

Canal Communities Regional Addiction Service

Strategic Plan, 2021-2023

Vision

A Community Free from Harmful Addiction

Mission

Through its Board of Management and team of professional workers the Canal Communities Regional Addiction Service will work in an integrated and collaborative way with services users, their families, communities, community groups, local drug services and statutory agencies to respond effectively to the causes and consequences of poly-drug use, alcohol use and addiction in the Canal Communities.

Ethos and Values

The approach taken by the Canal Communities Regional Addiction Service is governed by:

Equality

CCRAS will consciously, in its work and strategy, actively connect the conditions of inequality and social exclusion to problematic substance using behaviour and harmful addiction.

A Compassionate, Respectful and Person-Centred approach

Seeing the person behind the behaviour and supporting them without judgement.

A Commitment to building Trusting Relationships

To build trust with people using our services, peers, projects, key stakeholders and the community.

Hope

Instilling hope, supporting transformation, activating strengths and realising potential among individuals, families and the wider community affected by drug use.

Self-Evaluation

The organisation will continue to evaluate and modify its own practice to ensure it is effectively responding to the changing needs of those who connect with CCRAS.

Our Aims...

The Overall Aims of CCRAS for the Canal Communities Area are that:

- ◆ Fewer people begin using drugs/alcohol in a way that leads to harm for themselves or others
- ◆ More people who have been using drugs/alcohol in a harmful way stop doing so, either by ceasing to use drugs/alcohol or by decreasing their use
- ◆ People who continue to use drugs and alcohol cause less harm to themselves, their families and others through that use
- ◆ The use of drugs and alcohol causes less harm to communities in general
- ◆ People who used to use drugs/alcohol but no longer do so maintain their drug-free, abstinent lifestyles into the future
- ◆ Current and former misusers of substances, and community members in general, have a very influential role in the planning, operation and evaluation of services related to harmful drug/alcohol use.

Strategic Aims for 2021-2023

In collaboration with other organisations and the local community, and always acting in accordance with the National Drug and Alcohol Strategy, and responding to the on-going effects of the COVID-19 pandemic on service users, their families and the community in general:

1. To continue to provide direct services to those engaged in substance misuse and/or affected by addiction, to their family members, and to individuals who have become drug-free.
2. To develop and implement appropriate responses to current and emerging trends in substance misuse and related issues
3. To promote and support the participation of communities, including current and former service users, in tackling the causes and consequences of drug and alcohol misuse
4. To co-ordinate, organise and deliver programmes, activities and events aimed at raising the local community's awareness of issues relating to drug/alcohol use, and preventing the harmful use of drugs/alcohol locally
5. To enhance the work of other local services dealing with substance misuse by:
 - a) complementing their services
 - b) providing training for service providers
 - c) promoting collaboration
 - d) organising research
 - e) facilitating the sharing of information and best practice

- f) participating actively in the Canal Communities Local Drug and Alcohol Task Force and its sub-groups, and performing agreed functions of the Task Force
- 6. To continue to develop and use a rigorous, transparent and service-user-centred system to monitor and evaluate the work of CCRAS
- 7. To finish putting in place all the systems that CCRAS needs for governance, administration, financial management and communication, and to operate these systems effectively
- 8. To continuously and imaginatively review and adapt approaches and procedures in order to achieve the above aims during the COVID-19 pandemic.

Aim 1

To continue to provide direct services to those engaged in substance misuse and/or affected by addiction, to their family members, and to individuals who have become drug-free.

Action/ Activity	Time-frame	Principal Desired Outcomes	Indicators - How will we know if we have been successful?
Harm Reduction and Health Promotion Outreach Service	2021-2023	• Accurate harm reduction advice received by people misusing substances who otherwise would not get it • Reduction in harmful practices by drug users • Drug users engage with other services • Improved physical and mental health for clients • Trusting relationships between staff members and the people they meet during outreach	• Positive feedback on outcomes from service users in evaluation forms • Positive feedback from other organisations, outreach co-ordination meetings and meetings of the Task Force and its sub-groups, as shown in meeting minutes • Individuals who have not previously engaged with services are linking, as shown by eCASS records • Worker records show that they have developed good relationships with people they meet • Occasional case studies show the benefits to people served by CCRAS outreach
Short-term One-to-one Crisis Support, including Out-of-hours Support, for general substance misuse	2021-2023	• Reduced harm to those in crisis • People feel better able to cope and more stable • People referred to other services for long-term improvements in quality of life	• One-to-one sessions, face-to-face or online, are available to all those who seek them, as shown by records of self- and service-referrals • Positive feedback on outcomes from service users: ○ in evaluation forms ○ in conversation with staff, as shown by eCASS records
SMART Recovery mutual support meetings for abstinence	2021-2023	For participants: • Mutual support and encouragement in safe setting • Reduced drug/alcohol consumption	• Meetings held at least weekly and well-attended • Positive feedback on outcomes from service users in evaluation forms

