

THE BALLYMUN YOUTH ACTION PROJECT



**Strategic Plan
2016-2019**

Ballymun Youth Action Project

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Introduction.

The appointment of a new Junior Minister with responsibility for drugs in April 2015 was an important recognition of the ongoing challenges faced by communities living with addiction. Despite changes of Government and potential changes in strategic priorities, we hope the support for the development of a coherent and effective response to drugs and alcohol at National and Local level continues to remain a core priority.

This current strategic plan is informed by a comprehensive consultation process, involving service users, the community, and other service providers. We have been struck by the willingness of people to engage with this consultation, and believe it reflects a widespread concern with the challenge of addiction, and a desire to ensure the best response possible. The actions identified in the plan build on the developments that have taken place over the period of the last strategic plan, particularly at the level of service developments, and use the potential created by the development of systems and models in the work that make our engagement increasingly focussed and outcome oriented.

The plan provides a supporting framework for the ongoing services provided by the Ballymun Youth Action Project, and at the same time provides clear strategic direction which is responsive to the needs and challenges identified through the consultation process.

Thank you to all who make this service possible, Company Members, the Board of Directors, the Staff Team, and particularly the people who use the services during the year and who provide to us the most important measures of our effectiveness and the quality of our care. Thank you to all who engaged with us in the consultation process in preparing this strategic Plan. Our thanks also very clearly go to our funders, and to the wide range of other organisations and individuals with whom we cooperate.

1. The Ballymun Youth Action Project.

The Ballymun Youth Action Project (BYAP) is a community response to drug and alcohol misuse. It was founded in 1981 after three young people from Ballymun had died from drugs-related causes. As a response that has come from within the community of Ballymun, we strive to reduce the negative impact of drug and alcohol use on the lives of individuals and families, and on this community.

We seek to do this through

- Working with individuals who are using, reducing, or who have stopped using drugs and/or alcohol;
- Supporting families impacted by drug and alcohol issues;
- Supporting the community in their work of prevention and intervention as responses to drug and alcohol issues;
- And building capacity through training and research.

We believe

- That individuals with addictions can and do recover;
- The families of those affected by addiction do not have to cope alone;
- That the Community can be an effective place to recover.

And our ethos is rooted in

- Valuing individuality;
- Valuing the capacity of individuals, families, and communities.

1.1. What we believe in

Our Vision:

Our vision is one where people have the right and the opportunity to live and thrive, without being held back by the negative impact of drug or alcohol use.

Our Mission:

Our mission is to reduce the negative impact of drug and alcohol use on the lives of individuals and families, and on this community.

Our Way of Working:

- We place the person at the centre of any response we make, respecting where they have come from, where they are at now, and where they see they could be.
- We support the possibility of change, and work to facilitate that change in a respectful, non-judgemental way.
- We recognise the many barriers that people face when making changes, and we know that each person who comes to us brings a unique story and experience.
- We are clear that each individual lives within a context of many other systems including their family, the education system, the justice system, and the health system. Our work takes this into account, and at times must address the bigger issues that are presented by these systems.

1.2. Our strategic Objectives.

1. To identify and provide appropriate service developments for specific target groups.
2. To prioritise the implementation of integrated treatment services.
3. To prioritise identified Organisational Development Challenges.

2. Our Services.

There are 7 different parts of the Project. BYAP Core is the original Project. Over time a Day Programme was developed to provide more structured activities for some of the people who were using the service. In 1996, URRÚS, the training centre was set up. Since then, BYAP has become the project manager for two other initiatives, the Aftercare Team and the Contact Project. At the end of 2012 we saw the start of another initiative, the Infant Parent Support Project. In 2014 BYAP took on the Addiction Counselling Service within the GP Practices. In all there are 15 Staff employed through these different pieces of work.

The Services provided through the Ballymun Youth Action Project can be seen as providing a response to individuals, families, or the community, at any stage of their journey of concern about drug or alcohol use.

