



Community
Awareness of Drugs
Strategic Plan | 2013-2015

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1 Introduction

This report was developed over the course of *four* staff planning days, with assistance from an external facilitator, to develop a strategic plan for Community Awareness of Drugs (CAD). This report is intended as a resource for staff work, and may be updated from time-to-time.

The aims of this report is:

- To understand what is working, not working, and why.
- To explore areas for improvement or change, and for whom they will benefit.
- To identify current and expected challenges to staff work, and how to overcome.
- To identify all our current stakeholders, and understand the strength of our relationships.
- To develop key goals and outcomes that are SMART (Smart, Measurable, Attainable, Realistic, Timely)
- To inform the communications work in order to achieve the wider strategic goals of the organization.

This strategy has been designed to draw on the expertise of CAD – namely the staff, directors, the quality of services and the history of the organisation. The strategy also takes account there is a limited budget for communications and promotion.

2 Overview

Question: What is the core mission and function of CAD?

The core mission of CAD is to provide drug education programmes for parents and community workers aimed at reducing the demand for drugs including alcohol.

Staff mentioned that the CAD's memorandum states that an objective of CAD is to provide education in drug prevention to people of all ages (and the public in general). There was conversation about updating the memorandum to emphasis CAD's work with community workers. There was discussion about emphasizing CAD's aim of developing an individual's capacity to address community drug misuse, and staff expertise in the area of drug prevention education.

Question: Identify the different ways that CAD delivers its services to client, tutors, etc. Consider the different people that benefit from our services and illustrate how our service has an outcome for each group, considering what works and what doesn't work.

When established in 1983, CAD was comprised of local and regional community groups, which provided support and prevention education to parents locally. By the 1990s, many regional groups completed their work or closed. In 1993, CAD registered as a charity and focused on providing drug prevention education for parents, as well as community workers and groups.

Today, CAD provides *five* key services: (a) the Family Focus Programme; (b) the Family Focus Tutor Training Programme; (c) Tailored Training; (d) assertiveness and drug awareness sessions with vulnerable young people; and (e) Education Days, the latter of which are delivered three times per year by CAD Mentor, Dr. Des Corrigan (Government and EU Drugs Consultant). These education days are for new – to –post community workers, frontline service staff and volunteers. Those needing a drugs update also find these events very educational. CAD has also provided drug prevention education training to services overseas through the Grundtvig / SOCRATES programme.

The Family Focus programme is a six-session programme on drug prevention and education; for parents, carers and guardians delivered from a preventative perspective.

The Tutor Training Programme was developed in response to dialogue with regional and local Drug Task Forces, to provide parents with skills and knowledge in leading Family Focus programme and supporting their communities.

The Tailored Training programme are designed following needs analysis with community groups, organisations, agencies for anyone who has a role to play in the personal development of young people. (See 2013 Annual Report for a breakdown of agencies where CAD tailored programmes were delivered in 2013)

Staff explained that participants, services and organisations often learn about CAD through our word of mouth, past trainings events (i.e Tailored Training, Education Days) or from our partner and referral organizations (i.e. Family Support Network). Also, information about CAD can be found on our website, or by other frontline services.

Question: Please list the areas of work and responsibilities that you would like this Strategic Report to address.

Overall, there are four main objectives crucial to CAD's long term sustainability and strategy development, which are addressed by this report.

1. **Financial Planning or Development.** To develop sustainable funding structure, business plan and organisational model that attracts funding and extends resources;
2. **Fundraising Strategy.** With any financial strategy, it is important to develop new approaches and resources that access new and existing fundraising opportunities. Also, CAD would like to adopt the Fundraising Code of Practice, to ensure that good standards of practices are used by staff. Work is currently being undertaken on a Governance Code.
3. **Communication Planning.** To develop a consistent, effective approach to communication, that utilizes website, social media, resources, materials (on Family Focus), posters and networks (both individual, professional and with the sector).
4. **Website and Internet-based communication.** Along with the broader communications work, CAD would like to extend the staff's ability to manage and update its website, and use the website to better engage with past new and past tutors. Also, staff discussed the possible need to design and install a new website.

3 Key Objectives

The following is a list of objectives that emerged from the strategic planning session with Staff and an external facilitator.

