

THE BALLYMUN YOUTH ACTION PROJECT



Strategic Plan
2013-2015

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Cover Photo. Public Art Project commissioned to mark the 30th Anniversary of the Ballymun Youth Action Project.

Ballymun Youth Action Project

Strategic Plan 2013-2015

Introduction.

The role of the community and voluntary sector in developing effective responses to drug and alcohol misuse is now clearly recognised and appreciated¹. The Ballymun Youth Action Project has been to the forefront of this response from the outset, through the development of prevention education, community based treatment responses, and research initiatives designed to identify community specific patterns. This strategic plan provides another tool in the ongoing development of this response. It is drawn up in a context marked by economic challenge and uncertainty, but at the same time in circumstances where there is evidence of greater openness toward interagency work, the integration of services, and a clear emphasis on client focused outcomes.

It is hoped that this document will provide support for the enormous amount of ongoing services provided by the Ballymun Youth Action Project, and at the same time provide clear direction in relation to future developments within our work and the way in which we organise our work.

Our thanks go 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. 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.

¹ This recognition is evidenced in the presence of the Community and Voluntary Sector in all of the major consultations regarding Drug and Alcohol Misuse, whether Joint Committees, the Steering Group of the National Substance Misuse Strategy, or Review Processes of current services.

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.

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.

Our Values:

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 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.

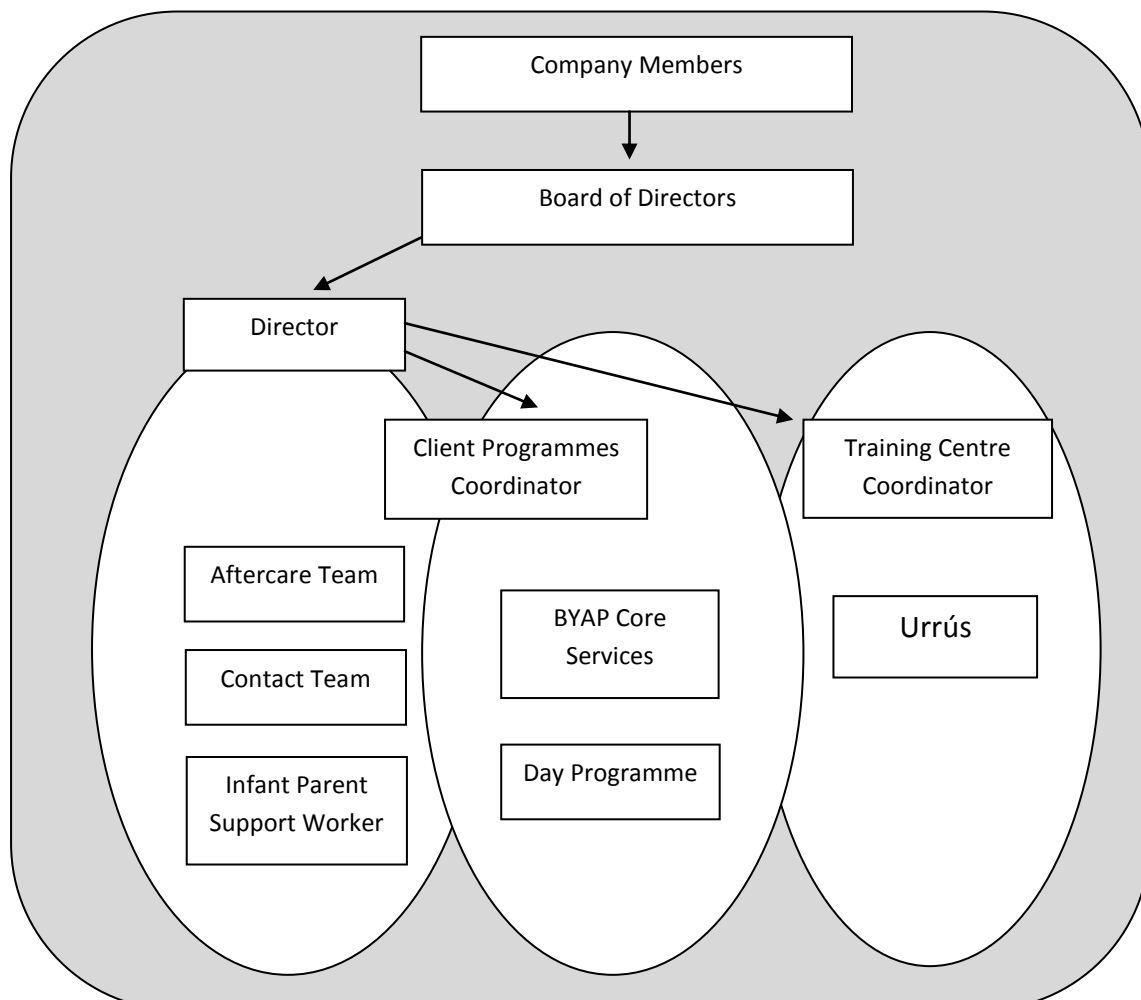
1.2. Our Strategic Objectives.

1. To provide a continuum of service which meets people where they are at, provides a range of treatment and rehabilitation pathways that are flexible and effective, and which works in conjunction with the range of other services locally.
2. To identify emerging trends within drug and alcohol use, and to develop appropriate responses.
3. To promote and acknowledge change as an integral part of the response to drug and alcohol use.