Contact Project.

- The team within the Contact Project make contact with individuals who have problematic substance use issues and who are not engaged, or engaged sufficiently, with services.
- Having made contact, they provide a space where the person can explore their issues around their substance use and its impact, and work with the person to achieve their identified goals, which may include referrals to other services, including BYAP.

Day Programme

- The activity of the Day Programme assists individuals in achieving increased stability and making positive changes in their lives, through the provision of regular structured workshops or courses. These courses are developed with reference to the needs emerging from those

accessing the service, and other emerging needs identified

Individual Counselling

- Counselling within the Ballymun Youth Action Project works with the individual's intention to change, and works to promote their well-being.
- The counselling provided also works with individuals to contain and manage crisis situations that are linked to the impact of drug or alcohol use.
- Counselling is provided for individuals who themselves are using or have used substances, but is also provided to others, including family members, who have not been involved in substance use, but who have been affected by such use.

Prison Related Services

- The Ballymun Youth Action Project provides a range of appropriate therapeutic

interventions to drug/alcohol users with a connection to Ballymun¹, while in Prison. This includes one to one Prison Sessions.

- BYAP is involved in the delivery of the Drug Free Treatment Programme within Mountjoy Prison
- The Project also assists individuals with their pre and post release choices.

Schools and Education System

- The Ballymun Youth Action Project provides education in relation to drug and alcohol issues in a way consistent with the ethos of BYAP, and supportive of education programmes already in place within organisations.
- We also support schools and other education centres in this community in relation to developing their response to drug and alcohol issues.
- Through our engagement we gather information in relation to drugs, trends, etc, at the local level, which is then used to further enhance services.

Drop In Services

- The Drop Ins provide multi-issue drug and alcohol users, who struggle to maintain commitments and who have minimal contact with other services, access to a range of drug treatment services.
- The service focuses on reducing the drug and alcohol related harms associated with this target group, and works to facilitate change for individuals, when they

are more ready, better able, and more prepared.

Aftercare

- The Aftercare Team provide ongoing support for people in recovery, or those that have made significant positive changes in respect of their drug use, in order to maintain and reinforce the positive changes. This work is done on a one to one basis, and within a group setting.

Family Services

- The Ballymun Youth Action Project provides a range of interventions and programmes that address the impact of drugs and alcohol use on the family, but that also work to strengthen the family's role in supporting change. Work with families includes services for family members, and concerned others.

Young People's Services

- Services for Young people at risk of developing, or with, substance use issues have been central to the identity of the Ballymun Youth Action Project from its earliest days. Working with young people individually, engaging with their families, and liaising with other agencies and educational settings which are involved in the young person's life, this work includes a clear prevention focus as well as specific interventions for young people.

Complimentary Services

- Staff of the Project also deliver auricular acupuncture, either as a stand-alone provision, or to complement existing counselling and support services within BYAP.

¹ Note: The Prison Programmes delivered in the Medical Unit are not exclusive to Ballymun Participants.

Community Detox.

- The Ballymun Youth Action Project was significantly involved in the Implementation of the National Community Detox Initiative. Currently BYAP provides the local broker for Ballymun based community detoxes, where this is required, alongside the delivery of Programmes supporting detox, ongoing work on an individual basis, and auricular acupuncture for people who are actively detoxing.

Urrús

- URRÚS provides a range of training and education opportunities which are directed towards facilitating more effective responses to the challenges of drug and alcohol use as they impact on individuals, families, and communities. Delivery also includes training for professionals, and accreditation up to Level 7 within QQI. URRÚS/ BYAP have also established a Research Alliance with the UCD School of Social Policy, Social Work and Social Justice.

Infant Parent Support Project

- The Infant Parent Support Project works with parents, pre-birth - 2 year olds, who experience issues with problem drug or alcohol use, to improve antenatal/post natal health and care for mother and baby. The Project works from an infant mental health perspective, and also assists parents to increase their contact with and use of the services available in Ballymun for new parents/children. This role works in partnership with youngballymun.

