

H ~~o~~ **dope**

Helping Young People Towards Recovery

**Strategic Plan
2008 - 2010**



ICAP

inter church addictions project

Foreword

As a group of individuals, each concerned about the growing incidence of young people abusing drugs and alcohol and dedicated to the building of hope and confidence among young people, particularly those with substance addictions and associated problems, we came together, in 2004, from the four main church denominations to form the **Inter Church Addictions Project (ICAP)**.

In 2006 we secured funding from the North and West Belfast HSS Trust to commission a feasibility study to identify gaps in service provision for young people under 18 years of age. This was conducted by Deloitte MCS Ltd, who reported in December

2006 highlighting the need for a dedicated residential addiction treatment centre in Northern Ireland for young people, under the age of 18 years, caught in the grip of substance addiction. The setting-up and running of such a facility is the key aim of our project.

Further funding was obtained, in April 2008, from the Department of Health, Social Services and Public Safety, Northern Ireland (DHSSPS) for the employment of a Development Officer to drive the project forward and make it happen. The Development Officer was appointed in September 2008.

This faith-based project has been developed in the context of the *2005 Bamford Review of Mental Health and Learning Disability*, in particular, the review's conclusions and recommendations on 'Children and Young People'; and 'Alcohol and Substance Misuse,' and DHSSPS's *New Strategic Direction for Drugs and Alcohol Plan for the five year period 2006-2011*.

The Bamford Review indicated the important role of support from faith communities for people with mental health problems. It noted, in particular, that religious/spiritual commitment correlates with lower levels of substance abuse.

We present, in this document, the Inter Church Addictions Project's first Strategic Plan 2008 – 2010. It formulates the project's vision, mission, aims and objectives for the future.

We hope that you will take time to give the Plan your consideration and that we can count on your support to help us make the much needed rehabilitation centre for young people become a reality.

Lindsay Conway
Chairperson

Executive Summary

The Inter Church Addictions Project (ICAP) is an inter-church group representing the four main church denominations and the Evangelical Alliance in Northern Ireland. This document presents its first Strategic Plan, covering the period 2008 - 2010. It is the shortened published version of the Strategic Plan available on ICAP's website: www.icapni.org, along with the supporting Business Plan for the same period.

ICAP wants to:

- provide a dedicated, regional residential centre in Northern Ireland for young people caught in the suffering of substance addiction;
- call on Government to make provision for the full range of appropriate services for young people with alcohol and drug related problems; and
- put the issue of addictions more firmly on the agenda of the Churches in Ireland.

ICAP wishes to build support and develop partnership with existing stakeholders and service providers in the statutory and voluntary and community sectors. It seeks to complement the services that are currently being provided for young people caught in the suffering of substance addiction.

Introduction:

Who we are and what we aim to achieve

The Inter Church Addiction Project (ICAP) was established in 2004 and formally launched in June 2006 by the leaders of the four main Churches (Church of Ireland, Methodist, Presbyterian, and Catholic) and the Evangelical Alliance in Northern Ireland. It is an inter-church group motivated by the love of God and dedicated to the building of hope and confidence among young people, particularly those with addictions and associated problems.

ICAP is deeply concerned about the shortfall of services available to deal with the growing problem of substance abuse amongst young people.

A feasibility study, commissioned by ICAP, has identified a gap in the provision of treatment services for young people up to the age of 18 who are suffering from drug and alcohol misuse.

There is no exclusive, dedicated, inpatient residential treatment facility in Northern Ireland, for young people caught in the grip of substance addiction.

For those young people with addiction problems, presenting significant and complex needs and requiring intensive support, including detoxification as well as support for severe mental health issues, the service provided in Northern Ireland will either be admission to an adult, mainstream in-patient psychiatric unit in a hospital within Northern Ireland, or referral to a specialised youth services provider in Great Britain or the Republic of Ireland.

ICAP wants to provide a dedicated, regional, residential, non-medical treatment centre in Northern Ireland where young people can undergo an intensive rehabilitation programme with extensive aftercare and family support.

ICAP believes that the issue of drug and alcohol addiction requires a holistic approach, addressing not only the medical needs but also the emotional, physical, psychological and spiritual needs of the individual.

To date the work of the ICAP has been sustained through the voluntary time contributions of a range of professionals within the individual denominations represented by ICAP. They make up the ICAP Management Committee of nine members. A Development Officer has recently been appointed, in September 2008, to drive the project forward.

Purpose: our Vision, Mission, and Values

Vision:

ICAP's vision is of an oasis of compassion and healing where young people caught in the suffering of substance addiction, and their families, are invited to a place of hope and restoration.

Mission:

ICAP's mission is to set young people, caught in substance misuse, free from their addiction, and provide ongoing support to them and their families.