		• Abstinence from drugs/alcohol • Better mental and physical health	• Positive feedback from service users in annual group review • New members join regularly
Mental Health Chat Room (online)	2021-?	• Better mental health for participants • Mutual support for participants	• Online meetings held at least weekly and well-attended • Positive feedback on outcomes from service users in evaluation forms
Out-of-hours phone and face-to-face short-term harm reduction/health promotion support for cocaine users	2021-2023	• Better mental and physical health • Reduction in, or abstinence from, cocaine use • Referrals to other services for support with harm reduction or becoming abstinent	• Positive feedback on outcomes from service users: ▪ in evaluation forms ▪ in conversation with staff, as shown by eCASS records • Increases in referrals demonstrate that the service is recognised and valued by those who refer • The proportion of individuals who return to the service after an initial contact suggest that it is useful to them
Women's Recovery Group	2021-2023	Participating women: • have better health and well-being • support one another • reduce the harm caused by their substance misuse • reduce their substance misuse, or abstain from substance use	• Group meets at least weekly and is well-attended • Positive feedback on outcomes from service users in ○ evaluation forms ○ annual group review ○ conversation with staff, as shown by eCASS records • New members join regularly
One-to-one support for issues related to alcohol/polydrug use (including Out-of-hours one-to-one support in	2021-2023	• Individuals: ○ Are helped to identify underlying issues associated with addiction ○ use positive coping skills ○ have Increased self-efficacy and self-esteem	• Positive feedback on outcomes from service users in: ○ evaluation forms (including family members' forms where appropriate) ○ conversation with staff, as shown by eCASS records

Rialto Community Drug Team)		Affected family members are supported to cope with addictive behaviours.	
Co-ordination and delivery of Alcohol Education and Support Programme (Out-of-Hours) with Rialto Community Drug Team	2021-2023	- For both those using alcohol and their family members, better knowledge of impacts of their alcohol consumption on their health well-being and relationships - Participants reduce alcohol use or abstain - Improved health, well-being and relationships for participants	- Positive feedback on outcomes from participants in: - evaluation forms (including family members' forms where appropriate) - conversation with staff, as shown by eCASS records - Good attendance levels - Individuals' AUDITs on completion of the programme show decreased alcohol consumption - New members join regularly
Weekly Out-of-hours After-care Drug-free Social Drop-in	2021-2023	- Participants maintain their drug- and alcohol-free lifestyles - Feel better about themselves, with increased self-esteem and self-confidence - Participants return to/continue in education, employment or training - Some participants actively contribute to their communities	- The Drop-in happens weekly and is well-attended - Positive feedback on outcomes from Drop-in participants in - evaluation forms - annual group review - one-to-one meetings with Drug-free Worker. - New members join regularly
One-to-one Support for Social Drop-in Peer-leaders	2021-2023	- Peer-leaders provide useful information and advice to others who are drug-free or are becoming so - Peer-leaders gain self-confidence, experience, knowledge and skills	- Peer-leaders continue to help run the After-care Drug-free Social Drop-in - Positive feedback from Peer-leaders in evaluation forms - Positive feedback from Drop-in participants in - evaluation forms - annual group review
One-to-one support for those who are drug-free	2021-2023	- Individuals with histories of substance misuse: - remain drug- and alcohol-free - disengage from drug services - live more normal lives and are happier	- Positive feedback on outcomes from service users expressed in: - evaluation forms (including family members' forms where appropriate) - one-to-one meetings with Drug-free Worker

		• Affected family members: cope better with issues related to their loved ones' substance misuse recovery issues and have better physical and mental health.	
Supporting and facilitating the Drug Free Integration Group (DFIG)	2021-2023	Individuals who have become drug-free: • Collectively help others to become or remain drug-free • Contribute to local community development activities • Gain skills, confidence and knowledge	• DFIG meetings and activities happen regularly and are well-attended • Minutes of DFIG and other community organisations' meeting show positive contributions of DFIG members • Positive feedback on outcomes from participants at annual group review. • New members join regularly
Organising and supporting the Camino Walking Group, for people who have become drug-free or who have been affected by the misuse of substance by loved ones	2021-2023	Group participants: • develop mutual support networks • have better physical and mental health • gain organisational skills	• The walk happens each year • Camino Walking Group meetings happen regularly and are well-attended • Positive feedback on outcomes from participants at annual group review. • New members join regularly
Co-facilitating and organising All Addictions Anonymous Support Group (Rialto AAA)	2021-2023	Group participants: • have better mental health, self-esteem and confidence • provide each other with on-going mutual support, inside and outside the group	• Group meetings happen regularly and are well-attended • Positive feedback from participants at annual group review • New members join regularly
Delivery of 'Seeking Safety' courses in local projects	2021-2023	For participants: • Use of positive and healthy coping skills in daily life • Reduction in substance use • Reduction in harmful behaviours • Reduction in symptoms of Post-traumatic Stress Disorder	• Positive feedback from participants in evaluation forms • Positive feedback from host projects in follow-up meetings and reports

