



Strategic Plan 2021-2024



Together Stronger

*Building a strong, just
& peaceful society*

“Too much and for too long, we seemed to have surrendered personal excellence and community values in the mere accumulation of material things. Our Gross National Product, now, is over \$800 billion dollars a year, but that Gross National Product - if we judge the United States of America by that - that Gross National Product counts air pollution and cigarette advertising, and ambulances to clear our highways of carnage. It counts special locks for our doors and the jails for the people who break them. It counts the destruction of the redwood and the loss of our natural wonder in chaotic sprawl. It counts napalm and counts nuclear warheads and armoured cars for the police to fight the riots in our cities. It counts Whitman’s rifle and Speck’s knife, and the television programs which glorify violence in order to sell toys to our children.

Yet the gross national product does not allow for the health of our children, the quality of their education or the joy of their play. It does not include the beauty of our poetry or the strength of our marriages, the intelligence of our public debate or the integrity of our public officials. It measures neither our wit nor our courage, neither our wisdom nor our learning, neither our compassion nor our devotion to our country, it measures everything in short, except that which makes life worthwhile.”

Senator Bobby Kennedy: Kansas State University March 18, 1968



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30 years and counting...

174 Trust (Charity) is one of Belfast's most respected and reputable community organisations. It has been in operation successfully resourcing and managing community projects for almost 40 years and has built an incredible relationship and reputation for excellence and good practice with Funders, Trusts & Foundations and particularly local people.

The Trust opened The Duncairn Centre to expand and enhance the 'Shared Space' facility that had been its home for 20 years - and at the same time address the lack of arts provision in this most disadvantaged, divided and marginalised area of Belfast. The Trust had the necessary vision, skills and experience to secure the finance needed

to complete the amazing transformation of the former church. The Trust's longevity proves that they have the ability and track record of putting in place and managing projects. The £3.5million Duncairn Centre for Culture and Arts is north Belfast's only purpose built, world class, shared arts facility.

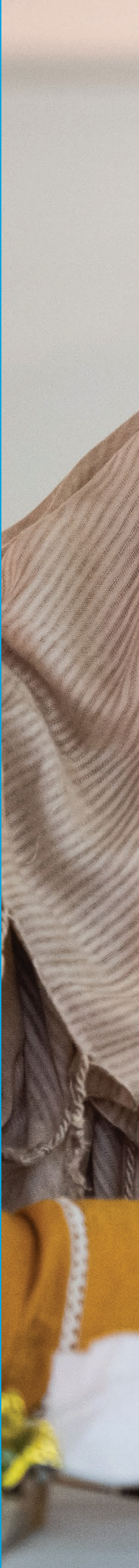
We utilise community programmes and arts and culture to encourage health, well-being and development. This coupled with our strategic approach to working with agencies from non-arts backgrounds has also resonated at a local level. Whilst our work has had positive impact and has been hugely successful we also recognise that there is much more to do.



I would like to suggest that the Duncairn is not just a place for peacebuilding activities, it epitomises peacebuilding. Simply put, the Duncairn is not about peacebuilding: it is peacebuilding. Furthermore, it conceptualises some of the key elements of peacebuilding, such as shared space, and highlights the unique role of creativity in healing traumatised communities."

Dr Eugen Koh University of Melbourne

MSD BSc MBBS MPM FRACGP MVAPP FRSA Psychiatrist and psychoanalytic psychotherapist with an interest in the application of psychoanalytic thinking to mental health and trauma, and their links with art, culture, community and public policy.







DUNINGARIN
Centre for Culture and Arts

Introduction

The DUNCAIRN COMPLEX has been home to the 174 Trust since 1995 when the historic Duncairn Presbyterian congregation vacated the buildings they had occupied since their construction in 1862 - a 'happy coincidence' given that the Trust came into being as a result of the work of the North Belfast congregation as "...a local Christian witness without denominational bias or sectarian prejudice..." (Trust Deeds June 1, 1983) From its earliest days the organisation demonstrated a determination to work for the good of the local community as an earlier version of our Mission Statement makes clear that the aim of the Trust's work "is committed to a process of community development based on building relationships with local people, working together to identify and meet local needs".

The Trust has developed the Duncairn Complex as an intentional 'Shared Space' that is open and accessible to everyone regardless of colour, culture, creed or sexual identity.

The Trust seeks to do this by providing an inclusive, non-threatening environment for individuals and groups to access programmes and to be involved in a wide range of activities covering every age group from parent & toddlers to Senior Citizens.

