

Towards A Community Relations Strategy For Donegall Pass

Final Draft

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1. Context

BRO offered to extend funding to the Donegall Pass Community Forum in order to commission the development of a community relations strategy for the Donegall Pass area. Dr David Officer was successful in tendering for this work and began at the development of this project in September 2001.

1.1 Terms of Reference

Aim: To measure the development and impact of community development/community relations activity in the Donegall Pass area and identify priorities for the future.

1 To document of the history and development of those constituent groups of the Donegall Pass Community Forum from prior to its inception in 1996 through to the present.

2 To examine the extent to which the constituent groups have achieved their aims and objectives.

3 To assess the effectiveness and appropriateness of the various groups' approaches to community development and community relations activity in order to achieve their aims and objectives.

4 To assess the effectiveness and appropriateness of the group's programme and structure.

5 To examine the development of partnership activities between groups in the Donegall Pass community and other communities.

6 To make recommendations for the future development of community relations and community development activities in the Donegall Pass and of the extension of future partnership work with groups external to the Pass.

1.2 Process

The concrete outcomes of this piece of work have been understood to constitute two distinct but related aspects. In the first instance, a report was researched and prepared, meeting the general terms of reference specified above. It was estimated that 12 days work was involved in this key activity. Secondly, two days work time would be committed at the end of this process to disseminating this work with key groups and providing an opportunity for exploring how a comprehensive community relations strategy might be developed.

There were eight distinct phases included in this work:

- 1 Desk bound research
- 2 Identification of key stakeholders
- 3 Interviews and information gathering
- 4 Progress report
- 5 Writing up
- 6 Draft submission
- 7 Final report and its presentation
- 8 Facilitation aimed at helping to develop a strategic plan

It should also be noted that, as far as the consultant is aware, the development of a CR strategy in the context of a local community is a rare if not unique objective. Whilst CR may figure as a specific element of a more general strategy, the commissioning of a 'stand alone' CR strategy is not generally contemplated.

The consultant was well aware that he should not substitute himself for the local community in developing a strategic plan. Consequently, this document does not aim to develop a strategic plan as such but rather gathers together some of the elements through which it might be developed in collaboration with others. In doing this the consultant was primarily concerned to solicit views and gather evidence about the following:

- The activities and associated outputs and outcomes of CR work and how this related to CD methodologies
- How, and on what basis, partnerships were formed and to what effect.
- The range of methodologies and particular user groups engaged.
- The perceived opportunities to extend the range and breadth of peace-building and CR projects.

2. South Belfast - The Social and Economic Context in Perspective

The South Belfast area contains within its boundaries a wide variety of different social and economic circumstances. On the one hand, there are areas of marked affluence and patterns of relatively stable employment. On the other, there are areas characterised by decline - marked by social exclusion and unstable employment patterns. In the past, communities such as those gathered around Donegal Pass, enjoyed relative prosperity arising out of the prevalence of traditional industries within easy access. Consequently, there was a close relationship between particular communities and particular places of employment, the Gasworks, the Rope works and the shipyards being prominent examples. Given the proximity of some South Belfast communities to the retail districts of inner Belfast, employment opportunities have consistently existed for this type of work.

What characterizes the South of the city, more so than elsewhere, is a clear distinction between those communities and areas which have suffered relative decline (and the social problems which this induces) and other communities and areas which have remained prosperous or undergone significant and rapid development. This trend towards significant differentiation has more recently been accentuated by the significant sums of money which have more recently been devoted to flagship projects in the areas around the Laganside, the old Gasworks site, and the continued rejuvenation of Shaftsbury Square and the Lisburn Road areas.

As a consequence there are highly visible, broad based and integrated projects which have systematically regenerated specific areas at considerable cost. This high-level of investment has produced quality housing, attracted inward investment, created permanent employment and attracted new residents to the area. By contrast, there remain other communities, located outside these areas of development, which are largely excluded from this general picture of dynamic growth.

Within this general context there are approximately 80 community-based organisations, many concentrated in those areas of relative deprivation. Represented

through the South Belfast Partnership Board, these constituent members of the community sector are more aware than most of the consequences of what can be identified as uneven development within the area as a whole. This perspective incorporates a general awareness of the unbalanced nature of development, the uneven distribution of resources, the concentration of investment in particular areas to the detriment of others and the disproportionate distribution of property prices. It should also be noted that another significant consequence of this general process is the way in which pockets of significant need are frequently disguised by a general picture of relative prosperity, this is particularly true when assessing TSN designated areas.

Consequently, there is widespread scepticism within some communities that there has been an ‘overspill’ of benefits from major capital projects which they are proximate to. Indeed, those communities, which it may have been estimated could have benefited from these developments, are judged, by some community workers, to have actually been detrimentally effected by their consequences. For example, the impact of these major projects has tended to drive up property prices in the surrounding areas, beyond the financial reach of local people. As other studies have disclosed, this has led to the emergence of a two-tier housing system marked by a transient population (with significant disposable income) taking advantage of the private housing market and an established population (generally characterised as accessing lower incomes) residing within public housing provision. This general portrait of flux and change extends beyond housing to include educational, health and other local service provision which tends to militate against the production of social cohesion, integrated communities and conditions conducive to improved community relations.

2.1 The Community Sector Environment

Over the past five years the general context within which activities and services are delivered by the Community sector has undergone significant transformation. In relation to funding the initiation of the Special Support Programme for Peace and Reconciliation, the termination of the ACE initiative, and the emergence of various lottery funds have all had a significant impact.

2.1.1 The Special Support Programme for Peace and Reconciliation

The significance of this programme, particularly in the context of developing a community relations strategy, is that it can be clearly distinguished from similar initiatives which primarily aimed to develop economic and infrastructural development. By contrast, the principal aim of this programme is to reinforce the progress towards the objective of a peaceful and stable society by concentrating on four general areas of activity –

- to increase economic development and employment opportunities
- promote regeneration in both urban and rural areas
- develop and enhance cross-border cooperation
- initiate strategies which promote social inclusion

The current transition from Peace I to Peace II has provided an opportunity for a review of the impact of the initial programme, witnessed the problems which have emerged with the transitional phase and the emergence of proposed priorities entailed in Peace II.

