

Strategic Plan 2021–2025

We work towards an Ireland where children and families experiencing challenges have the capacity to create lasting positive change in their lives, with access to timely, high quality support programmes.



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Clondalkin Behavioural Initiative Ltd, trading as Archways, is a company limited by guarantee not having a share capital, registered in Dublin, Ireland with a registered office at 7/8 Oakfield Industrial Estate, Clondalkin, Dublin D22 EH52.

Clondalkin Behavioural Initiative Ltd. is also a registered charity.

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Vision

We work towards an Ireland where children and families experiencing challenges have the capacity to **create lasting positive change** in their lives, with access to timely, high quality support programmes.

Mission

We effect real and lasting change for children and families experiencing behavioural, social and emotional issues. We do this by developing and scaling-up evidence-based and innovative national solutions and interventions that support families to realise their potential.

Values

Our Focus is People

What drives all our decisions and work is how that will affect children, young people and families.

Innovative

We are motivated by dynamic thinking and creative solutions.

Evidence Based

We use proven programmes and data to show what we do works.

Continuously Improving Quality

We improve and adapt to people's changing needs.

Partnering to Maximise

Working with others means we can achieve more than we can alone.

Maximising Value

We provide the best service for the least cost in order to reach the most people.

Accessibility and Inclusivity

We work with people where we can make the most difference and make it as easy as possible for people to take part in our programmes.

Family Focus

We work with families in a way that respects their perspective and upskill them.

Chairperson's Message

This plan has been developed as a collaboration between the Board of Archways and staff supported by Quality Matters. This plan aims to build on the work that Archways has been doing over the last 14 years. It will support us to move in new directions and increase our capacity to respond to the needs of children and families in Ireland. A rolling Implementation Plan is being developed in tandem with this Strategic Plan. This will be monitored by the Board and staff to ensure the successful delivery of the plan.

The process began with a session for both Board and staff to look at where we are as an organisation, what we had achieved, and where we wanted to go to next. This discussion built on some of our core values such as innovation, the development of quality services, delivering to those most in need and intervening at the earliest possible time. There followed a series of planning sessions with both individual staff groups and with the Board. This has resulted in a plan that has a high level of ownership from the organisation as a whole. The plan is ambitious in scope and will require the skills and commitment of the Board and staff to realise that ambition.

The plan has been developed against the backdrop of the COVID-19 pandemic which has impacted on the organisation in significant ways, both positive and negative. It has impacted negatively on our revenue from traded activities which would have posed real difficulties financially for the organisation without the support from the COVID-19 Stability Fund. It has also impacted positively in that we have found new ways to connect with our client groups and successfully deliver services online. We will continue to use online platforms after restrictions are lifted as a new and effective way to engage families and deliver services. This is not to say that face to face work is no longer required. It is still the cornerstone of what we do but we now know that it can be augmented by online work.

New resources will be required for this plan to ensure its delivery. The funding landscape going forward is unclear. When COVID-19 restrictions are lifted it is possible that there may be reductions in budgets of government departments. Archways as an organisation is heavily dependent on state funding. Our funding comes mainly from Tusla and the HSE. The funding made available for service delivery has largely been at the same level for some time. This poses difficulties when staff costs and overheads can increase from year to year. Decreases in funding levels going forward would be difficult to manage and would pose risks to the delivery of this plan. One way of mitigating this risk is to diversify our income streams. This is detailed further in this plan.

In addition to state funding, philanthropy has always been a significant contributor to our work from Atlantic Philanthropies who supported the organisation to become established initially, to our relationship with basis.point which has enabled us expand our reach and roll out a number of our programmes to different counties throughout Ireland. basis.point have supported us for a number of years and thankfully this is expected to continue over the lifetime of this plan.

We appreciate the support of all our funders and the Board and staff look forward to the challenge of delivering on our ambitions for children, families and communities in Ireland.



Jane Forman
Chairperson (Interim), Archways
September 2021

A Word from the CEO

During the process of developing this plan, Archways, like all services, has had to be innovative and adapt to the global pandemic.

This period has reminded us of two important things. Firstly, that timely and caring supports can make the difference between families not coping and families prospering and growing stronger, and secondly that our team in Archways is deeply committed to their work and their flexibility and insight is an important resource both locally and nationally.

This Strategic Plan sets out eight key objectives which will significantly increase the availability of our life enhancing programmes across Ireland. The plan will be supported through an Implementation Plan and the development of detailed annual plans. The staff teams, the Board and our subcommittees will review progress against agreed milestones on a regular basis. The plan will be amended to reflect emerging needs, responses and policies.

It is ambitious and challenging. However, I believe with the support of our Board and the commitment and quality of our people, it is attainable. We will be responsive to challenges and new opportunities to ensure it is.

We look forward to working with a variety of partners at state, regional and local level to bring these programmes to children and families across Ireland, who can benefit so significantly from them.