		• Better mental and physical health.	
Design and delivery of Self-Esteem & Motivation for Recovery programme for local projects	2021-2023	• Participants, who are stabilised from substance misuse or are seeking to become stabilised, improve their self-esteem.	• Positive feedback from participants in evaluation forms • Positive individual and cumulative scores from participants' completed 'Taking Care of Me' questionnaires • Positive feedback from host projects in follow-up meetings and reports

Aim 2

To develop and implement appropriate responses to current and emerging trends in substance misuse and related issues.

Action/ Activity	Time-frame	Principal desired outcomes	Indicators - How will we know if we have been successful?
Co-ordination and development of local outreach services, with particular emphasis on the needs of: • Isolated older people (in their 50s and older) who are misusing alcohol • Young people up to the age of about 25, including those who are involved in drug-dealing • Users of non-opiate drugs who currently make no	2021	• A greater proportion of people who are misusing substances and who are reluctant or unable to visit service premises engage with services • Outreach workers build trusting relationships with more individuals misusing substances • For the individuals engaged: ○ the quality of life improves, with better mental and physical health and, for some, decreased isolation ○ the harm caused by substance misuse decreases	• Participating organisations engage in joint planning, actions and evaluation, as shown by the minutes of meetings and the records of staff activities (in eCASS for CCRAS) • CCRAS worker engages with increased number of individuals through outreach, as shown by eCASS records • Positive feedback on outcomes from those met by outreach services expressed in: ○ Evaluation forms ○ Conversations with staff, as shown by eCASS records.

contact with addiction services • Individuals who use drugs intravenously		○ their consumption of drugs and alcohol decreases • There is close collaboration between the different organisations providing outreach services.	
Organising regular events and activities through which service users, service providers and other community members can identify and analyse local issues relating to substance misuse and addiction	2021-2023	• Service users, other community members and service providers have regular opportunities to collectively identify and analyse issues and possible solutions • Services meet the needs of service users and the community more effectively	• Events take place regularly and are well-attended • The Task Force and its constituent member organisations discuss reports from the events and act in response
Designing a general approach for tackling recent and emerging trends in substance misuse locally, taking benzodiazepine (benzos) use as the first example. The approach will involve: • Awareness and education activities • Workshop for service providers and users • Surveys, focus groups and participatory research activities among service users, other community members and service providers	2021-2022	• General approach to tackling recent and emerging trends agreed locally • Greater awareness in local community of issues related to benzo use • Fewer local residents misusing benzos • Enough effective benzo detox pathways available locally	• All constituents of the Task Force – service users, community, voluntary and State organisations – agree a common approach to developing services in response to recent and emerging trends • More local GPs commit to joint procedures in relation to benzo detox pathways • The T & R oversees new research on the use of benzodiazepines², which produces local baseline information on the use of benzos and on awareness of, and attitudes to, benzo use • The research is repeated after a number of years and shows decreased local use of benzos and better awareness of their effects

² Building on research on local benzo use conducted by the T & R in 2015.

• Development of responses by sub-groups of the Task Force's T & R¹ • New/modified services provided by CCRAS and/or other services			
Using the general approach from above to address: • The use of weed, cocaine, 'edibles' and other specific substances • Dual diagnosis • Online advertising and sale of drugs • The needs of young people and how they relate to substance misuse and issues arising from it	2021-2023	• Less use of specific substances locally, and less harm due to the use of these substances • Individuals who misuse substance and who suffer acute and/or chronic mental health problems will receive the supports they need when they need them, and referral to specialised services where required • Increased awareness among parents, children and the community in general of the risks posed by the sale and advertising of drugs online • Effective cross-agency collaboration and community engagement to address these issues	• All relevant services combine in a joint approach to dealing with the issue to be addressed • Baseline and subsequent research studies take place and show declines in the use and negative effects of: ○ specific substances in the local community ○ drugs and alcohol among young people ○ online drug purchasing • Feedback from service users, affected family members and service providers shows that any individual who is misusing substances receives all necessary supports if they experience an acute mental health episode.
Carrying out a Drug Use Needs Analysis in the Rialto area (initiated by a steering group comprising representatives of Rialto Community Drug Team, Rialto Youth Project and CCRAS)	2021-2022	• Needs analysis completed, providing a clearer understanding of the problem • Inter-agency response implemented, with the involvement and support of service users and the wider community. • The work of projects matches the needs of drug and alcohol users in the Rialto area	• Relevant agencies implement a co-ordinated response • In meetings and informal conversations, community members express satisfaction with progress in addressing the needs identified.

