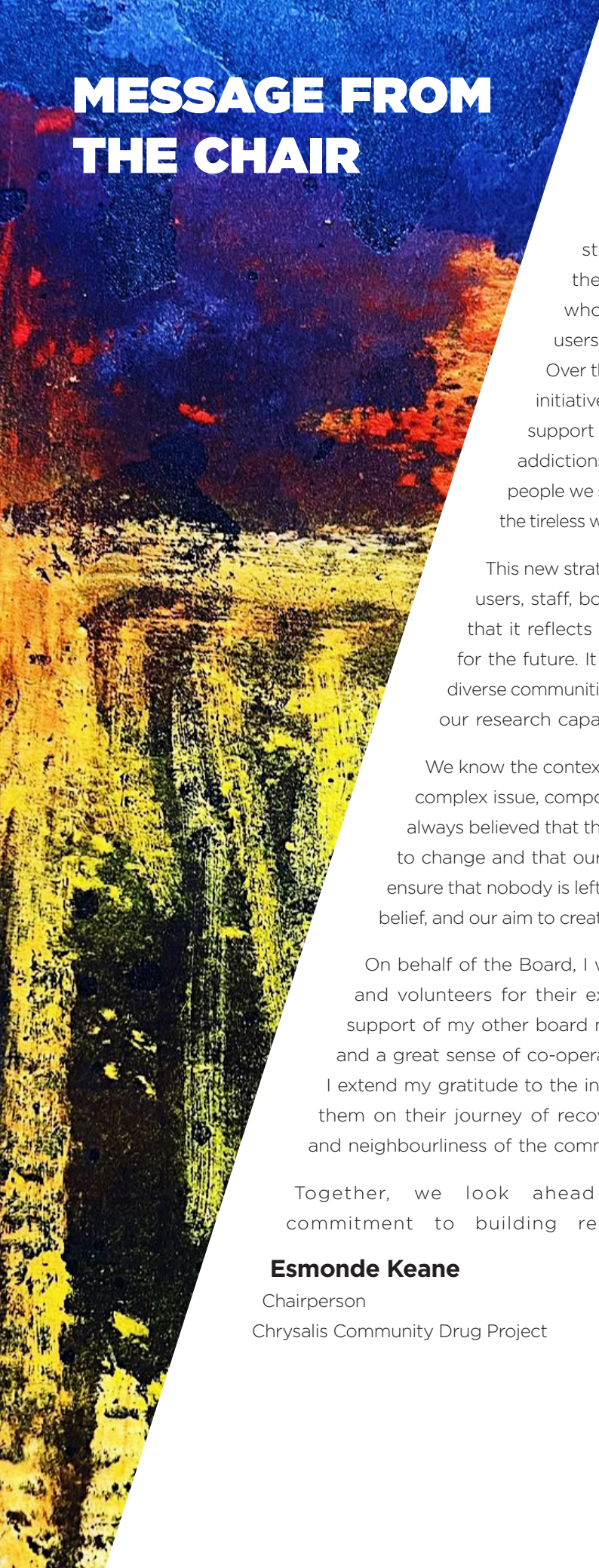




CHRYSALIS
COMMUNITY DRUG PROJECT

Building Recovery and Resilience

**CHRYSALIS CDP STRATEGIC PLAN
2026 – 2030**



MESSAGE FROM THE CHAIR



It gives me great pride, as Chair of Chrysalis Community Drug Project, to introduce our Strategic Plan covering the period from 2026–2030. This document comprises a robust

strategic plan for the next five years and is a testament to the resilience, compassion, and determination of the people who make Chrysalis what it is – our staff, volunteers, service users, and the wider community of the North Inner City of Dublin. Over the past twenty-five years, Chrysalis has grown from a small local initiative into a trusted and respected organisation, providing essential support to individuals and families affected by substance use and other addictions. The success of Chrysalis has been rooted in listening to the people we serve, responding to their needs with dignity and respect, and in the tireless work of our staff and volunteers to reduce harm and build recovery.

This new strategy has been shaped through wide consultation – with service users, staff, board members, partner organisations, and funders – ensuring that it reflects both the lived realities of our community and our ambition for the future. It sets out clear priorities: expanding our services to new and diverse communities, deepening our engagement with local people, strengthening our research capacity, and supporting our team to continue their vital work.