The Trust's local community work is focussed on North Belfast where there are few cross community groups and where there are very few, if any, shared venues.

The Trust - as well as operating a Childcare facility and a programme catering for people of all ages with special needs - partners with a large number of autonomous organisations. Some of these organisations are based at the Complex while others are sited across the city, meeting a range of needs and all providing essential services and support.

The Trust - in May 2014, in fulfilment of one of its stated aims to 'develop our shared space as a transformative presence in North Belfast' - completed the refurbishment of the former church and officially opened the multi-award winning Duncairn Centre for Culture & Arts. This centre is

a shining beacon for the local community, a source of pride and positivity for everyone who calls this part of the city 'home'.

The development of Duncairn Centre for Culture & Arts has enabled 174 Trust to develop and broaden the scope of its work and interventions. The creation of a comprehensive arts programme means that many people, for the first time, are able to access high quality artistic programming in a community-based venue underpinned by values of social inclusion.

This Strategic Plan provides the context through which 174 Trust and the Duncairn Centre for Culture and Arts will continue to grow and develop during the coming period and beyond. The guiding principle and ethos of the plan is to support communities in a way that enables them to grow and that people can feel and experience their ownership of the centre and its work. This involves the development and implementation of a significant range of programmes.

Alongside this approach to community-based development, this plan also focuses on long-term sustainability. On the one hand, this approach to sustainability is based on creating that sense of community ownership and increasing participation, while on the other there is a considerable focus on development and expansion of both the programmes and the facilities. Within this we recognise the need to generate income through a social enterprise model as well as charitable options like donations and grants.

We will continue to be a central part of the transformation of the north of our city. We have already developed a true sense of ownership of The Duncairn as a place, encouraging a sense of belonging and positivity for all those who encounter the space. This will continue to grow as we exploit the potential of our most recent acquisition, the Macrory Centre and participate in the positive transformation of north Belfast, supporting a real connection of people to 174 Trust, to The Duncairn and Macrory to their locality; and to the city of Belfast.

Our History

The Duncairn Presbyterian Church was built in 1862, and was expanded sometime later, when the Sinclair Memorial Church Hall was built in 1914. After the church closed in 1986, due to a declining congregation, the building fell into decline and for a time was used as a second-hand furniture store.

The building is located on the Antrim Road, at the heart of some of Belfast's most disadvantaged communities. Within its immediate catchment are neighbourhoods such as Duncairn, Cliftonville, Newington, New Lodge, Shore Road, Tiger's Bay and Shankill. These areas experience the highest levels of poverty in the city and the lifetime opportunities and quality of life of the people who live there have been significantly lower than those in better off areas of the city.

With over thirty years' experience of providing and managing peace and reconciliation projects, working with partners and across north Belfast, 174 Trust took ownership of the church buildings in 1995. The Trust operated in support of different vulnerable and marginalised groups including people with severe disabilities, older people, women and people affected by the legacy of the conflict. The organisation has made a significant contribution to promoting peace building and reconciliation, and the complex at Duncairn continues to provide a shared space where people from all backgrounds can meet.

Duncairn Centre for Culture & Arts was formally opened in 2014, the culmination of over a decade's commitment by 174 Trust to redevelop the old Duncairn Presbyterian Church into the only purpose built major arts venue in north Belfast.

A major landmark in the local community, the redevelopment of the old church into Duncairn Centre for Culture & Arts preserved an important part of local history while providing state of the art facilities and a shared space through which different activities can take place. As well as a major programme of events and workshops, the new centre now hosts a range of external events as well as providing office and community space.

The redevelopment of the centre was supported through significant grant aid from International Fund for Ireland, Heritage Lottery Fund and Northern Ireland Environment Agency, as well as other funders including Belfast Regeneration Office, Garfield Weston Foundation, BIFFA, and Ireland Funds. The new centre has received an award for its contribution to the conservation of built heritage, recognising how the original character of the building has been maintained, while making it suitable for modern usage. The realisation of the original vision has been the culmination of fifteen years of perseverance and commitment by 174 Trust.

Since its redevelopment, the centre has become a local landmark, promoting both physical regeneration and social renewal and attracting visitors into the area.

Large scale, high profile events and organisations now regularly use the facility which further enhances both the Centre, but more importantly, a changing and more confident, aspirational north Belfast. The approach and effect of our work is recognised, documented and highlighted by organisations such as the Arts Council of Northern Ireland, Belfast City Council, Irish Department of Foreign Affairs, and Department of Communities.