Whilst investment under Peace 1 has, in many instances, had a highly visible impact and been of significant benefit to many community-based organisations as it was an accessible fund which directly targeted the need for social inclusion and provided funding for core staff. However, questions have been raised about impact evidence in interface areas in South Belfast where the most pressing needs to build a peaceful and sustainable future is most evident. The NIVT report ‘Taking Risks for Peace’ highlights the need to direct funds to projects working within socially disadvantaged areas, stressing the correlation between social exclusion, material disadvantage and the prospects for sustainable peace. What was also noted was that the community sector appeared to receive a disproportionately small proportion of the available funding and what was received tended to be relatively modest sums.

Other significant problems for the community sector were also identified. The funds were structured and distributed in a bureaucratic form which served to delay or hinder

the accessibility of the funding to the community sector. Issues were also raised over additionality, particularly for projects already in receipt of government funding from one source or another. This became complicated in an environment of general cutbacks where groups which lost funding from a particular funder accessed Peace I in order to try and retain current funding levels.

If the delivery and impact of Peace I within South Belfast was decidedly mixed in outcome, the problems caused in the process of transition to Peace II have been considerable and widespread. The 'Gap' funding crisis has resulted in the loss of core staff from community organisations in the area, created considerable uncertainty in relation to future developments and induced a sense of demoralisation. This has undoubtedly had a detrimental impact on the organisations concerned, user groups and the wider community and voluntary sector as a whole.

Concern has also been expressed that the problems encountered in Peace I could be replicated in the next round. Much debate has surrendered the necessity of ensuring that social inclusion remains a core part of the programme with the objective of promoting social integration, equality of opportunity and the sustainability of more peaceful and equitable relationships. Another major concern surrounds the previous concentration on priority being given to economic and business initiatives without due consideration being taken of the non-profit community sector.

2.2 Donegall Pass – An Area Profile

The Donegall Pass community remains relatively small and is bounded by the Ormeau Road, Bankmore Street, Dublin Road and the Central railway line. It is proximate to a variety of other communities in the immediate area including Sandy Row to the north, the Markets to the east and the Lower Ormeau Road community (including Mornington) to the west. As a location it provides easy access to the commercial and retail areas of central Belfast and is very close to both the new Laganside and Gas Works developments. Situated in South Belfast it also borders areas of a different composition to more traditional profiles. The proximity of Queens University and its expanded student population has resulted in a shifting population of

young professionals who have located themselves in the Botanic area and the Holyland. There has also been significant and renewed developed around Shaftsbury Square at the top of the 'Golden Mile'.

Whilst these other communities proximate to the Donegall Pass, they general do not exist as a clearly defined series of interfaces. The Markets is located some 200 or 300 meters across the Ormeau Road, immediate access to Sandy Row is mediated by the busy Shaftsbury Square junction and the Lower Ormeau Road community is clearly differentiated from the Pass by the railway line. The city centre, demarcated by the border of Ormeau Avenue, serves to mark the easterly boundary.

The Pass contains a community of some historical longevity, emerging in its modern form in the latter part of the nineteenth century with housing for skilled workers who serviced the city centre retail trade, the Gasworks, shipyards and other factories connected with heavy industry or the linen trade.

From the mid to late 1960's the Pass was subject to a long process of change whose effects continue to be felt. The decline of traditional industries had a disproportionate impact on the area given the reliance on those industries as a source of once stable and secure employment. The housing stock remained relatively neglected with little evidence of significant plans for renewal during this period.

If the general situation was one of relative stasis until the late 1960s the subsequent thirty years have witnessed significant change. Perhaps of greatest significance, given by available raw data, is the absolute decline in population from approximately 5000 to 2000 during this period. Whilst steep decline of this order has been recorded within other communities in Belfast (a similar decline in numbers can be demonstrated in loyalist west Belfast, centred around the Shankill) this was the decline of an already small community.

Through interviewing residents, community workers and accessing previous research it is possible to estimate something of the impact of long-term decline and subsequent efforts to rejuvenate the area.

A longitudinal overview of the changing profile of community suggests that the combination of the onset of the troubles, their escalation and subsequent stabilisation has had a significant effect. Donegall Pass has experienced much of the immediate violence and its outcome during this period witnessing a similar course of local history as other loyalist/unionist districts in the city: The emergence of relatively informal vigilante groups, their systematic organisation into local paramilitary groups and the militarisation of some local responses to the developing conflict. Whilst the self justification for these actions rested on the perceived need to engage in community defence, against the perceived threat from republicans, it also brought sections of the local community into conflict with the state, particularly in the form of the RUC. There has been, and remains, attendant tensions between paramilitary formations and others including local political representatives as each struggles to assert legitimacy and control. These activities have also given rise to a range of related and deep-seated problems which periodically surface, be it in the form of racketeering, punishment shootings or other forms of conflict with others in the community. However, it would be wrong to suggest that there is an absolute dichotomy between paramilitary organisations and the community as a whole, a fact which was frequently noted by respondents. Paramilitary groups also derive their legitimacy from the community as such, making them significant figures who cannot be simply ignored or pathologised.

This suggests that Donegall Pass, like many other communities, has widely dispersed centres of power within them, some are immediately obvious whilst others remain partly submerged. This itself remains a significant factor in how potentially sensitive activities which may involve contact with other communities proceeds. It also implies that the form and content of much community relations work is dependent upon taking these sensitivities into account, sensitivities which are not immediately available to clear verification.

The continuing troubles also have a significant impact on commercial activity conducted within the Pass itself. The Pass had been a significant shopping street but as the 1970s progressed the number of small businesses that constituted core trade in the area began to decline significantly. Vacated premises were frequently not re-let and subsequently became irreparable to the extent that demolition was the outcome.

Whilst the Pass retains the semblance of an antiques centre, a local centre for the motorcycle trade and a handful of convenience shops and restaurants, the range of viable commercial centres remains very small. Whilst it might be asserted that the community's proximity to the main commercial centre of Belfast obviates a need for a significant range of commercial outlets in the Pass itself it nevertheless suggests a community which has a limited internal infrastructure, low self-sufficient and relatively few points of contact. It should also be noted that many, if not most, of these commercial premises derive their trade from outside the area rather than from residents themselves.

If there has been absolute decline in Donegall Pass this has also been reflected in other ways. It was noted by some respondents that there has been a gradual change from a traditional to a more atomised and diversified community composition. Many long-standing families vacated the area and the emergence of more recent private housing has attracted those with no previous connection with the area. It is also of significance that there has also been the emergence of a growing number of Chinese residents located particularly around the Dublin Road end of the Pass. This is partly the reflection of Donegall Pass already being a location in which commercial activity, partly connected with the ethnic food business, has been well established over the years.