Hugh Doogan
CEO, Archways
September 2021

About Archways

Growth and Progression

Archways was established in 2007 with funding from Atlantic Philanthropies. Since then we have introduced and scaled three evidence-based programmes in Ireland. These have been rolled out to thousands of families throughout Ireland and Northern Ireland. They are:

- The Incredible Years (IY) Series
- Functional Family Therapy (FFT)
- Mentoring for Achievement Programme (MAP)

We deliver our programmes to individual children, families and young people as well as a range of professionals. In more recent years we have carried out significant research on wellbeing in young people and developed a number of additional evidence-informed programmes to address new and emerging needs. You can read the *How are they Doing?* research report at this [link](#).

The organisation has grown and developed from an initial staff of seven in 2007 to over thirty in 2021. A challenge that was navigated over this period was the winding down of Atlantic Philanthropies, which necessitated the development of new funding streams to support our work. Over the last number of years, we have developed funding relationships with a range of statutory and philanthropic organisations as well as providing training, evaluation and consultancy services on a paid basis to other organisations.

The range of services that we provide has expanded significantly over the last fourteen years as has the reach of the organisation, we deliver our programmes across Ireland and in Northern Ireland.

Over the last five years' significant progress has been made in scaling up a number of our programmes. An implementation process has been developed for the IY and MAP programmes which involves working with local partners to identify key agencies who will commit to delivering the programme with fidelity. Alongside this initial training, implementation and accreditation support is provided on an ongoing basis. This process has led to ongoing high quality sustainable delivery of the programmes and has been implemented in the following locations:

- The IY Parent Group Leader training which is a train the trainer programme has been delivered in Belfast, Louth, Cork, Limerick, Tipperary and Wexford

- The IY Teacher Classroom Management (TCM) programme has been delivered to teachers in Belfast, Cork, Limerick, Tipperary, Wexford, Dublin and Kilkenny
- The MAP programme has been delivered to school personnel in Belfast, Louth, Cork, Limerick, Wexford, Dublin and Kilkenny

The FFT programme was originally delivered in the greater Dublin area. There are now Service Level Agreements (SLAs) in place to deliver the service in the following Tusla areas: Midlands, South East, Dublin South Central and Dublin South, West Wicklow and Kildare.

New programmes have been developed over the last five years. The Changing Lives Initiative, Reach Out and Preparing to Parent programmes are in the early stages of scaling up. The Think Big, Greentown and Building Up programmes are in the early implementation stage.

Focus of our Work

Archways is a national organisation working in collaboration with local and national agencies. We research, develop and promote evidence-based programmes for children, young people, parents and the professionals that support them. Our programmes begin with antenatal supports and provide a series of interventions for young people up to the age of 18 year olds and their families.

We believe that the earliest intervention gives the best results and is the most cost effective approach. Our work provides a bridge between evidence-based programmes and supports communities in the development of sustainable linked practices that build on their strengths and resources. Today we provide a host of successful programmes across Ireland and Northern Ireland that seek to address universal needs and the specific needs of families and young people. Our Vision is that 'we work towards an Ireland where children and families experiencing challenges have the capacity to create lasting positive change in their lives, with access to timely, high quality support programmes'.

When we demonstrate a programme works, working alongside our strategic partners, we want to make it available to every child, every family and every community who need it.

Key Successes 2018–2021

The Changing Lives Initiative, which works with children with behaviour congruent with ADHD, and their families, was established and rolled-out in Louth, West Belfast and Argyle & Bute in Scotland. To date,

2,350
families

have received an intervention from the project, with 629 parents availing of the 20 session ADHD focused Incredible Years Parent Programme. In addition, 1,700 professionals received training with an additional 460 professionals accessing resources and information via the Project App.

Archways trained 171 mentors in the MAP programme, which benefited

570
children.

134 teachers trained in the IY Teacher Classroom Management (TCM) programme, which benefited

2,600
children.

The Reach Out Project was developed, which works with fathers in the prison setting and was delivered in Mountjoy Prison. This was positively evaluated. The outcomes included increased contact and understanding between prisoners and their children, as well as

**improvements
in the
relationship
between
prisoners and
their children**

and prisoners and their partners.

A Wellbeing Research Project (How are They Doing?) was undertaken that involved

over
500
children &
young people.

Evaluation of the Up to 2 Programme developed by Archways was completed by Maynooth University and launched. The results showed significant benefits for parents, including

increased parental satisfaction

and improved parental efficacy.

A manual for the wellbeing based Ante-Natal Programme

was developed and implemented.

Restorative Practice was introduced to Clondalkin with

57 local organisations and schools

taking part. 113 people attended information sessions and 185 people participated in training. 54 people are currently involved in communities of practice.

Successful tender was made

to the MACE (Multiple Adverse Childhood Experience) Project and delivery commenced in 2021.

Successful tender application was made to deliver the

Greentown Project

in the Northside of Dublin, and this exciting project, which targets young people at risk of involvement in crime, will be implemented up to the end of 2023.

Anxiety Management Workshops have been developed and delivered online during COVID-19 to

22 parents &
62 teachers.