We know the context in which we work is challenging. Addiction remains a deeply complex issue, compounded by poverty, stigma, and social inequality. Chrysalis has always believed that the members of our community have great resilience and ability to change and that our community is strongest when we open the door to all and ensure that nobody is left behind. This plan represents our ongoing commitment to that belief, and our aim to create a safer, more inclusive and more connected Dublin inner city.

On behalf of the Board, I want to thank our CEO, Passerose, our amazing staff team, and volunteers for their extraordinary dedication. I also want to acknowledge the support of my other board members who have brought such a range of different skills and a great sense of co-operation and purpose. Most importantly, on behalf of Chrysalis I extend my gratitude to the individuals and families who trust Chrysalis to walk alongside them on their journey of recovery. I also want to acknowledge the great co-operation and neighbourliness of the community of Dublin 7 and the North East Inner City of Dublin.

Together, we look ahead with hope, determination, and a renewed commitment to building recovery and resilience in the years to come.

Esmonde Keane

Chairperson

Chrysalis Community Drug Project



At Chrysalis, our commitment to supporting and empowering service users and the community has always guided our work – and with this new five-year strategy, we renew and strengthen this commitment. Our previous strategy “Ensuring Excellence: Chrysalis CDP 2023-2025” proved to be an outstanding success with all its targets achieved and implemented. Our new strategy is not just a roadmap for growth; it is a reflection of who we are as an organisation and the values we hold. Over the coming years, our focus will be on some key priorities that will shape our work and deepen our impact. First, we will consolidate our connection with Dublin’s North Inner City communities and enhance our visibility on the ground. As a community development organisation, it is essential we are grounded in the needs and voices of the people we serve. Strengthening relationships, listening attentively, and being present and visible in the community will ensure we stay responsive and relevant.

Second, we are committed to delivering high-quality and responsive services that reflect both the changing needs of our service users and our communities, as well as the evolving social landscape. Our services will be refined, adapted and, where necessary, new services will be launched to ensure we are responding to the needs on the ground – new drug trends, behavioural addictions and related issues.

Third, this plan recognises our communities are diverse and ever-changing. It sets out to ensure our services are accessible to all people, especially emerging and newly arrived communities in Ireland.

Fourth, we commit to actively participate in and initiate research that supports and improves outcomes for service users and our wider community. By contributing to relevant research as an organisation, we aim strengthen our impact and advocate more effectively on their behalf.

Finally, none of this work would be possible without our team. We will continue to take care of our staff and volunteers as well as uphold our duty of care, thus ensuring our team is supported, valued, equipped and safe. A strong and resilient team provides the sound foundation to deliver the wide range of services outlined in the strategy.

Our Five-Year Strategic Plan marks a new exciting chapter for Chrysalis. Despite the challenges at hand, and there are many, we look forward to implementing this new strategy and promoting our shared vision for a more connected, inclusive, empowered, and safer community where people living with addiction are not left behind.

As the CEO, I want to take this opportunity to thank the team, the Board of Management, all our partners and funders. Without their support and involvement, Chrysalis would not be in the position to provide the level and quality of services we offer to so many people.

Passerose Mantoy

Chief Executive Officer

Chrysalis Community Drug Project

MESSAGE FROM THE CEO



ABOUT CHRYSLIS

OVERVIEW OF OUR SERVICES



For over 25 years, Chrysalis CDP has been a vital part of Dublin's North Inner City, supporting individuals and families affected by addiction. Established in 1998, we have grown from a small local initiative into a well-established community drug project, delivering care that responds to the complex realities of substance use and other types of addiction, recovery, and the social challenges that surround them. Some core information about our services is detailed here:

Where? We started in our anchor premise in Manor St, and now provide services from a second premise on the North Circular Road, as well as in HSE Opioid Substitution Treatment (OST) clinics and other partner organisations.

For who? We support individuals and family members affected by substance use and other types of addiction in our North Inner City communities.

What issues? We provide support in relation to substance use and other types of addiction, and work holistically to support people who come to access support for other issues related to this, such as physical and mental health, family violence and housing. We collaborate with other service providers, such as health services, community groups, and local authorities, to work together to build safe and healthy communities.

