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HEALTH AND SOCIAL CARE TRUST

Mr JFH  
cc Mr Frew  
Mr P Martin

TRUST HEADQUARTERS  
STRATHDENE HOUSE

TYRONE AND FERMANAGH HOSPITAL, OMAGH, CO. TYRONE BT79 0NS. TELEPHONE 01662 244127. FACSIMILE 01662 244570.

Telephone/Minicom Main Switchboard 028 82 83 5285 or Direct line 028 82 83 5253

e-mail address: [hmills@slt.n-i.nhs.uk](mailto:hmills@slt.n-i.nhs.uk)

website address: [www.sperrin-lakeland.org](http://www.sperrin-lakeland.org)

Our Ref: TRU 22

9 November 2000

Mr C Gowdy

Permanent Secretary

Department Of Health. Social Services and Public Safety

Dundonald House

Upper Newtownards Road

BELFAST

Dear Clive

I am writing with regard to the visit by the Secretary of State, the Rt. Hon. Peter Mandelson, to Omagh on Monday 30<sup>th</sup> October and to advise you of developments that have arisen out of the visit.

Whilst in Omagh, the Secretary of State visited the Trauma Team at the Bridge Centre. There he saw something of the work of the team and met with members of voluntary and other organisations who had provided assistance to the bereaved and the witnesses who participated in the recent Inquests. I believe he was quite moved by what he heard and saw during his time at the Bridge Centre.

Later, over lunch with a number of local people who have been involved in sustaining and restoring the community in the wake of the bombing, we had a very useful discussion which centred significantly on the post trauma work. In the course of the discussions we drew his attention to the proposal being developed by the Trust at the request of the Omagh Fund and the Omagh Memorial Committee. These proposals point to the development of a major trauma centre that would address the enduring consequences of the bombing, and at the same time open up the provision of services based upon the experience and learning gained in Omagh, to those affected by the Troubles, in the west, over the past 30 years.

Cont/...

The Secretary of State expressed interest in the proposals and invited us to advise him of how he might be of assistance. To that end I have now written to Mr Mandelson and sent him a number of our early discussion and briefing papers.

I had hoped that we could have briefed you or staff from your department later this month, on the proposals in the context of feedback on the learning derived from the Omagh bombing and hope that we can still do so.

The proposals may well be of interest to the Assembly and I would draw them specifically to your attention, given the obvious association with health and social services. The existence of two victims unit (the VLU in the NIO and the Victim's Unit in the OFMDFM) may mean that there would be merit in joint consideration of the proposals.

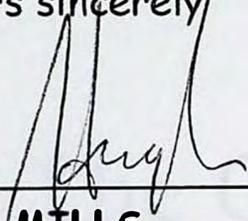
The Trust's interest is two-fold. First, we have been invited by the Omagh Fund and the Omagh Memorial Committee to develop proposals for their considerations. Second, the Trust would be anxious to see arrangements emerge which could conserve the learning and experience gained in dealing with the Omagh bombing, and in making this important resource available over a longer period to a wider community. At this stage it would seem that a model could emerge that will involve a partnership with the support of the Omagh Fund and the Memorial Committee with the Trust being a key partner. I attach three papers for you information, namely:

1. A presentation on the proposals developed for the purposes of explaining the vision and possibilities;
2. Paper 1: which sets out an outline business case (which is being worked into a more detailed document by Price Waterhouse Cooper);
3. Paper 2: which sets out the philosophical and historical background to the proposals.

Our discussions on a possible briefing on the 20<sup>th</sup> November when we will have Professor David Clark in Belfast, will hopefully afford us an opportunity to brief you further on these proposals.

Please contact me should you require further information.

Yours sincerely



**H S MILLS**

**CHIEF EXECUTIVE**

**Hsm/mmcg/2475**

**Encs**

### The vision

This document, Paper 1, along with Paper 2, sets out a vision for the development of an initiative that will make an important contribution to the long term well-being of the western part of Northern Ireland, and beyond. The vision is of a peace building and restorative initiative, centred in Omagh. This will be a major resource and provide a range of services, information and support, that will make a contribution to individuals and communities in the West, and other places supporting the wider objectives of healing, building peace and establishing and restoring broken relationships.