The organisation undertook a significant change process over 2020 to ensure that COVID-19 would not affect services, with programme delivery being

successfully moved online.

The Archways Model

How we do this? We develop expertise, build capacity and support scaling up and national delivery.

Our model has the following steps:

- We begin by identifying an emerging bio-psycho-social need that is adversely affecting our target groups, and which is unmet in current service provision. If this corresponds to our team expertise and approach, we then engage with strategic partners to assess the viability of developing a response to this need
- Next we research whether there are any international evidence-based programmes that we could introduce to Ireland. If there is not, we explore opportunities to develop an evidence-informed response for local needs
- We then pilot the new programme to test its' efficacy and appropriateness
- Then we both drive and support the process of scaling up. We push at national level to have the intervention accepted and funded, and provide training, expertise and support towards implementation.

STEPS IN THE PROCESS

OUTCOMES

1

Need identification and engagement of strategic partners

Clear need for a new Irish programme and interested partners engaged

2

Research into evidence-based approach

Use of an existing evidence-based programme is agreed or new programme is developed

3

Pilot / Programme is implemented in Greater Dublin area or **1-4 Counties**

Programme is evaluated, changes implemented and local evidence base generated

4

Scale 1: Programme is implemented in Greater Dublin area or **1-4 Counties**

The programme is available to **10-25% of Irish population**

5

Scale 2: Programme is implemented in **5-12 Counties**

The programme is available to **25-60% of Irish population**

6

Scale 3: Programme is implemented in **13-20 Counties**

The programme is available to **60-80% of Irish population**

7

Scale 4: Full National Implementation Programme in the majority of **32 Counties**

The programme is available to **80%+ of Irish population**

Table 1: The Archways Programme Development and Scaling Model

Policy Context for our Work

Our work is informed by national policies and strategies relating to children and families. Central to the national approach is **First 5, a whole-of-Government strategy to improve the lives of babies, young children and their families**, and **Better Outcomes, Brighter Futures**: the first overarching national policy framework for children and young people (aged 0–24 years).

The Department of Children, Equality, Disability, Integration and Youth, who are responsible for both of these strategic frameworks is also developing a national parenting strategy which will provide another important lens through which to determine the development of Archways services. Policy within the education and mental health arenas also provides an important backdrop for our work.

The organisation views its work within the context of the **United Nations Development Programme Sustainable Development Goals**, and in particular the following:

- **Goal 3:** Good Health and Wellbeing
- **Goal 4:** Quality Education
- **Goal 10:** Reduce Inequalities

Key to the sustainability of the Archways offering is ensuring stakeholders understand how each of our programmes seeks to contribute to the goals and vision contained within these national and international frameworks.

To ensure coherence of new programmes against relevant policy and strategy, all new initiatives are proofed against current national policy priorities and the vision these articulate for our target groups. Strategically we see Archways as having a role in supporting the implementation of these policies at regional and national level, as well as feeding into the review and formation of new strategy, where possible. We achieve these goals through our engagement in regional and national fora and networks.

Our Programmes

These are Archways' key evidence-based and evidence-informed programmes.

Title	DESCRIPTION OF PROGRAMME
Category One – Programmes that are well imbedded in national service delivery	
MAP	<p>MAP is a 2-year, school-based programme which works with children aged 12 to 16. The MAP programme is specifically designed to assist children to develop school continuance skills, through improving communication, problem solving and regulatory skills which can sustain positive relationships with learning. MAP supports students who have personal characteristics (e.g. behaviour problems, inattention, disinterest, disorganisation) that interfere with their learning. The programme seeks to dissipate children's risk of school refusal, escape/avoidance behaviours and ultimately school failure. The programme develops student efficacy and promotes a greater awareness of the benefits of the school and classroom environments for both the student and their families.</p>
Families First – Functional Family Therapy	<p>Functional Family Therapy (FFT) is a family based therapy programme which has been developed for over 30 years. It is a programme that has been proven in a number of research studies to work for families and young people. It has been used successfully to treat young people and their families coping with relationship issues, emotional and behavioural problems at home, at school, and in the community. Studies show that FFT helps reduce violence and family conflict. FFT works by recognising the importance of family unity, working to improve family relationships, and enhancing family members support for one another.</p> <p>The Families First team provide a wraparound service which can include individual psychotherapy for parents /care givers and the young person themselves, a case management component as well as Functional Family Therapy. An integrative approach is used by the team which can include developmental trauma and attachment informed therapy and cognitive behaviour therapy. The service also focuses on behaviour management, conflict resolution, negotiation skills, problem solving skills, communication skills, emotional regulation and coping skills.</p>
Incredible Years Train the Trainer Parenting Programme (and direct provision in local areas)	<p>The Incredible Years Parent Programmes focus on strengthening parent-child interactions and attachment, reducing harsh discipline and fostering parents' ability to promote children's social, emotional, and language development. In the preschool and school age programmes parents also learn how to encourage school readiness skills and are encouraged to partner with teachers so that they can promote children's academic as well as social skills and emotional literacy.</p>