What supports? We provide both individual and group supports. In terms of individual supports, we provide brief interventions, harm reduction education and support, one-to-one key working, case management, community detox and others. The services we provide are illustrated in the image below:

One-to-one Support	Group Activities	Support for Families	Other Activities
- Key Working and Case Management - Brief Interventions - Counselling - Community Detox - Crisis Intervention - Harm Reduction Information	- Recovery Groups - Crack Cocaine Groups - Football Teams	- Family Support Service - Counselling	- Website Information & Online Resources - Internships and Student Placement Provision - Publishing and Research Participation - Provision of Training

ABOUT CHRYSLIS

What levels of substance use / addiction difficulties? We work with people who experience difficulties with a range of different substances and other types of addiction, as well as people at all stages of their recovery journey. This means we work with people who may be experiencing significant levels and impacts from addiction who need lower threshold services, people who are working towards reducing their substance use or other addiction, and people in recovery from substance use or addiction difficulties who may need higher threshold supports.

How we work with community? We are a community-based service with a foundation in grassroots, community-led service provision. Building trust with community members is important to us. We value a community-led approach and work to adapt to the changing needs of the communities we serve. We value the voices of those with lived experience of substance use or other types of addiction in our decisions and delivery of support.

OUR WORK - 2023-2024

	2023	2024	2025 (Jan-Jul)
Referrals received	721	625	362
Assessments	784	738	431
One-to-one sessions	8880	6582	4042
Group attendances	180	134	151
People who completed care plan	594	610	318

OUR VISION, MISSION AND VALUES

Vision: Chrysalis believes everyone living with problem substance use should be empowered to fulfil their full potential and have access to the same opportunities and rights as others.

Mission: Our mission is to deliver a safe, compassionate, and quality service to individuals and families living with problem substance use in our local community. We do this to reduce harm and empower people to live healthier and more fulfilled lives.

Values: Our service delivery is underpinned by the core values of compassion, harm reduction, respect, needs-based treatment, collaboration, acceptance, confidentiality, evidence-based practice, accountability, and excellence.

ABOUT CHRYSLIS

OUR PEOPLE

Funders: We are funded by the Health Service Executive (HSE) CHO 9 and the North Inner City Dublin Drug and Alcohol Task Force (NICDDATF).

Our Board: Our passionate and committed voluntary Board of Directors provide strategic oversight and governance to our organisation. The Board at the time of writing this strategy include:

Esmonde Keane (Chair)

Aine Tyers

Dr Catherine Mullan

Marie Josee Leclerc

Eoghan Keogh

Liz Pygott-Glynn

Daniel McFadden

Anna Rogers

Michelle Botha

Nicola Deegan

Our Team: We have a team of committed, caring, and highly skilled staff and volunteers who provide our services, manage our staff, and ensure the day to day running of Chrysalis. This includes the following roles:

CEO

Operations Manager

Team Leader

Senior Case Managers

Case Managers

Therapists

**Recovery Group
Facilitator**

Financial Administrator

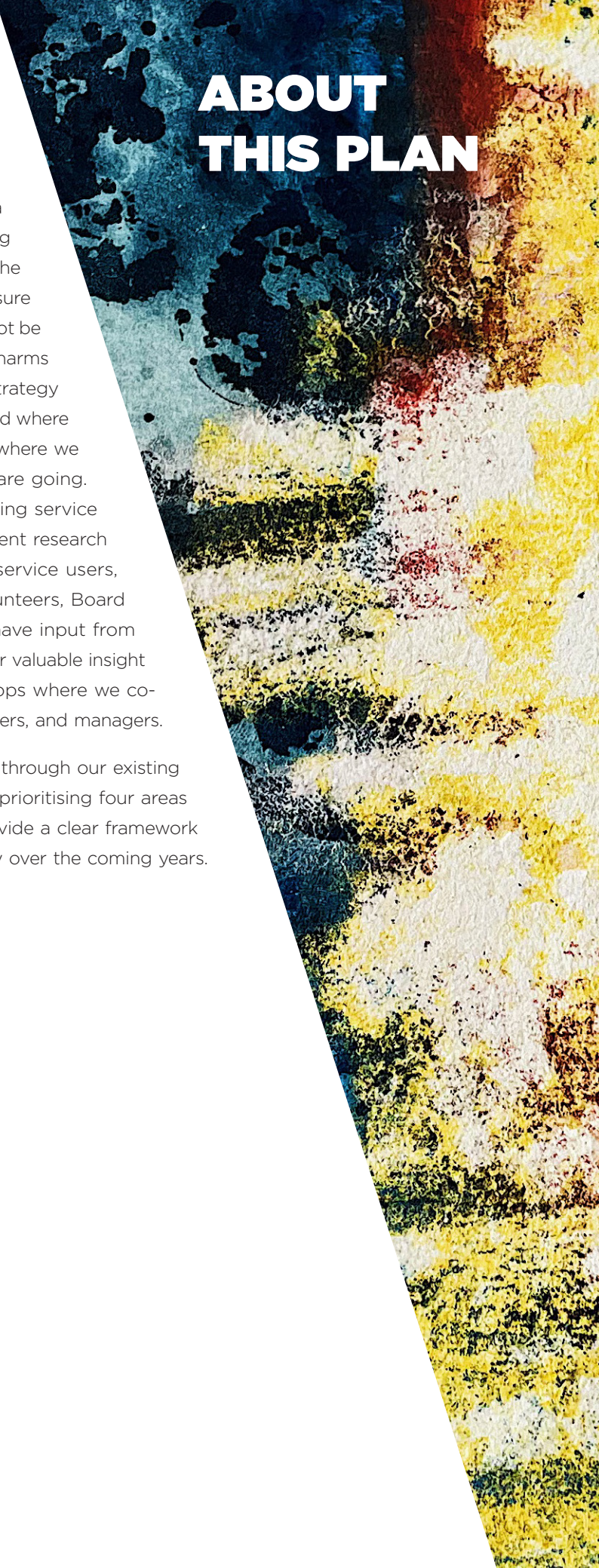
Receptionists

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e are working at a time when inequality is deepening. Rising costs of living, a worsening housing crisis, and growing polarisation—fuelled by stigma and the

resurgence of extremist narratives—are putting added pressure on the people and communities we serve. These realities cannot be ignored. They shape daily life in the inner city and amplify the harms experienced by those already living on the margins. This strategy grounds us in what we can plan for, what we can influence, and where we can make a tangible difference. It is both a reflection of where we have come from and a statement of intent for where we are going. To create this plan, we set up an oversight group comprising service users, staff and Board members. We engaged an independent research charity Quality Matters to consult with current / former service users, managers and workers in partner organisations, staff, volunteers, Board members, and funders. We were particularly thankful to have input from almost 60 current and former services users who shared their valuable insight during this process. We brought all these ideas to workshops where we co-created achievable goals with Chrysalis CDP staff, team leaders, and managers.

While Chrysalis CDP will continue to deliver on our mission through our existing core service provision, we will develop our organisation by prioritising four areas of strategic focus over the coming five years. Our goals provide a clear framework for decision-making, resource allocation, and service delivery over the coming years.

The right side of the page features a vibrant, abstract background. It is split diagonally from the top left to the bottom right. The upper-left portion of this section is dark blue with black splatters. The lower-right portion is a mix of bright yellow, orange, and white, with some dark green and black speckles. The overall effect is energetic and textured.

ABOUT THIS PLAN

STRATEGIC CONTEXT

OVERVIEW



Several national and local strategies, policies, and frameworks provide the context for Chrysalis CDP's work promoting health and recovery for service users. We have highlighted some of these policies below and its relevance to our work:

Policy or programme	Function	Relevance to our work
National Drugs and Alcohol Strategy	Framework for tackling the challenges relating to substance use.	Underpins our work in minimising harm and supporting individuals, families and communities.
HSE Sláintecare Healthy Communities- Social Prescribing Programme	Programme to support non-medical responses to health issues such as loneliness, anxiety, substance use or other addiction through GP referrals to non-clinical community supports.	Creates pathways to and from Chrysalis for people needing non-clinical support.
HSE Inclusion Health Framework	Framework being developed to address and prevent the health and social inequalities experienced by those living in poverty, social exclusion and with multi-morbidity.	Underpins our multi-disciplinary approach and supports our close partnerships with other organisations to support service users with complex needs.
North East Inner City 2024-2027 Strategy	Goals of this strategy include the improvement of addiction and recovery services in the North East Inner City (NEIC).	As one of the key services in the NEIC, Chrysalis continue to work within that community, to ensure anyone experiencing substance misuse and / or other types of addiction can find support locally.
HSE National Dual Diagnosis Clinical Programme	The Dual Diagnosis Model of Care provides a framework for a co-ordinated approach for those experiencing combined mental health and substance use issues.	Chrysalis work within this model of care by working in partnership with clinical mental health support services.

