the core itself suffered cuts along with other organisations in the sector and there has been no increase in core funding in the last 10 years. There has also been a change in the funding environment, meaning that there is less core funding available and the funding that is available tends to be project based. Nonetheless, the projects, initiatives and work taking place on the ground have not decreased in line with budget cuts. This makes it imperative for our organisation to make strategic decisions on how best to use its limited resources.



## NEW ROLES; NEW POLICIES; NEW EMERGING NEEDS

Changes introduced through the Review of Public Administration (2015) have resulted in the Community Planning process which is led by Derry City & Strabane District Council in conjunction with partners and communities to develop and implement a shared, long-term vision to improve the social, economic and environmental well-being of the Derry City & Strabane District area. It will also guide how our public services will work together locally to plan and deliver better services and is aimed at DCSDC playing a greater role in the delivery of local and community development.

In the last few years new committees and networks have been created in the Triax NRA, most notably the Moor Community Plan Partnership, with a remit to work on specific issues in the Moor DEA that have been identified in the Moor Community Plan. 7 other DEA Community Plans have also been developed as well as the Council wide Inclusive Strategic Growth Plan, Local Development Plan, Local Economic Development Plan and new Tourism Strategy. All of this represents important opportunities for local and community development in the Triax NRA and wider City.

## CHANGES TO THE COMMUNITY AND VOLUNTARY SECTOR POST COVID

The impact of coronavirus has hit like a tidal wave, brutally exposing the fragility of our economy. In response, economic orthodoxy has been turned on its head – the government is paying employees' wages, with targeted economic & social intervention once thought impossible being scaled up on an almost daily basis. All of this is entirely necessary. We need bold measures that protect local communities & businesses and put pounds in people's pockets and support organisations during an enforced economic shutdown.

There is now a pressing need to develop, at scale, community wealth-building strategies that advance plural forms of economic ownership, with a greater role for the social and democratic economy. Across Derry City, we already have the seeds of a more inclusive economy. We have some of the most progressive community development organisations working across Ireland. Our local government authority needs to play an enhanced role in regeneration and economic renewal, deepening democracy and civic participation to deliver social change. An inclusive economy can be achieved when the public, social and commercial sectors mutually support and develop one another and are unafraid to build relationships and share power.



# ISSUES AND CHALLENGES

THROUGH OUR WORK AND FROM CONVERSATIONS WITH THE PEOPLE AND AGENCIES THAT WORK IN TNMT, WE HAVE IDENTIFIED THE FOLLOWING KEY CHALLENGES THAT SHOULD BE ADDRESSSED IN OUR WORK.



## SOCIAL EXCLUSION

- People at risk of social exclusion are spread throughout the Triax NRA making it difficult to get information on specific groups and their needs (New Communities, young people, families living in the private rented sector and substance misusers aged 15-24).
- Insufficient housing supply in both private and social housing resulting in a rise in house purchase and rental prices thus excluding middle and low income families from the housing market and/or placing people at risk of homelessness.

## PEOPLE AT RISK

- There is a need for focused activities and services including training that would focus on personal and social skills.
- Lack of opportunity for the voices of the most marginalised people to be heard and limited spaces for their participation.
- Increased levels of substance misuse across different groups of people, is an issue.
- Increase in parental/teenager conflict and a lot more violence (physical) in the home than before.
- Many people are facing problems with poor mental and physical health and Covid has increased this.

## ADULTS

- Depression and isolation are of growing concern among the adult population.
  - Weak digital literacy is on the increase, especially for the older population, but also for adults with literacy problems. A lack of literacy/ numeracy skills is still an issue.
- High levels of unemployment and low levels of educational attainment pervade the area
- There are limited long term activities that promote peace building, integration and intercultural awareness in the City.
- There needs to be improved accessibility to services for people with disabilities.