Incredible Years Teacher Classroom Management Programme	<p>The Incredible Years is a suite of programmes aimed at supporting the social, emotional and behavioural needs of children. The Teacher Classroom Management (TCM) element of the programme has been shown to bring about significant changes in classroom behaviour for primary school children. These changes lead to a more productive classroom environment where teachers are more relaxed and confident and children acquire improved social skills, are more emotionally aware and behave in a more compliant manner.</p>
Odyssey Programme	<p>The Odyssey Programme was developed by Parenting NI. The programme is group based with 10 to 12 parents participating. It is based on the principle of prevention and early intervention. It helps parents of teenagers to establish an authoritative parenting style and manage issues arising with their children avoiding escalation. Research indicates that adolescents of authoritative parents perform better at school; exhibit fewer behavioural problems, are less likely to engage in delinquency or substance abuse and display better emotional adjustment than their counterparts raised in non-authoritative homes.</p>
Category Two – Programmes with a strong evidence base in scaling phase	
The Changing Lives Initiative	<p>The Changing Lives Initiative is an innovative early intervention programme for ADHD. The intervention for families consists of Information and Awareness workshops, a Screening Programme and an ADHD focused Incredible Years Parent Programme. The programme also provides training on ADHD to schools, early years’ providers and other professionals.</p>
Preparing to Parent	<p>The Preparing to Parent ante-natal programme provides an opportunity for prospective parents to increase their understanding of their unborn baby’s development. The programme consists of four modules: (1) communicating with your baby (2) the sensory experience (3) preparing for your baby (4) post birth life changes. These modules provide access to practical skills and supports to make the transition to motherhood more successful. The programme facilitates pre-birth bonding and reduces ante-natal stress and unrealistic expectations. Designed for both group and individual delivery, the programme supports mothers, and particularly first time parents, to explore the concept of parenthood, its impact on identity, role expectations and responsibility, and existing relationships. Post programme protocols facilitate mothers to develop a social support network to reduce the potential for post birth insularity and isolation.</p>

Category Three – Programmes in the development and initial pilot phase

Think Big

The Think Big Programme is a two year after-school programme for children in 5th and 6th class who demonstrate academic, creative or sporting abilities. The objectives of the programme are:

- Development of positive peer groups / positive role models
- Enhancement of skills and aptitudes, especially social and emotional skills such as leadership, collaboration and empathy
- Introduction to new experiences
- Support for children to achieve their potential, and develop their talents

Think Big will use an evidence-informed advanced enrichment approach, facilitated by a teacher. This approach will enable students to delve into topics not typically part of the school curriculum. Such an approach is child-led and provides opportunities for the development of cooperation and collaboration, empathy, leadership, persistence, resilience and self-directed learning. To develop an evidence-base, the programme will be measured and evaluated throughout, using teacher reports and child satisfaction and interest surveys, using recognised measurement tools such as the Strengths and Difficulties Questionnaire (SDQ).

Reach Out

This 8 week programme aims to assist long term prisoners to connect with their family and particularly children. The process includes mentoring, education and supporting fathers to connect with their children. Reach Out has been piloted in Mountjoy Prison, and was co-developed by Fusion CPL. The process evaluation showed improvements in family engagement and improved relationships between fathers in prison and their children, as well as in the parental relationship.

Systemic Family Support

Systemic Family Support is a new project established in the Northside of Dublin to address the challenges faced by young people involved or are at risk of involvement in crime networks. The project will have a strong focus on family support and will work with partner agencies to provide targeted interventions to young people and their families. The project will run for a 3-year period and aims to reduce the influence of criminal networks on young people and provide them with alternative pro-social pathways.

Cognitive Behavioural Therapy (CBT) Training

This programme can be delivered in group or individual format. The programme uses a meta cognitive model of anxiety to address generalised and social anxiety disorders. The programme involves Psychoeducation, Skills Development, Maintenance, Consolidation and Relapse Prevention. The programme uses the learn, discuss and model (LDM) method to help children identify common narratives of anxiety, build resilience and learn situationally specific coping skills. Run over ten sessions the programme design incorporates imaginal and in-vivo exposure experiments, behavioural activation and cognitive reframing techniques which allow the child to challenge and overcome their current perceptions of anxiety as a life limiting and fearful emotional state.

Building Up

This is a six session, school based programme for young people aged between 14 and 16 years. The programme aims to: to support wellbeing and resilience in 14 to 16 year olds, and to reduce student anxiety and associated school refusal; to support teacher wellbeing and positive mental health; to develop positive parental competencies to address problem behaviours in the home, and has three components:

Student Programme: The principles that form the building blocks, or essential learning of the programme are: Positive Emotions, Engagement, Relationships, Meaning and Achievement (PERMA).

Teacher Programme: The two session teacher programme will run side by side with, and compliment, the student programme. One session will promote an understanding of the young person’s programme, including the PERMA elements and the principles of Wellbeing Theory. The second session will use the principles of Wellbeing Theory to enhance teacher’s self-care skills and wellbeing strategies.

