

**turas**

**Strategic Plan  
2020-2023**

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# Chairperson's Foreword

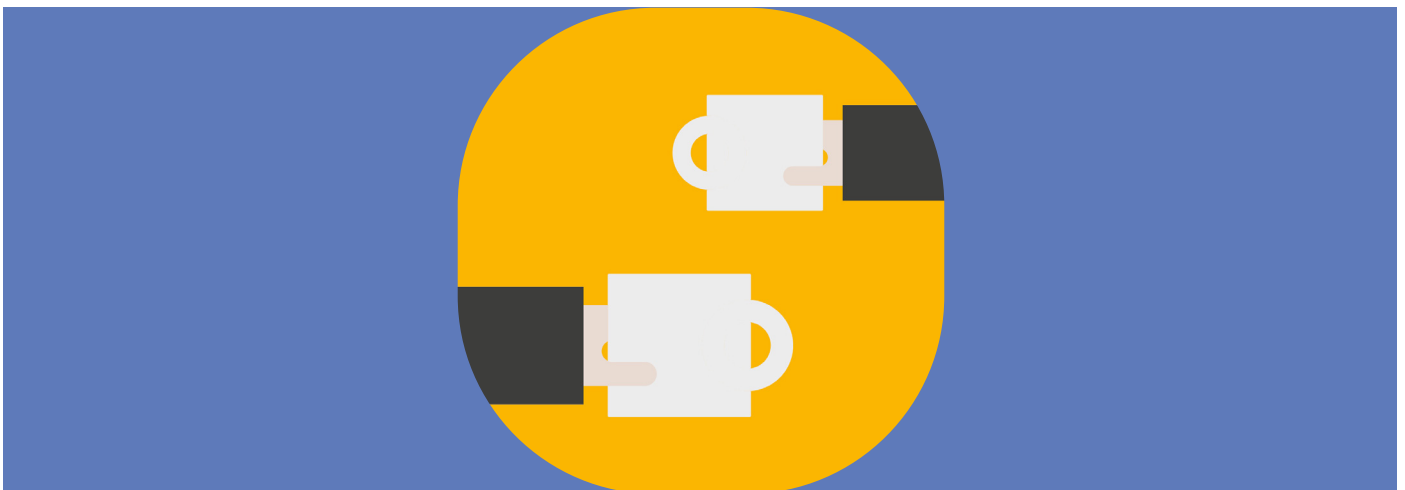
It is with great pleasure I introduce our new strategic plan for Turas for 2020 – 2023. It is a solid plan to steer, guide and direct us through the next 3 years. Since opening 12 years ago Turas has become a vital and invaluable community support relied upon by 450 people annually in the North East. Time and again our solid foundations have been reinforced by our robust policies and practices, good governance and excellent work standards. This plan expresses our ambitions to become a sustainable and permanent community service, with financial stability central to achieving this. Permanent financial support will ensure everyone is offered the support they need. We strive towards becoming an employer of choice, in order to retain highly professional, competent staff with specialist training in addiction. This plan aims to enhance our staff culture to ensure it is nurturing, warm and a great place to work with a particular emphasis on staff training and health and well-being.

Service users always tell us that Turas is "Dundalk's best kept secret! To deliver on this plan it is imperative that we become embedded across all communities in Dundalk as an indispensable support for addiction.

We endeavour to develop our fundraising activities to create a variety of income streams to ensure we can deliver on this plan.

Finally, I would like to thank everyone who has supported us to date, particularly our funders, the HSE and the North Eastern Regional Drugs Taskforce for their continuous support. I would like to thank my colleagues on the board, our manager and all of our staff and volunteers. Also, to our service users, we are committed to providing appropriate supports to you, when you need them. We are dedicated to ensuring Turas is a great place to work and receive support.