In this last period, as an organisation and staff we were able to secure numerous awards including a 2014 'Special Commendation' in Royal Society Ulster Architects 'Conservation Award', a 2015 Royal Institute of Chartered Surveyors winner 'Building Conservation Award' and the 'Best Belfast Brand' Aisling Awards.

These high profile events, organisations and recognitions support our endeavours to be the leading provider of inclusive and innovative programmes for the arts in Belfast. However it is the community focussed support across the whole of 174 Trust that is at the core of our intention.

Alongside the 174 Trust nursery, after-schools and disability programmes The Duncairn has been able to increase participation in the arts and to offer service at the highest standard.

All art at The Duncairn 2019/20 has been designed to ensure inclusivity, respect and collaboration, which are at the heart of our approach to promoting arts participation. The aim of the organisation has been to open up north Belfast to audiences from across the cultural spectrum. This is our long-term vision and the results to date have been amazing and very encouraging based on research from our new impact study.

The changing face of north Belfast is reflected in the fact that what was once considered a polarised, sectarian, political area is now being utilised by high profile figures, including senior global political figures. Over the 6-year period The Duncairn has made great progress in transforming people's opinion of north Belfast both within and outside the immediate area. What was once considered a cultural graveyard is now firmly cemented on the city's cultural map.

In a recent development - emphasising the credibility and effectiveness of the Trust's approach - the Presbyterian Church signed over ownership of a church hall - the Macrory Centre - left vacant when the local congregation ceased to use the building. This is not only an endorsement of our work over many years but also an opportunity to extend our reach and develop new programmes - again in partnership with the local community.

This is an exciting prospect given that the property in question is located on Duncairn Gardens - one of north Belfast's most notorious 'interfaces' - the rear door opens on to the Catholic New Lodge while the front door faces Loyalist/Protestant Tigers Bay. This is a challenging location no doubt but one filled with potential for an organisation that is committed to 'building peace and promoting reconciliation'





Sedentary Lifestyle & Poor Diet

Sedentary Lifestyle & Poor Diet

Public Awareness
Providing the
raising awareness
help and

Community
Promoting
equipping
with relevant
address local issues
them with local

Stakeholder
Working to
engage

2

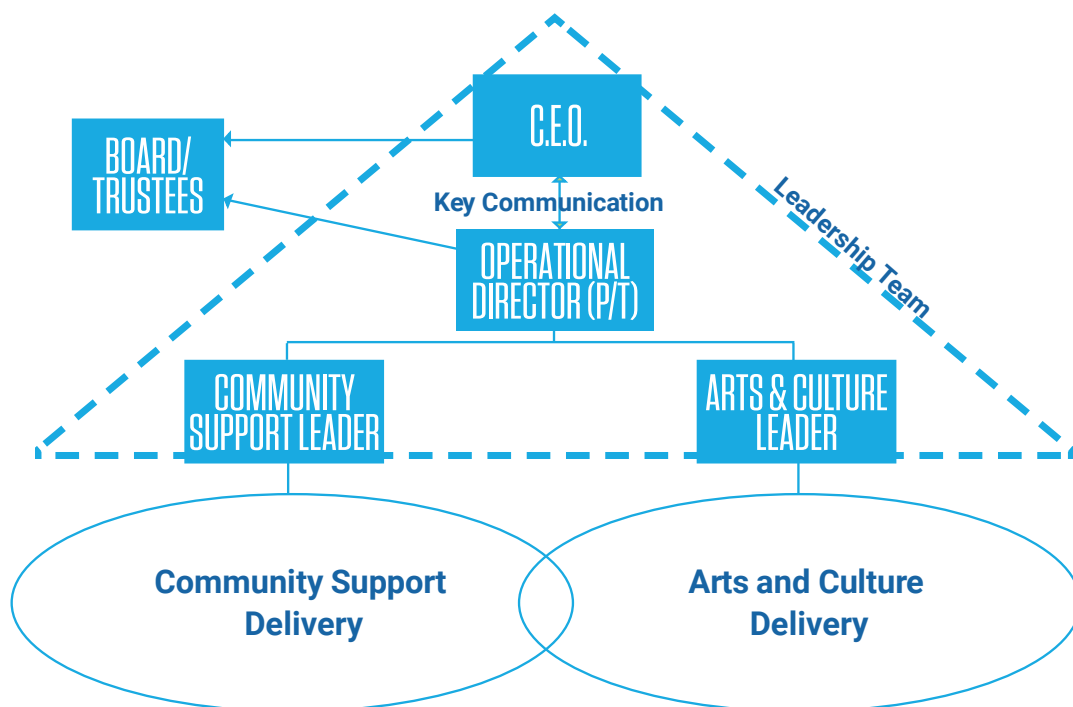
SUMMINGDALE

Structure, Governance & Management

Duncairn Centre for Culture and Arts was developed by 174 Trust and continues to be operated and owned by the organisation. 174 Trust is a non-incorporated voluntary organisation that is recognised as charitable.

