



Strategic Aims 2022

 Feidhmeannacht na Seirbhíse Sláinte
Health Service Executive



An Roinn Gnóthaí Fostaíochta
agus Coimirce Sóisialaí
Department of Employment Affairs
and Social Protection

Strategic Aims 2022-2026

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	1. Turas is established here	1. Old building difficult to keep warm in winter and ventilate in summer
2. Admin office	2. No issues with neighbours	2. No hot water, no showers
3. Keywork Room 1	3. Easily accessible by Luas and Bus	3. Not accessible for persons with disability, toilets, stairs etc
4. Keywork Room 2	4. Close to M50	4. No waiting area at reception
5. Male toilet	5. Staff and clients are creative and accommodating	5. Insufficient number of workstations for staff
6. Female toilet		6. Insufficient storage for equipment
7. Kitchen		7. Little autonomy and flexibility as tenants
8. Canteen		8. High proportion of funding on overheads
9. Group room 1		9. Dark and Isolated in winter months
10. Group room 2		10. Little to no potential to expand/develop
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		

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
- 2. Expand Core Addiction Services**
 - a. Broaden Addiction Services to new cohorts
 - b. Expansion of services to include additional focus on behavioural addictions
 - c. Counselling
- 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, Positive Ageing
 - 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 Accreditation of Addiction Workers [CORU]
- 6. Expand CE Scheme**
 - a. Increase Community Employment Place Numbers
- 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 *CCLDATF 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

New Premises

You will find in the next two pages an architect’s drawing of what a suitable premises might look like covering an area of approximately 5,000 sq. ft.

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 well over €1,000,000 of state funding through

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 5000 square feet and be capable of accommodating the required number of group rooms, training rooms, and outdoor spaces for a modern facility

our section 39 funding 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.

New Premises: Rooms & Spaces

Ground Floor

1 x reception area, 1 x canteen and tea/coffee station, 5 x small offices, 1 x team office, 2 x toilets, 1 x shower room, 1 x large group room with concertina divider, garden outdoor space and small allotment.

First Floor

1 holistic/crafts room, 1 x chillout room, 3 x small offices, 2 x toilets, 1 x shower room, 1 x small store room, 1 x large store room/server room, 1 x large team office

Funding

How the monies will be raised to make this vision a reality is a fundamental consideration. A detailed feasibility study and business plan will have to be funded and developed first. The new facility would have the potential

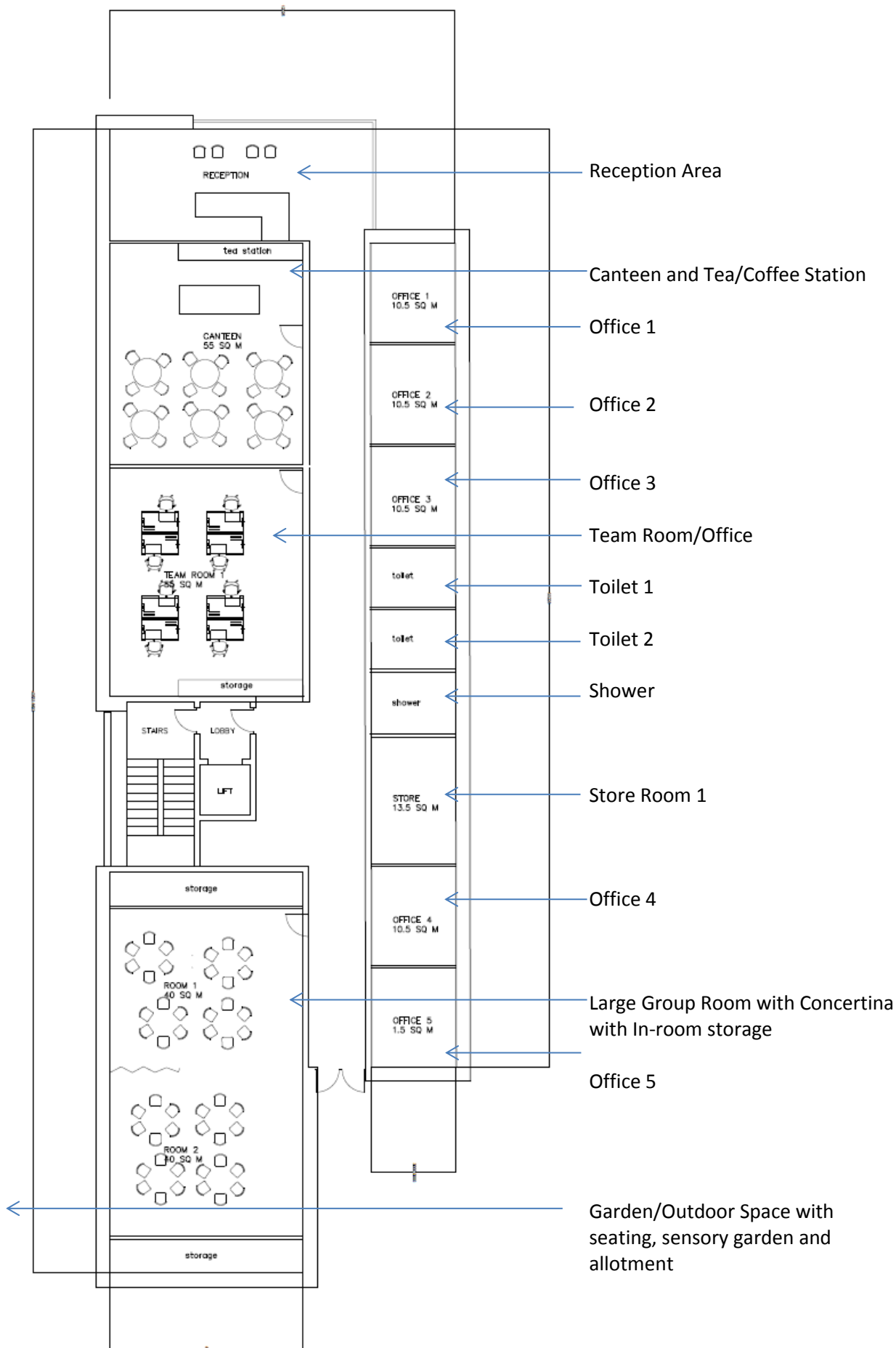
to raise income, albeit at non-commercial/community rates, by renting out rooms as part of the expansion of services and partnership with other health and wellbeing focused organisations benefiting the community.