¹ 'T & R' = Treatment and Rehabilitation Sub-group of the Canal Communities Local Drug and Alcohol Task Force

Aim 3

To promote and support the participation of communities, including current and former service users, in tackling the causes and consequences of drug and alcohol misuse.

Action/ Activity	Time-frame	Principal desired outcomes	Indicators - How will we know if we have been successful?
Promoting, organising and facilitating the participation of current and former service users in the structures and processes of the Canal Communities Local Drug and Alcohol Task Force	2021-2023	• Services and Task Force better meet the needs of current and former service users • Service users' knowledge, experience and opinions strongly influence planning and actions of Task Force • Service user representatives are respected as valuable Task Force members by other members • Current and former service users are the major force in producing 'Vocaleyez' magazine	• A 'Service Users' Forum' or equivalent meets regularly and is well attended • Positive feedback from service users attending Service Users' Forum and related events, as expressed in ○ participant feedback forms ○ group review sessions • Other Task Force members attest to influence service users' influence in evaluation form and annual review sessions • Minutes of Task Force meetings show that issues raised by Service User Reps are discussed and addressed • Vocaleyez magazine is produced regularly, with most contributions coming from current and former service users
Organising discussion events and workshops for service users	2021-2023	• Current and former service users exchange views and opinions regularly in a safe and supportive environment • Improved knowledge, self-esteem and confidence for participants	• Discussion meetings are held regularly and are well attended • Positive feedback from participating service users as expressed in ○ participant feedback forms ○ group review sessions

			• Issues from the meetings are addressed at meetings of the Task Force and its sub-groups
Supporting the participation and representation of the Community Representatives (Reps) on the Canal Communities Local Drug and Alcohol Task Force	2021-2023	• The Task Force spends most of its time and resources addressing the problems to do with substance misuse which are the most important ones for the local community • The activities of the Task Force have directly beneficial effects on local people • Community members have a major influence in the planning and actions of the Task Force • Community Representatives feel that their involvement in the Task Force is useful and valued • Community Representatives regularly exchange information and opinions between the Task Force and the wider community	• The minutes of Task Force meetings show high rates of attendance and contribution by Community Representatives • Community Representatives' meetings happen regularly and are well-attended • Positive feedback from Community Representatives as expressed in: ○ Evaluation forms ○ Minutes of Community Representatives' meetings ○ Annual review groups • New Community Representatives join the Task Force periodically and remain members for significant periods • The minutes and reports of meetings and events show that Community Representatives regularly exchange information and opinions between the Task Force and the wider community
Programme of Community Mobilisation and Participation around the Strategy of the Canal Communities Local Drug and Alcohol Task Force and the National Drug and Alcohol Strategy	2021-2023	• People living in the Canal Communities area have a greater knowledge and understanding of the Task Force and the national drug and alcohol strategy • Members of the local community have regular opportunities to exchange information and opinions with representatives of the Task Force, and to influence the activities of the Community Representatives • Community Reps are constantly able to present emerging local issues to the Task	• Public meetings, workshops, conferences and community consultations are organised regularly and are well-attended. • The records and minutes of meetings and events show that the views of the community influence the plans and actions of the Task Force and all substance misuse-related services • The records and minutes of meetings and events indicate that community members believe that the harm caused by substance misuse and addiction is decreasing significantly • Research on local levels of substance misuse and the harm arising from it is carried out periodically

		Force and to propose solutions that have the backing of community members • The harm to individuals, families and communities in the Canal Communities area caused by the use of drugs/alcohol is reduced significantly.	and indicates that the harm caused by substance misuse, and the levels of misuse, are decreasing significantly
Leading, resourcing and participating in St Michael's Regeneration Team	2021-2023	• A sustainable, public rental housing scheme of the highest possible quality is available at St Michael's Estate, in a cost rental model for families and individuals who need it • Improved housing, living conditions and physical environment for local individuals and families lead to a decrease in the misuse of drugs/alcohol locally	• 'Affordable' rent levels agreed are appropriate in the view of community members and are central to the final plan • The cost rental housing scheme is built • The scheme includes good community facilities • Some individuals engaged in substance misuse obtain housing in the scheme
Dolphin House Community Development and Drug Prevention Work	2021-2023	• Dolphin House is a safer, more pleasant environment in which to live • Fewer young people in Dolphin House begin to misuse drugs/alcohol • Individuals misusing drugs/alcohol generally coping better	• Residents of Dolphin House meet regularly and produce written proposals ◦ in relation to the estate regeneration process ◦ for new initiatives aimed at young people in Dolphin House at risk of misusing drugs/alcohol. • Positive feedback from residents groups and local projects on the quality of life in Dolphin House and on decreased levels of substance misuse and related harm • Positive feedback from individuals misusing drugs as expressed in evaluation forms

Aim 4

To co-ordinate, organise and deliver programmes, activities and events aimed at raising the local community's awareness of issues relating to drug/alcohol use, and preventing the harmful use of drugs/alcohol locally.