## COMMUNITY GROUPS

- Community-based services for children and young people are dependent on temporary funded staff and volunteers and there is an ongoing need to support local community providers to enhance the quality of initiatives, care and service for the most at-risk children and their parents.
- There is a wide diversity of skills, talents and resources available in the community. However, it can be difficult for organisations to recruit new volunteers as much of the work of management committees is focused on governance issues rather than community development.
  - Community leaders are overstretched and dealing with limited resources in their organisations. Finding time for additional, area-wide activity is therefore challenging and so there is less networking and collaboration taking place.
- There have been drastic cuts to the community and voluntary sector and this has resulted in increased competition for limited resources.
  - A focus on service provision (especially with an over emphasis on managerialism and the marketisation of this provision) has resulted in fewer opportunities for community leaders and grassroots development to advance.





# THE STRATEGIC PLANNING PROCESS

Our new planning process takes place in a new context of Covid and the Post-Covid world which brings its own challenges. In this one, there was a need and a desire by the organisation to revisit its role in the Triax NRA.

We want to ensure that we were playing the role that we are best placed and best suited to and that we have the resources and expertise to execute it effectively.

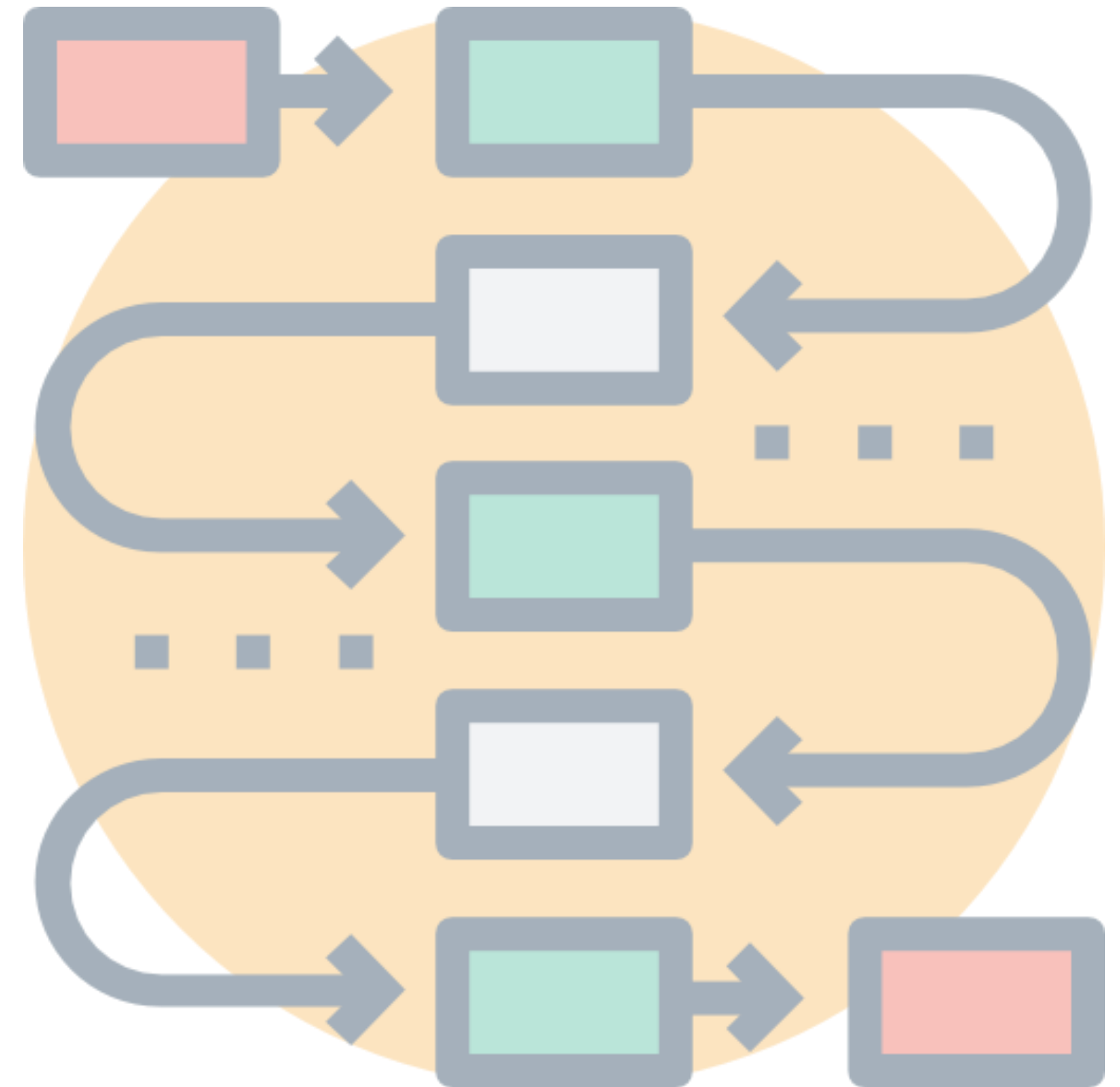
For us, the strategic planning process was an opportunity to revisit our work and identify how best to focus our energies on increasing social and economic inclusion in the Triax NRA.