Possible Funding Sources

- | | |
|--|-----------------------|
| 1. Dept. of Health | 7. Philanthropy |
| 2. Health Service Executive | 8. Donations |
| 3. Dept. of Employment Affairs and Social Protection | 9. Impact Investment |
| 4. Dept. of Community and Rural Development | 10. Social Enterprise |
| 5. Dublin City Council | 11. Community Finance |
| 6. EU Funding | 12. Other sources |

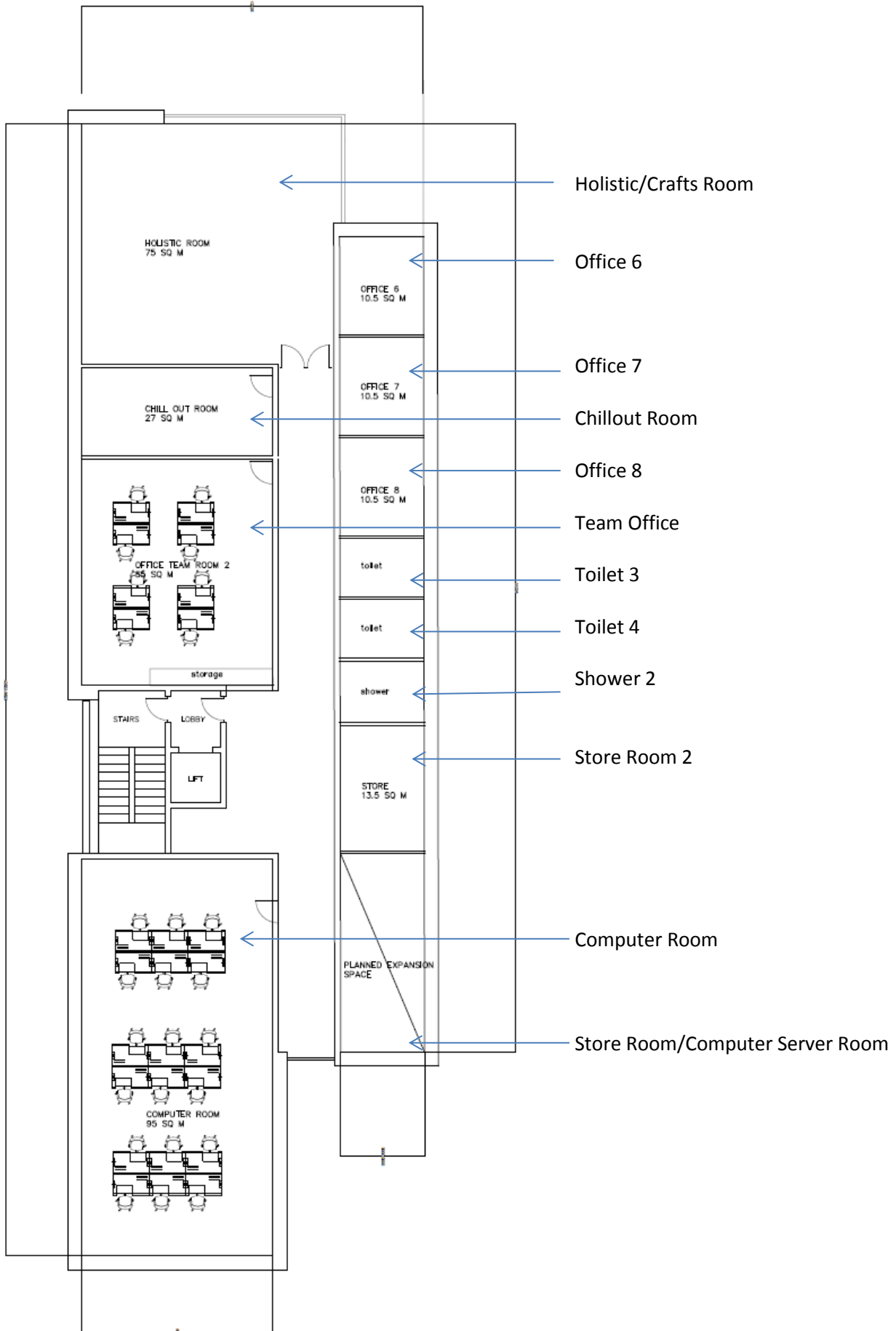
Ground Floor

GROUND FLOOR



Upper Floor

UPPER FLOOR





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