



Ballyfermot Star Strategic Plan

2017 – 2021

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Preface

Ballyfermot Star, has a long history of serving the people of Ballyfermot. The project was initiated by concerned residents as a response to drug use in the area. Since our establishment and throughout our growth, we remain an organisation who are led by the needs of our community; we work with, and for the people of Ballyfermot.

To create this strategic plan, we undertook a detailed consultation with our clients. From them, we learned that our services play a vital part in their life. We listened carefully and have taken their recommendations for the future development of Star seriously. Many of the strategic actions contained within this plan emanate from the recommendations and hopes of our clients. We intend to build on this consultation by further embedding meaningful and systematic client engagement into our planning and decision processes.

We also consulted with our external stakeholders and our staff; together we explored the issues that arise in the course of our work that are preventing people from progressing and achieving their goals. A number of actions in this category involve Ballyfermot Star taking increased responsibility for responding to these systemic issues, whether this be housing or familial conflict.

As part of this process we have undertaken a cost per unit analysis of our service and feel very confident that we provide a quality service that also presents good value to the Irish taxpayer. It's important that we use our resources well - a number of our actions are about extending our space so that we can maximise the number of people we engage with.

As an organisation, we believe in being brave. This means taking calculated risks that can result in real benefits for our clients. One challenge that we wish to respond to in new and innovative ways is the challenge of progressing from addiction to employment that many of our clients experience. We want to develop an employment focused social enterprise to help close this gap.

Over the next five years, working in collaboration with our clients, neighbours and other NGOs and state bodies, we want to continue to provide a light for people who are looking for support in the darker moments of their life. We look to walking this journey with you.

Sunniva Finlay
CEO

Ailbhe Smyth
Chairperson

Ballyfermot and Substance Use: Community Resilience and Recovery

Ballyfermot Star: A Community Response to Drugs

In the 1990s, like many disadvantaged suburbs in Dublin, Ballyfermot experienced significant increases in opiate drug use and the trauma that accompanies having drug use in the family and the community. Following a number of ministerial reports on the emerging Irish drug crisis, Local Drugs Task Forces were established to address this issue at a community and interagency level. Ballyfermot Star emerged from local collaborative planning process and was lead by local community members who saw a need to provide much needed supports to families suffering from the impact of drug use. Since this time, Ballyfermot Star has continued to grow and to respond to new emerging needs within the community. In 1995 a CE based rehabilitation programme was developed which continues to work with between 25 and 30 people over a three-year structured programme. In 2006 a childcare centre was established, this centre works with children and families experiencing addiction, as a well as a small number of other families in the broader community. A purpose built centre was built in 2005.