In order to have input from a wide range of stakeholders, we used a variety of methods during the process.

We created a steering committee that was made up of representatives from the Board and from senior management to oversee the process.

We held consultation meetings with all the TNMT staff, with the TMNT Board, with Management and Project Leaders, and with representatives from organisations and groups that we work with to discuss the vision, mission, role and purpose of TNMT.

The Management Team also held many meetings to work in more detail on the goals, objectives and actions of the Strategic Plan.





# OUR FOUR YEAR PLAN

## Goal

### 01

## Supporting Economic Inclusion

### Outcomes

- Ongoing identification of client needs
- Low income workers upskilled
- Increased job readiness for long term unemployed and people facing multiple barriers
- More people entering employment and self-employment
- Social Enterprise Strategy developed
- More supports and opportunities for people with disabilities, lone parents, Travellers and over 50s
- More supportive employers locally

### Strategic Objectives

- 1.1 Develop progressive and sustainable solutions to unemployment in the Triax NRA
- 1.2 Develop initiatives and tailored supports to improve the job readiness of specific groups that face multiple barriers to employment
- 1.3 Partner with local employers and with local employers' representative bodies to create training and development opportunities for our clients and to address the barriers to employment they experienced

## Goal

### 02

## Strengthening leadership & building collaboration

### Outcomes

- Increased leadership capacity in communities
- Greater participation of leaders in local structures and networks
- Improved engagement with service users
- Improved collaboration and partnerships among stakeholders
- Further networks and partnerships developed through Moor Community Plan partnership
- Local community groups have stronger governance structures

### Strategic Objectives

- 2.1 Coordinate programmes and supports that help build community leadership
- 2.2 Foster collaborative practice among stakeholders to support engagement and empowerment
- 2.3 Increase and enhance the strength and capacity of targeted communities and frontline staff working in the community and voluntary sector in the Triax NRA

# OUR FOUR YEAR PLAN

## Goal

### 03

## Turning Triax Green

### Outcomes

- Completion of a Triax Environmental Audit
- An increase in community awareness of environmental issues at the local level.
- An increase in community participation in environmental activities at a local level
- Creation of an informed and active citizenship confident in its dealings with statutory agencies and other service providers

### Strategic Objectives

- 3.1 Establish Triax Environmental Baseline & develop subsequent action and implementation plans
- 3.2 Develop and implement area-based education programmes in the Triax area and its educational facilities
- 3.3. Promote volunteerism and community participation in local environmental projects.
- 3.4. Who does What, Where and Why?

## Goal

### 04

## Addressing Division & Increasing Community Cohesion

### Outcomes

- Less/reduced physical barriers
- Increased number of partnership projects
- Increased use of the interface area between Bishop Street and The Fountain
- Regular Community Safety meetings with all key stakeholders
- More BME participants engaging with us
- More residents engaging with people from different community backgrounds & having a positive experience doing so

### Strategic Objectives

- 4.1 Work towards the reimaging/removal of physical barriers
- 4.2 Strengthen partnerships with organisations working in the Fountain/PUL communities, those in Bishop Street & those in the Youth Sector
- 4.3 Continue to enhance statutory partnerships to tackle anti-social behaviour, sectarianism and hate crime
- 4.4 Develop and grow the social enterprise activities and explore new funding streams for the organisation