Governance and management of 174 Trust is overseen by a Board of Trustees, which is supported by a range of staff including a Director and Deputy Director. The Board of 174 Trust maintain a wide and relevant range of competencies and experience. They are also representative of the local catchment area and come from backgrounds that ensure there is cross-community representation.

The Board meets on a monthly basis and as a voluntary group - no remuneration is paid to non-executive directors. The memorandum and articles are common to that of any other charitable body with the core facets of asset lock, community ownership, transparency and social benefit being enshrined in the organisation's governing documents.



Our Vision

OUR VISION

*Following Christ's example, 174 Trust strives for :
A strong and resilient, just and peaceful society that affirms
the value of every person and enables them to flourish.
We do this being a transforming presence in the community,
offering safe space and restoring hope, promoting justice,
building peace and providing leadership.*

Our Aims & Impact Goals by 2023

Offer Safe Space

- Consistent provision of high quality, intentional shared spaces at The Duncairn and Macrory
- Greater exploration, understanding and value experienced in all our faiths, cultures, traditions and heritage
- More opportunities for people to hear the voice of others and to value the variety in all our perspectives

Restore Hope

- More participation by people from disadvantaged backgrounds in our inclusive and innovative arts programmes
- Improvements in individual self-esteem for children, young people and adults including for those with disabilities
- Increase in confidence levels across our community
- Improvements in physical and mental health and well-being

Promote Justice

- Further development of social skills through play for children from our marginalised communities
- Improved attainment levels in education for those experiencing disadvantage
- Greater recognition of the diversity and interconnectedness of the wide variety of abilities, identities and cultures in Belfast

Build Peace

- The Duncairn and Macrory retained as open, friendly, welcoming and transformative spaces in our city
- New, healthy and positive relationships built between people from across the city
- Increased engagement in the 'natural' setting of The Duncairn and Macrory between people of different religions, nationalities and ethnicities

Provide Leadership

- Reduction in social isolation
- Improvements in aspiration
- Higher engagement and participation in community activity
- Greater sense of pride in the local area

Our Values & Principles

The Trust's work has and continues to be based on the principles of:

1

FAITH

174 Trust is founded upon our faith in Christ and this informs all that we do.



2

TRANSFORMATION

174 Trust is committed to showing the transforming love of Christ to all those with whom we come into contact.



3

COMPASSION

174 Trust seeks to show care and respect for the human dignity of all staff, service users and communities.



4

RELATIONSHIP

174 Trust is dedicated to working with others in building a just and peaceful shared future.



5

INTEGRITY

174 Trust seeks to be consistent, transparent and accountable in all aspects of our work.





Our Indicators & Annual Actions

Aim : Offer Safe Space

Impact Goal: Consistent provision of high quality, intentional shared spaces at The Duncairn and Macrory

Indicators: % of people using centre from different religious, political and ethnic backgrounds; #s of people who recognise the facilities as shared, open spaces; % of participants who recognise the facilities as high quality

Annual Actions: Cycle of painting through the buildings; implementation of monthly schedule of upkeep and repair; completion of annual deep clean; regular programme of visits/tours through the buildings; engagement with governance of other agencies; intentional engagement with communities and groups who appear under-represented in their use of the buildings

Impact Goal: Greater exploration, understanding and value experienced in all our faiths, cultures, traditions and heritage

Indicators: % of people using the centres who recognise the faith foundation of the organisation; #s of people who recognise The Duncairn as the premier arts and culture venue in north Belfast; # of people from different faiths, cultures, traditions and heritage utilising the buildings

Annual Actions: Delivery of 100 Club activities; specific engagement with schools across north Belfast and beyond; delivery of intentional good relations project with an onsite partner; conscious engagement of different, faiths, cultures, traditions and backgrounds in visits/tours through the buildings; specific intentional engagement with people from Tigers Bay and New Lodge; encouragement of building use by organisations representing different faiths, cultures, traditions and background (e.g. Soul Space)

Impact Goal: Opportunities for people to hear the voice of others and to value the variety in all our perspectives

Indicators: #s of people engaged in exploration workshops on our site; #s of first time participants in activities; % of local, young and emerging artists showcased at The Duncairn.