1. Update the Memorandum, and Articles of Association
 - I. Increasing personal and interpersonal skills of participants
 - II. Providing advice and referrals to public and participants
 - III. Providing expertise in field of drug prevention education
2. Resolve issues with the website
 - I. Get guidance and develop a plan for website re-design.
 - II. The goal is to ensure that the website can be changed, updated and accessed internally from the office.
 - III. Update the website to feature section on newspaper articles
 - IV. Update with testimony from participants, managers, LDTF, etc.
3. Develop a Communications Plan for 2013 to 2015
 - I. Re-design posters.
 - II. Develop strategy to emphasis CAD's sterling reputation in drug prevention and education work
 - III. Core organisational message will be to promote CAD as experts in the field of prevention and education; and the core programme message is that CAD offers parental education to prevent the onset of drug use, and provides information and strategies on prevention and education
 - IV. Promote CAD as experts, experienced facilitators with history working with community-based programmes and community workers; knowledge of drug prevention, an evidence-based model and practice, CAD has been around for 30 years
 - V. The Development Plan will include actions that can be actioned / implemented within the current 4-months, and areas of work that may be developed by a Communications Officer
 - VI. Family Focus - Develop a brochure / communication material that justifies why it's a 5-week / 6-session programme
4. Develop a presentation for CAD's Education Days - that provide an overview of the provision of services and maybe new areas of work
5. Increase reputation as an expert in the field of prevention and education, with lots of experience in education with drug prevention services.
 - I. Develop a strategy around the financial development and sustainability of CAD
 - II. Include a strategy to develop fundraising opportunities
 - III. Include a strategy to acquire resources and funding the future
 - IV. Gather information on public tenders for Bernie
6. Increase the awareness and promotion of CAD's provision of services, especially Family Focus

7. Develop Family Focus and Family Focus Tutor Training programmes as models of replicability
 - I. Including more validated research
 - II. Including more outcome measurement work
8. Acquire policy / governing documents from Quality Matters (re: Pobal)
 - I. Draft changes to the governance documents for CAD, and review by Bernie and Board of Directors
9. Increase the number of meetings with drug education workers to pitch CAD programmes and services at Regional / Local Drug Task Forces.
 - I. Find out where funding is coming from?
 - II. What is their regional mandate?
 - III. What is the community / target groups in need for prevention and education?
 - IV. What about inviting community staff and education workers to CAD Offices?
10. Increase the number of service visits at other partner or referral organisations
 - I. Develop a clear sense of what the pitch is - what can we offer? Expertise, networks, drug information, strong experience working in community-based settings
 - II. Increase resource sharing through interagency work
11. Increase relationship with national networks in the education sector (i.e National Parents Council / National Learning Network / AONTAS / Parent Line / City Wide)
 - I. Develop a pitch for single-session or guest lectures
 - II. Increase the number of university lectures (i.e. Social Work courses, Pharmacy courses)

4 Developing an Action Plan

Selecting one area for improvement, the following is a process for identifying how to develop a plan that is unique and suitable for CAD.

4.1 Objective: Increase in reputation as expert and leader in drug prevention and education

Action	Time	Staff	Output / Outcome
<p>1. Improve the evidence of the Family Focus Tutor Training Programme with by evaluating the following:</p> <p>a) service of delivery b) outcomes for participants c) fidelity of tutor training programme</p>	12 months	Tutors Researchers	<p>Report on the programme findings, fidelity, and service delivery.</p> <p>Recommendations for areas of improvement for the Tutor Training programme.</p>
2. Improve the Family Focus programme by incorporating findings and recommendations	4 months	Staff	<p>Enhancing an effective, evidence-based model</p> <p>Report that you have a process for reviewing and incorporating feedback into programme (i.e. Feedback Loop)</p>
<p>3. Showcase the quality and impact of the Family Focus programme.</p> <p>Examples: Presentations, Education Days, Report on Programme Findings, Visual data or figures, testimony from LDTF managers, staff and tutors, as well as past stakeholders and participants.</p>	4 months	Staff, Dev. or Comm. Officer	Demonstrate to funders LDTFs and key stakeholders the value of the FF programme for new tutors and participants
4. Gather evidence, testimony and feedback about the Family Focus programme for stakeholders.	2 months	Staff, Dev. or Comm. Staff	Clearly, demonstrating that FF is a evidence-based, replicable models
<p>5. Develop a promotions plan about FF programme that focuses on new participants, tutors, and funders and other key stakeholders</p> <p>Examples: Website, social media, newsletter, reports, pamphlets, radio, etc.</p>	1 month	Staff, Board of Directors	<p>A clear schedule on how to promote Family Focus and the stakeholders you wish to reach.</p> <p>The plan should be ambitious, yet achievable with staff resources.</p>
6. Implement promotions plan	4--6 months	Staff, Fundraiser Staff	An increase the number of meetings with stakeholders.
7. Increase the number of Family Focus	27	Staff, Tutors	An increase the uptake of services in

programmes delivered annually in Dublin and Lenister.	months total		<p>Dublin or regionally in Ireland.</p> <p>An increase in the replicability of the FF programme.</p> <p>An increase in Testimony and Reputation.</p> <p>An increase funding (through programme costs, statutory funding, donations or fundraising).</p>
8. Review steps 1 through 3.	4 months	Staff	To review the programme and outcomes for participants.