Values:

The core values of ICAP are founded on the underlying principles of :

respect; equality; uniqueness of the person; holism; teamwork; partnership; quality of service; accountability.

respect:

- ICAP is motivated by respect for the worth and dignity of young people and their families;

equality:

- while ICAP has an underlying Christian ethos, services will be available to all young people and their families;

uniqueness of every person:

- each person is valued as a unique and gifted individual with his or her own beliefs, culture and spirituality;

holism:

- ICAP will address, within a holistic framework, the personal, social and spiritual needs of the young person;

teamwork:

- all involved will work together in a consistent, supportive and respectful way towards common goals;

partnership:

- ICAP is committed to work in partnership with key stakeholders to achieve the common goals;

quality of service:

- ICAP is committed to providing services to the highest professional standards;

accountability:

- ICAP's operations are committed to being fully transparent and accountable.

Strategic Aims and Objectives for the next 3 years

Strategic Aims:

- to provide a therapeutic residential centre to help young people who struggle with complex substance addiction problems;
- to provide support for their families;
- to work with Government and other statutory and voluntary agencies as a partner provider of treatment services to vulnerable young people with complex substance addiction problems;
- to advocate for, and raise public awareness of the plight of young people suffering from substance addiction, and the current gap in provision of their treatment;
- to put the issue of addictions more firmly on the agenda of the Churches.

Associated Objectives:

Aim: to provide a therapeutic residential centre to help young people who struggle with complex substance addiction problems.

Objectives:

- 1) to establish and sustain a professional residential therapeutic facility in Northern Ireland for the treatment of young people caught in the suffering of substance addiction.
- 2) to provide these young people with the appropriate network of aftercare support.

Aim: to provide support for their families.

Objective:

- 3) to provide a programme of support to the young persons' families during and after their treatment.

Aim: to work with Government and other statutory and voluntary agencies as a partner provider of treatment services to vulnerable young people with complex substance addiction problems.

Objective:

- 4) to liaise with the appropriate structures and treatment services in the statutory and non-statutory sectors to ensure a comprehensive range of service provision.

Aim: to advocate for, and raise public awareness of the plight of young people suffering from substance addiction and the current gap in provision of their treatment.

Objective:

- 5) to gain support from the Northern Ireland Assembly, relevant Government Departments, key stakeholders, and the general public for a residential therapeutic centre for young people.

Aim: to put the issue of substance addictions more firmly on the agenda of the Churches.

Objectives:

- 6) to engage fully the practical assistance and financial support of the Churches for the therapeutic residential centre for young people.
- 7) to make best use of existing, relevant, appropriate and potential initiatives within the Churches, aimed at addressing substance addictions.

Objectives, key process/tasks, completion dates and outcomes

Aim: to provide a therapeutic residential centre to help young people who struggle with complex substance addiction problems;

Objective:

- 1) to establish and sustain a professional residential therapeutic facility in Northern Ireland for the treatment of young people caught in the suffering of substance addiction.**

Process/tasks, completion dates and outcomes for achievement of objective:

Objective	Process/task	Completion date	Outcome
1)	(a) Search and identify suitable sites/premises	March 2009	Residential centre operational by September 2010
	(b) Discuss with Housing Associations and agree on a partnership arrangement, where appropriate	March 2009	
	(c) Agree on and secure suitable site/premises	May 2009	
	(d) Draw up plans and obtain planning permission, where appropriate	December 2009	
	(e) Complete refurbishment of premises	March 2010	
	(f) Identify external capital and recurrent funding streams in the statutory and non-statutory sectors, and make applications	March 2009	
	(g) Produce a strategic plan and a business plan to support applications for funding	March 2009	
	(h) Secure capital and recurrent funding from statutory and/or non-statutory sector	September 2009 (ongoing)	
	(i) Recruit staff for residential centre	March 2010	
	(j) Devise a programme of treatment for the young people	December 2009	

Objective:

- 2) to provide these young people with the appropriate network of aftercare support.**

Process/tasks, completion dates and outcomes for achievement of objective:

Objective	Process/task	Completion date	Outcome
2)	(a) Devise a programme of follow-up and aftercare involving family, friends and local community services	December 2009	Programme in place for the centre's opening September 2010

Aim: to provide support for their families

Objective:

- 3) to provide a programme of support to the young persons' families during and after their treatment.**

Process/tasks, completion dates and outcomes for achievement of objective:

Objective	Process/task	Completion date	Outcome
3)	(a) Devise a programme of support for families as an integral part of the treatment and aftercare of the young people	December 2009	sufficient referrals to allow the centre to commence offering a service in September 2010 and for at least a year after opening (* see Objective 4)
	(b) Obtain referrals from families by offering and promoting a unique programme of treatment that will include their involvement, and offer ongoing support to them, as well	March 2010 (ongoing)	

Aim: to work with Government and other statutory and voluntary agencies as a partner provider of treatment services to vulnerable young people with complex substance addiction problems.