Annual Actions: Delivery of 100 Club activities; specific engagement with schools across north Belfast and beyond; delivery of intentional good relations project with an onsite partner; conscious engagement of different, faiths, cultures, traditions and backgrounds in visits/tours through the buildings; specific intentional engagement with people from Tigers Bay and New Lodge; encouragement of building use by organisations representing different faiths, cultures, traditions and background (e.g. Soul Space)

Aim : Restore Hope

Impact Goal: More participation by people from disadvantaged backgrounds in our inclusive and innovative arts programmes

Indicators: # of people from disadvantaged backgrounds involved in arts-based workshops; # of people from disadvantaged backgrounds involved in arts-based activities; % of people from disadvantaged backgrounds who participate in more than 1 arts-based activity

Annual Actions: Provision of arts-based workshops; provision of other arts-based activities, including knitting and singing groups; specific engagement with schools across north Belfast; specific engagement with students from Belfast universities; specific engagement with our local community associations

Impact Goal: Improvements in individual self-esteem for children, young people and adults including for those with disabilities

Indicators: % of people expressing their needs clearly; % of people develop and sustaining new relationships; % of families experiencing positive relationships; # of people engaged in outdoor and indoor play; % of positive expressions, gestures and opinions expressed; % of people, especially those with disabilities, able to take healthy risks in their engagements with others; # of staff interventions required

Annual Actions: Provision of nursery; provision of after-schools project; provision of disability support project, including direct support to families; provision of community focused café

Impact Goal: Increase in confidence levels across our community

Indicators: % of people who come to The Duncairn from outside north Belfast; # of people visiting north Belfast for the 1st time; # of people participating in arts-based workshops

Annual Actions: provision of support through foodbank; provision of disability support project; provision of high quality arts programme; provision of high quality spaces in The Duncairn and Macrory

Impact Goal: Improvements in physical and mental health and well-being

Indicators: #s of people expressing decrease in mental ill-health; #s of people experiencing reduction in stress levels; #s of people experiencing reduction in alcohol misuse

Annual Actions: Support to parents through disability project, including direct support to families; Provision of arts workshops and activities, especially Pop Up Arts Pharmacy, knitting and singing groups; provision of nursery; provision of community focused café

Aim : Promote Justice

Impact Goal: Further development of social skills through play for children from our marginalised communities

Indicators: % of people expressing their needs clearly; % of people develop and sustaining new relationships; % of families experiencing positive relationships; # of people engaged in outdoor and indoor play; % of positive expressions, gestures and opinions expressed; % of people, especially those with disabilities, able to take healthy risks in their engagements with others; # of staff interventions required

Annual Actions: Provision of nursery; provision of after-schools project; provision of disability support project; provision of outside space for children

Impact Goal: Improved attainment levels in education for those experiencing disadvantage

Indicators: #s of schools that we connect with; #s of young people that we support in their education journey; #s of people who connect with our education activities and arts focussed workshops

Annual Actions: Provision of nursery; provision of after-schools project; provision of disability support project; provision of arts-based workshops

Impact Goal: Greater recognition of the diversity and interconnectedness of the wide variety of abilities, identities and cultures in Belfast

Indicators: # of engagements on our sites between people of different abilities, identities and cultures; % of people develop and sustaining new relationships; % of positive expressions, gestures and opinions expressed; % of people, especially those with disabilities, able to take healthy risks in their engagements with others; #s of people engaged in exploration workshops on our site; #s of first time participants in activities

Annual Actions: Provision of arts workshops and activities, especially Pop Up Arts Pharmacy, knitting and singing groups; provision of nursery; provision of community focused café; provision of support through foodbank; Delivery of 100 Club activities; specific engagement with schools across north Belfast and beyond; delivery of intentional good relations project with an onsite partner; conscious engagement of different, faiths, cultures, traditions and backgrounds in visits/ tours through the buildings; specific intentional engagement with people from Tigers Bay and New Lodge; encouragement of building use by organisations representing different faiths, cultures, traditions and background (e.g. Soul Space)

Aim : Build Peace

Impact Goal: The Duncairn and Macrory retained as open, friendly, welcoming and transformative spaces in our city