Action/ Activity	Time-frame	Principal desired outcomes	Indicators - How will we know if we have been successful?
Community Drug and Alcohol Education and Awareness Programme	2021-2023	• Increased knowledge and awareness among the local community of substance misuse and the harm it can inflict on individuals, families, local communities and society in general • Reduction in the number of individuals in the local area starting to misuse substances	• Events are organised and are well attended • Positive feedback from participants, as expressed in evaluation forms. • Ideas raised at these events give rise to actions in the plans and work of local organisations
Design and delivery of "Drugs Education for Parents" Programmes for parents of children in local schools and youth projects	2021-2023	• Increase in parents' and children's awareness in relation to drug/substance use • Improved communication between parents and children • Onset of substance use/misuse by children delayed or deterred • Reduction of substance use by parents and children	• Courses are run regularly and are well-attended • Positive feedback from parents as expressed in: ○ Course evaluation forms ○ Long-term follow-up evaluation forms • Positive feedback from host schools and youth projects
Design and delivery of Drug & Alcohol Awareness training for participants in local projects	2021-2023	For participants: • Increased understanding of the dangers of problem drug/alcohol use • Improved health, well-being and lifestyle choices • Reduced consumption of drugs/alcohol	• Positive feedback from participants in: ○ evaluation forms ○ end-of-course group reviews • Positive feedback from host projects in follow-up meetings and reports

Design and delivery of “Healthy heads” mental health workshops in conjunction with Rialto Community Drug Team	2021-2023	• Participants have improved strategies for coping with mental health issues • Better mental health for participants • Reduction in harm to participants, their families and their communities due to their misuse of substances	• Workshops are delivered regularly and are well-attended • Positive feedback from participants expressed in evaluation forms • Positive feedback from host projects at evaluation meetings
Delivery of ‘Fit for Work and Life’ community health education programme	2021-2023	• Participants adopt healthier lifestyles, including better diets, increased physical exercise, reduced alcohol consumption and/or smoking cessation.	• Workshops are delivered regularly and are well-attended • Positive feedback from participants expressed in evaluation forms • Positive feedback from host projects at evaluation meetings
Delivery of School Health Alcohol Harm Reduction Programme (SHAHRP)	2021-2023	For participants: • Increased knowledge of alcohol and related harms • Decrease in both overall and risky alcohol consumption • Decreased harm to themselves from their own alcohol use and from other people’s alcohol use.	• Positive feedback from participants expressed in: ○ evaluation forms ○ comprehensive surveys of young people’s consumption of, and attitudes to, alcohol (to be carried out before and after the programme by external researchers) • Positive feedback from host school and projects at evaluation meetings
Design and delivery of a School Health Drug Harm Reduction Programme (derived from SHAHRP)	2021 2022-2023	• Introduction of a new SHAHRP-derived programme for schools and youth projects, dealing with all drugs • For participants: ○ Increased knowledge of drugs and related harms ○ Decrease in drug consumption ○ Decreased harm to themselves from their own drug use and from other people’s drug use.	• Programme is designed and delivered • Positive feedback from participants expressed in evaluation forms • Positive feedback from host school and projects at evaluation meetings
Joint organisation and delivery of ‘We Can Quit’ community-based	2021-2023	• All participants: ○ know more about the effects of smoking on their health	• End of course ‘Quit’ figures show that some participants have stopped smoking

smoking cessation programme		○ learn about supports available to help them stop smoking ○ are more motivated to stop smoking • Some participants stop smoking, either temporarily or permanently	• 6-month and 1-year follow-up surveys show that some participants no longer smoke.
Representation of Canal Communities Regional Addiction Service on local and national working and advisory groups	2021-2023	• Sharing of information on prevention and education activities between organisations • Joint planning, delivery and evaluation of prevention and education activities by organisations • Reduction in the number of individuals in the local area starting to misuse substances	• Minutes of meetings show: ○ regular attendance of participating organisations' representatives ○ information sharing, joint planning, delivery and evaluation • Research on local levels of substance misuse and the harm arising from it is carried out periodically and indicates that the harm caused by substance misuse, and the levels of misuse, are decreasing significantly

Aim 5

To enhance the work of other local services dealing with substance misuse by:

- g) complementing their services**
- h) providing training for service providers**
- i) promoting collaboration**
- j) organising research**
- k) facilitating the sharing of information and best practice**
- l) participating actively in the Canal Communities Local Drug and Alcohol Task Force and its sub-groups, and performing agreed functions of the Task Force.**

