

A photograph of two women in conversation, overlaid with a blue tint. The woman on the left is in profile, looking towards the woman on the right, who is smiling.

towards a more  
**peaceful**  
*society*

2002 to 2005  
Corporate Plan



MEDIATION NORTHERN IRELAND

Originally founded in 1987 as the 'Northern Ireland Conflict Mediation Association' by a group of individuals working in Criminal Justice, Education, the Churches, Community Development, Social Work and the peace movement, and registered as a charity in 1991, the 'Mediation Network' evolved in the 1990s as an agency to promote the practice of mediation and train mediators in Northern Ireland. In recognition of changes in our society since the Northern Ireland Act, 1998 and of the growing diversity of mediation practice, the Mediation Network has re-constituted itself as 'Mediation Northern Ireland'. We aim to be an independent centre of excellence in mediation and other methods of conflict intervention.

# Corporate Plan 2002 to 2005

## Towards a more peaceful society

### Foreword by Chairman

**I am pleased to present the Corporate Plan of Mediation Northern Ireland, formerly the Mediation Network for Northern Ireland. This plan sets out our intentions for the three year period, September, 2002 to August, 2005.**

**With the help of an independent Assessor, Mr. Richard Buchanan, we have thought long and hard about the potential contribution which we can make to society in the years ahead.**

**Building on earlier analysis of us by the American academic, Professor Harry Mika of Michigan State University, Richard Buchanan's consultation with key individuals and agencies, and his incisive suggestions for the reformation of the Mediation Network, stimulated the Board of Trustees and staff in a thorough examination of the strengths and weaknesses of the Mediation Network and helped us formulate a strategy for our continuing evolution.**

**One of our fundamental assumptions is that Northern Ireland needs to move beyond a view of itself as a place beset by unending 'Troubles'. In a sense, the Good Friday Agreement and consequent Northern Ireland Act, 1998, have established the parameters of a 'post Troubles' society. Therefore, we sense a need to establish a new context for the practice of mediation. Our efforts should address twin tasks:**

- **The management of disputes.**
- **The promotion of good relations between individuals, groups and communities.**

While we will continue to be primarily identified as a leading agency in training and learning, and in the practice of mediation, we will also affirm wider methods of conflict intervention which we have been practising to good effect for some years, such as conciliation, and negotiation.

We have decided that for the duration of this corporate plan we shall give particular attention to neighbourhoods and communities; policing; local government; integrated education; the churches and the public sector.

We shall also continue to support some peacebuilding efforts abroad and to engage with colleagues in the global field of mediation and conflict intervention as a source of inspiration and out of a sense of duty to the wider world.

Another point of significance is our recognition that within Northern Ireland, our organisation is part of a wider field of endeavour shared by individuals and groups outside of the Mediation Network. We accept that the network which we have laboured to establish is informal rather than formal but, nonetheless, thriving.

Mediation Northern Ireland wishes well to our colleagues in the field and welcomes all who wish to engage with us in offering creative approaches to better relations.

**Alan Elliott, CB, BA, D. Univ.**  
*Chairman of the Board of Trustees.*



*Our work is a contribution to peace by promoting good relations between individuals, communities and organisations*

## Mission:

**Mediation Northern Ireland offers creative approaches to better relations.**

## Corporate Values:

### 1. Independence

We are an independent organisation and registered charity. While working collaboratively across society we maintain a critical distance from those with whom we work.

### 2. Peace Building

Our work is a contribution to peace by promoting good relations between individuals, communities and organisations.

### 3. Justice

We contribute to the work of justice by assisting relationships between individuals, institutions, communities and government bodies.

### 4. Respect for Human Rights

In our approach to our work we respect human rights by affirming the entitlements of the citizen and supporting the responsibilities of citizenship.

### 5. Non-violence

We endeavour to avoid harming others, treat people with compassion and serve Truth within situations of conflict.

### 6. Organisational Diversity

We aim to be an organisation with a culture of reflection and learning committed to the principles of Equity, Diversity and Interdependence.

### 7. Sustainability

We are a non profit, sustainable social enterprise.

## The Structure of Mediation Northern Ireland.

Mediation Northern Ireland is governed by a **Board of Trustees** whose role is set out in Appendix One. The Board has established four Committees, to which outside members can be co-opted. The responsibilities of the Committees are set out in Appendix Two.

The staff of Mediation Northern Ireland are accountable to the Director who, in turn, reports to the Board of Trustees. Staff and Board members work together in respective Committees.

The staff are led by a Management Group which consists of the Director, the Assistant Director, the Senior Development Officer and the Executive Officer.

Each member of Management leads a small team of staff. Mediation Northern Ireland relies on three types of personnel:

- **Core staff** who have long-term tenure.
- **Programme staff** whose tenure is limited to the life of a particular piece of work.
- **Sessional workers**, known as **Associate Practitioners**, who deliver training and engage in practice on behalf of the organisation.