# OUR FOUR YEAR PLAN

Goal

05

Strengthening  
our organisation

## Outcomes

- Internal Customer Relationship Management (CRM) system embedded throughout TNMT to manage all activities, assets and sites
- Increased cross-team collaboration on programmes
- Communications Strategy in place and operating
- Increased staff engagement in planning and strategy
- Channels of communication between Board and staff established
- Funding Strategy developed and new funding secured

## Strategic Objectives

- 4.1 Improve our systems, processes and policies
- 4.2 Develop our internal and external communications
- 4.3 Invest in the development of our staff and facilitate their participation in planning and strategy
- 4.4 Develop and grow the social enterprise activities and explore new funding streams for the organisation

Goal

01

## Supporting Economic Inclusion

### Why This Goal?

While access to employment is a proven route out of disadvantage, it is also true that the quality of the employment is vital to ensure long-term and sustained change.

Recent studies have indicated that, for some, minimum wage employment can represent nothing more than a 'low-wage trap' and can actually be associated with a greater likelihood of becoming unemployed.

Given this reality, it is clear that it is not only those experiencing unemployment, particularly long term unemployment, who are in need of support, but also those on low incomes.

### Overview

TNMT aims to achieve equality of opportunity for all individuals in the Triax NRA to participate in economic activity as employees, entrepreneurs, social entrepreneurs, consumers and citizens.

This work will include supports for those seeking employment opportunities along with those interested in self-employment.

The needs of the long-term unemployed and those coming from jobless households or experiencing intergenerational unemployment are of particular interest. Increased links with local employers and the community-based, employment support initiative 'Skills North West' is also key to this work along with the development of a supportive environment for the creation of a self-start and social enterprise culture in the Triax NRA.



### Strategic Objective 1.1

Develop progressive and sustainable solutions to unemployment in the Triax NRA.

#### Actions

- i. Formally survey our service users annually to ensure that our future activities match the needs at a local level.
- ii. Access funding and resources to facilitate the piloting of pre-employment initiatives for targeted clients, in cooperation with key local stakeholders.
- iii. Develop new training interventions to support the up-skilling of low income workers.
- iv. Work with funders, participants and other partners to strengthen and develop work experience programmes, including Skills North West, Extern (Communities in Transition) and Tús Maith, to better reflect the changing community environment.
- v. Deliver a targeted professional work experience initiatives through the environmental & social enterprise projects of Tus Maith and Triax Social Economy Projects, anchored in training and mentoring, to support client progressions and business sustainability.
- vi. Develop a panel of suitably qualified volunteer mentors in partnership with the Volunteer Investment Project (VIP) to provide support to unemployed people in the Triax NRA who embark on the journey of self-employment.
- vii. Develop a Social Enterprise strategy for the Triax NRA, in cooperation with local partners, that is in line with the Moor Community Plan.
- viii. Proactively engage in the forthcoming process for the procurement of a range of employment services in partnership with other community based employability support organisations to support unemployed people in the Triax NRA.

### Strategic Objective 1.2

Develop initiatives and tailored supports to improve the job readiness of specific groups that face multiple barriers to employment.

#### Actions

- ii. Develop links with organisations to support people with disabilities to enhance their employability and opportunities.
- ii. Provide a pre-employment programme of training and mentoring for parents from one parent families living in the Triax NRA to help develop their skills and job readiness.
- iii. Collaborate with Skills North West and Enterprise North West to offer a range of supports for targeted groups of people in preparation for employment and self-employment opportunities.
- iv. Develop and facilitate seminars in collaboration with local employers' representative bodies, Skills North West, Extern, DCSDC and the other members of the Moor Community Plan partnership and other stakeholders to highlight the value to employers of recruiting mature employees, 50years+.

### Strategic Objective 1.3

Partner with local employers and with local employers' representative bodies to create training and development opportunities for our residents and to address the barriers to employment experienced by these local communities.