Peter McKevitt  
Chairperson  
Board of Directors





## Manager's Reflection

This strategic plan emphasises our pledge to become the best we can be for our service users and staff. Much has changed since Covid-19 arrived in March 2020. We remain committed to ensuring we are flexible and find new and creative ways to provide our service and fulfil the objectives of this plan.

As a community addiction service we are operating in the context of the National Drugs Strategy, 'Reducing Harm and Supporting Recovery 2017-2025' to ensure we are providing best practice and standards for people with addiction.

Our plan illustrates key priority areas for the next three years and outlines our commitment to developing partnerships and collaborative approaches to support people on the margins of existing services, such as those with dual diagnosis.

Turas wants to further commit to advocating for policy changes where existing policies could be improved to ensure inclusivity and acceptance.

We have always held the highest level of governance and standards and operate a professionally competent organisation and will continue to do so.

We are cognisant of ever evolving needs of our service users and use robust monitoring and evaluation systems to regularly review our outcomes and ensure we are achieving our goals.

It is a privilege to lead a team of exceptionally devoted staff and volunteers in the next phase of Turas. It is an exciting time to be at the helm of such a strong and professional organisation, which is fully supportive of improving the lives of people with addiction and has the courage to step in new directions to fulfil its responsibility to service users.

Nicki Jordan  
Turas Manager

# Process

Consultation on this strategic plan began in May 2018 when a Strategic Planning Sub-committee of the board was established. The group met twice to discuss the best path forward. It was decided to obtain the skills of an independent facilitator to bring all staff and the board together to explore current issues and how to structure our future needs into a robust inspirational yet functional strategic plan.

In August 2018 the staff and board attended a strategic planning day facilitated by a consultant who brought us through a process of looking at all aspects of Turas from our day-to-day systems, evolving client needs, key challenges and how to deal with them. We also reviewed our vision, mission and values and while the essence remained the same, we changed the wording to make them more succinct.

Key themes emerged during this process that formed the basis for our strategic goals. These were further discussed by the board and at a staff day to broaden their scope and assess their validity before finalising the strategic goals to focus on in this plan.

Turas networking group, comprised of past and current service users, also consulted on the plan, from the service users perspective, and our vision mission and values. Their input and perspective has been incorporated into this plan.

Running parallel to our strategic planning process was a feasibility study into the future of Turas, kindly funded by Louth Leader Partnership. This study consulted with a range of internal and external stakeholders close to Turas and the outcomes have aligned with our strategic plan objectives.

# Measuring Achievement

As with any plan it is important to measure if we are achieving it. Each strategic goal will have a set of objectives which will be measured for the performance and will indicate if we will achieve our strategic goals within the period of this plan.

# About Turas

**Turas** in Dundalk supports 450 people annually from across the North East region who present at different stages of the addiction cycle. Through motivational work, harm reduction, one-to-one counselling and group therapy we support them to deepen their recovery and forge new lives for themselves.

Turas was established in 2005 and has continued to grow and expand to meet the needs of people with addiction in the North East. Our clients primarily have addictions to alcohol and/or drugs.

# vision

A society where people overcoming addiction can live fulfilling, healthy and substance free lives

# mission

Offer a tailored pathway towards personal recovery, by providing a confidential and non-judgmental service for individuals to recover from addiction