4.2 Objective: Increase in the promotion of the Family Focus in school / community settings

Action	Timeline	Staff	Output / Outcome
<p>1. Identify new target groups, locally and regionally.</p> <p>Examples: Clusters and individuals, professional contacts, schools and principals, home school liaisons, school completion officers, parent councils, school secretaries, sport clubs or groups, youth officers, and HSE areas.</p>	1 month	Staff, Doreena	<p>Contact List with email address and phone numbers</p> <p>Also, this list will be useful for any promotion plans or as a mailing list.</p>
2. Identify potential barriers or challenges to introducing Family Focus programme in a community or school setting.	1 month	Staff	<p>Determine areas of interest.</p> <p>Determine barriers.</p> <p>Use information to improve presentation and pitch.</p>
3. Design a presentation on the benefits, reasons, testimony and feedback of Family Focus participants.	1 month	Staff, Comm. Staff	<p>Clear understanding of participant outcomes.</p> <p>Ready-made pitch used for various meetings and settings.</p>
4. Setup meetings.	1 month	Staff	For each staff, 2 presentations per month.
5. Deliver presentations.	4-6 months	Staff	<p>An increase in the number of classes and programmes.</p> <p>Report on feedback with staff and Board of Directors.</p>
6. Increase in the number of Family Focus programmes in a school and educational setting.	10 months total	Staff	An increase in the number of participants in the Family Focus programme

			An increase in understanding and knowledge about Family Focus programme.
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4.3 Objective: To include the CAD website as part of ongoing communications

Action	Timeline	Staff	Output / Outcome
1. Speak with Novara about the permissions for accessing the website, and state of 'lock down'.	1 week	Dev. Officer	
2. Undertake a website audit to determine areas to update, replace and/or delete. Begin drafting new information for website, including testimony from participants, managers, LDTFs, etc. ; and section on newspaper articles.	1 week	Dev. Officer	
3. Consider building a new website using Wordpress. Review Wordpress templates for possible versions.	2 weeks	Dev. Officer	
4. Select Wordpress Theme and develop new website	2 weeks	Dev. Officer	Completed website.
5. Launch new website on Novara domain.	1 week	Dev. Officer	A new, online website that can be updated regularly.
6. Train staff on how to update the website.	1 week	Dev. Officer	Staff have knowledge of how to update the website.
7. After one-month, get feedback from staff and partners about the website.	3 weeks; 12 weeks total.	Director	

4.4 Objective: Increase the number of meetings with drug education workers to pitch CAD programmes and services at Regional / Local Drug Task Forces.

Action	Time	Staff	Output / Outcome
1. Design evaluation form for Education Day (i.e. how did you hear about this event?)	1 week	Dev. Officer	Feedback and emails on drug education workers and service staff.
2. Create new CAD mailing lists for (1) Managers, and (2) Staff and Workers.	2 weeks	Dev. Officer	Mailing lists to customize communications and

			emails.
3. Email Managers with personalized reminders about CAD services (instead of mass emails).	2 weeks	Dev. Officer	Improve communication with Managers; improve awareness of CAD services
4. Email Staff and Workers about upcoming events like Education Days, to improve information about latest drug trends.	2 weeks	Dev. Officer	Improve direct communication,
5. Promote CAD Services at Education Days (via presentation); and give opportunity for workers to share issues and problems experienced in their work or area.		Dev. Officer	CAD communicates expertise directly to workers and staff.

4.5 Objective: Increase the number of service visits at other partner or referral organisations

Action	Time	Staff	Output / Outcome
1. Make a list of organisations that have used CAD services in the past	1 week	Dev. Officer / Director	A list of past services working with CAD
2. Add a questions about referral organisation to Evaluation Forms	1 week	Dev. Officer	A list of organisations that participants would refer to CAD
3. Prepare a proposal for Tailored Training model (i.e. costs, objectives, benefits for staff, etc.). Practice with trusted colleague.	2 weeks	Dev. Officer	
4. Target specific organisation with a request for meeting with Manager to discuss CAD services.	1 month	Dev. Officer	
5. Make a video about CAD services that can be shared with organisations. (i.e. presentation, Adobe Voice, etc.)	1 month	Dev. Officer	Promotional material that can be shared with service managers.