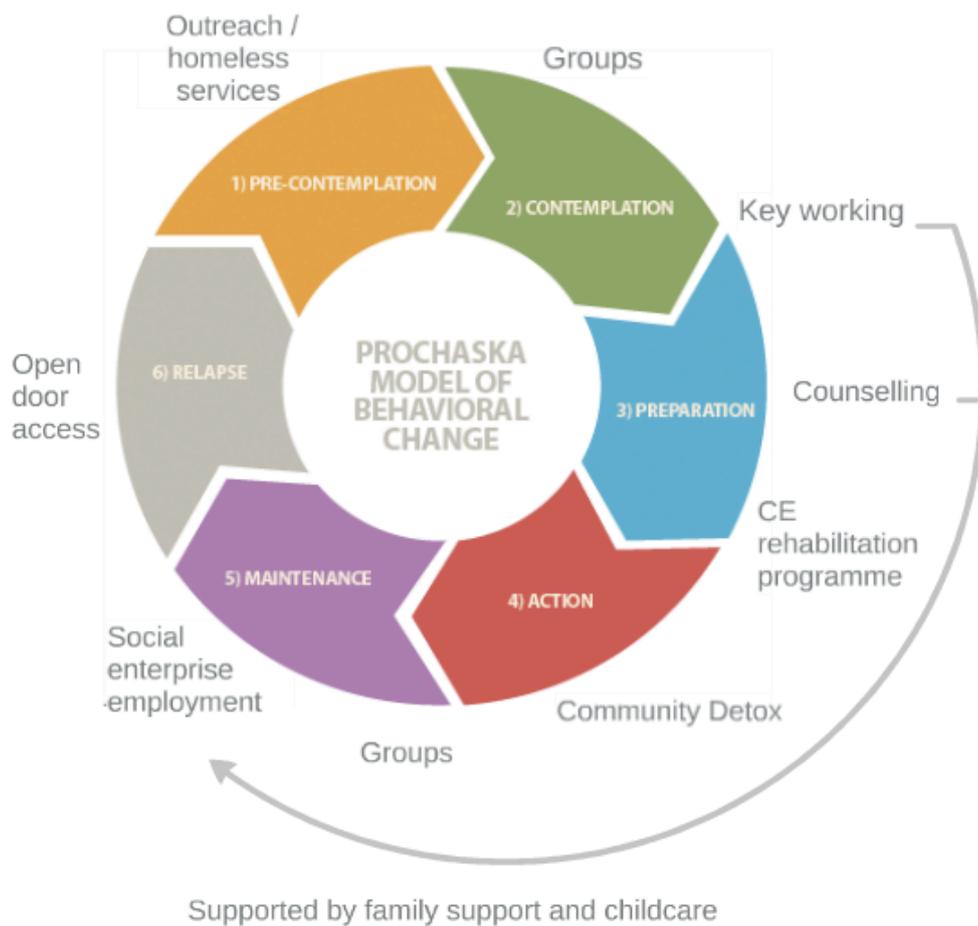


Figure 1: Ballyfermot Stars services as they relate to the Wheel of Change

The programmes offered by Ballyfermot Star have extended from being centred around supports to the family, to include working with those in addiction. The service now provides supports that extend across the continuum of care as shown on the diagram on the previous page. These range from very low threshold services that reach out to homeless people, as well as people still actively using drugs and alcohol. For those moving around the continuum of care, more intensive key working is provided, as well as intensive rehabilitation supports.

Key to Ballyfermot Star's approach is collaborative working and partnership. The problems we seek to address, as an organisation, are far too complex to address alone.

Our Mission

Ballyfermot Star is a community response to drug use. We provide non-judgemental support, guidance and education to drug users, their families and the community, enabling them to cope with and overcome the effects of drug use in their everyday lives.

Our Services

Established in 1999, we provide a non-judgmental service which spans the continuum of care, serving the needs of people who are actively in drug addiction as well as those in recovery. The service caters to the needs of drug users, their family members and their children. Ballyfermot Star works from a strengths based perspective, working to build the individual and community resilience. Ballyfermot Star does this through the following services:

Realt Beag

Providing childcare to approximately 25 children a year as well as additional children on a sessional basis, the centre provides a service to members of the community as well as to clients of Ballyfermot Star. It takes a child centred approach to learning and works from the HighScope model. The centre also works intensively with families in relation to applied parenting skills and problem solving.

Realt Na Clann

Realt na Clann supports family members affected by drug or alcohol use. Supports are provided in groups or individually and include; counselling for men and women and bereavement groups as well as complementary therapies including acupuncture, yoga and massage. Family members are encouraged to examine their own needs rather than the needs of their child, sibling or parent, and to see themselves as individuals outside of drug use. Based on a philosophy of trust and understanding, we use a strengths-based approach and services are orientated to enhance the service user's self-esteem and ability to solve their own problems.

Realt Solas

Realt Solas provides a first point of entry to people who want to address their alcohol or drug use or who require access to supports and are unable to access these.

Like Realt Nua, this services works with clients to create a care plan. The care plan is developed with reference to the client goals and is informed by the 'Bio-Psycho-

Social' approach. The process reviews the biological, psychological and social needs of individuals accessing care. Central to its approach is the individual in question. Realt Solas provides individual appointments as well as women and men's groups.

The team also provides drug and alcohol education work to young people attending the Ballyfermot Equine Project; supports for youth are also provided to the WHAD youth programme. The service runs an under 18s group which works from an ACRA model (Adolescent Community Reinforcement Approach). This programme operates individually and in conjunction with the Family Support Programme - Realt Na Clann.

Realt Nua

Realt Nua is the Community Employment Education & Training Programme of Ballyfermot Star. Catering for up to 21 adults in rehabilitation for alcohol or drugs, it operates morning and afternoon programmes. Realt Nua works from a case management approach and supports individuals to access existing services within the community, and provides progression pathways into treatment, rehabilitation, and mainstream further education and employment. The model is underpinned by the Community Reinforcement Approach.