#### Actions

- i. Conduct an annual survey with employers in the Triax NRA (inclusive of City Centre):
  - a) to help identify skills gaps and job opportunities that we can support our clients to work towards, and
  - b) to identify recruitment and selection preferences that we can pass on to our clients.
- ii. Support employers in the Triax NRA and City Centre to value diversity and improve social inclusion in their workforce.
- iii. Engage with local developers and contractors to support the employment of local people on their projects as part of a wider Social Value Act and clauses within public sector contracts.
- iv. Partner with local employers to hold careers events in the Triax NRA to promote access to local jobs for local people.

Goal

02

## Strengthening Leadership & Building Collaboration

### Overview

Empowering communities means enabling local leaders and communities to problem solve and innovate at a local level. It means strengthening the capacity of community groups and networks in the Triax NRA through coordination and delivery of training and supports, so as to best represent the interests of their communities, develop strong leaders to effect change and contribute to the revival of stronger, more sustainable communities and networks.

The work of Tus Maith and Triax Social Economy Projects focuses on building strong, local leadership, on supporting communities and networks to build on their strengths and to develop the skills and support needed to work for change.

### Why This Goal?

Whilst there has been plans and discussions in recent years about a people-centred and collective approach to community development rather than a product-centred approach, this hasn't always been actioned and has again resulted in the measurement of progress primarily by numbers and outcomes.

In some instances, this has resulted in a weakened community sector and, as such, there is a need to deliver resources and supports that are designed to advance a resilient and engaged community sector. Equity and inclusion rely on community engagement and there is a real need to work in dialogue with people to help shape and determine change in their communities.





### Strategic Objective 2.1

Coordinate programmes and supports that help build community leadership.

#### Actions

- i. Provide training and supports for new and existing leaders/activists including leadership skills, community development, social analysis, grant sourcing, governance, collaborative practice and evaluation and monitoring techniques.
- ii. Actively harness local leaders' experience and expertise by supporting them to engage with local development opportunities and serve on advisory committees and Boards.
- iii. In partnership with key stakeholders, explore the use of innovative events and projects to build community capacity that support, inform, educate or change conversations in relation to social exclusion, peace building, green economy, discrimination and disadvantage.

### Strategic Objective 2.2

Foster collaborative practice among stakeholders to support engagement and empowerment.

#### Actions

- i. Facilitate networking opportunities and conversations between relevant stakeholders, including the Triax Neighbourhood Partnership Board, Moor Community Plan, Urban Villages and other relevant networks.
- ii. Explore and support the establishment of Community Forums/ Networks to address key issues so that community issues and agendas can be discussed and joint plans and projects put in place to progress matters.
- iii. Provide opportunities for communities to benefit from and connect with each other via a range of networking and learning events.
- iv. Partner with local structures to encourage their active participation in promoting collaborative practice with stakeholders.

### Strategic Objective 2.3

Increase and enhance the strength and capacity of targeted communities and frontline staff working in the community and voluntary sector in the Triax NRA.

#### Actions

- i. Continue with the ongoing development and implementation of a community engagement framework as part of the overall Moor Community Plan for the organisation by year two of this plan.
- ii. Offer support and pre-development work to other new and emerging local community groups and communities of interest each year of this plan.
- iii. Through Skills North West, VIP, Enterprise North West and/or the North West Volunteer Centre organise capacity building seminars including themes such as governance in the community and voluntary sector, dealing with diversity, employment law, social inclusion, and social enterprise.
- iv. Enhance our communications with targeted communities through social media and e-zines, sharing information on training, funding, success stories and opportunities to the local networks and communities.
- v. Continue to play a leading role in relevant City-wide structures such as the Local Strategy Partnership, Moor Community Plan, Neighbourhood Renewal and Triax Safety Forum, to ensure that the voices of the most marginalised are heard and to influence planning and policy making on behalf of our target groups and communities.
- vi. Promote the TNMT and Tus Maith programmes as a resource to community groups and not-for-profit organisations.
- vii. Explore the development of Resident Forums across the Triax NRA, offering assistance to local community members & groups.