## Schedule of Aims and Responsibilities.

Mediation Northern Ireland has five aims, summarised in Appendix Five. Each aim expresses an aspect of our core responsibilities, namely:

- **Intervening in situations of contention.**
- **Assisting the development of good relations between people.**
- **Contributing to the building of peace in society.**
- **Being a mediative presence between people in civic leadership.**
- **Managing our resources according to our needs.**

Each aim is served by a number of objectives. The schedule below sets out the aims and objectives, as well as a series of outcomes – ways to measure results – and a list of those responsible in each case. Responsibilities are shared between the following groups of staff:

The Training and Learning Unit – led by the Assistant Director.

The Practice Unit – led by the Senior Development Officer.

The Administration Unit – led by the Executive Officer.

The Corporate Policy Unit – led by the Director.

In drawing up this schedule of activities, we have worked under the critical assumptions set out in Appendix Three, and we have adopted the model of our methods of working set out in Appendix Four.



**Aim 1: Dispute Intervention: To help effect change in situations of contention.**

Objectives	Outcomes	Responsibility
1 To design and deliver quality Training and Learning to meet the needs of our clients.	<ul style="list-style-type: none"> <li>Quality training delivered in Mediation and other Conflict Intervention methods.</li> </ul>	Training and Learning
2 To provide an efficient and effective service for conflict intervention in Northern Ireland.	<ul style="list-style-type: none"> <li>Provided Dispute Intervention service ;</li> <li>Established a mediation service for the Northern Ireland Housing Executive.</li> </ul>	Practice
3 To ensure that our training and practice address matters of strategic significance regarding conflict in Northern Ireland society.	<ul style="list-style-type: none"> <li>Annual Review of societal priorities regarding conflict;</li> <li>Mediation in the Restorative Justice sector.</li> </ul>	Corporate Policy

**Aim 2: Good Relations: To assist individuals, organisations and communities to benefit from good relations.**

Objectives	Outcomes	Responsibility
4 To provide training and learning opportunities in support of good relations.	<ul style="list-style-type: none"> <li>Assisted discussion within the Housing Executive regarding organisational culture;</li> <li>Provided Community Relations training courses in the Further and Higher Education sectors;</li> <li>Provided training in Conflict Intervention to regional officials in England;</li> <li>Developed new courses;</li> <li>Contributed to training in Community Related Policing.</li> </ul>	Training and Learning
5 To contribute to good relations by intervening in situations of contention.	<ul style="list-style-type: none"> <li>Promoted better understandings and good relations in community disputes.</li> </ul>	Practice
6 To maintain contact with public sector organisations regarding the furtherance of good relations.	<ul style="list-style-type: none"> <li>Maintained a network of relations across the public sector.</li> </ul>	Corporate Policy

**Aim 3: Peace Building: To contribute to reconciliation and social stability.**

Objectives	Outcomes	Responsibility
7 To provide training and learning opportunities which address the challenges of reconciliation and social stability.	<ul style="list-style-type: none"> <li>Quality training delivered in Race and Diversity issues.</li> </ul>	Training and Learning
8 To provide assistance in the development and maintenance of social stability.	<ul style="list-style-type: none"> <li>Contributed to improved social stability in local areas;</li> <li>Methods of intervention developed and evaluated;</li> <li>Increased team of practitioners skilled in social stability work;</li> <li>Promoted Community Related Policing within the new policing order;</li> <li>Mediated interventions regarding the parading traditions.</li> </ul>	Practice
9 To advance the concept of peace building amongst those in civic leadership.	<ul style="list-style-type: none"> <li>Met with individuals in civic leadership;</li> <li>Worked with indigenous NGOs in Macedonia;</li> <li>Worked in partnership with the Irish School of Ecumenics in the delivery of the Partners in Transformation project.</li> </ul>	Corporate Policy

**Aim 4: Civic Diplomacy: To improve understandings between people in positions of civic leadership.**

Objectives	Outcomes	Responsibility
10 To provide training and learning on issues of contention.	<ul style="list-style-type: none"> <li>Provided seminars.</li> </ul>	Training and Learning
11 To involve civic leaders in our intervention strategies.	<ul style="list-style-type: none"> <li>Worked in partnership with public representatives, officials and community leaders.</li> </ul>	Practice
12 To maintain a network of relationships with civic leaders.	<ul style="list-style-type: none"> <li>Met regularly with relevant individuals.</li> </ul>	Corporate Policy

**Aim 5: Resources: To ensure there are appropriate and efficiently used resources to support the activities of Mediation Northern Ireland.**