4.6 Objective: Increase relationship with national networks in the education sector (i.e National Parents Council / National Learning Network / AONTAS / Parent Line / City Wide)

Action	Time	Staff	Output / Outcome
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1. Prepare a mailing list with names of managers and contact numbers.	2 weeks	Dev. Officer	A mailing list for contacts in Adult Learning and Education sector
2. Send an (electronic / print) package with promotional materials; and a letter with a request to feature CAD Training programmes through networks	2 weeks	Dev. Officer	
3. Follow-up with a telephone call	1 week	Director	

5 Communication Strategy

This communication strategy is a step-by-step approach to improve and develop communications with services and organisations across the sector, without significant cost to CAD. While it is not feasible for CAD to employ a communications / PR specialist with its limited financial resources, the organisation would benefit a strategic approach to finding opportunity that promote and advance CAD's profile and mission.

5.1 Objectives of the Communication Strategy

The five main objectives for CAD's overall communication strategy to support the following:

1. Increase understanding and reputation of CAD (i.e. more awareness about services)
2. Increase number of participants accessing CAD's training;
3. Increase number of tutors in CAD's Family Focus Tutor Training programme;
4. Increase in funding and resources;
5. Increase overall sustainability and growth ;

The core of every communication message should focus on CAD's commitment to its participants and its high-standard, evidenced training and services. The strength of CAD's work are its testimonials and services, such as training, education days and single-sessions with community and voluntary organisations.

5.2 Core Message

This section offers recommendations on core messages of CAD's communication. Each message is targeted at underscoring CAD's commitment to high-quality service provision, and to promote CAD as expertise in the field of drug prevention and education.

There are three broad core messages to CAD's external communications:

1. Focus on high-quality, evidence-based model and information delivered through its training and programmes;
2. Focus on high-quality services and training with measurable outcomes for participants;
3. Focus on staff expertise and commitment to drug prevention and education in Dublin for over 30 years;
4. Focus on commitment to interagency work, local partnership and community engagement.

The core message of any communication should remain on CAD's focus on its high-quality, evidence-based model of training delivery, especially the Family Focus programme. The re-designed website is an effective tool for communicating the provision of services, as well as sharing testimony from past participants.

On Family Focus. An important focus of all communication work should focus on promoting CAD's expertise in the field of drug prevention and education. In Dublin, CAD is seen as a organisation with a strong reputation in prevention and education work, known for its commitment to participants. Likewise, CAD is well-respected by various communities groups and organisations for its commitment to important community issues (i.e. drug misuse and harm) that extend as far back as when the organisation was a national federation of local CAD groups. CAD has also developed long-term relationship with the local and regional Drug Task Forces, HSE and links with various support and treatment facilities in Dublin (like Merchants Quay, Coolmine, etc.).

On training services. It is important to focus on CAD's commitment to delivering information and training that improves knowledge around latest drug trends and issues. CAD works in close partnership with various community agencies and drug treatment services through its Education Day training. By promoting this area of partnership and support to the sector, CAD can demonstrate how effective they are at supporting community workers and staff, as well as promoting vital knowledge around drug misuse and harm.

On community engagement. CAD has developed an important relationship with key stakeholders, such as community groups, educators and schools, as well as past participants. The Family Focus programme has a good reputation for focusing on improving parents' knowledge around drug misuse and harm, and providing resources and training that support parents to develop a drug prevention strategy. Furthermore, CAD's programme promote healthy living, social attitudes and work on personal development that can help participants to overcome difficult personal challenges

5.3 Types of Social Media

Facebook. It is the most common among all the social media platforms out there. It is important and necessary to share information about your achievements, services and events, but you also need to prove that you are an expert in your field. You can build this trust by doing things like sharing interesting content, news articles and promoting important issues. Facebook may be used by families and targeted research into this would be a core part of further developing any strategy.

Twitter. Twitter is very different from other social networks. It's less about who's following you and more about who you're following. In other words, people like to follow people who follow them. The number one thing to keep in mind is that your goal is to accumulate a like-minded following because those are the people who will ultimately turn into allies and supporters. Twitter is not targeted at family members but can be important for raising profile with funders and donors.