Parent Workshop: This is a 2-hour interactive workshop providing information on anxiety and how it manifests itself in children and young people and strategies to address the issue.

Blue Skies Initiative Programmes

Blue Skies Initiative is one of twelve Area Based Childhood (ABC) Programmes which aim to improve outcomes for children and families in some of the most disadvantaged areas of the country. The programme has a particular emphasis on improving health, educational and social outcomes. The ABC Programme targets investment in evidence-based and evidence-informed interventions to improve the long-term outcomes for these children and families. The programmes run through the Blue Skies Initiative are shown below:

0 – 3 Years	Early Years / Schools Programmes	Parenting	Community Programmes
Ante-Natal (Preparing To Parent)	Ready Steady School Transition Programme	Odyssey Parenting Programme (12 - 15 years)	Infant Mental Health Network
Post-Natal	Mindfully Me Programme	Basic Parent Programme IY (3 – 8 years)	Restorative Practices
Infant Massage	Classroom Dina (IY)	Circle of Security (4 months – 6 years)	Trauma Informed Programmes and ACES (Adverse Childhood Experiences) Workshops
Archways Up to 2 Programme	Teacher Classroom Management (IY)		Little Humans (5 – 10 years)
ParentChild+ Home Visiting Programme	Mentoring for Achievement (MAP)		

Table 2: Blue Skies Initiative programmes

Overview of Strategic Goals

The plan outlines eight strategic objectives which together aim to maximise and extend the range of programmes offered by Archways to ensure that children and families across Ireland have access to high quality programmes that create lasting positive change. The timeline for achievement is 2025, if not otherwise stated.

Goal 1:

To extend delivery of The Changing Lives Initiative so that all children with behaviours consistent with ADHD have access to supports

Goal 2:

To extend the Families First Programme to maximise at risk young people's access to evidence-based systemic therapeutic family supports

Goal 3:

To ensure Blue Skies Initiative work in partnership with families, practitioners, communities and national stakeholders to deliver better outcomes for children and families living in areas where poverty is most deeply entrenched, particularly in the local areas of Clondalkin, Adamstown and parts of Lucan

Goal 4:

To extend Reach Out to all prisons to reduce childhood trauma and reduce recidivism

Goal 5:

To progress development and delivery of MAP, Incredible Years and Building Up

Goal 6:

To develop and establish the Systemic Family Support pilot programme

Goal 7:

To further develop organisational systems to optimise efficiency, effectiveness and accountability

Goal 8:

To further develop the Social Enterprise aspects of our business model

PROGRAMME	Identify Need	Research & Development	Pilot & Evaluation	Scale 1 1 - 4 Counties	Scale 2 4 - 12 Counties	Scale 3 12 - 20 Counties	Full National Reach
Category One – Programmes that are well imbedded into national service delivery							
MAP						2020	2025
FFT				2020	2025		
IY Train the Trainer Parenting Programme (direct and online)					2020	2025	
IY TCM Programme					2020	2025	
IY Parenting Programme (direct and online)				2020 / 2025			
Odyssey Programme			2020	2025			
Category Two – Programmes with a strong evidence base in scaling phase							
The Changing Lives Initiative			2020				2025
Anti-Natal Training			2020		2025		
Think Big		2020			2025		
Building Up	2020			2025			
Category Three – Programmes in the development and initial pilot phase							
Reach Out			2020	2025			
Greentown	2020			2025			
CBT Training			2020	2025			

Table 3: Growth Targets using the Archways Programme Development and Scaling Model

Goal 1:

To extend delivery of The Changing Lives Initiative so that all children with behaviours consistent with ADHD have access to supports

1.1 Overview

To extend delivery of The Changing Lives Initiative so that all children with behaviours consistent with ADHD have access to this evidence-based early intervention approach wherever they live in Ireland. The steps involve publishing existing evaluations and scaling this successful intervention to reach and empower families managing children with behaviours consistent with ADHD.

1.2 Key Actions

- 1.2.1** Publish existing evaluation as grey literature and in academic journals and disseminate through online events and press engagement.
- 1.2.2** Secure funding for the scaling up plan (through HSE/Dept. of Health) and develop this with the engagement of key stakeholders using a methodology informed by international best practice in scalability.
- 1.2.3** Explore the potential of delivering the ADHD focused IY Parent Programme to families through a social enterprise model.
- 1.2.4** Develop an oversight group who will progress steps to ensure a sustainable funding model that is appropriate to achieve the agreed outcomes.
- 1.2.5** Develop systems and processes to ensure model fidelity, equitable service delivery and undertake quality assurance when funding is in place.
- 1.2.6** Develop a research agenda to support ongoing quality improvement, accountability and to support innovation in relation to responding to ADHD in a cost effective and children first manner.

1.3 Measures of Success

- 1.3.1** The service is expanded to include a number of new counties, and waiting lists are managed so that an eligibility assessment is provided within 12 weeks of first contact and a place on a programme is provided within 6 months from the eligibility assessment.
- 1.3.2** All primary schools in counties where the service is delivered have been offered access to the ADHD workshop.
- 1.3.3** Quality indicators and outcomes are maintained throughout the scaling process.