Goal

03

## Turning Triax Green

### Why This Goal?

It is no secret now that the world is in the midst of environmental crises. The Global food industry, damaging chemicals in everyday products, and greenhouse gas emissions are eroding the planet's resilience. Communities globally and everyone must take action. Turning Triax Green will encourage realistic, context-based responses to these challenges in an area where environmental challenges may not necessarily be the priority for residents. By harnessing the progressive methodology of community development practices, Turning Triax Green will identify and implement real and meaningful environmental actions in the Triax area, making it a safer, healthier and more sustainable place to live and work.

### Overview

The environmental challenges that we face on a local, national and international scale are well documented. We are convinced that the best contribution that we can make is promoting awareness and activity at the local level to help Turn Triax Green.

We will increase awareness amongst the community about environmental actions that they can do seamlessly in their everyday lives. We will also promote the value-added benefits of environmental actions (e.g. the health benefits of using different products, healthy eating on a budget using local chemical-free produce, green economy activities such as the allotments, upcycling etc.)



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**Strategic Objective**

3.1

Establish Triax Environmental Baseline & develop subsequent action and implementation plans

**Actions**

- i) Design and conduct a Triax Environmental Audit with relevant action and implementation plans.
- 

**Strategic Objective**

3.2

Develop and implement area-based education programmes in the Triax area and its educational facilities.

**Actions**

- i) Establish all community facilities as environmental centres and leaders.
  - ii) Develop schools-based environmental programmes and activities.
- 

**Strategic Objective**

3.3

Promote volunteerism and community participation in local environmental projects.

**Actions**

- i) Identify and implement resident-led environmental actions e.g. Triax-wide Mews Lane Project, Friends of Ballymagowan Allotments, Hot Spot Project.
- 

**Strategic Objective**

3.4

Who does What, Where and Why?

**Actions**

- i. Scope service provision in the Triax area and make this information widely available.

Goal

# 04

## Addressing Division & Increasing Community Cohesion

Mental and physical barriers continue to divide communities in the Triax area. Through our IFI-funded Peace Barriers Programme, we are working towards physical change at numerous sites. A key focus is the Fountain-Bishop Street Interface. Recent political changes associated with Brexit and the associated Protocol have compounded intercommunity tensions in recent times. Our peacebuilding work is therefore more relevant than ever.

We also recognise that cultural division is no longer only relevant to the divisions between orange and green in Northern Ireland and in Derry. Ever increasing globalisation is increasing the diversity of nationalities and ethnicities in the city. This diversity is to be celebrated. Research shows that the legacy of sectarianism means that newcomers are not made particularly welcome in Northern Ireland. We aim to tackle this issue through cross-cultural programmes and engagement with BME groups.

## Overview

The Triax area was at the heart of much of the sectarian conflict during the Troubles and the area remains distinctly divided along ethno-nationalist lines. This ongoing legacy is a key reason behind its status as a Neighbourhood Renewal Area (amongst the top 10% most deprived areas in Northern Ireland). Therefore, community development in the area will have little impact if advancing peace and cohesion is not a central part of that work.



### Strategic Objective 4.1

Work towards the reimaging//removal of physical barriers that divide communities

#### Actions

- i) Work with our Reference Group involving DSDC Good Relations Team, Urban Villages, IFI, DOJ and NIHE to work towards the redevelopment of the Gaol Tower and Peace Wall site. The first step will be a resident opinion survey delivered by NIHE in September 2021.
- ii) Work towards the reimaging/removal of secondary segregation fencing at multiple sites including Harding Street, Aubery Street, inside the Fountain facing Bennett Street, in the Fountain facing Bishop Street, and outside the Apprentice Boys Memorial Hall on the Derry Walls.
- iii) Work toward the removal of the remaining window grills on Upper Bennett Street and continue to work with DOJ to get an Aftercare Package in place.

### Strategic Objective 4.2

Strengthen partnerships with organisations working in the Fountain/PUL communities, those in Bishop Street & those in the Youth Sector

#### Actions

- i) Arrange events in partnership with the Cathedral Youth Club and the New Gate Arts and Cultural Center.
- ii) Continue to have representation in the quarterly Fountain Forum.
- iii) Increase participation in our programmes by members of the PUL community.
- iv) Host events inside the Fountain.
- v) Have regular meetings with the Youth Sector and Bishop Street Community Center.