The absolute decline in numbers has also had an impact on other local service provision in particular, the closure of Porters primary school, the decline in recreational facilities and other public amenities has been a focus of much community development activity.

Empirical evidence from recent surveys also suggests that unemployment amongst adults fluctuates between the 20% to 25% range which marks Donegall Pass apart from many other locations in the South Belfast area. What also marks this community from others is the high percentage of those (71%) who rent property from the Northern Ireland Housing Executive.

It should also be noted that the social composition of the community has also been complicated around the dimension of age. Census data strongly indicates a

considerable section of the population, approaching one-third, aged 18 or under, on the other hand over a quarter are aged 60 or above. Whilst this pattern has been reproduced elsewhere in the city the particular needs of these age groups, in conditions where few community services or specialist agencies function in relation to those specific interests, was frequently remarked upon by respondents.

What facilities there are include provision provided by various church groups: St May Magdalene Church Hall (bowling, youth provision, pray group, pensioners lunches), Elim Church Youth Clubs and the Apsley Hall Youth Club. There is also a BELB youth club. More recently, in the past 12 months, and after long-term campaigning, a community centre funded by Belfast City Council has been opened in the heart of the community which has enhanced provision available to all age groups.

Whilst there is a significant range of individual community groups in the area the Donegall Pass Community Forum constitutes the primary organisational mechanism through which collective interest is represented and a context within which longer term planning can proceed.

Represented within the Forum, which was founded in 1996, are approximately 20 different groups which include:

- Statutory agencies
- Church representatives
- Youth groups and projects
- Community groups
- Other interested parties including local traders, political representatives and broad based South Belfast wide groups

The Forum's general mission statement asserts that it seeks: 'to facilitate and assist groups and agencies to further the regeneration of the Donegall Pass area and enhance the quality of life for all the peoples of the area.'

This then becomes expressed in broad aims which incorporate the need to:

- Identify key priorities for development and the generation of a strategy and action plan which -
 - Involves forum members
 - Consults with the local community
 - Liases with relevant statutory bodies and government departments
- Create and enhance the networking potential between community groups both within the area and outside
- Profile needs in the area and attract resources in order to satisfy them

These aims and objectives suggest that the Forum perceives a number of related roles for itself. It provides leadership and focus; a structured environment for exchange, collaboration and partnerships; develops, monitors and implements an overall strategic plan with the aim of promoting the area.

Evidence accumulated from interviews with various activists engaged in activities undertaken by the Forum suggests that it has achieved a number of significant outcomes over the past five years of its existence. This has been largely secured by the high and long-term commitment of its core membership. In a more general context it enjoys significant backing from the local community, funders, local politicians and a diverse representation of other interests.

However, it should also be noted, that the Forum suffers from a number of significant disadvantages. The current dependency on a small, albeit dedicated number of people, makes it vulnerable to over reliance on key individuals rather than a broader membership (exemplified by poor attendance at some committee meetings). There was also a perceived need to pursue dedicated forum projects in order to raise its profile. There was also expressed self-criticism in relation to the difficulty of effectively communicating forum activity to the wider community (a situation partly addressed by the production of a community newspaper). This combined with the lack of resources produced a disadvantageous situation within which the Forum struggled to not only continue with the same level of activity but also the difficulty of providing a tighter focus on strategic development for the area as a whole.

2.3 Review

This particular section aimed to provide a general profile of South Belfast as a whole and Donegall Pass in particular. It combined empirical information from a variety of sources and interviews with local community activists. Much of this overview has considerable bearing on the progress of previous community relations initiatives and the prospects for future projects. These can be briefly summarised as follows:

- The changing profile of Donegall Pass suggests a significant degree of social at some isolation which is undermined the cohesion of the community.
- The resultant diversification of the community does not appear to have been the object of systematic or strategic intervention.
- There are identifiable social problems which result from relatively high levels of unemployment and the disproportionately large youth and senior citizens population.
- A significant paramilitary presence.
- Vigorous community groups activity in the area and the more recent emergence of the Donegall Pass Community Forum.

3. Donegall Pass and Community Relations

This section presents both an overview of community relations as it exists within the Donegall Pass area and between the Donegall Pass and surrounding areas. Following this general profile a small selection of case studies are provided which aim to illuminate the progress or otherwise of past and current community relations activities. The object is not to provide an all encompassing survey but a number of representative ‘snap-shots’ of a range of different activities, modes of operation and engagement with different user groups.

In the context of this profile it is important to note that community relations is interpreted in a broad and inclusive manner. That is to say that it moves beyond simply understanding the object of community relations practice as residing with encouraging cross-community contact between Catholics and Protestants, unionists and nationalists. Whilst this remains one amongst many objectives and resultant methodologies it also incorporates a focus on relationships within a single identity community and within a specified geographical location.

It is significant that Donegall Pass finds itself in a relatively isolated position within South Belfast. In this it is quite distinct from locations elsewhere, situations in which different communities live in close proximity to each other and potentially in long-term, systematic conflict.

Donegall Pass is bounded, to a large extent, by either a railway line or significant stretches of commercial premises, as such were other communities are proximate they are either relatively mixed and transient e.g. the Botanic avenue area or relatively distant and physically removed e.g. the Lower Ormeau, Mornington, Sandy Row and the Markets. This sense of isolation is reinforced by the recent development of the Gasworks and related sites. Access to commercial areas and the city centre are not mediated by any other communities which suggests that, unless conflict is sought, there is no significant necessity for conflict to ensue with those surrounding Donegall Pass.

This is not to suggest that there is an absence of conflict or tension, but the conditions which might exasperated these outcomes are not present to the same degree as can be found elsewhere in the city.

During the course of the 'Troubles' conflict has ensued. Rioting, paramilitary activity and individual acts of violence have all featured. More recently there have been instances of stone throwing across the Mornington/Donegall Pass interface. Incidents that involve young people in what one respondent described as 'recreational violence'. There are also periodic tensions which become heightened around parading, disputes which are an overspill from the continued conflict arising out of a protracted dispute between the Lower Ormeau community and Ballynefieggh Orange Lodge.

Conflict has also been evidenced within the wider loyalist/unionist community of which the Pass is a part. Many respondents estimated that relationships with Sandy Row could give rise to serious tension in a way in which would surprise 'outsiders'. These tensions might be understood as a more general sense of territorial demarcation and localised rivalry which are relatively common throughout Northern Ireland but breaks with the expected pattern of inter-religious rivalry.