Realt Eolas

Realt Eolas works with people who are active alcohol or drug users. We provide key working supports that centre around a care plan, in line with NDRIC standard, and which aim to support people to achieve their individual goals. This low threshold service also includes homeless services which provide a weekly meal, 5 day a week access to showering, washing and drying facilities as well as individual key working. Groups are run weekly with the focus on supporting progress into the continuum of rehabilitation services as well as supporting the development of personal goals and group work skills.

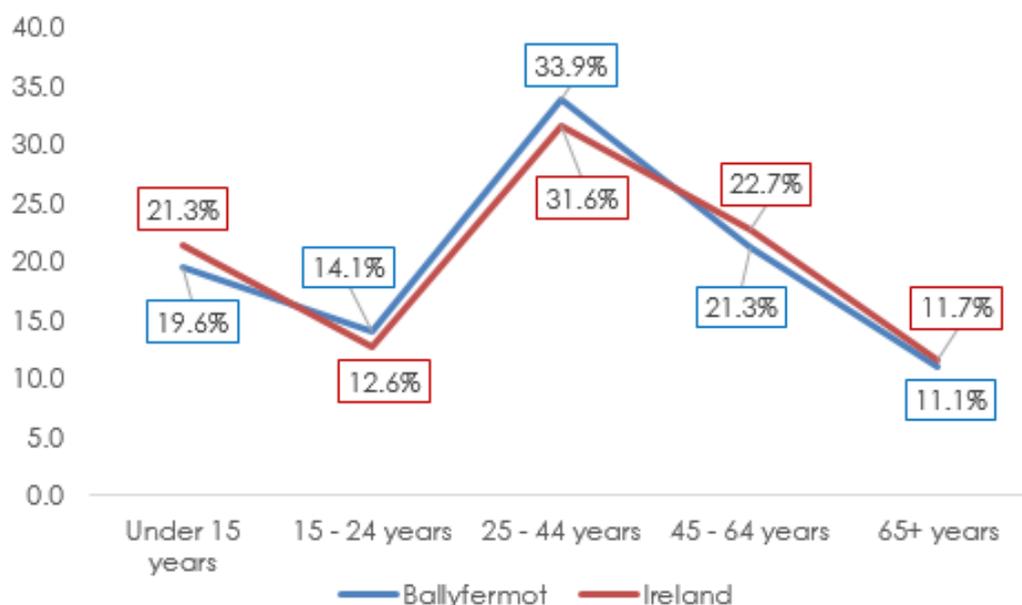
Ballyfermot – Environmental challenges

This section of the plan outlines key challenges within the local community. This data, which identifies Ballyfermot as an area of significant disadvantage is vital to understanding the need for the services provided by Ballyfermot Star and the strategic actions within the plan.

Ballyfermot is a suburb on the Southside of Dublin city, located seven kilometres due west from the city centre, and to the south of the Phoenix Park. Ballyfermot is designated as postal district Dublin 10. The area is a centre of national commercial distribution, with easy access to the national trunk roads. The area had a population of 22,603 residents at the 2011 census, a 5% increase since the census in 2006 and contains a relatively even gender breakdown of females (n = 11,165, 49%) to males (n = 11,438, 51%), which is similar to the national average of 51% of females in the general population.

Figure 2: Proportion Age Breakdown in Ballyfermot vs Ireland

Ballyfermot's age demographics reveal a similar age population compared to the national average.



19.6% of residents are under the age of 15 (national average: 20.3%), 14.1% of the population are between the ages of 15 and 24 (national average (14.1%) and 11.1% are aged 65 and over (national average: 11.7%)¹.

Deprivation

Ballyfermot is situated within seven electoral districts consisting of 5.76km squared, all of which are rated as disadvantaged or very disadvantaged on the Pobal Deprivation Index² with the exception of Chapelizod. A score of between -10 and -20 denotes an area as being disadvantaged, a score between -20 and -30 denotes very disadvantaged. The total area under investigation is denoted as being disadvantaged.