### Strategic Objective 4.3

Continue to enhance statutory partnerships to tackle anti-social behaviour, sectarianism and hate crime

#### Actions

- i) Engage with the youth sector to deter young people from anti-social behaviour/sectarian riots.
- ii) Implement projects to improve community relations with the PSNI.
- iii) Continue to host bi-weekly Community Safety Planning Agencies meetings and quarterly Community Safety Steering Group Meetings.
- iv) Continue to host diversionary activities during parading/bonfire season.

### Strategic Objective 4.4

Continue to work towards the integration of Black and Minority Ethnic (BME) communities.

#### Actions

- i) Continue to build on the success of the 2019 Mela Event, with the aim of establishing an annual event akin to the Belfast Mela.
- ii) Continue to incorporate BME facilitators into our programmes and procurement lists.
- iii) Increase recruitment of BME participants in our projects.

Goal

05

Strengthening  
Our  
Organisation

## Overview

This goal focuses on the internal workings of the organisation, on our systems, processes, communications, funding and staff development, and identifies actions to build on and improve these.

### Why This Goal?

Investing in strengthening the organisation and building on its procedures and processes is key to any organisation's sustainability and success.



### Strategic Objective 5.1

Improve our systems, processes and policies.

#### Actions

- ii. Embed a common customer relationship management (CRM) system throughout TNMT to manage all activities, assets and sites.
- ii. Implement online technology and cloud storage to maximise efficiency and cohesiveness throughout the organisation and to allow for flexible working practices.
- iii. Ensure compliance with the Charities Commission of NI's reporting to reassure stakeholders that the appropriate standards of governance are in place.
- iv. Embed the commitment to equality and diversity in all our policies and practices.

### Strategic Objective 5.2

Develop our internal and external communications.

#### Actions

- i. Develop a Communications Strategy for the organisation to raise awareness of our work with stakeholders and partners and to effectively communicate information about the activities and opportunities available to the communities that we are supporting.
- ii. Develop our intranet system to improve internal communication and facilitate the flow of information throughout the organisation.
- iii. Establish time-bound cross-functional staff working groups to encourage collaborative working on projects, and to minimize duplication/allow for multi-site operations to be cohesive between staff and teams.

### Strategic Objective 5.3

Invest in the development of our staff and facilitate their participation in planning and strategy.

#### Actions

- i. Invest in staff training and development by ensuring that all staff members are on a developmental pathway to enhance their skills and abilities.
- ii. Promote a culture of innovation, creativity and learning in the organisation by encouraging staff participation and input into planning and reflection on our work.
- iii. Facilitate dialogue and planning between our Board and staff in relation to the work of the organisation.
- iv. Embed an ethos of community engagement and partnership practice across the organisation.

### Strategic Objective 5.4

Develop and grow the social enterprise activities and explore new funding streams for the organisation.

#### Actions

- i. Set up a social enterprise / funding subcommittee consisting of board members and staff representatives to develop a strategy for the organisation and to ensure that we review and avail of suitable social enterprise / procurement/ funding opportunities.
- ii. Collaborate and partner with other organisations to develop joint funding applications to improve social inclusion in the Triax NRA.
- iii. Engage with other relevant stakeholders to develop, promote and facilitate a culture of social enterprise development across the Triax NRA.

# IMPLEMENTING AND EVALUATING THE STRATEGIC PLAN

TNMT understands the importance of regulating monitoring and evaluating our work.