Objective:

- 4) to liaise with the appropriate structures and treatment services in the statutory and non-statutory sectors to ensure a comprehensive range of service provision.**

Process/tasks, completion dates and outcomes for achievement of objective:

Objective	Process/task	Completion date	Outcome
4)	(a) Produce a strategic and business plan	March 2009	A plan for presenting to stakeholders and potential funders
	(b) Liaise with DHSSPS (including Regional Health Board and HSS Trusts), DSD and DENI, NIHE and NIO	March 2009 (ongoing)	A commitment to fund the centre as a key service provider for young people
	(c) Secure referrals from GPs, statutory & non-statutory service providers, and the criminal justice system of the NIO, including the Probation Service	December 2009 (ongoing)	sufficient referrals to allow the centre to commence offering a service in September 2010 and for at least a year after opening(* see Objective 3)
	(d) Agree on an appropriate model and programme of treatment, establish treatment protocols, and seek approval from DHSSPS	December 2009	Approved treatment programme to enable commencement of service provision in September 2010
	(e) Seek and obtain registration and accreditation	March 2010	Recognition as a key service provider
	(f) Negotiate with partners (e.g. Housing Association and HSS Trusts) to highlight the services to be provided, and develop service level agreements	March 2010	Service level agreement established with a Housing Associate (if appropriate); service level agreement established with HSS Trusts
	(g) Establish corporate governance procedures	March 2009	Proper governance requirements in place
	(h) Set up accounting systems (with audit trail) and proper systems of financial management and control to satisfy requirements of disclosure, audit, value for money and accountability.	March 2009	Requisite systems in place
	(i) Tender for care service provision with Regional Health Board and six HSS Trusts as a statutory or independent provider	March 2010	Contracted as service provider for commencement of service provision in September 2010

Aim: *to advocate for and raise public awareness of the plight of young people suffering from substance addiction and the current gap in provision of their treatment.*

Objective

5) to gain support from the Northern Ireland Assembly, relevant Government Departments, key stakeholders, and the general public for a residential therapeutic centre for young people.

Process/tasks, completion dates, and outcomes for achievement of objective:

Objective	Process/task	Completion date	Outcome
5)	(a) Lobby Ministers, MLAs, and Government Depts.	ongoing	High profile as a recognised service provider achieved and support from stakeholders secured
	(b) Meet with stakeholders	ongoing	
	(c) Hold a PR event with speakers in a high profile venue and invite all stakeholders	December 2008	
	(d) Organise media coverage in Ireland – press, radio and TV	ongoing	
	(e) Seek celebrity patron(s)	ongoing	
	(f) Seek support and witness of persons on 'good recovery' and parents, family and friends of young persons who have died from addiction (potential mentors to assist at the residential unit)	ongoing	

Aim: *to put the issue of substance addictions more firmly on the agenda of the Churches.*

Objective

6) to engage fully the practical assistance and financial support of the Churches for the therapeutic residential centre for young people

Process/tasks, completion dates and outcomes for achievement of objective:

Objective	Process/task	Completion date	Outcome
6)	(a) Promote the project throughout the Churches and schools, presenting at the top level forums of the Churches and schools, through addresses, presentations, and seminars.	ongoing	Church leaders, clergy/ministers and their congregations, and schools, fully aware and supportive of the work of ICAP.
	(b) Promote the project in Church literature, including magazines, gazettes, newsletters/sheets, and parish bulletins	ongoing	
	(c) Apply to the four main Churches for capital and recurrent funding commitment.	March 2009 (ongoing)	Funding committed and secured from the four main Churches.

Objective:

- 7) to make best use of existing, relevant, appropriate and potential initiatives within the Churches, aimed at addressing substance addictions.**

Process/tasks, completion dates and outcomes for achievement of objective:

Objective	Process/task	Completion date	Outcome
7)	(a) Establish full extent of action against substance misuse by each of the Churches and facilitate greater coordination and cooperation to maximise the impact of the Churches' response	ongoing	Integrated action by the Churches, through ICAP, in addressing substance misuse.

Conclusion

This Strategic Plan will be succeeded by the production of an ***Operational Plan*** on an annual basis. ICAP is committed to the implementation of this plan, but recognises that elements of the Strategic Plan will be delivered over a varying timescale. Some will be embarked upon immediately, while others will be developed gradually over the three-year period of the strategy.

Our annual operational plans will give a much clearer picture of such priorities and time-scales.

We thank you for reading this published version of our Strategic Plan and would invite you to read the fuller version, along with the supporting Business Plan for the same three-year period, on our website **www.icapni.org**

It is acknowledged that little or nothing of what has been outlined is attainable without the cooperation, participation and involvement of our stakeholders, including financial support from our potential funders.

ICAP looks forward to opening the doors of its residential rehabilitation treatment centre to its first group of young people, in September 2010, and its development into a regional addiction treatment centre of excellence for Northern Ireland.

Hope

Helping Young People Towards Recovery



ICAP

inter church addictions project

68 Berry Street, Belfast, BT1 1FJ Tel: 028 9031 5656 Web: www.icapni.org