

THE BALLYMUN YOUTH ACTION PROJECT



**Strategic Plan
2024-2026**

Ballymun Youth Action Project

Strategic Plan 2024-2026

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Introduction.

This strategic plan has been developed in consultation with stakeholders during a period of significant change in the field of substance use in Ireland. Alongside the presentation of new drug types there are also a range of broader policy developments taking place. Some of these considerations are likely to have an increased impact in the medium-term future but are not specific enough at this point to allow us to identify particular responses. These considerations include:

- The development of the new National Drug and Alcohol Strategy, which is anticipated to be completed by first half of 2025.
- Changes in healthcare area boundaries under Sláintecare which are likely to have an impact on catchment areas.
- Outcomes from the current DNCC Strategic Planning process have not yet been finalised.
- Increasing multi-cultural profile of the population within the healthcare area likely to lead over time to increased presentations as new communities are integrated into community health systems.
- Targets and themes emerging from the 6 Strategic Implementation Groups (SIG's) of the current National Drug Strategy.
- The Recommendations from the Citizens Assembly are being considered by the Government and are likely to lead to some legislative and other changes.

It is because of the significant change possible due to these developments that our current Strategic Plan is confined to a two-year time frame.

In relation to the Goals identified for 2024-2026, an initial identification of Critical Issues took place during an Organisational Review Workshop in December 2023 and was followed by a review of policy and practice developments potentially impacting over the next two years. In May 2024 specific needs were identified by teams within the Organisation. In June/July 2024 the gathered findings were presented to service users and other stakeholders. It is anticipated that the process of formally changing the name of the organisation will be completed in the first quarter of 2025.

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 drug-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.

1.1. What we believe in

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.

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:

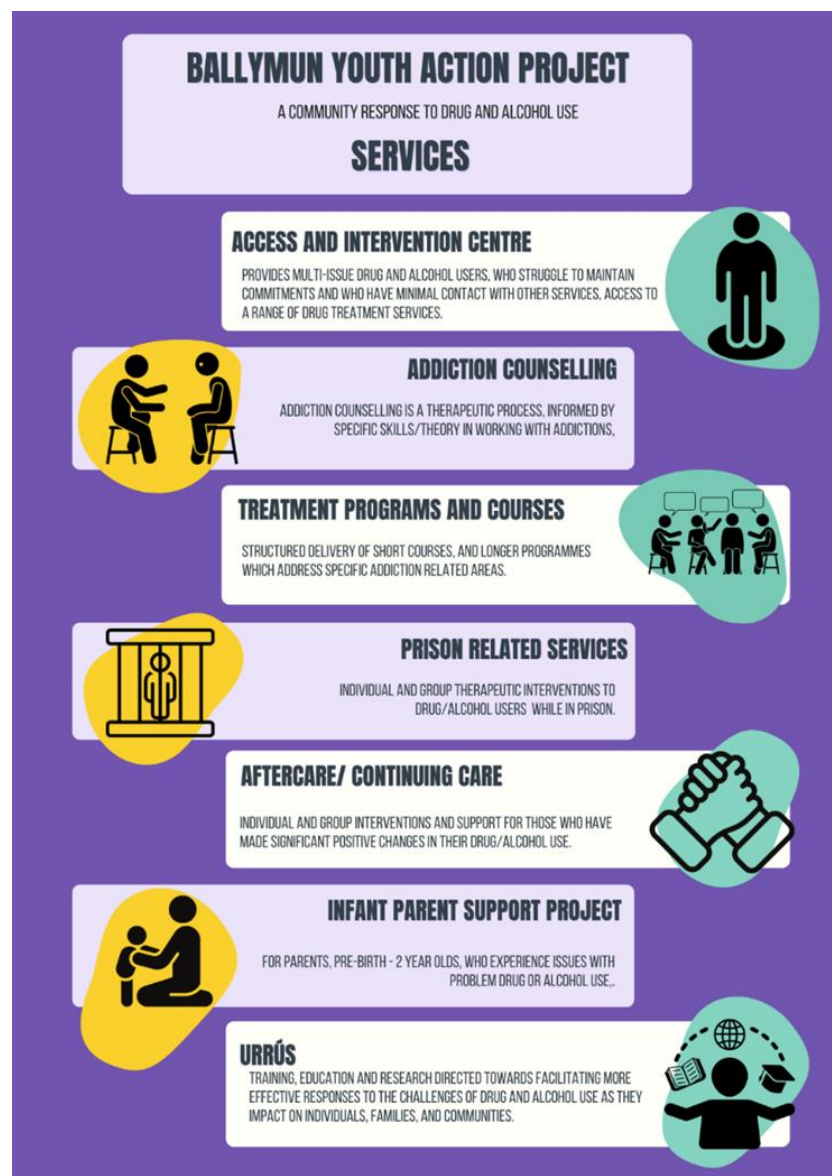
Our mission is to reduce the negative impact of drug and alcohol use on the lives of individuals and families, and on this community.

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.