Goal 2:

To extend the Families First Programme to maximise at risk young people's access to evidence-based systemic therapeutic supports

2.1 Overview

Archways has been providing FFT for 14 years. The next stage of programme development involves strengthening data and research on outcomes, and extending the model to other Social Work Teams, maximising the access that young at risk people have to evidence-based systemic therapeutic supports, with a 2025 target of removing children from the protection notification list or maintaining foster placements.

2.2 Key Actions

- 2.2.1** To develop an outcome and impact subgroup in order to produce data on the impact and efficacy of the approach and to enable systems learning.
- 2.2.2** To negotiate with FFT Partners in relation to upgrading the data management system and increasing local access to data.
- 2.2.3** To expand the team operating in the Midlands, ensuring a sustainable business model.
- 2.2.4** To continue to invest in the staff team through ongoing professional development.
- 2.2.5** Develop an internal caseload review process to ensure

maintenance of equity across staff teams as well as quality of service provision. This will also ensure ongoing review of systems from an efficiency perspective, also ensuring work remains within programme scope.

- 2.2.6** To explore extending provision of this model in Dublin North, through negotiations with Tusla.

2.3 Measures of Success

- 2.3.1** Quality indicators attain consistency with the established sites after six months of operations.
- 2.3.2** The service maintains an ambitious 70% completion rate.
- 2.3.3** Stabilising home/foster care and residential placements / reducing out of home placements/ supporting returning home from Foster Care or Residential Care/Stepping down to Foster Care from Residential Care.
- 2.3.4** Sustaining education placements - reengaging in education and training.
- 2.3.5** Reducing and attaining non substance misuse for clients.
- 2.3.6** Improvements in behavioural/mental health difficulties for the young person by analysing Strengths & Difficulties Questionnaire (SDQ) measures.
- 2.3.7** Improve quality of relationships between caregiver and the young person – improved family functioning through analysis of SCORE (Systemic Clinical Outcomes and Routine Evaluation) measures.

Goal 3:

To ensure Blue Skies Initiative work in partnership with families, practitioners, communities and national stakeholders to deliver better outcomes for children and families living in areas where poverty is most deeply entrenched, particularly in the local areas of Clondalkin, Adamstown and parts of Lucan

3.1 Overview

Through prevention and early intervention approaches, Blue Skies Initiative aims to work in partnership with families, practitioners, communities, and national stakeholders to deliver better outcomes for children and families living in areas where poverty is most deeply entrenched, particularly in the local areas of Clondalkin, Adamstown and parts of Lucan.

Blue Skies Initiative operate at three levels of change:

- Frontline delivery of prevention and early intervention services for children and families that support early child development.
- Capacity building, facilitation and support to service providers to implement evidence-based ways of working.
- System change with management and decision-makers at a local, regional and national level.

3.2 Key Actions

- 3.2.1** To create awareness of the importance of maternal mental health in the antenatal and postnatal period by developing strong links with local maternity hospitals, social workers and public health nurses. To provide training to both professional and parents on the transition to parenting and provide the support they may need in the postnatal period. Advocate through the local Infant Mental Health Network for a resourced national antenatal strategy.
- 3.2.2** To provide Infant Massage training to parents and incorporate learnings around maternal mental health and infant mental health within this programme.

- 3.2.3** To build capacity with Cuidiú workers, local family support workers, Traveller Primary Health Care and/or other parent mentors to provide Infant Massage in their communities and to their service users. This will be progressed alongside the development of knowledge by these practitioners in Infant Mental Health Competencies and frequent communities of practices.
- 3.2.4** To expand the suite of programmes within the community and ensure a cohesive transition for parents and caregiver through the appropriate programmes.
- 3.2.5** Train an additional 10 home visitors for the ParentChild+ Programme as well as supporting an existing worker to take on programme management, ensuring ongoing promotion and quality control. To explore accessing additional space and resources to support the programme.
- 3.2.6** To create an awareness of trauma informed practice by the use of a community wide approach. This plan will also include selecting and running programmes that build capacity within the community and deepen the understanding of Adverse Childhood Experiences (ACEs). Delivering programmes which provide protective factors to ACEs will also be provided (for example Creative Mindfulness Programme).
- 3.2.7** To provide supportive and empowering parenting supports that are in line with Blue Skies Initiative's ethos and are trauma informed (for example Circle of Security, Solihull etc.).
- 3.2.8** To facilitate the local Infant Mental Health Network and co-ordinate with the national network, supporting members to attain the infant mental health accreditation.
- 3.2.9** To continue to work with the Blue Skies Initiative Consortium and the community to identify gaps in service and support in the catchment area.
- 3.2.10** To create a restorative community by becoming trainers of trainers in Restorative Practices which will allow us to upskill local professionals to roll out introductory and advanced training which will expand the values and ethos of Restorative Practices within the community. This will also be supported by monthly communities of practices and frequent upskilling training for those involved.