Objectives	Outcomes	Responsibility
13 To implement a mixed fundraising strategy.	<ul style="list-style-type: none"> <li>Established a broader range of funders and a sustainable fee structure.</li> </ul>	Administration
14 To manage the finances of the organisation in accordance with good practice guidelines.	<ul style="list-style-type: none"> <li>Implemented accounting guidelines in accordance with SORP;</li> <li>Annual Review of staffing, salaries and conditions.</li> </ul>	Administration
15 To ensure that our personnel maintain personal and professional competence and are properly resourced, in accordance with good practice guidelines.	<ul style="list-style-type: none"> <li>Established an integrated planning and appraisal system;</li> <li>Upgraded I.T. systems.</li> </ul>	Administration
16 To implement an effective marketing strategy for the organisation.	<ul style="list-style-type: none"> <li>Produced and disseminated corporate literature;</li> <li>Maintained and developed website;</li> <li>Maintained a media profile for Mediation Northern Ireland and its work;</li> <li>Developed and produced Mediation Northern Ireland's corporate image;</li> <li>Developed advertising and marketing opportunities for Mediation Northern Ireland and its work.</li> </ul>	Corporate Policy
17 To secure permanent premises for the organisation	<ul style="list-style-type: none"> <li>Premises secured.</li> </ul>	Administration

## Appendix One

### The role of the Board of Trustees.

#### 1. Strategic Direction:

Setting and maintaining strategy with reference to the Corporate Plan; holding the Management team to account.

#### 2. Financial Control:

Approving the annual budget;  
Monitoring expenditure with reference to the budget;  
Adopting annual accounts.

#### 3. Support:

Making individual skills and experience available within the Board and to the Director and senior staff.

#### 4. Advocacy:

Acting as ambassadors for the organisation and supporting the Director in securing project funding.

## Appendix Two

### Committee Responsibilities.

**The four standing committees of Mediation Northern Ireland are mechanisms of accountability and support for staff in their respective areas of responsibility, as follows:**

#### Training and Learning.

The design and delivery of Training courses and opportunities for people to learn about conflict intervention, good relations and peace building.

Curriculum development.  
Professional standards.

#### Practice.

The provision of mediation and other methods of intervention in situations of conflict or social instability.

#### Corporate Policy.

The strategic direction of Mediation Northern Ireland regarding its contribution to conflict intervention, good relations, and social instability. The promotion of the organisation and its work. The overall management of the organisation.

#### Finance and Personnel.

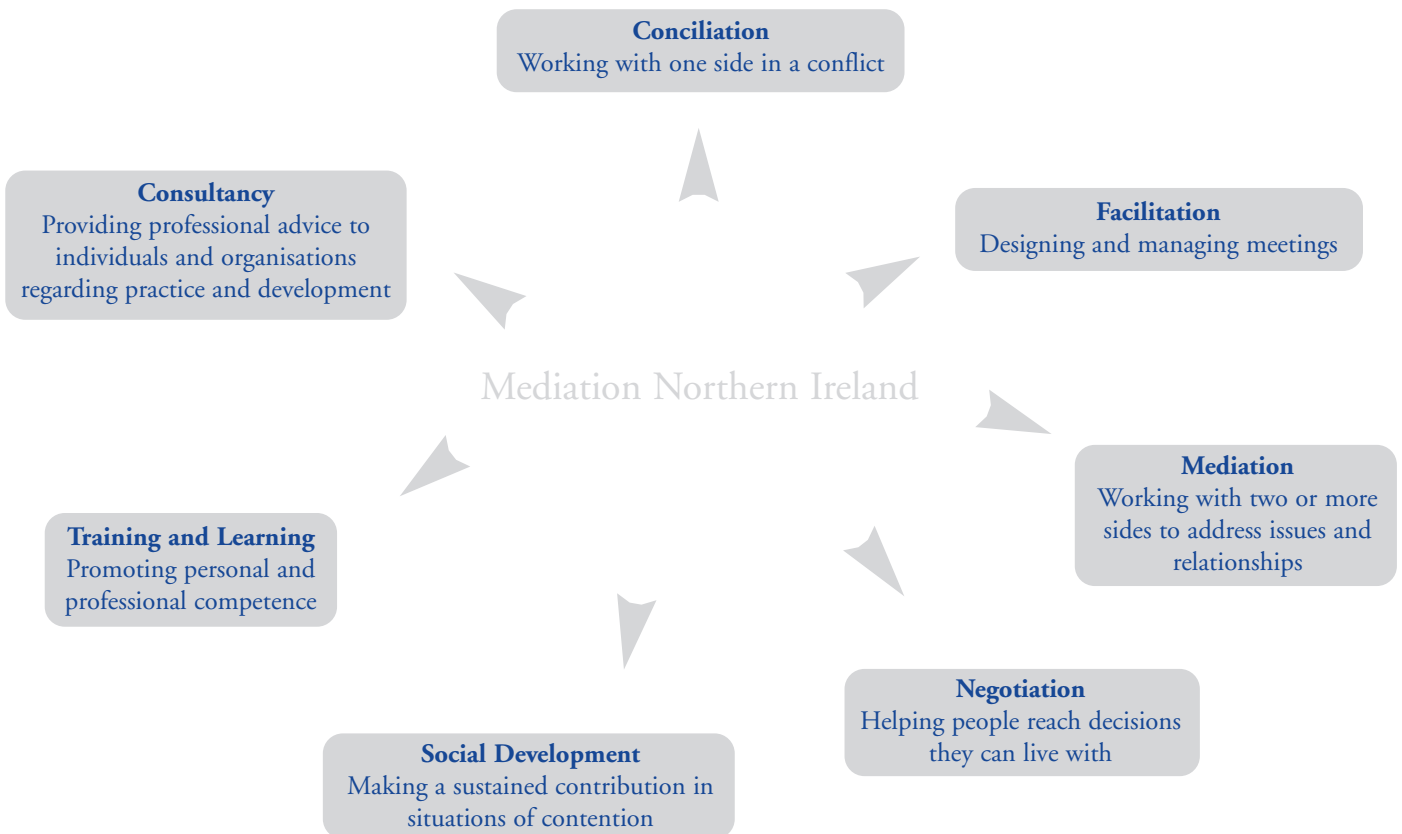
Fundraising.  
Financial management.  
Human Resource management.  
Management of property and other resources.