Summary

By working to a community development ethos, within national frameworks, and working in partnership with other organisations, Chrysalis CDP ensures its services are holistic, that service users receive support tailored to individual needs, and that support is based on best practice.



Chrysalis CDP has agreed six strategic goals over the coming years. These goals fall under four areas of strategic focus: service development, engagement with local community, research, and staff development

SUMMARY OF STRATEGIC GOALS

Strategic Focus One – Service Development

Develop our services to be more inclusive and accessible for migrants and people from new communities

- a) Undertake service mapping, consultations and desktop research available on the needs of new communities in Dublin's North Inner City
- b) Develop a plan to adapt service provision to meet the needs of new communities and seek funding for requisite changes
- c) Implement the plan including recruitment of staff and volunteers from culturally and linguistically diverse backgrounds, upskilling staff and service users, establishing referral pathways and enhancing relevant partnerships as well as promoting the service in relevant communities
- d) Implement the new or adapted programme

- Increased number of people from new communities attending Chrysalis CDP
- Increased staff and volunteer capacity to serve culturally and linguistically diverse communities
- More diverse staff team with new languages spoken

Continue to advocate and lobby on behalf of people living with dual diagnosis

- a) Measure extent of dual diagnosis among existing service users and continue to report these figures to the Health Research Board
- b) Map mental health supports and referral pathways for people living locally and ensure this information is available to staff and service users
- c) Carry out interagency work to collaborate with other groups by joining dual diagnosis sub-groups on local task force and make connections with mental health services
- d) Continue to work with and advocate for those with mental health issues and dual diagnosis by continuing to promote mental health training on the staff team and use social media to highlight issues and signpost to supports available

- More service users accessing mental health supports
- More collaborations with mental health services
- Chrysalis CDP representation on dual diagnosis sub-groups



SUMMARY OF STRATEGIC GOALS

Strategic Focus Two – Engagement with Local Community

Promote greater awareness and visibility of Chrysalis CDP in communities

a) Ensure Chrysalis CDP is represented at two to three large community events annually to promote the organisation and to engage with local residents

- Increased staff representation at community events

- Social media plan in place

- Increased number of social media followers, especially from key target groups, and increased engagement with social media posts

b) Establish a temporary communications working group to develop a social media strategy and a communications plan

c) Review social media analytics and content on a bi-annual basis

Hold community consultations with members of the community to understand concerns related to addiction

a) Establish a community working group made up of staff, community members, and local service providers to prepare a plan for community consultation

- Three community consultations held over a five-year period

- Increased representation from members of the community at events

b) Plan community outreach and promotional activities to recruit people to participate in community consultation

c) Hold community consultations to create open dialogue, hosted by Chrysalis CDP staff, and follow these up with a report to share with the community and service providers

SUMMARY OF STRATEGIC GOALS

Strategic Focus Three - Research

Improve research and evidence on needs and experiences of individuals in recovery at Chrysalis CDP

- a) Appoint a research working group consisting of members of the management team, staff, and service users to support with planning and engagement of service users in research
 - b) Develop a "research with vulnerable groups" policy
 - c) Nominate one research topic annually with practical value for service users
 - d) Undertake and publish practical research using a trauma-informed approach and with financial compensation for service users participation
- Three research projects undertaken over five-year period
 - Increased number of service users remunerated for participation in research

Strategic Focus Four - Staff Development

Continue to foster a positive workplace culture that prioritises staff morale, supports career growth, and promotes job satisfaction

- a) Review training and education opportunities to allow those interested in gaining new skills to do so
 - b) Continue to offer leadership and training opportunities for staff who want to progress in their careers through mentorship and peer-led learning
 - c) Continue to provide high-quality internal and external supervision, opportunities for team building, and advocate for increased staff remuneration to build a cohesive and committed team
- Increased retention of staff
 - Increased staff engagement with training opportunities
 - Increased staff satisfaction

Chrysalis would like to thank all the people who took part in the development and completion of this new Strategic Plan including Chrysalis' staff and volunteers, our Board of Management, all internal and external stakeholders, our funders, James Moore for the graphic design, Ava Cullen for the artwork, and Marianne Farrelly and Philip Isard from Quality Matters for their excellent work on the Strategic Plan.



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