If the isolation of Donegall Pass gives rise to the relative absence of direct conflict with proximate communities it also provides the conditions for an inward looking and potentially parochial perspective. This can result in a resistance to pursue objectives which might impact beyond the immediate community. It is also apparent that with the relative absence of close relations with others the space for misrepresentation, rumour and stereotype can be considerable.

Donegall Pass gives every appearance of being assertive of its loyalist/unionist corporate identity to the extent that numerous public spaces clearly demarcated this orientation through murals, bunting and flags. Yet there is a significant variation in the intensity of this identity and the forms through which is expressed. It also ought to be noted that there remains a significant minority, Chinese, population who stand outside this particular identity with which the Donegall Pass is intimately linked.

Conflict has been evidenced between Chinese residents and other local members of the community. The conditions for this can be placed within the context of a struggle over scarce resources, particularly in the form of suitable housing. Resentment can proceed where one section of the community 'naturalises' its right to housing, or other resources, at the expense of those who are seen to be different.

Whilst the local Chinese community within Donegall Pass is of relatively long-standing it is frequently cast in the role of the 'outsider', particularly in circumstances where intrinsic ethnic differences are assumed to create deep-seated difference which cannot be overcome.

More recent relations within Donegall Pass seem to have been significantly modified by the action of the Chinese Welfare Association, the Housing Executive and local activists with an indicator being, on the one hand, the relative abatement of direct assaults or harassment on Chinese residents, and the Chinese residents willingness to access local amenities on the other.

There is little evidence to suggest that there has been any systematic or long-term community relations work. This is not to suggest that significant elements of what might constitute a community relations strategy do not, or have not, existed. But, where they do, they remain relatively isolated and specific, directed by a single group or directed towards a particular user group.

There is evidence to suggest that the potential for building on already existing relationships and structures does exist, particularly through the broader series of networks in which many community activists find themselves. It was evident that a significant number of respondents identified one of the outcomes of much community development work undertaken in Donegall Pass as necessarily having a positive effect on community relations both within the Pass and between the Pass and other communities. The existence of the Forum, involvement in the South Belfast Partnership Board, participation in the Five Areas Advice Project, the activities of various user groups in the area and particular initiatives directly encouraging participation with others outside the immediate community have created conditions for joint enterprise and projects.

Placed within the broader context of South Belfast many community activists had a felt need to pursue community development objectives with others outside the area, both formally and informally. Key community workers have significant contact with others elsewhere. Approaches to statutory agencies have also been conducted on a local, cross-community basis and the need to think more broadly and strategically has been encouraged by a shared interest in recent developments which effect South Belfast as a whole, such as Laganside and the Gasworks.

Having sketched this background, the following a section outlines the experience of various projects, groups and agencies which relate to the potential to enhance community relations. The case studies are not intended to be comprehensive in their range or exhaustive in detail but aim to draw out the saliency of the particular experience reported both as an indication of past practice and future potential.

The consultant had access to a wide range of organisations, groups and agencies in the course of this work. On the basis of this a selection was made of key examples which exemplified various aspects or dimensions of community work already undertaken and potential work that could be anticipated.

3.1 Youth – The Boys and Girls Clubs, Northern Ireland

Work with young people appears to have been the most long-term and consistent activity which generally involved a significant element of community relations practice. The locally based worker could trace his knowledge of this general experience back to the period 1973/4. In providing an outline of subsequent work he sketched a long, if intermittent, history of cross-community contact involving young people in Donegall Pass and other localities.

Much of this work seems to have been based around a mutual interest, amongst young men, in soccer and other sports. The early work involved young footballers in the mid 1970s, running up against the difficulties of having no cross-community league in which to play.

Other notable work in the 1980s/90's included some joint contributions to a major publication by young people in Crossmeglén and Donegall Pass which suggested common issues/problems. More recently, the initiation of a cross-community under 12's soccer team which travelled to the United States and a similar under 10's team to Warrington in England.

This respondent had some important observations to make about the course of community relations work:

- He commented on how much community relations work has tended to be sporadic, isolated and ultimately unsustainable.
- He suggested that work ought to be conducted with young people at an earlier stage of their lives and not left until their mid teens.
- He stressed that success of community relations work be measured not only on the basis of changed attitudes but also changed behaviours.
- That parents need to be drawn into the process as much as the young people.
- He stressed the need to try and secure the consent of paramilitaries when undertaking this work.

The respondent also pointed to some significant cross-community work which had been undertaken at various times over the past thirty years in Donegall Pass - but there was a noted frustration as the work tended not to realise its full potential.

3.2 Other Communities (Cross-Community Contact) – The Markets

Community activists in adjacent communities placed cross-community relations with Donegall Pass into an historic context which suggested that more extensive contacts have only recently been apparent over the past five to six years. Interestingly, this coincides with the existence of the Donegall Pass Community Forum and the South Belfast Partnership Board.

One community activist in the Markets characterised how relationships can tend towards an inherent suspicion of each other, and that there has been significant ground upon which fears and apprehensions could flourish, presenting great difficulties in initiating and sustaining joint projects.

This activist highlighted the positive role of the local Belfast Regeneration Office in providing a structural context within which disparate South Belfast communities could positively engage on a full and equal basis. Following a public meeting, the formation of an electoral college and the initiation of the Community Support Group, representatives were elected to the Partnership Board.

This resulted in what was estimated to be a more strategic approach to South Belfast problems as a whole, providing an opportunity for a collective response to issues of mutual concern. The success of this South Belfast initiative was estimated to be helped by a number of important factors:

- That there were no significant interface problems in contrast to somewhere like North Belfast.
- That the conflicts which had emerged around parading along the Ormeau Road have remained highly localised.
- That the distribution of money, within the South Belfast area, is rightly perceived to be determined by need rather than according to religious/political identity.

- Opinions stated by community activists tend to be determined by pragmatism rather than driven by sectional interest.

This respondent described the important role that community activists have had in offering leadership to their communities by suggesting the safety in dealing with those of other communities. This process had led to increasing contact with Donegall Pass to the extent that a partnership approach to mutual problems could be asserted without significant difficulty. This respondent also stressed that he could see little value in raising broader political issues of a constitutional nature but that the localised issues which different communities shared could be grounds for joint action.