2. Our Services.

The Ballymun Youth Action Project responds to a continuum of needs ranging from low threshold harm reduction positions to post substance use/abstinence-based aftercare/continuing care. The service also provides a range of training and education opportunities which are directed towards facilitating more effective responses to the challenges of drug and alcohol use. There are 7 component parts within the overall service.



3. Our Goals for 2024 – 2026.

The Ballymun Youth Action Project is guided by a clear set of values and goals. There is a continuum of services being provided that has emerged and developed in response to the needs of people presenting to our services, and that is consistent with the national approach to drug and alcohol use. Section 2 of this Strategic Plan gives a map of the shape of this service provision.

We have identified a number of areas where changes in drug use patterns, services or policy require us to continue developing our response. These areas are gathered as Strategic Objectives which we will meet over the period of this Strategic Plan.

3.1. Our Strategic Objectives.

1. To address identified challenges impacting on service delivery and progression pathways.
2. To facilitate organisational engagement with emerging policy and practice developments at the wider CHO level and National Level.
3. To prioritise identified Organisational Development Challenges.

Strategic Objective 1. To address identified challenges impacting on service delivery and progression pathways.

Priority Area	Action	Timeframe
Changes in access to stabilisation beds. (3)	Further develop link with HSE Social Inclusion re Allocations. Engage with Local and National Networks in addressing this need.	Ongoing
Increasingly complex mental health presentations. (5)	Implement new recording process in LINK. Develop links with local Mental Health professionals and services. Enable staff access further related training.	From Sept 2024 From Mar 2025 From Mar 2025
Housing unavailability stopping progression for service users. (4)	Prioritise documentation of impact on service user progression. Engage with Local and National Networks in addressing this need.	From Sept 2024 Ongoing
Increase in challenges presented by certain drug use profiles (9)	Enable staff access further related training re: emerging substances/patterns. Revise organisational protocols, as appropriate, to manage specific challenges related to emerging substances/patterns, including processes for Early Warnings.	From Sept 2024 Dec 2024
Resourcing issues for both onsite and offsite low threshold services	Source funding to support offsite engagement, and to ensure stability in supply of resources onsite.	From Sept 2024 Jan 2025

	Explore additional volunteer staffing availability to Access and Intervention Centre.	
Need for available and appropriate childcare support to allow access to programmes and services.	Progress the availability of sessional childcare within the Service.	From Oct 2024
Increasing presentations of gender specific drug related impact.	Progress engagement with RUHAMA. Continue to develop responses for female crack cocaine users.	From Nov 2024

Strategic Objective 2. To facilitate organisational engagement with emerging policy and practice developments at the wider CHO level and National Level.

Priority Area	Action	Timeframe
Development of new area wide initiatives leading to increased access to service by particular cohorts, e.g. SAOR EBI and alcohol users; Hidden Harms and new Parent/Infant presentations; Co-occurring Gambling.	Engagement with IAS Steering Group.	Ongoing
	Develop further Alcohol Specific Interventions as appropriate.	November 2024
	Continue development of IPSP Response to Hidden Harms Further develop specific dimensions of response to Gambling presentations	Ongoing
Urrús training responding to emerging training needs, alongside negotiated involvement in developing policy/practice development areas (e.g. DRIVE; Community Reps, etc.)	Continue development of links with CHO9 training needs.	Ongoing
	Identify and develop further IAS related training, including gender specific alcohol support training.	Jan 2025
	Continue to develop positioning in relation to Community Responses.	Ongoing
	Build out our external training offerings (short courses)	Ongoing
	Collaborate with other agencies to deliver capacity building programmes.	Ongoing
Clear positioning within Recovery Orientation.	In context of Name Change, actively promote the existing centrality of recovery perspective within the Organisation.	Ongoing

Strategic Objective 3. To prioritise identified Organisational Development Challenges.

Priority Area	Action	Timeframe
Rolling out the new name at overall organisation level.	Implementation of the Rebranding Schedule	From Jan 2025
Urrús training managing transition to new name.	Implementation of the Rebranding Schedule	From Jan 2025
Need for clear positioning of Access and Intervention Centre Services within broader range of services.	Rebranding process will facilitate greater visibility of A&I Team. Continue engagement with local services towards establishing clear progression routes and the role of contributing services.	From Jan 2025 Nov 2024
The need to have the data to support what being done. (2)	Implement update to latest eCASS Version. Through eCASS Working Group develop further service data related tools.	By Mar 2025 Ongoing
Volunteer structure to be placed on more formal basis.	Identifying Volunteer Roles that support services. Training for Volunteers to commence.	Dec 2024 Feb 2025
SU involvement clearly evident across service.	Continue development of involvement routes. Continue and develop collaboration with UISCE and SUPPORT.	From September 2024 Ongoing
Board Development	Ongoing assessment of Board Skills Requirements Annual review of Board Succession needs. Additional Governance training	From December 2024 From December 2024 April 2025

Funding Strategy

Area	Action	Timeframe
Funding for Core Services Delivery	Continue to address pay parity issues within the sector.	Ongoing
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

3.2. Requirements to Facilitate Provision.

These are included either within the strategic objectives if appropriate, or separately as specific objectives in relation to funding, sustainability, etc.

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