Table 1: Ballyfermot Area Deprivation Index

Electoral District	Total Population 2011	Deprivation score 2011 (Abs)	Deprivation Classification
Chapelizod	3,047	2.5	Marginally affluent
Cherry Orchard A	3,414	-20.6	Very disadvantaged
Cherry Orchard B	2,801	-23.6	Very disadvantaged
Cherry Orchard C	4,551	-17.4	Disadvantaged
Decies	2,716	-22.6	Very disadvantaged
Drumfinn	3,508	-22.7	Very disadvantaged

¹ www.cso.ie

² <https://www.pobal.ie/Pages/New-Measures.aspx>

Kylemore	2,566	-24.9	Very disadvantaged
Ballyfermot Area	22,603	-18.5	Disadvantaged

Nationality and Ethnicity

Figure 3: Percentage of Population by Nationality³

	Irish	Other EU	Rest of World	Not Stated
Ballyfermot Area	91	5	3	1
Ireland	87	9	4	1

The majority of the Ballyfermot population report their nationality as being Irish (91%), a little higher than the national average of 87%. Other EU nationalities account for 5% of the Ballyfermot population more than 40% less than the national average and nationalities from the rest of the world account for 3% of Ballyfermot's population, 25% less than the national average of 4%.

Figure 4: Percentage of Population by Ethnicity⁴

	White Irish	Irish Traveller	White Other	Black	Asian	Other	Not Stated
Ballyfermot Area	87.7	1.3	5.6	1.5	2.0	0.6	1.3
Ireland	84.5	0.7	9.1	1.4	1.9	0.9	1.6

The majority of Ballyfermot's population report as being of White Irish ethnicity, with almost double the proportion of Travellers living in the area compared to the national average. The population reporting as Black and Asian is generally in line with the national average while there is more than a third fewer residents describe themselves as White Other compared to the national average.

Education

Figure 5: Education Attainment⁵

	Primary level only	Third level education
Ballyfermot Area	31%	16%
Ireland	16%	31%

The rate of people who have been educated to Primary level *only* is almost double the national average, while residents with a third level education is almost half the national average.

³ www.cso.ie

⁴ www.cso.ie

⁵ <https://www.pobal.ie/Pages/New-Measures.aspx>

The Chapelizod electoral district reports a smaller proportion of residents (9.3%) being educated to primary level only compared to the national average and more than one and a half times more residents (53.6%) having received a third level education.

The electoral district of Kylemore reports having the largest proportion of residents who are educated to primary level only (43%) and the smallest proportion of resident who have received a third level education (6.8%) with a proportion more than four times smaller than the national average.

Lone Parents

Figure 6: Lone Parents Ratio⁶

	Lone Parents Ratio
Ballyfermot Area	47.1
Ireland	21.6

Residents in Ballyfermot report a lone parent ratio as being more than twice the national average. Six of the seven electoral districts report more than double the lone parents ration compared to the national average, only the more affluent electoral district of Chapelizod (27.3) reports a lone parents ratio that is less than twice the national average.

Ballyfermot Drug Task Force Treatments

Figure 7: Drug and Alcohol Treatment numbers in the Ballyfermot Area⁷

	Alcohol	Cannabis	Cocaine	Opiates	Total
Ballyfermot DATF	49	23	16	76	164
All DATF areas	1750	809	406	1935	4900
Percentage of All DATF cases in the Ballyfermot DATF Area	3%	3%	4%	4%	3%

The Ballyfermot Local Drug Task Force accounts for 4% of all admissions for treatment for cocaine and opiates, 3% of all admission for alcohol and cannabis and 3% of total admissions for treatment across the 14 local area drug task force areas⁸.

Summary

The demographic data provided in this section shows that Ballyfermot is a very deprived community, with particularly high numbers of lone parents and less educational advantage than the Irish average, as well as greater challenges in accessing employment. Like many other disadvantaged communities across Ireland Ballyfermot has a history of drug and alcohol issues.

In order to support people to address substance misuse issues it is not sufficient to provide services focused at the individual. Ballyfermot Star needs to consider the interrelationship between the individual's needs, that of their family – be this parents or children - and how environment challenges can be overcome. There is a need to

⁶ <https://www.pobal.ie/Pages/New-Measures.aspx>

⁷ As treatments for drugs with less than five entries are not available to analyse from the HRB, figures for amphetamines and benzodiazepines treatments are not included

⁸ <http://www.drugsandalcohol.ie/tables/>

ensure that people are further supported in relation to a lack of access to employment or housing or access to other health services such as detox and mental health services. In order for us to maximise our impact we need to extend our work and partnerships to address and mitigate some of the challenges that living in a traditionally disadvantaged community incurs. This plan sets out how we, as a community organisation, intend to build on the strengths within our local community to achieve this.