GP Counselling Service.

- This service provide an Addiction Counselling Service within the Ballymun Primary Care GP Service.

Interagency Services and Programmes.

- BYAP work in partnership with a number of other agencies in the delivery of specific programmes and services. These include the Boxing Clever Programme and the CARE (Community Alcohol Response and Engagement) Project.

3. Our Goals for 2016-2019

3.1. Developing the Plan.

This Strategic Plan was developed in consultation with all stakeholders. An initial identification of Critical Issues took place during an Organisational Review Day in January 2016. This was followed by a review of policy and practice developments potentially impacting on the next three years.

In September and October 2015 a Survey of Partner and Referral Agencies took place, which focused on Emerging Needs, and BYAP's potential responses to these issues.

In November 2015 The BYAP Team completed a SWOT Analysis, and during December 2015 a range of Workshops and Individual Surveys were undertaken with service users from all parts of the BYAP Service.

3.2. Our Strategic Objectives.

1. To identify and provide appropriate service developments for specific target groups.
2. To prioritise the implementation of integrated treatment services.
3. To prioritise identified Organisational Development Challenges.

Strategic Objective 1. To identify and provide appropriate service developments for specific target groups.

Priority Area	Action	Timeframe
To identify and provide appropriate prevention/intervention services for Young People.	Review current provision and identify development	By Sept 2016
	Design and incorporate new service development	By Dec 2017
To identify and provide appropriate support to Families.	Review current provision and identify development	By Sept 2016
	Design and incorporate new service development	By Dec 2017
To identify and respond to issues facing Women who are currently not accessing the service.	Review current experience and identify blocks and gaps.	By Dec 2016
	Develop and initiate service response to identified themes	By July 2017

Strategic Objective 2. To prioritise the implementation of integrated treatment services.

Priority Area	Action	Timeframe
To integrate Care Planning and the Treatment Package approach into service delivery.	Integrate use of eCASS Care Planning App. into service.	By Dec 2016
	Development of Treatment Package Framework	By July 2016
	Incorporation of Treatment package	By Dec 2016
To prioritise the collaboration with the CARE Project.	To facilitate local delivery of service from BYAP Location	By Sept 2016
	To fully implement psychosocial partner role.	By Dec 2016
To engage with the developing momentum for Recovery related provision.	To establish an identifiable presence within recovery focused initiatives.	By Dec 2016
To review and enhance the access to and effectiveness of Community Detox.	To examine the issues of access and thresholds.	By Sept 2016
	To work within existing Detox Frameworks in addressing any emergent issues.	By Dec 2017
To review the availability within the community of needle exchange facilities	To identify blocks and gaps as presented to BYAP services.	By Sept 2016
	To address with HSE strategies for responding to any emergent needs.	By July 2017

Strategic Objective 3. To prioritise identified Organisational Development Challenges

Priority Area	Action	Timeframe
Promotion of Service/Building.	To examine how the Horizons Building, and the BYAP name impact on access to, and delivery of services.	By Sept 2016
	To ensure availability of information about services.	By July 2016
Create Volunteer Opportunities within Service.	To identify appropriate opportunities within services.	By July 2016
	To design Volunteer Programme.	By Sept 2016
	To initiate volunteering structure.	By Dec 2016
Maximise accessible measurable outcomes across all services.	To consolidate key measures and tools.	By Dec 2016

