



TURAS TRAINING

Strategic Aims 2022-2026

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Introduction

Turas Training was founded in 1999 as part of the national drugs strategy and a response to the opiate epidemic affecting communities across Ireland at the time. Turas was established as a comprehensive day-programme supporting individuals in recovery from drug use. The organisation is a registered charity and Community Employment Scheme, funded by the Health Service Executive and the Department of Employment Affairs and Social Protection. Turas is also a member of the Canal Communities Local Drug & Alcohol Task Force. Our services include: keyworking, care planning and case management, psycho-social and psycho-educational programmes, accredited education programmes, work experience, holistic programmes, and a range of therapeutic outdoor programmes.

Since its foundation, Turas has been a tenant, renting in the commercial sector and spending a significant proportion of annual funding on rental costs. Our first property from 2000 to 2003 was located on the Old Jamestown Road in Inchicore. We moved to our current location in Bluebell Business Centre in 2004. Our centre accommodates up to 30 participants and 12 staff where group sessions and one-to-ones take place each day.

So often community/voluntary-based organisations providing services to people in recovery and their families operate in the margins, in poor facilities in industrial parks on scant budgets, yet must meet the same governance and professional service standards as their healthcare counterparts in better funded, contemporary facilities.

While we have made the best of the building we occupy, its shortcomings represent the most significant obstacle to quality improvement and growth that we face, along with inadequate funding.

Current Property (approx. 3,500sq ft).

Building Assessment	Pros of Current Property	Cons of Current Property
Ground Floor 1. Reception area 2. Admin office 3. Keywork Room 1 4. Keywork Room 2 5. Male toilet 6. Female toilet 7. Kitchen 8. Canteen 9. Group room 1 10. Group room 2 11. Back garden area 12. Parking at the front First Floor 13. Assistant coordinator's office 14. Coordinator's office 15. Supervisors' office 16. Computer room [10 workstations] 17. Male toilet 18. Female toilet	1. Turas is established here 2. No issues with neighbours 3. Easily accessible by Luas and Bus 4. Close to M50 5. Staff and clients are creative and accommodating	1. Old building difficult to keep warm in winter and ventilate in summer 2. No hot water, no showers 3. Not accessible for persons with disability, toilets, stairs etc 4. No waiting area at reception 5. Insufficient number of workstations for staff 6. Insufficient storage for equipment 7. Little autonomy and flexibility as tenants 8. High proportion of funding on overheads 9. Dark and Isolated in winter months

Green (adequate/meets current needs) Yellow (inadequate) Red (very inadequate)

Strategic Aims

Turas has built a reputation for high standards in service delivery over the past 20 years. We are committed to quality improvement and the Safer Better Healthcare quality standards framework. It is within that context that strategic objectives have been developed that would see the acquisition of a modern, possibly purpose-built facility along with the improvement and expansion of services. Our current facility and funding model not only places constraints on our ability to maintain current standards but also sets significant limits on our ability to improve and develop as a service.

If we consider an organisation’s life cycle, Turas’s birth at the turn of the century was followed by its growth up to the early 2010s, after which it reached maturity as an established and trusted service provider since then. However, Turas will inevitably face decline as it moves into the 2020s if a robust and ambitious strategic plan is not developed and implemented.

While we are not in immediate danger, continuing to rent in an aging and ill-suited industrial unit and operate on funding that has declined incrementally since 2009 places us on a trajectory that must be altered. Privately renting is not an efficient, economical, stable or sustainable strategy for Turas. The centre from which we operate is inadequate for a number of reasons not least that it is too small and in need of significant investment for modernisation. Simply put, Turas needs bigger and better premises in order to fulfil its mission and meet the needs of service users in contemporary Ireland.

We face a critical point in our life cycle with, arguably, our institutional knowledge at a high point, and our material resources in continuous decline. The following strategic aims are designed to address these pressing issues and put Turas on an entirely different footing that will enable us to meet the diverse and complex needs of people directly and indirectly affected by substance misuse and other forms of addiction. It is also our aim to collaborate with a number of closely aligned organisations to create a wellness hub that will maximise the benefits of a valuable resource for as many people as possible and be available also at evenings and weekends. With help from our partners and supporters, Turas is well positioned to realise these strategic goals.