Action/ Activity	Time-frame	Principal desired outcomes	Indicators - How will we know if we have been successful?
Delivery of Training in HSE's SAOR Screening and Brief Interventions for Alcohol and Substance Misuse in the Canal Communities, Dublin 12 and Ballyfermot areas	2021-2023	Staff use SAOR Screening and Brief Interventions as part of their work and interventions; resulting in ○ a decrease in the risks and harms associated with substance misuse and onward referral for those who need specialist help.	• Training is delivered regularly and is well-attended • Participating workers give positive feedback in: ○ course evaluation forms; ○ follow-up research to be conducted by the HSE.
Delivery of 'STORM' Model Training for the Canals Area and Dublin 12 Area	2021-2023	• Individuals who are self-harming or who are at risk of self-harm or suicide receive a better service from local workers • Fewer instances of self-harm and suicide among service users	• STORM training events are held regularly and are well-attended • Training participants express positive feedback in evaluation forms
Chairing and leading Advisory Committee for CAN2 Training for	2021-2023	• Professional development needs of local project staff, as they identify them, are met.	• CAN2 events take place as scheduled and are well-attended

Service Providers in the Canal Communities Area		Improved local services for those affected by substance misuse	- Participants give positive feedback in evaluation forms - Task Force minutes show that organisations are satisfied with CAN 2 events
Participation in Canal Communities Local Drug and Alcohol Task Force meetings and in meetings of the Task Force's sub-groups	2021-2023	- The views of Community Representatives are heard at Task Force meetings and have a strong influence on decisions made. - CCRAS's plans and activities are co-ordinated closely with those of the Task Force and all organisations operating under the latter's auspices - The Task Force continues to address the causes and consequences of the misuse of drugs and alcohol in the Canal Communities area - Common evaluation methods are adopted by all organisations working under the Task Force's auspices.	- Minutes of Task Force and Treatment and Rehabilitation Sub-group meetings show high attendance and contribution rates by relevant CCRAS personnel - Successful community participation in the Task Force (see Aim 3 above) - The Task Force and the organisations acting under its auspices adopt common evaluation methods, which will include a means of estimating the overall harm caused locally by substance misuse
Participation in Canal Communities Local Drug and Alcohol Task Force Working Group	2021-2023	- The views of Community Representatives are influential in the decisions and actions of the Working Group - The Working Group continues to provide direction and momentum for the Task Force. - Effective, efficient and transparent governance and administration of the Task Force continues - In 2021, the Task Force produces a new strategic plan for 2022 and the following years, and this plan is informed by CCRAS's strategic plan for 2021-2023.	- The minutes of Working Group meetings show: - High attendance rates by relevant CCRAS personnel - Significant influence of Community Representatives on the group's decisions and actions - Once incorporated, the Task Force meets all the governance, financial and administrative requirements of legislation, the Charities Regulator and funders - The Task Force publishes a new Strategic Plan in 2021

Supporting the work of the CCLDATF Alcohol Sub-group	2021-2023	- Local communities have increased conscious awareness of the harmful effects of alcohol consumption - The community participates and engages in activities to reduce the hazardous and harmful consumption of alcohol - Reduced levels of harmful and hazardous consumption of alcohol locally	- There are regular community events and campaigns to promote alcohol awareness - Future random surveys in the community indicate decreased consumption and greater awareness of issues (compared to results in <i>Alcohol Survey, 2015 - A study of pattern and trend of alcohol use within the Canal Communities Drug and Alcohol Task Force</i>)
CCRAS/Canal Communities Local Drug and Alcohol Task Force Basic Research Initiative on the nature of local drug use	2021-2023	- Community, service users, and relevant organisation have a better understanding of current and historical substance misuse in the area - Responses to problems associated with substance misuse locally are more effective	- Basic Research Co-ordinating Group set up and meets regularly and with good attendance - Research report is completed, and contains conclusions and recommendations based on extensive qualitative and statistical evidence - Task Force and all other relevant organisations commit to implementing the research recommendations - Research report influences common evaluation methods (see Aim 6 below)
Performing a full range of administrative duties for the Task Force, including the administration of its finances	2021	- All meetings and activities of the Task Force are organised efficiently and effectively - The finances of the Task Force are managed efficiently, and there is full compliance with the requirements of funders and legislation - The Task Forces and organisations operating under its auspices can always draw down funding on time	- Meetings of the Task Force and relevant sub-groups take place schedule, with all necessary administrative tasks completed, as shown by minutes and other documentary evidence - The Task Force Working Group is satisfied with the administrative support provided, as documented in the group's minutes - Correspondence from Department of Health and State bodies through which funding is channelled shows that they are satisfied with the financial reporting of the Task Force and related projects
Overseeing of Task Force's Family Support Respite Grant Scheme	2021-?	Families affected by the misuse of drugs/alcohol by a loved one are better able to respond to the difficulties within	Positive feedback on outcomes from family members, as presented in reports and evaluations submitted by participating projects