## Appendix Three

### Critical Assumptions 2002 - 2005

1. Society will reflect a continued need for dispute intervention but, also, for assistance to social stability.
2. Many citizens and neighbourhoods will struggle with dilemmas about co-existence and integration.
3. Fear and hostility will persist in the short term.
4. There will be times of civil unrest and persistent low-level violence.
5. Policing will continue to be a matter of major contention in Northern Ireland.
6. Mediation Northern Ireland will employ a range of methods of intervention, beyond mediation.
7. Mediation Northern Ireland will be sensitive to the Programme for Government, in particular matters relating to Good Relations, Equality and Human Rights.
8. Appropriate funding for Mediation Northern Ireland's activities will continue to be available and secured including Core Funding from the Community Relations Council.

## Appendix Four - Methods of Work



## Appendix Five - Summary of Aims

### The aims of Mediation Northern Ireland:

#### **Aim 1: Dispute Intervention:**

To help effect change in situations of contention.

#### **Aim 2: Good Relations:**

To assist individuals, organisations and communities to benefit from good relations.

#### **Aim 3: Peace Building:**

To contribute to reconciliation and social stability.

#### **Aim 4: Civic Diplomacy:**

To improve understandings between people in positions of civic leadership.

#### **Aim 5: Resources:**

To ensure there are appropriate and efficiently used resources to support the activities of Mediation Northern Ireland.

## **BOARD OF TRUSTEES**

Dr Alan Elliott (Chairman)  
Jimmy Mc Clean (Vice - Chairman)  
Mike Mullan (Honorary Treasurer)  
Brenda Callaghan  
RoseAnne McCormick  
Martin McAnallen  
Lorraine Fleming  
Dr Bill Lockhart  
Martin Snoddon  
Michael Wardlow

## **CORE STAFF**

Brendan McAllister, *Director*

## **TRAINING AND LEARNING UNIT**

Joe Campbell, *Assistant Director and Head of Training and Learning Unit*  
Laurie Randall, *Development Officer, Training and Learning Unit*  
Janni Knox, *Development Officer, Training and Learning Unit*  
John Adams, *Brethren Volunteer Service (U.S.A.), Training and Learning Unit*

## **PRACTICE UNIT**

Peter O'Reilly, *Senior Development Officer and Head of Practice Unit*  
Denise Hughes, *Development Officer, Policing Programme, Practice Unit*  
Brendan Donaghy, *Development Officer, Housing Project (seconded from N.I.H.E.), Practice Unit*  
Maire Patton, *Development Assistant, Practice Unit*

## **ADMINISTRATION UNIT**

Andrew McCracken, *Executive Officer and Head of the Administration Unit*  
John Kennedy, *Administrative Officer, Administration Unit*  
Ole Petersen, *Eirene Volunteer Programme (Germany), Administration Unit*



# MEDIATION NORTHERN IRELAND



**Community Relations Council**

Mediation Northern Ireland is core funded by the Community Relations Council



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10 Upper Crescent • Belfast BT7 1NT • Telephone: 028 9043 8614 • Fax: 028 9031 4430  
Email: [info@mediationnorthernireland.org](mailto:info@mediationnorthernireland.org) • Website: [www.mediationnorthernireland.org](http://www.mediationnorthernireland.org)

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