This vision has emerged from the profound experience of the Omagh community in the wake of the bombing in Market Street on 15th August 1998. That day, and the days that followed were darkest days. Yet, because of them and in spite of them, the greatest compassion was shown from within and beyond the Omagh community. It is out of this experience of tragedy on one hand, and great human compassion on the other, that the energy and vision have come for something that will make a significant and long lasting contribution. Through the establishment of the Community and International Trauma & Peace Building Centre, something strong and positive can emerge from the tragedy of Omagh, which will make a real difference in the wider

# Vision & plan

## Paper 1<sup>1</sup>

### The Community and International Trauma & Peace Building Centre

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<sup>1</sup> Version 1.1

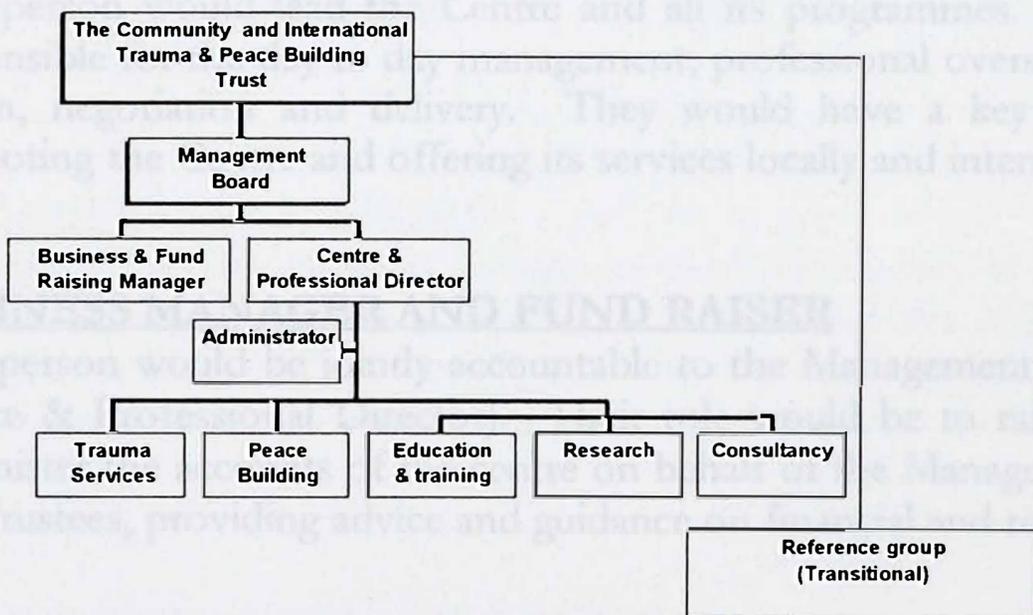
Omagh community and beyond, and which will enable the wider Omagh community to reach out to others, build the self esteem of its people, and be a source of wholesome pride.

The following pages set out concrete proposals on how the initiative should be taken forward. Paper 2, describes in more detail some of the historical and philosophical background and foundations to the proposals, and sets out in more detail the objectives and activities of the Centre.

## The Structures

The following structures are proposed.

### Organisational Arrangements



## ROLES & RESPONSIBILITIES

### THE TRUST

The Trustees would promote, represent and sustain the charitable objectives of the Community and International Trauma & Peace Building Trust, and would set the general direction for the work of the Centre, support fundraising, and administer the Trust and its finances. The Trustees would actively support the development of a Centre of excellence which would build up a positive and

dynamic reputation as the leading Centre for trauma services and peace building in the West, and with a high international standing.

### **THE MANAGEMENT BOARD**

This would be made up of a number of representatives drawn from local and other organisations and interests. For example it could include representatives from local statutory bodies, and any regional or international bodies the Trust would wish to establish partnerships with. This would be a 'hands-on' management board, directing and approving the work plan of the Centre and Professional Director and the Business Manager and Fund Raiser. The Chairperson of the management team would probably be a Trustee, and the management team would report to the Trustees.

### **THE CENTRE & PROFESSIONAL DIRECTOR**

This person would lead the Centre and all its programmes. They would be responsible for the day to day management, professional oversight, programme design, negotiation and delivery. They would have a key role to play in promoting the Centre and offering its services locally and internationally.

### **BUSINESS MANAGER AND FUND RAISER**

This person would be jointly accountable to the Management Board (with the Centre & Professional Director). Their role would be to raise funds and to administer the accounts of the centre on behalf of the Management Board and the Trustees, providing advice and guidance on financial and related matters.

### **PROGRAMMES**

The two main Programmes are encompassed in the terms 'Trauma Services' and 'Peace Building'. Two team leaders would be appointed to head-up these areas, to work on programme design, liaise directly with organisational clients, lead programmes, and be involved directly in the three 'modalities' (Education & Training, Research and Consultancy).

### **ADMINISTRATOR**

This person would administer the Centre and oversee the administration support for the programmes etc.