A Year in Numbers: Ballyfermot Star



Goal 1: Establish a social enterprise café / bakery

Overview

Research shows that employment is a key driver of many people's recovery⁹. Conversely, there are many barriers preventing people in recovery from accessing employment. These are centred around a lack of confidence, work experience and education, and can be compounded by stigma and the fears of employers. A percentage of clients also come from families who did not work, this means that additional time is required to teach the core skills required in the workplace, such as communication, customer service, conflict resolution and initiative. In order to support Ballyfermot Star clients who have the most barriers to employment, including those coming out of prison and people in recovery from substance misuse, we plan to establish a social enterprise café or bakery in the area. We will aim to do this in a way that supports local development and/or social enterprise. The social enterprise café/bakery will seek to achieve the following objectives:

- To ensure that clients develop valued work place skills and certification in same, such as barista skills, baking, cooking, and customer service
- To progress clients into full time employment in chosen fields
- To showcase a successful social enterprise model, that provides high quality products and services and which works in partnership with other organisations, state agencies and social enterprises
- To contribute to the local infrastructure and community development by providing a business and meeting place that serves locals high quality healthy food in a welcoming environment, as well as filling an existing gap
- To explore how a café/bakery could be a no alcohol / no drugs entertainment venue some nights in the week to support people in recovery

Key Steps

- Access funding to undertake a feasibility study and develop the business model for a social enterprise café/bakery within Ballyfermot, which explores market need and the viability with the business
- If the feasibility study highlights there is potential for a viable business, to seek seed capital to establish the business, including premises, plant and systems
- To launch a new café/bakery in Ballyfermot and to evaluate its success in achieving objectives at the end of year one and two

How We Measure Success

- Feasibility and business plan undertaken
- Funding accessed and business launched

⁹ Centre for Substance Abuse Treatment. Integrating Substance Abuse Treatment and Vocational Services. Rockville (MD): Substance Abuse and Mental Health Services Administration (US); 2000. (Treatment Improvement Protocol (TIP) Series, No. 38.) Available from: <https://www.ncbi.nlm.nih.gov/books/NBK64320/>

- Business evaluated to explore whether aims (both social and business/financial have been met)

Goal 2: Extend the premises available to clients with a focus on family support

Overview

Due to the success and quality of the service provided by Ballyfermot Star, the client base of both Realt Solas and Realt na Clann has grown. In order to ensure that service can optimise its service provision and serve as many people and families as possible, Ballyfermot Star needs to extend its premises. Additional space would enable the service to run more groups and to ensure that limited staff resources have the most impact.

This goal will have a short-term and longer-term focus. There is immediate potential to address this need, to some degree, by extending the attic space in our main centre.

While progressing this short-term solution Ballyfermot Star will also explore potential for longer-term capital investment in a building. The option of purchasing a new building with a bank loan or through other means, including accessing capital funds, will also be reviewed as part of this decision making process.

Key Steps

- Source a number of quotes for extension of the attic space into 1-2-1 client rooms and a toilet
- Establish a fundraising target and strategy
- Establish a fundraising sub-group and implement the strategy
- To explore opportunities for longer term additional space creation, and develop a strategy, particularly in relation to the space requirements for Realt na Clann, as well as developing youth services

How We Measure Success

- Plans and budgets attained for development of the space
- Fundraising for the cost of the attic conversion
- Launch of the new space

Goal 3: Establish a client representation process within Realt Nua

Overview

Realt Nua works with people at the very early stages of recovery and supports them towards recovery where this is their goal. People often start the programme with a desire to leave drug use behind. To translate this desire into behaviours, they need support and the time to develop their skill, as well as consistent motivation. Key to Ballyfermot's approach is the empowerment of people on this journey to develop motivation, self-efficacy and skills.