3.3 Community Facilities - The Community Centre, Apsley Street

The recent opening of the Donegall Pass Community Centre, in the heart of the area, resulted from considerable community activity, much of it achieved by the Forum. A purpose-built premises, it provides a variety of function rooms, specialist equipment, a large assembly area, kitchens and offices.

The community centre manager stressed his responsibility to originate a development plan which reflected the perceived needs of the area. He identified a number of issues, groups and problems which the centre ought to address:

- The centre was serving a small community - a problem in itself since this meant an uphill struggle in achieving financial viability.
- Where there were a few local schools and relatively high rates of absenteeism by pupils.
- Where the isolation of the community has led to a propensity to parochialism.
- There was also an identifiable series of inter-generational conflicts based upon a disproportionate number of senior citizens and younger people living in close proximity.
- A recognition that since the Donegal Pass could be broken down into even more localised sub-communities which had an impact on the use or non-use of the centre by some people on the basis of where it is located.

The community centre is used, at least twice a week, by significant numbers of the local Chinese community. This achievement ought to be judged against the background of what has been, at times, a fraught relationship arising out of an ethnic minority presence. Fears have been expressed about the incursion of significant numbers of new Chinese residence. Driven by much rumour and myth making, low-level harassment continued for some time, cars were damaged and abuse thrown. The intervention of the Housing Executive, advocacy by the Chinese Welfare Association and negotiation involving local community activists appears to have mitigated the worst effects of this situation.

As a positive response the community centre provides facilities, particularly for all the members of the Chinese community, and it is apparent that the centre manager plays a positive role in taking their interests into account and seeks to pro-actively undermine unwarranted rumour and myth-making within the wider community. As such, this constitutes a spontaneous community relations response which is driven by immediate need. This despite the manager stressing that the centre had no explicit community relations agenda.

3.4 A Statutory Agency – The Northern Ireland Housing Executive

The Northern Ireland Housing Executive plays an important role in the life of Donegal Pass. It provides and maintains a vital resource to the local community and has a considerable impact on the general environmental conditions that exist there. The issues of public and private space tend to have significant community relations dimensions, whether it's over the distribution, location or general maintenance of public housing.

The district manager stressed the importance of both the Housing Executive and the local community of maintaining good relations which required effective communication of needs, information and projected plans. At the heart of this approach was perceived to be the role designated to the district consumer panel which met on a periodic basis and aims to engage the community in the executive's activities. The outcome of employing this form through which the Housing Executive/community relationship proceeded was presented as:

- Indicating a fundamental, systematic and longer-term commitment to engage in dialogue.
- To open up an effective channel through which exchange and communication could proceed.
- To suggest a recognition that the Housing Executive was accountable to its consumers.
- To encourage participation by the community in the ways in which outcomes might be determined.
- Allows the opportunity for areas of mutual concern to be identified and acted upon.

Whilst the activities of the Housing Executive clearly have community relations implications, the Executive does not have a specific community relations agenda. Indeed, it was noted that community relations as such rarely figured in policy documents and tend to be raised within the course of reacting to a situation which has already developed. In conjunction with others, including local community workers,

the Mediation Network and the Chinese Welfare Association, the Executive did play a positive role in ameliorate in difficult relations between sections of the Donegall Pass community. But this arose out of a response to a situation of conflict which had already developed rather than been anticipated.

3.5 Culture and Identity - The People's History Initiative

If there has been a recent resurgence of interest in pursuing the themes of culture and identity as a means of understanding single communities and their relationship with others. The emergence and consolidation of the South Belfast Cultural Society which has been active in Donegall Pass is indicative of this.

It was within this context that the Donegall Pass Women's Group participated in a local project in conjunction with the People's History Initiative attached to the Ulster People's College. It primarily focused on small group activities, a regular attendance of 8 to 12 women throughout a 12 week programme which culminated in the production of a local history exhibition. This was pre-figured by a previous course focusing on local history delivered under the same initiative.

As the coordinator describes it the setting was informal, partly determined by the interests of the participants rather than delivered through a fixed curriculum. Conforming to open learning principles the project aimed to enhance the participants skills, knowledge and critical capacities in a way which allowed space for different issues to be raised.

Consequently, space was provided not only to examine a singular self-identity of the immediate community but the relationship to other communities and identities were also stressed. In this way a single identity initiative did not simply aim to enhance confidence in their own self understanding but also raised issues about contending identities and political aspirations within a northern, UK and all Ireland context. As one participant expressed 'I actually enjoyed the course, I learned something about myself but I also learn something about all the rest – I want to learn more.'

The success of the process rested on meeting an identifiable interest in local history, providing space for participants to determine much of the content but contextualising that interest in content in a broader framework than the local community as such. In this way interconnectedness, if not interdependence of various communities found a place.

There is evidence to suggest that one outcome of this learning process has been an enhanced willingness to pursue other opportunities/projects which potentially enhance community relations.

It should also be noted that this projected benefit from facilitation being provided by a province wide organisation which has a specialist community relations capacity.

3.6 Intra-Community Service Delivery - The Five Areas Advice Project

This project exemplified the possibility of delivering a service on an inter-community basis, in this instance, the provision of an advice service across five communities in South Belfast including Donegall Pass. Originating in 1993 out of an advice and advocacy projects delivered in the Ballynefiegh, by 1995 it began to take on an inter-community dimension by extending services to proximate communities. The project handles two a half thousand inquiries a year and employs an advice worker who is periodically located in each community on a weekly basis. Some of its prime objectives include providing a structural context within which an integrated service can be delivered, that ownership and representation within the project remains in the hands of the communities themselves and that priority is given to tackling deprivation and social exclusion.

A number of outcomes with community relations potential are evident. The sharing of resources across community boundaries suggests real interdependence, the sense of shared ownership incorporated into the structures and ethos of the project is clearly apparent, and the project clearly exemplifies the balance between community autonomy and mutual dependence.

It was also noted by the key worker that one of the features of this area of work was the tendency to individuate the work undertaken. However, there was perceived to be the potential in a more collective form, beyond individual casework.

The Five Areas Advice Project represents a significant example of how the immediate appearance of what may be generally described as a community development project has significant community relations dimensions. The ability to develop and sustain an inter-community project, raise the prospect of collective interest and highlight the reality of interdependence suggests a significant community relations outcome.

Community Relations – Conclusions and Recommendations

There is no consensus about what community relations activities constitute, what their objectives are or all the appropriate forms through which they are conducted. Many observers contrast the state of affairs with the more tangible practices and outcomes associated with community development. This section does not aim to provide definitional certainty as to what community relations constitutes, rather, the objective is to demarcate an ideology and set of practices which are relevant to the production of a strategic plan.