LinkedIn. LinkedIn is different from other social media platforms because it is directed at connecting professional and promoting businesses. Instead of connecting with clients or customers, you're engaging with peers, colleagues and managers. However, there is less

conversation happening on LinkedIn then on other social media sites. LinkedIn is basically like an online resume where you can list your experience, schooling, interests and more. You can also use LinkedIn to connect with other leaders in your sector. Having the profiles of Staff on LinkedIn will help demonstrate the size, skill and expertise.

YouTube. Imagine that you capture an inspiring speech delivered by Bernie or one of your participants, and you share this video on YouTube. The video is so amazing that 80+ of your followers begin sharing it on Facebook or by email. One downside is that you need permission to share or use their personal image or name. YouTube is an opportunity for an organisation to get your face out there, share presentations and testimonials, and connect with your audience.

5.4 Communication Tools

There is a range of stakeholder communication and/or marketing for CAD to engage with. An extensive list has been attached to this document to improve this strategy and allow for targeting specific audiences. Generally speaking the main groups of stakeholders are as follows:

- Participants
- Staff (and Board of Directors)
- Local Community (including community groups, organisations, and personal networks)
- Funders (including funding organisations, task forces, and civil servants)
- Referral Agencies (i.e. addiction services, health services, and community and voluntary organisations)
- Partner organisations (i.e. Quality Matters)
- Networks (i.e. local business community, chamber of commerce, community and voluntary organisations)
- Media organisations (including event listings, magazines, radio, local newspapers as well national television, etc.)

The following is an overview of the communication and social media tools, explaining how each tool can be effectively used by staff and incorporated into broader communications work.

Social Media Tool (Objectives on use)	Target Group	Reasons (i.e. purpose for tool, benefits of use)
Website Blog (2 articles per month)	Past / New Participants and Service Managers	To promote CAD services, testimony and benefits for participants. A good place to promote CAD's achievement and quality of services for participants. Updates to the website show that the organisation is active and sustaining.
Twitter (1-2 tweets per week)	Community workers, Educators and Organisation	Twitter has been a useful tool for organisation to connect and share information instantly. This is useful for providing concise updates on work, connecting with partners, and sharing research findings. Effective for engaging with other organisation or services.

	in sector	
LinkedIn (2 posts per month)	Professional and Funders in the sector	Effective for connecting with other professionals and community workers, and learning information about changes in the sector or business community.
Newsletter (1 newsletter quarterly)	Mailing List	To provide a digest of blog articles and update on CAD.. Effective updating subscribers on important news, new programmes and achievements for CAD.

6 Identifying Key Stakeholders

This is list of key stakeholders, including but not limited to, funders, tutors, partner agencies / organisations, community groups, colleges / schools, networks, client groups, referral agencies, Task Forces, etc.

Staff

- Board of Directors

Local Community

- Community Groups
- Community Contacts / Leaders
- Local Councils
- Neighborhood organisations or groups

Schools

- Primary and Secondary
- Third-level Colleges (All Hallows College)
- Nursing Colleges
- School Councils
- Parents Councils
- Home School Liaisons / Principals / School Secretaries

Family Focus

- Participants
- Extended Family Members (Children / Partners / Grandparents / etc.)

Partner Organisations

- Family Support Network
- Quality Matters
- Enclude

Family Focus Tutor Training Programme

- Tutors
- Agencies
- Other participants (with no direct contact with CAD)
- Other extended family members

Funders

- HSE
- Local Drug Task Forces (LDTF)
- Public Donations
- Family and Friends

Regional and Local Drug Task Forces

- Committees / Steering Groups
- Community Workers
- Managers
- Education Workers
- Local Agencies

Voluntary Work

- Youth Centre

Professional Networks

- Adult Learning organisations (i.e. National Learning Network, Aontas)

Volunteer organisations (i.e. The Wheel, City Wide, Parent Line).
Prevention & Education Committee work (i.e. Dublin North East Regional Drug Task Force / Dun Laoghaire Community Addiction, North Dublin City & County Regional Drug & Alcohol Task Force)
Citizens Information Centers
Partner and / or Referral Services
Family / Social / Youth Services (i.e. STEP Program, Ruhama)
Community and Voluntary organisations
Drug / Alcohol and Addiction Services (i.e. Irish Bishops Drug Initiative, Meath Community Drug and Alcohol Response)
Health Services (i.e. Focus Ireland, De Paul Trust)
Detoxification Centers
Methadone Clinics
Civil Services (i.e. Citizen Information Centers)
Education Services
Probation / Ex-Offender Services
Social Housing / Group Homes / Transitional Housing (i.e. Sophia Housing)
Current Mailing List
Potential People to Work With