As part of the goal of empowerment Realt Nua will implement a client representation process that will aim to achieve the following:

- Clients have experience of democratic / participative processes
- The programme is developed co-operatively and therefore is best suited to the needs and wants of participants
- Clients develop group, communication and leadership skills

Key Steps

- Establish a process for collective decision-making and support skills development for staff and clients in relation to this.
- Implement actions arising from the process
- Annually review the process and programme using key indicators related to engagement, morale, programme relevance and adapt this as necessary

How We Measure Success

- Increase in client and staff self-reported satisfaction with levels of engagement
- Staff reported client development in relation to group, communication and leadership skills

Goal 4: Undertake a feasibility study to develop transitional housing

Overview

Housing is one of the most significant social issues within Ireland at the current time; analysts forecast that this will remain the case for the next decade¹⁰. When housing is challenging to access, people who are socially excluded are at the most risk of homelessness¹¹. The challenges of accessing housing are real and pressing for the clients of Ballyfermot Star.

To support this being addressed for the local community of Ballyfermot, we will undertake a process to explore, in partnership with an existing housing provider, whether it is appropriate and feasible for Ballyfermot Star to play a direct role in supporting the development of transitional housing. This strategic action will be activated once initial high intensity development work has been undertaken in relation to social enterprise, and when initial levers for change can be identified. To progress this Ballyfermot Star to undertake a feasibility study that will involve:

- Speaking to key stakeholders with expertise in the area of housing development and community and voluntary organisation who have undertaken this role
- Explore the financial and governance issues and responses, should Ballyfermot Star be involved in delivery
- Engaging with clients, community members and community leaders / NGOs to assess housing needs within the local area and the appropriateness of Ballyfermot Star playing a role in this
- Explore other possibilities for partnerships in relation to Ballyfermot Star's role in relation to supporting housing for our clients

How We Measure Success

- Feasibility study completed
- Ballyfermot Star's Board to agree a way forward: either progressing an action plan centred on development of transitional or other housing; or deciding that this is outside the scope of the organisation's work; or that is not feasible.

¹⁰ <http://www.irishexaminer.com/election2016/election2016-news-and-analysis/housing-is-critical-issue-of-the-decade-not-just-the-election-383600.html>

¹¹ Zlotnick C, Tam T, Robertson MJ. Disaffiliation, substance use, and exiting homelessness. *Subst Use Misuse*. 2003 May;38(3-6):577-99.

Goal 5: Increase case management across teams within Ballyfermot Star

Overview

Ballyfermot Star is a large service with five key service areas. While there is continual communications between these teams, staff and clients have identified potential to improve this through introducing more structured ways of engaging on specific cases. Over the next strategic period, Ballyfermot Star will introduce measures to improve communications and co-ordinated care within the service.

Key Steps

- Create a more formalised case management approach between departments
- Promote use of eCASS within Realt Beag: the child care centre
- Clients and staff complete an annual survey, starting in 2018, that measures their satisfaction with the organisation, their level of supports and engagement, morale etc.

How We Measure Success

- Internal review shows that new processes are working well.
- Staff and clients report increased satisfaction with the service, integrated care, engagement etc.

Goal 6: Continue to promote our service within Ballyfermot

Overview

Clients engaged in the strategic planning process, were very clear in feeding back that Ballyfermot Star had been a very beneficial force in their lives. A few commented that 'they wish they had known about this amazing service earlier'. Ballyfermot Star aims to ensure that every member of the local community knows about, or is referred to, Ballyfermot Star by a professional, friend or a family member, when they first need assistance. To achieve this goal Ballyfermot Star needs to be creative in its promotional strategies and needs to ensure that the community is being engaged with through the platforms and places they frequent, whether this is school, local supermarkets or Facebook.

Key Steps

- Re-develop the Ballyfermot Star website to be responsive to tablets and phones
- Increase the use of Facebook and Social Media to engage with clients in Ballyfermot
- Run an annual Funday for the community as a way of increasing local awareness of the service
- Establish an annual schedule of talks to community groups, where possible engaging a client and staff member
- Engage with GPs through a variety of measures to ensure they are aware of and can refer to Ballyfermot Star
- Establish two to three fundraisers each year that attain the following goals: 1) do not take significant staff time, and 2) raise profile. Ideas included: ensuring Ballyfermot is in the supermarkets fundraising drives

How We Measure Success

- New website developed and increase in hits and time spent on pages
- Increase in Facebook connectivity and contacts
- Attendance at Funday
- Number of presentations at community events
- Number of events undertaken

Goal 7: Engage with HSE to improve services to dual diagnosis clients

Overview

The challenge of co-ordinating service delivery, and the lack of formalised treatment pathways for clients who have combined mental health and substance misuse issues are well documented¹². The national landscape and the challenges posed for clients and services is also consistent with client experience in Ballyfermot. The response to this issue is within reach. Through a process of dialogue with mental health services, Ballyfermot Star intends on exploring how it can support the work of mental health services, develop interagency protocols, clearer treatment pathways and ensure productive working relationships.