TNMT will:

- Develop annual work plans with projected outcomes and targets
- Implement and develop an effective monitoring and evaluation strategy in all our programmes, with appropriate indicators
- Host forums with external stakeholders to discuss our learning and share our experience
- Prepare Annual Reports and Financial Statements to document our progress
- Establish a bi-annual review process involving Board members, staff and key stakeholders

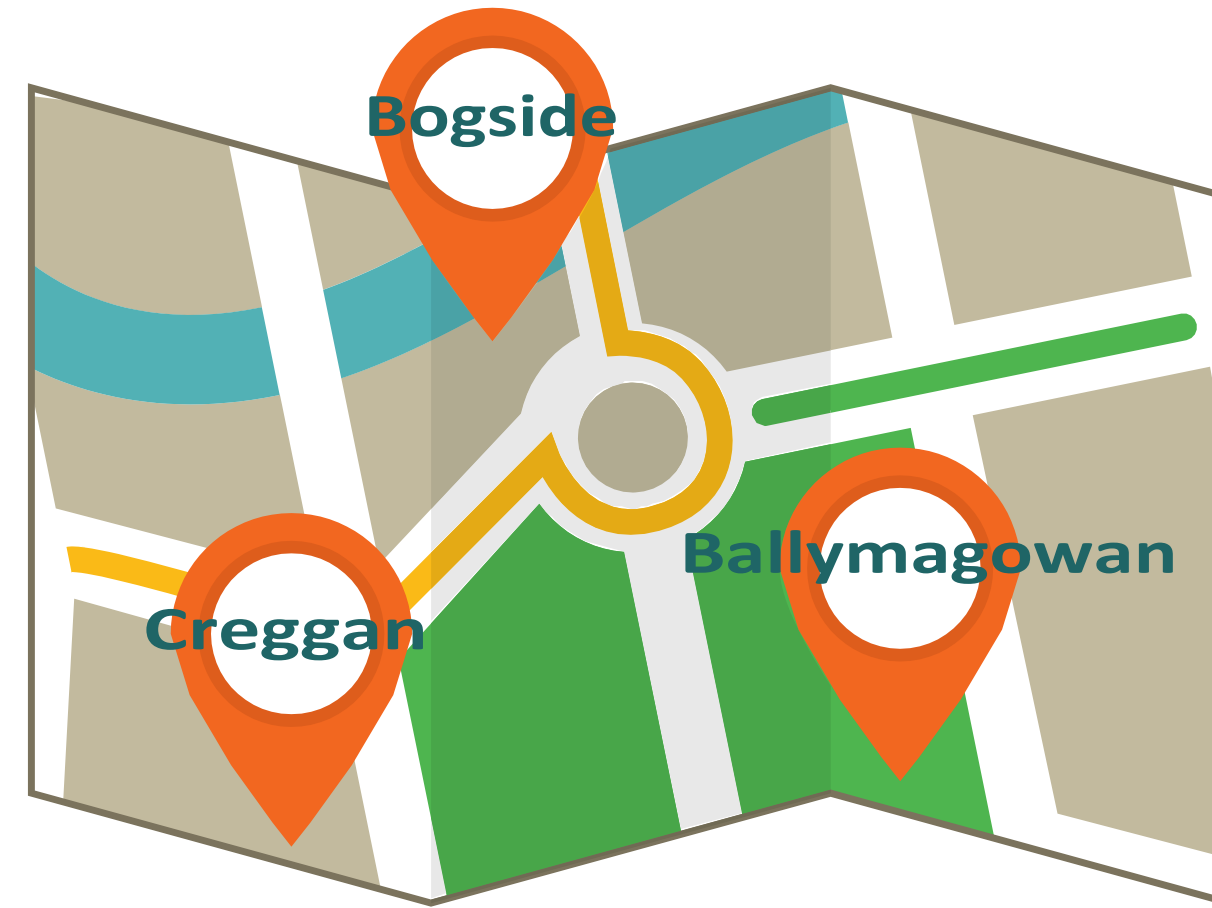
- 1) To improve internal learning and to feed into decision-making on project design and implementation.
- 2) To assess how effective the organisation is in achieving our objectives and in having an impact on people's lives.
- 3) For accountability purposes to our community, our Board, our funders and other stakeholders.



# Our Board

TNMT is a Company Limited by Guarantee (NI030819) and a registered Charity with the Charity Commission for NI (101854). It is governed by an independent Board of Directors made up of representatives from statutory organisations, local elected representatives, trade union and employer representatives and leaders from voluntary and community groups.

# Our Locations



# Acknowledgements

We thank you for your continued support in our efforts to contribute to the community that we serve.

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## Contact Information

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