3.3 Measures of Success

- 3.3.1** Local programmes meet and maintain their internal quality standards.
- 3.3.2** Evaluations of new programmes are undertaken.
- 3.3.3** The model increases local delivery through the empowerment of local services and families to enable greater capacity, interagency cooperation and sustainable programmes.

Goal 4:

To extend Reach Out to all prisons to reduce childhood trauma and reduce recidivism

4.1 Overview

This programme aims to reduce childhood trauma related to parental imprisonment and to positively impact on recidivism. The long term objective is to have this available to all prisoners with children and we progress this strategic objective by:

- Formalising arrangements with Fusion CPL and other partners.
- Developing the model to include Train the Trainer to enable scaling.
- To evaluate the programme to ensure ongoing improvements in delivery and to generate data for men in prison and their families as well as recidivism.

4.2 Key Actions

- 4.2.1** Work to formalise an agreement with Fusion CPL whereby Archways is the preferred provider for the rollout of the programme in the two identified prisons including the Train the Trainer contracting.
- 4.2.2** Work collaboratively with Fusion CPL to source funding for a phased roll out of the programme.
- 4.2.3** Put in place measures to ensure there is capacity to deliver the programme and mentor new recruits.
- 4.2.4** Establish an annual process for quality review and mentor support that ensures system learning, mentor engagement and maintenance of programme fidelity (i.e. learning events, mentor forum, accreditation, peer review, data analysis on participant experience and outcomes).
- 4.2.5** Evaluate the programme from an internal perspective, establishing a clear outcome framework to gather participant data.
- 4.2.6** Raise funding for an external evaluation (once a sufficient scale has been reached) highlighting the cost benefit proposition to ensure sustainability of funding.

4.3 Measures of Success

- 4.3.1** The programme shows impact on families in relation to increased connection leading to an increase in family wellbeing (especially: children's connection to parents, child positive sense of self, reduction in child trauma) as well as an increase in male integration post release, and a reduction in reoffending.
- 4.3.2** The programme has a sustainable funding basis to ensure all prisoners with families with children under 18 have access to the programme.

Goal 5:

To progress development and delivery of MAP, Incredible Years and Building Up

5.1 Overview

We will achieve this strategic goal by:

- Reviewing and updating elements of the MAP programme, and increasing promotion and uptake of this successful programme.
- Increasing the modes of delivery for parents based Incredible Years programmes.
- Pilot, evaluate and roll-out, if successful the Building Up programme.

5.2 Key Actions: Mentoring for Achievement Programme (MAP)

- 5.2.1** Review contracts/MOUs to ensure these adequately support the next stage of delivery.
- 5.2.2** Develop a direct marketing strategy for the programme.
- 5.2.3** Further develop the ongoing training to ensure efficiency of delivery and logistics, while maintaining quality of service delivery. This will involve exploring group training.
- 5.2.4** Review the manual and training materials and update to reflect the latest good practice, consulting with past participants.
- 5.2.5** Develop a national mapping scheme to outline a vision of how many trainers are required in each region, and to support proactive engagement with stakeholders to support the achievement of national rollout.
- 5.2.6** Develop a peer forum for MAP mentors to support peer learning and to seek funding for the network.
- 5.2.7** Promote programme uptake in schools in collaboration with School Completion Programme and the Department of Education.
- 5.2.8** To explore potential for developing provision in EU and UK.

5.3 Measure of Success

- 5.3.1** There are MAP trained facilitators in all counties and an approach to roll out in the UK is identified.

5.4 Key Actions: Incredible Years (All Programmes)

- 5.4.1** Provide the IY parenting online course and directly to parents in the local area twice a year.
- 5.4.2** Provide the IY Parent Train the Trainer in an additional 8-12 counties, in order for this to be available throughout the country. To do this the following will be undertaken:
 - a.** Actively target counties with no current IY provision, and support the implementation of the 18 month IY implementation process.
 - b.** Update the interactive map of IY provision to highlight the success of the project.
 - c.** Marketing the programme – develop an online brochure that explains the process, and to explore (where resources are available) additional marketing activities to encourage engagement with the programme.
- 5.4.3** Provide the TCM programme to an additional 4 counties, over the course of the plan.

5.5 Measure of Success

- 5.5.1** IY is provided in 12 – 20 counties.

5.6 Key Actions: Building Up

- 5.6.1** Review licencing agreements to ensure this is robust and suitable to support further roll out.
- 5.6.2** Develop the teachers and students Building Up programme.
- 5.6.3** Pilot and evaluate the programme in two sites in ROI and seek funding for an external evaluation.
- 5.6.4** Establish a business model for roll out of the programme, dependent on evaluation success and seek to progress the programme onto the Archways Category One level.

5.7 Measure of Success

- 5.7.1** There is a reduction in participant anxiety, based on pre and post scores of validated tools.