Key Steps

- Engage with mental health services to come to an agreement on the development of interagency working protocols
- Explore potential to deliver a presentation to mental health team/s on Ballyfermot Star services and approach
- Develop interagency working protocols
- Undertake regular formal reviews to ensure that this process is improving service delivery for clients
- Staff trained in working with people with dual diagnosis

How We Measure Success

- Interagency protocols developed
- Staff feel more confident in working with people with dual diagnosis
- Issues in relation to service provision to people with dual diagnosis identified and these issues resolved through interagency working processes

¹² MacGabhann L et al. Mental health and addiction services and the management of dual diagnosis in Ireland. Dublin: The Stationery Office; 2004.132p.

Goal 8: Engage with HSE to increase access to community detox

Overview

Clients supported by Ballyfermot Star have experienced challenges in relation to attaining medical support for reducing their methadone. Ballyfermot Star would like to work with local medical services to clarify progression routes out of methadone maintenance programmes. There are a number of evaluated programmes operating that highlight that it is possible to develop and manage clients wishing to reduce methadone use, using an interagency approach.

Key Steps

- To explore the Limerick Community Detox and the D12 FROST models (as well as other models which come to light through this process) to develop an understanding of the key elements of success
- To engage with local GPs and/or HSE to explore potential for introducing a community detox process based on one of these evaluated models and working in line with national detox protocols¹³
- To develop a written plan and process
- To pilot and evaluate

How We Measure Success

- Agreement with medical services on a model and pilot
- The number of people attaining drug use reduction goals

¹³ National Protocols - www.drugs.ie/resources/community_detox/

Goal 9: Increase the capacity of Realt Beag

Overview

Realt Beag provides an important service to the local area, providing specialist childcare services to families living with addiction. The service works with families within the community who are at risk, as well as a percentage of families who are not at risk. To respond effectively to this need, the service has a team of highly trained childcare workers who have well developed skills in relation to supporting families and children with greater support needs.

Realt Beag has identified a challenge for some families in getting children assessed for specialist services (speech and learning) and then accessing the required ongoing supports for these children. Ballyfermot Star plans to increase the capacity of staff to undertake some assessments and interventions where this can support children while they are on waiting lists, or to further support children who are engaging with mainstream support services.

The next strategic period is also about further formalising and developing Realt Beag's family therapeutic approach with the families engaged with the centre, through HighScope as well as reviewing our approach to engaging families. Another core aim is to further develop processes for the early identification of families who could benefit from the specialist services offered by the centre.

Key Steps

- To revise the advertising and selection processes to ensure a multiagency approach to the identification of families most in need of the specialist services provided by the centre
- To register and be assessed as a HighScope Centre¹⁴
- Engage with existing services to develop in-reach assessments in Ballyfermot Star to ensure early identification of needs
- To implement eCASS in Realt Beag to support the use of text and call reminders to reduce 'did not attends'.
- In partnership with Realt Na Clann to provide a range of accredited or evidence parenting programmes and to review our approach and policy in relation to the engagement of families

How we Measure Success

- High Scope registration achieved
- In-reach MOUs developed
- All staff receive additional training related to core strategic actions
- Reduction in numbers of 'did not attends'

¹⁴ <http://www.early-years.org/highscope/>

Goal 10: Become a Trauma Informed Centre

Overview

While childhood affects people differently, research shows that people who have experienced, for instance; divorce, abuse or neglect, childhood illness, parents with substance misuse or mental issues, are more likely to die by suicide and experience substance misuse, among other adverse outcomes.¹⁵ The last 20 years of psychology research has greatly developed our understanding of trauma, both childhood and adult and now there is a body of good practice¹⁶ that articulates how services can work in a way which ensures they are effective for those who have experienced trauma.

Clients with experience of Childhood or adult trauma can, if services are not considered in how they engage, experience a re-traumatisation, or services can render their input void by not working in a trauma informed way. Ballyfermot Star intends to develop our internal capacity and systems to ensure that we are working in a trauma informed manner in line with emerging good practice in this area.