Community relations tend to refer to a complex set of dynamic relations which exist between and within communities. It is most frequently employed to refer to the interaction or non-interaction between primary identity groups in Northern Ireland: between nationalism/unionism, Protestant/Catholic and so forth. More recently it has been an area in which intervention has been prompted by policymakers, local and international funders and the community and voluntary sector.

In the simplest terms the aims designated in improving community relations encompass:

- Attempts to ensure everyone enjoys full equality of opportunity and equity of treatment
- An increased level and quality of across community contact and cooperation
- The encouragement of greater mutual understanding and respect for different cultures and traditions

More recently these aims have been recomposed as the pursuit of equity, diversity and interdependence (see appendix 1). As some commentators have observed, these aims have tended to be pursued separately rather than treated strategically as a whole. So, for example, the pursuit of enhanced employment opportunities (equity) may not even acknowledge the importance of developing relationships (interdependence) with groups of differing identity (diversity).

Throughout this research undertaken here it was apparent that there were wide and conflicting views as to what community relations practice constitutes. Many of those perceptions had intrinsically negative connotations. Community relations work was sometimes viewed as a soft, contact activity which involved talking politely to each other, a government plots to enforce assimilation, or an easy routes to funding. Frequently it was described negatively in if not been community development work.

It should also been noted that community relations practices tends to be assumed to be the sole province of the community and voluntary sector rather than also encompassing internal relations within the private and public bodies, or between them and local communities.

This research is demonstrated that community relations practice has tended to be the exclusive to reign of the community and voluntary sector within Donegall Pass. Further, that the activities engaged in content of the spontaneous an ad hoc, sporadic and Ltd. Whilst this appears to create space for swift responses to particular circumstances as they arise and allows room for innovatory practice it does not create the conditions for new organisational structures, policy development or strategic planning.

Towards a Strategic Plan

A number of core elements which could constitute the basis upon which a strategic plan could be developed are outlined the loyal:

1. It is vitally important to recognize and act upon the inter-relationship between the objectives of equity, diversity and interdependence rather than seeing them as isolated or discreet.
2. An explicit value or mission statement ought to be integrated into the core of community group activity within the Forum.
3. This mission ought to be reflected in the policy, procedures and activities of the forum and its constituent groups.
4. Space needs to be created and opportunities opened up for long-term training and support in developing community relations activities. This recognises that learning and resultant change is more effective if the key values and objectives of the individual group or forum are brought into a learning process.
5. There needs to be a clear recognition that the core aims of equity, diversity and interdependence are shared with those of community development practice so that each strategy reinforces and supports the other.
6. It should be recognised by others, particularly other fora and statutory agencies, that the improvement in community relations is not the sole responsibility of community and voluntary groups alone.
7. Any strategy developed within the Donegall Pass context needs to be supported by, and integrated within, a broader strategic plan encompassing South Belfast as a whole.
8. The strategy ought to be time bound, faced, with clear objectives and measurable output is.
9. An information bank ought to be initiated which would raise the profile of groups in the area, gather relevant information on key funders and specialist community relations organisations and helped establish Donegall Pass in a number of key community relations networks.
10. There is, at present, no single community worker at within Donegall Pass who has explicit responsibility for overseeing or facilitating a community relations

strategy. Attention ought to be directed towards securing funding, in partnership with adjacent communities, for the possible subcontinent of the skilled community relations practitioner to spend one or two days per week acting as co-ordinator/link person.

12. Whilst an outline of community relations needs can be extrapolated from this research a formal needs analysis ought to be undertaken and a focus on community relations capacity building, involving specialist trainers, should be prioritised.

Towards A Community Relations Strategy

It was indicated elsewhere in this document that there are diverse ways in which community relations as both a set of activities and related methodologies might be comprehended. It tends to be an arena in which the intervention goals are frequently understood as amorphous, difficult to define and consequently difficult to evaluate in terms of its outcomes. Given this, in a recent report on European Union funded groups commissioned by the Community Relations Council from Deloitte and Touche (an extract appears as Appendix 2) provides a useful typology through which to conceptualise varying forms of community relations/peace building activities and methodologies.

The importance of this for the development of a Donegall Pass Community Forum strategy is that it conveys a strong indication of not only the range of activities/methodologies available but places them in a contextual framework, indicating potential progression routes. Whilst the typology was generated in relation to specific aspects of community relations work the organisations incorporated were pursuing objectives which, it might be suggested, ought to be integral to the objectives of the Donegall Pass Community Forum strategic plan. These include:

- an enhancement of cross community contact
- facilitate cross community partnership
- explore and develop innovative models and practice
- extends the opportunity for members of the local community to become more actively involved
- ensure inclusively
- demonstrates measurable benefits in terms of process and outcomes
- create a context for strategic, cost-effective responses, incorporating an emphasis on capacity building

The typology is generated along two axis which indicates, horizontally, a potential progression from single identity to cross community work through varying types of activity. The vertical demarcation suggests a plurality of methods/approaches through

which the activities are delivered. A small sample of indicative organisations who are based, or who have worked, in Donegall Pass are also included.

Typology of CR/Peacebuilding Organisations and Activities

Single Identity ----- Cross Community

	Needs Analysis/ Capacity Building	Political Education/ Identity	Awareness Raising	Relationship Building	Sustaining CR
Outcomes	<p>An increased understanding of CR/Peacebuilding needs and an awareness of how these needs might be met.</p> <p>An increased legitimacy afforded to these activities.</p> <p>Confidence building.</p> <p>Awareness of progression route.</p> <p>Awareness of the importance/value of inter-community contact.</p>	<p>An increased awareness of 'self' and 'other' identity.</p> <p>An increased confidence to move towards a more complex and contextualised understanding of identity and its expression.</p>	<p>An increasingly focused sense of the importance of CR/Peacebuilding efforts.</p> <p>Creation of networks.</p> <p>Extension of benefits to the community at large.</p>	<p>Increased focus on building networks and partnerships across communities.</p> <p>Increasingly strategic approach to CR/Peacebuilding including policy, practice and procedures.</p>	<p>Focus on the overall objective of CR/Peacebuilding work.</p> <p>Increased normalisation of inter-community activity.</p>
Local Examples	Donegall Pass Community Forum	UPC Political Education Programme	<p>People's History Initiative</p> <p>Boys & Girls Clubs, NI</p>	<p>South Belfast Partnership Board</p> <p>Five Areas Advice Project</p>	South Belfast Partnership Board