		their immediate family and the broader community.	• Positive feedback from projects, as recorded in the minutes of meetings of the Task Force and its sub-groups
Participation in the Canals Local Policing Forum	2021-2023	• Improved co-ordination between the Canals Policing Forum and ○ CCRAS ○ Canal Communities Local Drug and Alcohol Task Force • Improved relationship between An Garda Síochána and local communities in relation to the impact of drugs • Local communities feel safer following interventions regarding public safety and drug-related crime, including intimidation	• Improved co-ordination between Task Force and Policing Forum shown by the minutes of both bodies' meetings • Reports of public meetings organised by the Policing Forum show improved feelings of safety in the community
Participation in the Dublin 12 Task Force Inter-agency Working Group Sub-group	2021-2023	• Improved co-operation among participating organisations leading to better services for those affected by substance misuse in the Dublin 12 Task Force area	Minutes of Sub-group meetings show: • attendance rate and contributions of CCRAS worker • responses of participating organisations to issues raised

Aim 6

To continue to develop and utilise a rigorous, transparent and service-user-centred system to monitor and evaluate the work of the organisation.

Action/ Activity	Time-frame	Principal desired Outcomes	Indicators - How will we know if we have been successful?
Maintenance and continuous development of CCRAS's system of internal monitoring, evaluation and planning	2021-2023	• CCRAS is able to assess the effectiveness of its work in meeting the needs of individuals and groups affected by drug/alcohol misuse • CCRAS constantly modifies and improves its work on the basis of findings from its internal monitoring and evaluation systems • CCRAS can demonstrate – to service users, the community, funders and other organisations – the value of its work.	• The CCRAS Board and all staff use the agreed systems to evaluate their work • The Board and staff modify CCRAS's activities on the basis of the evaluations, as shown by meeting minutes, logic models, Service Level Agreements and Strategic Plans • Correspondence from the Task Force and funders, as well as the minutes of Task Force meetings, public meetings and meetings with funders, show that others accept the findings of these evaluation systems as evidence of the success of CCRAS's work.
Annual up-dating of key evaluation tools, e.g., indicators, participant evaluation and consent forms, eCASS system, with the participation of Board members, service users and staff	2021-2023	• The internal monitoring, evaluation and planning system is improved each year • CCRAS uses indicators for the effects of its work on the quality of people's lives which are viewed as meaningful by service users and the local community	• New means of judging the effect of CCRAS's activities on the quality of life of the people it works with are introduced into the evaluation system each year • Board members, staff, service users and representatives of the community all influence the design of these new methods, as shown by the minutes of meetings
In collaboration with the Canal Communities Local Drug and Alcohol Task Force and with the involvement of service	2021-2022	• It will be possible to assess the long-term outcomes of CCRAS's work using a common evaluation system which has the support of service users, the local	• The Task Force and the organisations acting under its auspices adopt common evaluation methods • All relevant organisations keep using the common evaluation system

users, development of a common evaluation system for the work of all organisations under the auspices of the Task Force and of the Task Force itself		community and community, voluntary and statutory organisations • The common evaluation system includes mechanisms for assessing: ○ overall levels of drug/alcohol use in the area ○ local awareness of, and attitudes to, substance misuse ○ the overall harm caused locally by substance misuse ○ the quality of life of service users and other members of the community ○ the long-term impacts of services on individuals ○ changes in all of the above over time. • The common system will be used as the basis for needs assessment and for planning by CCRAS, the Task Force and all participating organisations and groups.	• CCRAS, the Task Force and all relevant organisations repeatedly adapt their work on the basis of the information obtained • Random surveys and participatory research techniques are used to capture the long-term results in the wider community of the work of CCRAS and other relevant organisations • Research on local levels of substance misuse and the harm arising from it is carried out periodically.
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Aim 7

To finish putting in place all the systems that CCRAS needs for governance, administration, financial management and communication, and to operate these systems effectively.

Action/ Activity	Time-frame	Principal desired Outcomes	Indicators: How will we know if we have been successful?
Operating efficient administrative, financial, public communication and technical systems	2021-2023	- Accounting and administrative procedures are performed efficiently and comply with legal, regulatory and auditing standards - Service users, the local community, funders and other organisations are kept informed about CCRAS's work - CCRAS has enough secure long-term funding to implement its Strategic Plans - When necessary, additional funding is secured for new initiatives	- Board members express satisfaction with the management and administration of all aspects of CCRAS's activities, as documented in the minutes of Board meetings - Approval of Annual Service Agreements are approved by the HSE and the Canal Communities Local Drug and Alcohol Task Force - Annual Audits of accounts - Adequate funding - Funders satisfied with CCRAS's compliance - CCRAS website and Facebook are up-dated regularly and are visited by members of the public
Developing, maintaining and implementing appropriate governance policies and procedures	2021-2023	The governance, policies and procedures of CCRAS meet all relevant guidelines, legal requirements and funders' conditions	- CCRAS complies fully with the following: - the Governance Code of the Charities Regulator - the National Standards for <i>Safer Better Healthcare</i> - the requirements of the HSE Internal Audit Division - The Constitution of CCRAS is amended to meet all of the requirements of the Charities Regulator