Key Steps

- To ensure staff are trained in Trauma informed care
- To work with relevant structures to develop a checklist and audit or internal review of Ballyfermot Star to support service progression to becoming a trauma informed centre.

How we Measure Success –

- Staff receive training
- The service has an action plan to become increasingly trauma informed
- Ballyfermot Star is assessed as a Trauma informed centre or self assesses using appropriate frameworks

¹⁵ Dube, S. R., Anda, R. F., Felitti, V. J., Chapman, D. P., Williamson, D. F., & Giles, W. H. (2001). Childhood abuse, household dysfunction, and the risk of attempted suicide throughout the life span: Findings from the adverse childhood experiences study. *JAMA: The Journal of the American Medical Association*, 286, 3089–3096

¹⁶ i.e. SAMHSA (2014) TIP 57: Trauma-Informed Care in Behavioral Health Services. [www.http://store.samhsa.gov/product/TIP-57-Trauma-Informed-Care-in-Behavioral-Health-Services/SMA14-4816](http://store.samhsa.gov/product/TIP-57-Trauma-Informed-Care-in-Behavioral-Health-Services/SMA14-4816)

Goal 11: Undertake research into the support needs of families in conflict

Overview

Anecdotally, the team in Ballyfermot Star has identified an increase in family conflict that is frequently impeding the progression of individuals within the family unit. A key reason behind this perceived increase in family conflict is the increasing necessity for generations to share accommodation, which is often too small for the amount of people living together. Behind this increase in forced co-habitation is the impact of the recent recession, unemployment, debt and the housing crisis.

Ballyfermot Star wishes to partner with a research body to undertake research to test these ideas and to explore cost effective solutions that can support local families in managing conflict and cohabitation, when this is a necessity.

Key Steps

- To develop a research proposal and identify a third level institute to work with to undertake this research

How we Measure Success

- Partnership formed
- Research undertaken and published

Goal 12: Continue to develop internal systems to support quality service provision

Overview

In order to maintain high quality service provision, Ballyfermot Star is committed to regular review of our internal systems and processes. Recent cuts have left their mark on many social services, which can be seen by reduced services and low team morale. While Ballyfermot Star has downsized through the recession, through a concerted effort we have maintained team focus and morale. We also understand that ensuring high levels of staff engagement requires ongoing effort.

Research shows that an engaged workforce is more productive and delivers a better service¹⁷. We intend to maintain our high levels of staff engagement by ensuring excellence in staff management and governance, ensuring our resources are used effectively to deliver the most impact for our local community.

Key Steps

- To develop an annual training schedule to ensure staff remain up to date in relation to work place skills
- To review our existing policies and practice against the HSE standard - Better Safer Healthcare, and to integrate into our existing continuous quality improvement processes
- To regularly monitor and support staff engagement and respond to issues and needs in a productive manner

How we Measure Success

- Engagement is measured through the annual staff survey
- Staff skills develop as measured in post training assessments

¹⁷ Business-unit-level relationship between employee satisfaction, employee engagement, and business outcomes: A meta-analysis. Harter, James K.; Schmidt, Frank L.; Hayes, Theodore L. *Journal of Applied Psychology*, Vol 87(2), Apr 2002, 268-279.

Goal 13: Develop Realt NaClann – the family support service

Overview

Family support has always been key to the work of Ballyfermot Star; demand for our Family Support Services is growing. In order to avoid significant waiting lists and to continue our goal of ensuring quick access to services, we need to explore how services can be increased in relation to family supports.

Through Realt NaClann, we aim to be part of local and national service developments including Meitheal and initiatives in relation to Hidden Harm. We also see a need for additional supports for at risk youth, which ideally should be provided using an evidence based model such as ACRA.

We have also identified the need in to support families who need to re-integrate following a member's stay in prison. This presents a new area of work requiring development over the coming years.

Key Steps

- Continue to engage in Tusla's Meitheal process and other national initiatives
- To explore and further develop the range of supports provided to youth, particularly the need for evidence based programmes that are connected to a broader continuum of care
- Work with service delivery partners to identify potential new funding to support the service to meet new and emerging needs
- Increase access to space, as detailed in Goal 2
- Continue to monitor needs of family members to inform service developments

How we Measure Success

- New supports provided to youth inline with an evidence based model such as ACRA
- Increased staff capacity to respond to needs
- New initiatives within family support to respond to emerging issues