# Values

## acceptance

We understand the unique challenges and experiences of each individual

## compassion

We provide a welcoming, compassionate and trusting environment

## dignity

We respect and support people to develop their own potential

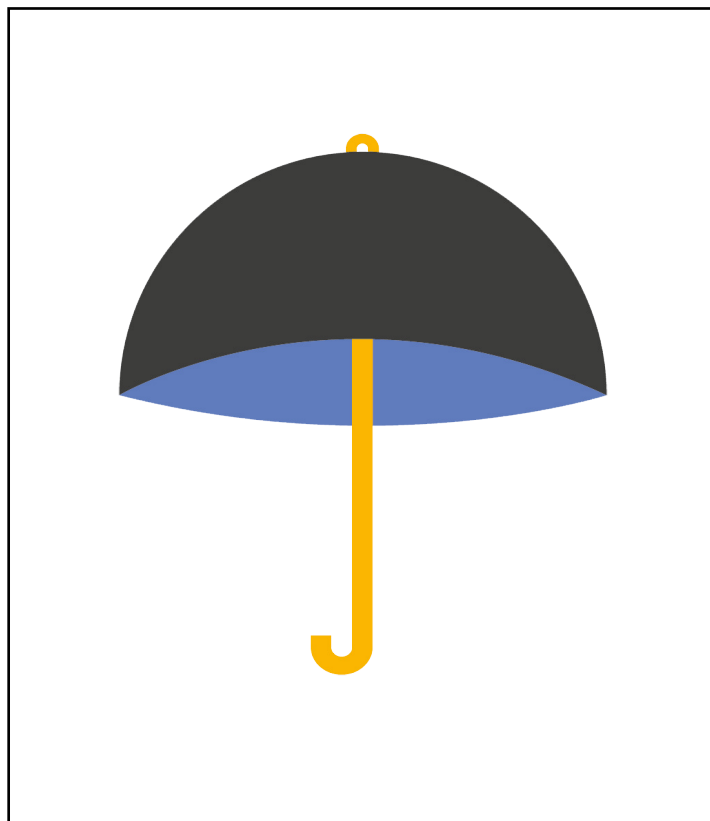
## health

We promote health and well-being as part of a substance free lifestyle

# Services

We offer:

- » Community Alcohol Detox
- » Structured Day programme
- » Outreach
- » Harm reduction
- » Relapse Prevention
- » Counselling
- » Men's support group
- » Women's support group





# Strategic Goals

## aim 1

Establish a low threshold drop-in service for Dundalk with support from local service providers

### Objectives

- 1.1 Establish an interagency advisory group (IAG) to further progress this initiative
- 1.2 Locate a suitable off-site premises
- 1.3 Develop a strategy for a 6 month pilot drop-in service
- 1.4 Develop findings into a report for the IAG
- 1.5 Seek funding to progress the drop-in on a full time basis

## aim 2

Develop a specialisation for supporting clients with dual diagnosis

### Objectives

- 2.1 Identify an appropriate screening tool for dual diagnosis
- 2.2 Recruit a mental health specialist or nurse
- 2.3 Improve referral pathway to outpatient mental health services in the North East

# Strategic Goals

## aim 3

Improve referral and care pathways for individuals and families with experiences of drug and alcohol misuse

### Objectives

- 3.1 Undertake a review of care pathway and treatment options at Turas
- 3.2 Improve awareness of Turas by engaging with local services and organisations

## aim 4

Explore development of a special community employment rehabilitation scheme

### Objectives

- 4.1 Undertake consultations with addiction services operating a special CE Rehabilitation programme
- 4.2 Review the employment, education and training needs of service users
- 4.3 Create a strategy for a special CE Rehabilitation programme

# Strategic Goals

## aim 5

Ensure a secure and sustainable financial future

### Objectives

- 5.1 Generate new income streams
- 5.2 Ensure we have the financial means to implement our plan
- 5.3 Become a charity of choice for people doing events locally

## aim 6

Nurture a warm and welcoming employee culture based on excellence

### Objectives

- 6.1 Work towards implementing an employer's quality standard
- 6.2 Create the conditions to offer improved pay and conditions
- 6.3 Promote health and well-being
- 6.4 Promote learning and training

# Strategic Goals

## aim 7

### Secure a new building for Turas

#### Objectives

- 7.1 Establish a premises sub-committee
- 7.2 Map the requirements of a new building to determine size and scale
- 7.3 Search for a new premises for Turas.

The logo for Turas, featuring the word "turas" in a bold, lowercase, sans-serif font. The letters are a vibrant yellow color, set against a solid blue rectangular background.

We're here for you at every  
stage of your journey.

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# turas



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