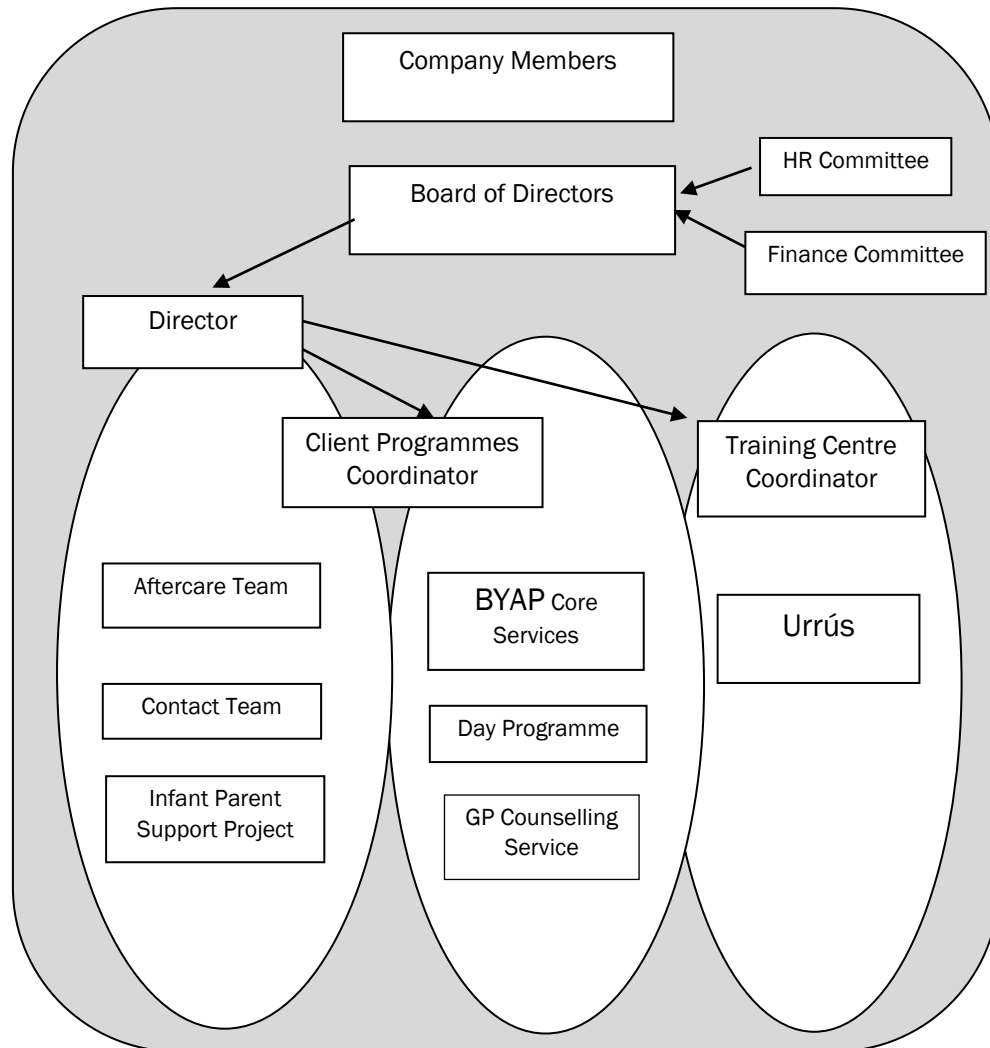
Funding Strategy

Area	Action	Timeframe
Funding for Core Services Delivery	Address core funding issues through further engagement with current funders, and the pursuit of additional core funding routes.	By End 2016
Funding for Emerging Services	To source and obtain funding to develop and sustain newly emergent interventions and treatment – both from public and private sector.	Ongoing

4. Conclusion.

In developing this plan we have become more aware of areas where the work of the Ballymun Youth Action Project is making a difference. At the same time, our attention has also become more focused on new challenges that are emerging, or where existing challenges are not being adequately met. During the lifetime of this new strategic plan we will be challenged to balance out these different demands being placed on our limited resources, and we hope that the renewed recognition of the impact of addiction on individuals, families, and communities will be reflected in an ongoing prioritising, at governmental level, of the drug and alcohol strategy, and the support for initiatives identified within that strategy.

Appendix 1. The following organisational chart indicates how our service is structured.



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