Goal 6:

To develop and establish Archways Systemic Family Support pilot programme

6.1 Overview

Systemic Family Support is a new project which will be established in the north side of Dublin to address the challenges faced by young people involved or are at risk of involvement in crime networks. The project will have a strong focus on family support and will work with partner agencies to provide targeted interventions to young people and their families. The project will run for a 3-year period and aims to reduce the influence of criminal networks on young people and provide them with alternative pro-social pathways.

6.2 Key Actions

- 6.2.1** Construct a functioning programme using a multi-agency collaborative approach.
- 6.2.2** Hire, train and accredit a team of functional family therapist to deliver an intensive family programme.
- 6.2.3** Promote awareness of the service and develop professional networks that support the integration of the service.
- 6.2.4** Create processes and policies that are family and staff focused.
- 6.2.5** To develop an outcome and impact subgroup in order to produce data on the impact and efficacy of the approach and to enable systems learning.
- 6.2.6** To negotiate with FFT Partners in relation to upgrading the data management system and increasing local access to data.
- 6.2.7** To continue to invest in the staff team through ongoing professional development.

6.3 Measures of Success

- 6.3.1** Team will be fully accredited by FFT Partners and quality indicators for team will be above average.
- 6.3.2** Systemic Family Support identified as a key agency in Dublin 17 and Dublin 5.
- 6.3.3** All four pillars of the Greentown Model will be fully operational.

Goal 7:

To further develop systems & governance to optimise efficiency, effectiveness and accountability

7.1 Overview

In order to deliver on this Strategic Plan, it is important that the organisation has an eye to continually improving its staff, governance systems and internal processes.

7.2 Key Actions

- 7.2.1** Undertake a technology review of existing software and hardware to ensure this is aligned and fit for purpose. Develop an investment plan over the course of the Strategic Plan to address any issues identified.
- 7.2.2** To introduce legal/contract expertise which is available to the CEO and Board, in relation to reviewing all new contracts/MOUs at the early planning stage to ensure that Archways interests are optimally protected.
- 7.2.3** In 2024 explore the need for a Client Relationship Management (CRM) system to ensure efficient use of data, further develop client engagement processes and support the organisation in its objective of continual quality development. This will involve raising funds, co-designing a system with staff, and implementing the new system to ensure it meets expectations.
- 7.2.4** Update the policy on training and undertake an annual training needs audit to agree communal training priorities, as well as maintaining the process for individual requests throughout the year.
- 7.2.5** With relevant team members, undertake an annual review of administration systems to identify areas where systems can be made more effective or efficient.
- 7.2.6** Research and then update the payment mechanisms to ensure that course administration is as easy as possible for customers (i.e. introduce Stipe or PayPal).
- 7.2.7** The Board to undertake annual risk assessments which address strategic goals and emerging issues for any new programmes or directions.
- 7.2.8** Undertake an annual review to ensure the Board is compliant and functioning effectively. This will include a review of overall Board structure, subcommittees, as well as Board Member training needs.
- 7.2.9** Attain and maintain Governance Code compliance through a scheduled work plan and annual review systems.
- 7.2.10** To develop a subcommittee that will lead all elements of the Archways' Human Resource Strategy.

7.3 Measures of Success

- 7.3.1** Level of need for CRM system identified and system in place if required.
- 7.3.2** Staff engagement remains high or increases over time.
- 7.3.3** Contracts are in place which protect Intellectual Property for all new programmes.
- 7.3.4** Governance Code attained.

Goal 8:

To further develop the Social Enterprise aspects of our business model

8.1 Overview

In order to maximise our impact and ensure the evidence-based and evidence-informed programmes we provide are accessible across the country, to broaden the range of business models that sustain our work.

8.2 Key Actions

- 8.2.1** Building on existing social enterprise activities within Archways, to further explore additional market orientated social enterprise opportunities, through a number of key projects. This will embed new internal processes that draw information from local and regional networks and national funders to develop market orientated solutions in a way that supports national strategy and capitalises on emerging opportunities, while prudently managing risk and maximising impact.
- 8.2.2** To undertake an external environmental review of emerging opportunities and funder priorities to inform new programme development (e.g. SWOT and/or PEST analysis).
- 8.2.3** To raise seed capital to employ a marketing professional to support the expansion of programmes, especially those with a social enterprise model of delivery.
- 8.2.4** To keep abreast of EU funding opportunities in order to identify and apply for funding to support our Strategic Plan and grow our impact, profile and reach.
- 8.2.5** To engage in national networks and events to support recognition of the social enterprise aspects of our model as good practice in the area of child and family service provision.
- 8.2.6** We will ensure that all new programmes have contracts which are reviewed, externally from a legal perspective, to ensure that structures and agreements adequately protect the Intellectual Property.

8.3 Measures of Success

- 8.3.1** A new marketing and sales role sustained through increased revenue generation.
- 8.3.2** Social enterprise models contribute to national scaling of programmes.
- 8.3.3** To grow revenue by 30%, thereby significantly increasing the impact of our programmes.
- 8.3.4** The introduction of three new programmes through our development and scaling model.