Strategic Aims

- 1. New Premises**
 - a. Modern and Fit For Purpose Centre. See details in the table below
- 2. Expand Core Addiction Services**
 - a. Broaden Addiction Services to new cohorts
 - b. Expansion of services for behavioural addictions [gambling, sex addiction]
 - c. Family Support Services
 - d. Counselling –Group and Individual
- 3. Create A Wellness Centre**
 - a. Partner with a range of organisations to create a community wellness hub: Dual Diagnosis, , Aftercare Groups, SMART Recovery, Fellowships, Smoking Cessation Groups, Parenting Groups
 - b. Partner with suitable social enterprises [e.g. Frontline Bikes]
- 4. Develop ICT Systems**
 - a. Develop IT systems and resources to improve addiction services
 - b. Develop Service User-friendly Software to improved transparency and access to clients own data
- 5. Expand Further and Higher Education**
 - a. Expand partnership with Maynooth University to run more evening and weekend courses: Addiction Studies, Community Development, Social Care, Psychology
 - b. Promote the professionalisation of Addiction Service Workers (CORU)
- 6. Expand CE Scheme**
 - a. Increase CE Places including social enterprise and support aims 1-6 above.
- 7. Create a Financial Reserve**
 - a. To comply with CRA and SORP best practice

These strategic aims are consistent with our mission and vision, the recommendations in the *CCLDATA Strategic Review & Roadmap 2020-2022*, *Safer, Better Healthcare*, the strategic plan of the Canal Communities Local Drug and Alcohol Task Force, the national drugs strategy *Reducing Harm, Supporting Recovery 2017-2025*, and *Healthy Ireland 2013-2025*.

Much has been achieved in Ireland since community activists like ‘Concerned Parent About Drugs’ formed in the 1980s to demand a coherent and meaningful response to tackle the opiate crisis. Heroin addiction has, however, been replaced by polydrug use and growing numbers of people suffer from gambling, gaming and sexual addictions. Services must adapt and develop in order to respond effectively to these changing needs. IN addition, there is a greater awareness of the role of Adverse Childhood Experiences (ACEs) and mental health issues underlying addiction and treatment environments should reflect that understanding and respect the dignity of the person in recovery.

The ambition for Turas is to remain somewhere in the general area of Bluebell, Rialto, Inchicore but operate from a centre that is indeed fit for purpose, either an existing building that could be adapted to address all of the shortfalls or a new build. A suitable property would measure approximately 4,500 square feet and be capable of accommodating the required number of group rooms, training rooms, and outdoor spaces for a modern facility.

New Premises

<ol style="list-style-type: none"> 1. Modern facility with full accessibility and signage 2. Reception area with waiting room 3. Eight small offices <ol style="list-style-type: none"> a. Admin b. Coordinator c. Assistant Coordinator d. Keywork/counselling Rms x 6 4. 1 x training room 200 sq/ft 5. 4 x training rooms 120 sq/ft 6. Multipurpose Hall 10m x 30m 7. Open plan office of 160 sq/ft 8. Workshop – for crafts 	<ol style="list-style-type: none"> 9. Chillout Room Garden 300 sq/ft [with sensory space] 10. Parking space for minibus 11. Parking spaces equal or greater to current level and a space for bicycles 12. Kitchen 13. Accessible toilets and showers 14. Canteen of 80 sq/ft 15. Storage space of at least 1000 cubic feet 16. Properly fitted out and resourced: chairs, tables, computers and computer room, screens, kitchen, security features,
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The cost of a new build, contents, and staff development will be significant. This substantial sum should be viewed in light of the fact that over €1,000,000 of state funding through Turas has already been spent on rent to private landlords over the years. Self-ownership would secure the asset for the state and the community. Furthermore, a centre of excellence with an expanded range of services would be transformative for the wider area and yield incalculable social and economic benefits for generations to come.

Funding

How the monies will be raised to make this vision a reality is a fundamental consideration. The development of a detailed business plan underpinning the strategic plan is underway. The new facility would have the potential to raise income, albeit at non-commercial/community rates, by renting out rooms evenings and weekends as part of the expansion of services and partnerships.

Possible Funding Sources

<ol style="list-style-type: none"> 1. Dept. of Health 2. Health Service Executive 3. Dept. of Employment Affairs and Social Protection 4. Dept. of Community and Rural Development 5. Dublin City Council 6. EU Funding 	<ol style="list-style-type: none"> 7. Philanthropy 8. Donations 9. Impact Investment 10. Social Enterprise 11. Community Finance 12. Other sources
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Making the Case

Reaching these strategic goals will require a broad coalition of support. Turas intends to develop a business plan, and build on the support among a range of stakeholders including: the HSE, the DEASP, the CCLDATF, Maynooth University, the local and wider community and the local elected representatives.