1. Needs Analysis/Capacity Building

The felt need to begin the development of this current strategic plan by the Donegall Pass Community Forum places the Forum within this category. This constitutes a

clear attempt to define community relations needs, reflect on previous practice and set identifiable objectives. As part of this activity the Donegall Pass Community Forum might set out to prioritise the need to enhance and extend the capacity of the local community to deliver on specific community relations projects by:

- Identifying training opportunities which include both leadership development and specialist training in the community relations/peace building work. Since there are already members of the Forum who have some experience of these activities an opportunity for them to extend their skills, and help in securing funding for them to undertake this, might be prioritised.
- The Forum provides by far and away the best context through which widespread consultation about the objective, aims and specific actions arising out of the proposed strategic plan could best be facilitated. This process would also be concerned to generate consensus, and thus legitimacy, for pursuing a peace building strategy. The generalization of these activities is also important since it would begin to move significant relations between the Donegall Pass, and the Forum in particular, from one or two individuals to an extended range of inter relationships involving a larger number of people.
- The Forum is also the most obvious entity best placed to act as a facilitating link between the local community and funders, specialist community relations organisations/trainers and other relevant agencies. It is apparent that there is little awareness of the resources which might be available to the local community. A significant way of rectifying this situation is for Donegall Pass Community Forum to designate space and time to building up an information bank relevant to peace building activities and maintain a communicative link with relevant organisations and institutions. However, it also ought to be noted that this task is a two-way responsibility. Community relations organisations and other institutions concerned with relevant peace building do not appear to have a significant profile in Donegall Pass (which one or two notable exceptions).

- The Forum is also best placed to enhance its leadership role by prioritising in the building of partnerships, networks and alliances. An emphasis ought to be placed on both securing legitimacy for peace building within Donegall Pass but also advocating this activity's central role in regenerating the area. In this sense, cross community contact, for example, should cease to be a limited activity borne out of necessity but an opportunity to be welcomed in a general strategy to enhance the conditions of the community as a whole. An important way to proceed would be to concentrate on how the Forum could best help others to translate an idea into a focused activity and in doing so move beyond an abstract assertion of the need to improve community relations to an engagement in a concrete project which practically demonstrates that this is possible and brings positive benefit.

2 Political Education/Identity

There has been a previous engagement in Donegall Pass with an external educational agency delivering political education work. In 1998 the present consultant, along with others, facilitated debates around the Belfast Agreement. These events were enthusiastically supported by sections of the Donegall Pass community and might be re activated on a more systematic and longer-term basis. The objective of this work would be to raise discussion about local and wider social, economic and political structures and relationships. By introducing knowledge, conceptual and skills based workshops/courses the capacity for local groups and individuals to tackle complex and difficult peace building projects is potentially enhanced considerably.

A number of issues are raised by this proposal:

- It is possible to identify a range of key facilitators is skilled in this type of work who might be engaged in this project; Women into Politics, the Workers Education Association, Community Dialogue, and the Ulster People's College. Each could be engaged to determine which methodology/strategy might be best suited to the expressed interests of those in Donegall Pass

- A thematic form of delivery around key issues within the community, focused on, for example; human rights, for history of the troubles, the new devolved Assembly and so forth, might make for good, short introductory sessions that could be the beginning of a larger programme.
- It is vitally important, given the sensitivity of many of the issues raised, that three prerequisite are established first:
 1. a safe environment is created within which participants feel free to exchange views and share perspectives without fear or potential recrimination.
 2. the facilitator acts with discretion and sensitivity and have the capacity to quickly established trust
 3. that, as far as possible, the form, content and pace of the programme remains determined by the participants themselves.

The importance of this approach to a more general peace building strategy should not be underestimated. A primary outcome ought to be an enhanced opportunity for individuals and groups within Donegall Pass to articulate and address issues central to peace building work, and placed these issues within a broader context van Donegall Pass as such. As a method of generalising discussion, comparing those who wish to participate and focusing on difficult issues, the outcomes can potentially be considerable.

3 Awareness Raising

This type of community relations/peace building work is primarily concerned to establish the viability, validity and importance of these activities in a clearly demonstrable form. One of the concrete outcomes would be the facilitation of increased cross community contact and its solidification into a network or networks which would help formalise that contact. In doing so ad hoc and spontaneous contact involving a relatively small number of individuals could become an increasingly routine, longer-term activity which draws on a larger number of people.

Consequently, these activities ought to extend the benefits of the activities engaged in, the outputs and outcomes of project work to the community as a whole.

A previous experience of working with the People's History Initiative in Donegall Pass provides a solid example of the potential of this type of work. It might be proposed to extend this work, on a partnership basis, with other communities.

The People's History Initiative can deliver a paired training course which can be delineated as follows:

- To take two groups of 10 or 12 participants and, over a 12 session period, help develop the critical skills to explore the history of Donegall Pass and another community in the context of Belfast, Northern Ireland and Ireland as a whole.
- Given ready access to a computer suite and skilled personnel the course could culminate with the beginnings of a COMMA, -- community archive -- produced on CD-ROM.
- The two paired groups could also, periodically come together, for specialist training as the course permits.
- A dual archive would be produced reflecting contending political cultural and historical traditions.

Funding could be forthcoming from a variety of sources including the Community Relations Council, The Cultural Diversity Group, I F I or the Lottery, particularly if it emerged as a joint proposal.

The archives would continue to be produced after the conclusion of the course and the inter-community network established would be a potential means to ensure continued cooperation. Benefits would also be extended to the community as a whole in the production of a representation of the diversity within Donegall Pass. Since web-hosting facilities would be forthcoming from Commanet the resultant history would also be available to a worldwide audience.

4 Relationship Building & Sustaining Community Relations

These forms of work are exemplified by the enhancement and extension of networks and partnerships which reach beyond the immediate community. Much of this work has already been initiated by the DPCF but the ability to bring a broader, South Belfast perspective, incorporating a broader range of communities is probably best undertaken through other collaborative organisations or forums. The ability to develop a wider strategic vision, focus on overall CR/Peace building objectives and the normalisation of related activities could be a responsibility of the DPCF in conjunction with the South Belfast Partnership Board.