Indicators: % of people who recognise the facilities as shared, open spaces; #of people connecting the facilities for the 1st time; % of people using centre from different religious, political and ethnic backgrounds; #s of people who recognise The Duncairn as the premier arts and culture venue in north Belfast; # of people from different faiths, cultures, traditions and heritage utilising the buildings

Annual Actions: Intentional engagement with communities and groups who appear under-represented in their use of the buildings; Delivery of 100 Club activities; specific engagement with schools across north Belfast and beyond; delivery of intentional good relations project with an onsite partner; conscious engagement of different, faiths, cultures, traditions and backgrounds in visits/tours through the buildings; encouragement of building use by organisations representing different faiths, cultures, traditions and background (e.g. Soul Space)

Impact Goal: Increased engagement in the 'natural' setting of The Duncairn and Macrory between people of different religions, nationalities and ethnicities

Indicators: # of engagements on our sites between people of different abilities, identities and cultures; % of people develop and sustaining new relationships; % of positive expressions, gestures and opinions expressed; % of people, especially those with disabilities, able to take healthy risks in their engagements with others; #s of people engaged in exploration workshops on our site; #s of first time participants in activities

Annual Actions: Provision of arts workshops and activities, especially Pop Up Arts Pharmacy, knitting and singing groups; provision of nursery; provision of community focused café; provision of support through foodbank; Delivery of 100 Club activities; specific engagement with schools across north Belfast and beyond; delivery of intentional good relations project with an onsite partner; conscious engagement of different, faiths, cultures, traditions and backgrounds in visits/tours through the buildings; specific intentional engagement with people from Tigers Bay and New Lodge; encouragement of building use by organisations representing different faiths, cultures, traditions and background (e.g. Soul Space)

Impact Goal: New, healthy and positive relationships built between people from across the city

Indicators: #s of people from different parts of our city utilising our buildings; # of engagements on our sites between people of different abilities, identities and cultures; % of people developing and sustaining new relationships; % of positive expressions, gestures and opinions expressed about others from across the city; #s of people engaged in exploration workshops on our site; #s of first time participants in activities

Annual Actions: Intentional engagement with communities and groups who appear under-represented in their use of the buildings; provision of community focused café; delivery of intentional good relations project with an onsite partner; encouragement of building use by organisations representing different faiths, cultures, traditions and background (e.g. Soul Space)

Aim : Provide Leadership

Impact Goal: Reduction in social isolation

Indicators: # of people participating in arts-based workshops; # of people participating in other arts-based activities; % of people participating in more than one arts-based activity; # of people participating in activities for the 1st time; # of people from LGBT community; # of people dealing with mental health issues; # of people experiencing disabilities; # of ex-prisoners; # of people of ethnic minority background; # of elderly; # of people considered at risk, including children

Annual Actions: Provision of arts-based workshops; provision of other arts-based activities, including knitting and singing groups; provision of nursery; provision of after-schools; provision of disability support project; provision of community orientated café

Impact Goal: Higher engagement and participation in community activity

Indicators: # of people coming to The Duncairn or Macrory; # of people participating in organised arts-based activities; # of people involved with Super Sunday Big Breakfast sessions

Annual Actions: Provision of Super Sunday Big Breakfast Sessions; Provision of Pop Up Arts Pharmacy; Provision of 100 Club; provision of Stitch Café and Sing for Fun

Impact Goal: Improvements in aspiration

Indicators: # of independent, 'under the radar', folk, traditional and world music artists performing; # of people from the local area participating in arts-based activities; # of local, new and emerging artists who perform with The Duncairn; % occupancy of studio spaces; # of graduate students engaged; # of school students engaged

Annual Actions: Provision of arts-based activities; provision of educational opportunities through nursery and after-schools; provision of multiple, free studio spaces

Impact Goal: Greater sense of pride in the local area

Indicators: # of people with a positive opinion of The Duncairn or Macrory; # of people with a positive opinion of north Belfast

Annual Actions: Host series of exhibitions; buildings presented to the highest standard internally and externally; involvement in partnership opportunities that further develop the local area



174 TRUST

BUILDING PEACE
PROMOTING RECONCILIATION

Duncairn Complex
Duncairn Avenue
Belfast
BT14 6BP

Macrory Centre
130 Duncairn Gardens
Belfast
BT15 2GL

reception@174trust.org
028 9074 7114
www.174trust.org
www.theduncairn.com