			• Charitable tax exemption (with a 'CHY' number) is secured from the Revenue Commissioners
Agreeing and formalising the relationship between CCRAS and the Canal Communities Local Drug and Alcohol Task Force, and continuing to perform all agreed functions on behalf of the Task Force	2021	• All functions performed by CCRAS on behalf of the Task Force are set out in agreed memorandums of understanding • CCRAS continues to participate actively in the Task Force, and to collaborate closely with it and all organisations operating under its auspices • Funds for the Task Force are no longer paid into CCRAS bank accounts	• Memorandums of understanding are agreed between CCRAS and the Task Force • CCRAS continues to take part in and to support the Task Force (see Aim 5) • Separate bank accounts are set up and used by the Task Force
Adjusting CCRAS's administrative arrangements once the Task Force has settled on its structure, securing a full-time Administrator's post for CCRAS if necessary	2021	• All of CCRAS's administrative and financial systems continue to operate efficiently and in full compliance with legal, regulatory and auditing standards	• The job description of the CCRAS Administrator is revised to take account of any changes in CCRAS's relationship with the Task Force • Funding is secured to maintain the Administrator's position in the long-term under the conditions of the revised job description

Aim 8

To continuously and imaginatively review and adapt approaches and procedures in order to achieve the above aims during the COVID-19 pandemic.

Action/ Activity	Time-frame	Principal desired Outcomes	How will we know if we have been successful?
Adapting work-plans and practices constantly in order to minimise the spread of COVID-19	2021	• CCRAS provides services at the intended levels, with as much face-to-face contact as possible • CCRAS activities do not result in any community or staff member contracting COVID-19 • Activities which cannot happen safely face-to-face are replaced with online or phone-based services • CCRAS develops its online presence further	• The actions described under Aims 1 to 7 above are carried out, either as currently planned or with adaptations • There is no evidence of any transmission of COVID-19 due to an activity of CCRAS • CCRAS's COVID-19-related procedures and the balance between online and face-to-face work are constantly reviewed and changed in the light of changing public health and Drugs Policy Unit guidelines and information, as shown by the minutes of Board meetings and staff meetings and in written procedures³ • CCRAS staff and volunteers implement all agreed procedures rigorously • The CCRAS website and Facebook are up-dated regularly and are visited by members of the public.
Helping to organise community community-based COVID-19 testing and vaccination campaigns, when appropriate	2021	• COVID-19 cases in the local community are identified more quickly than they would be otherwise • There are fewer cases of COVID-19 in the local community than there would otherwise have been	• Systematic testing of community members is available when there is a suspected local outbreak of COVID-19⁴ • Systematic vaccination against COVID-19 is available for local community members when community vaccination is underway nationally.

³ Including the "Return to Work Plan - Canal Communities Regional Addiction Service - June 2020"

⁴ As happened with the mass testing programme in Dolphin House in September 2020

			• Significant numbers of local community members avail of this testing and/or vaccination • Statistics from the HSE suggest that the rate of COVID infection in the relevant communities is no higher than the national average
On behalf of the Canal Communities Local Drugs and Alcohol Task Force, co-ordinating and facilitating the provision of Information Technology devices to service users during the pandemic	2021	During the pandemic, more service users can: • keep in contact with, and gain access to, services; • stay in touch with family and friends; • work or study from home • take part in online events, including service user meetings and discussion workshops organised by CCRAS .	• Positive feedback on outcomes from service users in evaluation forms • Positive feedback from other organisations and meetings of the Task Force and its sub-groups, as shown in meeting minutes • Some of those who have received IT devices take part in online activities organised by CCRAS, as shown by attendance records.
Identifying and responding to problems linked to substance misuse which are being exacerbated by the pandemic, especially: ➤ mental health problems; ➤ relapse; ➤ alcohol misuse; ➤ domestic violence against women.	2021	• CCRAS starts new activities⁵ under Aims 1 to 5 above, and alters or stops existing ones, as the needs of those affected by substance misuse change during the pandemic	• Significant up-take of new services and initiatives • Positive feedback from service users as expressed in participant evaluation forms and/or group review sessions • Positive feedback from other organisations and meetings of the Task Force and its sub-groups, as shown in meeting minutes.

⁵ The online “Mental Health Chat Room” is an example of a wholly-new initiative, which started in late 2020. It was set up in response to the expressed need for some participants in the SMART Recovery Group to have more time to give and receive mutual support on mental health issues brought on or worsened by the pandemic.