The South Belfast Partnership Board is the primary cross sectoral/inter-agency forum through which a co-ordinated and strategic approach to the general area is taken. Its recently produced 'Regeneration Strategy 2001 – 2004' represents a significant document which resulted from widespread consultation and active participation and incorporated a significant range of interests, individuals and communities.

Consequently, it constitutes the primary context through which a sustained strategic initiative has come into existence and a context through which implementation is planned.

Amongst other observations, the regeneration planned notes (as has this report) many of the salient social and economic factors which have had an impact, both positive and negative, on South Belfast communities. Thus it notes the outcomes of uneven development of the area:

- Traditional communities such as Donegall Pass have frequently been 'left behind by rapid economic development.'
- That these communities have 'suffered greatly from conflict balanced civil disturbance.'
- The outcome has been 'outflow and high levels of much normalisation and social exclusion.'
- But the plan also observes that until recently, South Belfast was acknowledged as 'having a weak community infrastructure.' This situation has been significantly modified by:

1. a burgeoning of the leadership potential of many community activists.
2. an increased and enhanced skills based.
3. continued and prolonged information sharing and partnership initiative.

Despite these positive developments the plan recognises that the community infrastructure is still fragile.

The South Belfast Partnership Board is not a service provider but aims to galvanise local commitment and nurture the potential for action. In doing so it aims to identify key problems and ‘create a strategic consensus as to the most effective ways of tackling these problems.’ Its strategic mission is to create a context and an operational framework which aims to facilitate better coordination of existing effort and better targeting of resources.

Clearly the South Belfast Partnership Board is significant to any initiative aimed at developing a strategic plan to improve community relations centred on Donegall Pass. Whilst the Donegall Pass Community Forum can provide leadership within the Pass itself, it is the wider South Belfast context and inter-community relationships within it, which is the appropriate domain of the Board.

However, for current regeneration strategy makes little explicit reference to the objective of improving community relations and where the plan does it is either referred to in a very general sense, applied as relevance to a specific sub-category of the population as a whole or seen as appropriate as a methodology and practice in the context of one aspect of social life - culture and its expression.

Thus, the regeneration plan notes, the presence of many peoples of different ethnic backgrounds, and the cultural diversity context this creates, along with ‘the presence of working-class communities which have traditionally been seen as falling into the Protestant/unionist or the Catholic/nationalist tradition.’ It also asserts of the role of the South Belfast Partnership Board in supporting community efforts to give ‘positive expression to their own particular cultural identity and to explore and understand

other traditions.’ In doing so of this aspect of the plan gives real meaning to ‘a shared commitment to values of mutual understanding and respect.’

Of the six thematic working groups which provided both a focus and order for the strategy development process only one, designated as ‘Leisure, Arts and Culture’ had an explicit community relations focused.

The formation of the ‘Cultural Diversity Consortium’ aims to develop a programme through which to ‘promote cultural confidence and tolerance and to develop a greater understanding of (and respect for) culture and heritage in South Belfast.’ It is asserted that this ‘understanding and respect will represent the foundation for positive cross community interaction and will contribute effectively to the process of restoring peace and enabling reconciliation.’

In none of the remaining thematic working groups does an explicit community relations agenda figure. This apparent omission is surprising since community relations strategies, where they have been developed significantly, include the realms of education and youth work, two of the six designated working groups.

It could be argued that the methodology and practice involved in improving community relations extends across many of the general aims and specific action points contained within the regeneration strategy as a whole. Impinging on issues of economic activity, housing and environmental issues as well as education, youth work and cultural production.

The inherent weakness of this outcome can be outlined in a number of related ways:

- It is clear that an implicit objective within the strategic approach contained in the regeneration plan is an improvement in community relations. However, it can be suggested that the development and operationalisation of the plan represents a demonstrable set of practices and outcomes which enhance and develop into and inter community relations. The participation of diverse, and sometimes antagonistic, communities in a negotiated process which aims at consensus building strongly indicate this. However, remaining an implicit

aspect of practice rather than an explicit objective might carry the advantage of being organic in its origin and progress it nevertheless remains a subterranean, at worst, tangential aspect of the plan.

- As a generally unacknowledged thread which runs throughout the plan in its conception and implementation it remains diffuse and episodic to the extent that it explicitly surfaces in some elements of the plan (culture) but not elsewhere. Consequently, it is difficult, if not impossible, to adopt a genuinely strategic approach towards the objective of improving community relations where it remains a desired (and demonstrable) outcome but not an explicit aspect of the implementation plan as such.
- The failure of community relations methodologies and practice to find an adequate place in the plan also presents difficulties for groups and communities in gaining advice and support in accessing funding opportunities, enabling appropriate partnerships and developing effective performance indicators through which to assess current or future practice. This has the danger of not providing the best opportunities for South Belfast communities to make effective use of the new round of Peace and Reconciliation funding.

In conclusion the Donegall Pass Community Forum might fruitfully engage with the Partnership Board in order to explore how its ambition to develop a community relations strategy might be aided. Despite the foregoing observations concerning the regeneration plan the Board remains the primary agency charged with pursuing a strategic plan for South Belfast as a whole.

Whilst relations have developed, and will continue to develop, with organisations, groups and communities outside Donegall Pass there is a demonstrable need for these relationships to become more effective networks providing a context within which joint projects might be initiated and sustained.

The board could played a significant role in facilitating the origination, development and implementation of peace building strategies which came to embed and improve

community relations, propagate an explicit anti-sectarian ethos, and pursue the tripartite objectives of equity, respect for diversity and initiate action on the basis of interdependence.

By suggesting that the South Belfast Partnership Board vests itself with the responsibility of pursuing a broader South Belfast community relations strategy the common assumption that peace building are the general, if not exclusive, province of the community and voluntary sector would also be practically overcome. The generation of an effective and comprehensive strategy requires requires an inter-agency/inter-sectoral approach which the South Belfast Partnership Board is based placed to convene.

Finally, the success of infrastructural regeneration, which itself rests on a wide range of community development practices is the appropriate counterpoint to a sustained concentration on intra and inter community relations. The South Belfast Partnership Board's mission would also be significantly enhanced and the effectiveness of a coordinated regeneration/peace building strategy more deeply embedded.

Appendix 1 An extract from ‘A Worthwhile Venture? Practically Investing in Equity, Diversity and Interdependence in NI’ Eyben, K et al (Futureways, 1997)

Appendix 2 An extract from 'PEACE' A Report by Deloitte and Touche
on the work of groups supported by CRC (CRC, 2001)