### **PROFESSIONAL STAFF**

Staff would be appointed or seconded to work in the centre on specific programmes. A range of contracts could be offered including direct employee status, secondments and placement by partner organisations.

Staff will provide direct services and inputs in both the Trauma Services and Peace Building areas. They will be involved in therapeutic work, education and training, research and facilitation and mediation.

Professional staff working in statutory and voluntary organisations will be able to access the Centre and refer clients. Centre staff will also play a key role in capacity building in trauma services and peace building, in the wider community.

These roles and interfaces will need to be agreed through extensive discussions with other organisations.

### **THE REFERENCE GROUP**

The purpose of this group is to support the Trust during its formative period and to enable the Trust and the Centre to develop the appropriate mix of programmes (relevant both locally and internationally) and style. This Group would continue for a period of up to two years from the institution of the Trust.

### **KEY EXTERNAL RELATIONSHIPS**

The success of the Trust and the Centre will depend significantly upon its relationships with other key interests which will legitimise the work of the Trust and the Centre, and open up avenues for work, research etc. that would otherwise not exist. Key relationships could therefore involve:

The Western Health & Social Services Board

The Western Education & Library Board

The Victims' Liaison Unit

INCORE

Key researchers (for example relationships already established by the Sperrin Lakeland Trust in the area of trauma studies)

Key political figures

The running costs of the Centre would perhaps be in the order of £500K after two years.

### **EDUCATION & TRAINING**

The Centre will play a key role in supporting others working in the areas of trauma and peace building. For example, primary care staff will have access to training and support in relation to trauma and trauma interventions, thereby building up the capacity of the wider community to address these needs, and transferring knowledge and expertise. Similarly, peace building skills will be promoted and stimulated, and the centre will be accessible as a point for support, facilitation and mediation.

In partnership with educational institutions and organisations, the Centre will promote teaching and training programmes with validated qualifications, in subject areas related to trauma and peace building.

### **FUNDING AND FUNDING FLOWS**

Funding would come from a number of sources including:

1. Revenue derived from capital investments administered by the Trustees;
2. Direct revenue funding contributions from statutory and other organisations;
3. Income generation against work undertaken;
4. Charitable Trusts;
5. Partner organisations interested in supporting the work of the Centre;
6. Contributions in kind, through for example, direct placements or secondments of staff for periods of time;

Key to the success of the Trust and the Centre is the establishment of a substantial capital sum within the first two years, that would generate perhaps up to 80% of the Centre's revenue costs. During the initial developmental and transitional period, key organisations could 'loan' staff to enable the Centre and its work to be developed to a sustainable level, whilst the capital funding is being secured.

The running costs of the Centre would perhaps be in the order of £500K after two years.

### BUDGET BUILD

| <b>Budget build for the Community and International Trauma &amp; Peace Building Centre</b> |            |
|--|------------|
| <b>STAFF AND RUNNING COSTS</b>   | <b>£k</b>  |
| Centre & Professional Director   | 40         |
| Business Manager & Fund Raiser   | 40         |
| Administrator  | 20         |
| Team Leader (Trauma Services)  | 28         |
| Team leader (Peace Building)   | 28         |
| Consultant Psychiatrist  | 80         |
| Therapist 1  | 25         |
| Therapist 2  | 25         |
| Therapist 3  | 25         |
| Peace building worker  | 25         |
| Mediation services worker  | 25         |
| Secretary  | 15         |
| Receptionist   | 12         |
| Programme & project designer   | 18         |
| Centre running costs   | 20         |
| Travel   | 20         |
| Staff training and support   | 10         |
| Trustees & Management Board costs  | 20         |
| Other  | 30         |
| <b>TOTAL</b>   | <b>506</b> |

## DEVELOPMENT PLAN & ACTION

The following steps are proposed:

1. An interim planning group should be established incorporating key interests (or developed from the present reference group).
2. Soundings should be taken over the next two months to establish the level of support in political and funding circles, so that a degree of confidence can be established about the support the Trust and the Centre would have.
3. A Trust should then be formed to lead the development of the initiative. Once established, the Trustees should actively promote the initiative to secure both moral and financial support.
4. A Portfolio should be prepared to provide background information for key interests, including potential funders, political interests, statutory bodies, voluntary and community organisations etc.
5. An appointment should then be made to the position of Business Manager and Fund Raiser. Alternatively, the assistance of established fund raisers should be secured as an interim measure.
6. An appointment should then be made to the position of Centre & Professional Director, so that work can begin on the development of programmes and the establishment of relationships with key interests.

17<sup>th</sup> July 2000

Paper1: 1.1