2. Our Services.

There are 6 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. And at the end of 2012 we saw the start of one more initiative, the Infant Parent Support Worker role. In all there are 16 Staff employed through these different pieces of work.

The following organisational chart indicates how our service is structured.



2.1. 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 Ballymun², while in Prison. This includes one to one Prison Sessions.
- BYAP is involved in the delivery of the Drug Free Treatment Programme and the Detox Programme within Mountjoy Prison
- The Project also assists individuals with their pre and post release choices.

² Note: The Prison Programmes delivered in the Medical Unit are not exclusive to Ballymun Participants.

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.

Community Detox.

- The Ballymun Youth Action Project is significantly involved in the Implementation of the National Community Detox Initiative. BYAP provides the local broker for this initiative, alongside the delivery of the Detox Programme, 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.

Infant Parent Support Worker

- The Infant Parent Support Worker 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 work is also directed towards assisting these parents to increase their contact with and use of the services available in Ballymun for new parents/children, with a view to enhancing their effectiveness as parents, and reducing any potential risks to children. This role works in partnership with youngballymun.

3. Our Goals for 2013-2015

The environment in which the Ballymun Youth Action Project operates has undergone significant change in the last three years. Some of these environmental factors related to the overall economic context, characterised by significantly reduced public spending, an increased emphasis on evidence based outcomes, and the pursuit of measures to maximise efficiencies. There are also a number of current and upcoming policy changes, most notably the implementation of the National Substance Misuse Strategy³, and the changes resulting from the Review of the Dublin North East Addiction Service⁴. Other environmental factors relate to the changing profile of drugs and alcohol users accessing or potentially accessing our services.

Accordingly, the following areas are identified as current priorities within the strategic planning process of the Ballymun Youth Action Project.

Strategic Objective 1. To provide a continuum of service which meets people where they are at, provides a range of treatment and rehabilitation pathways that are flexible and effective, and which works in conjunction with the range of other services locally.

Area	Action	Timeframe
Communication	To communicate this vision of an integrated and responsive continuum of service to all stakeholders, with a view to maximising positive outcomes for those who use addiction services.	End 2013
National and Regional Strategic Developments in Drug and Alcohol Services	Establish BYAP's role as a Community and Voluntary Sector Provider within the developing profile of Addiction Services.	By Dec 2013
Capacity for Delivery	Continue to develop the use of the eCASS data system in order to maximise the effectiveness of interventions and adequately capture outcomes.	Complete adoption by End 2013
	Continue, in partnership with the BLDTF, the development and roll out of an interagency data sharing system.	By Dec 2013

³ See Dept Health (2012). *Steering Group Report on a National Substance Misuse Strategy*. Department of Health, Dublin.

⁴ See Pilling, S., Hardy, R. (2012) *Review of the Dublin North East Addiction Service*.

Strategic Objective 2. To identify emerging trends within drug and alcohol use, and to develop appropriate responses.

Area	Action	Timeframe
Services for Young People	Prioritise engagement with young polydrug users.	By Dec 2013
	Prioritise BYAP engagement with the Network for Assisting Children and Young People.	By Dec 2013
	Develop and promote a detailed presentation of the Services provided by BYAP for young people with drug or alcohol issues.	By Jul 2013
Prison Service/ Justice System	Develop engagement with current expansion of Dept Justice Initiatives supporting reintegration into the community.	By July 2014
Services for Families	Develop and promote a detailed presentation of the Services provided by BYAP for family members affected by drug or alcohol use.	By July 2013

Strategic Objective 3. To promote and acknowledge change as an integral part of the response to drug and alcohol use.

Area	Action	Timeframe
Treatment and Rehabilitation	Review the needs of the ageing opiate using population who are currently accessing services.	By Dec 2013
	Continue the development of new treatment/ rehabilitation interventions for this population at individual and group level.	By Dec 2014
Targeted Group Interventions	Continue to develop and deliver specific programmes that respond to emerging change related challenges facing service users.	By End 2013

Organisational Development Strategy

Area	Action	Timeframe
QuADS (Quality Assurance in Alcohol and Drugs Services)	Complete the implementation process of core QuADS Policy Framework Documents.	Complete by Jun 2014
Governance Code	Adoption of Code of Practice for Good Governance of Community, Voluntary and Charitable Organisations in Ireland.	Adoption by Dec 2013. Full Compliance by Dec 2015

Funding Strategy

Area	Action	Timeframe
Funding for Core Services Delivery	Address the shortfall in core funding through further engagement with current funders, and the pursuit of additional core funding routes.	By End 2013
Funding for Emerging Services	To source and obtain funding to develop and sustain newly emergent interventions and treatment – both from public and private sector.	By End 2013

4. Conclusion.

The development and presentation of this strategic plan testify to an enduring belief that a community response to drug and alcohol misuse is central to the development of a comprehensive and integrated local and national strategy. We are proud to take our place as contributors to this ongoing development, and trust that this plan will strategically inform our engagement with the process. We are aware that it is ambitious to seek development and change when the natural inclination in times of adversity is to seek refuge and withdraw. It is communities dealing with the impact of destructive drug and alcohol use that have taught us that now, in the face of huge adversity, is the time we most need to engage, to commit to our shared future, and to challenge the voice that speaks of giving up.

References.

Dept Health (2012). *Steering Group Report on a National Substance Misuse Strategy*. Department of Health, Dublin.

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