

FINGLAS ADDICTION SUPPORT TEAM



STRATEGIC PLAN

2026 - 2029

“EXPANDING REACH,
STRENGTHENING INCLUSION,
DELIVERING EXCELLENCE
TOGETHER”



FINGLAS DOES RECOVERY

"FAST gave us practical tools, especially around setting boundaries and looking after ourselves, which we hadn't even realised we needed. Perhaps most importantly, it gave us a sense that we were not alone. There is something incredibly powerful about being in a room with people who truly understand what you are going through".

Family Support Member





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CEO INTRODUCTION

FAST is pleased to present its 2026–2029 Strategic Plan, a practical and realistic roadmap that will guide our work over the next three years.

I would like to thank our staff team for their commitment and involvement in developing this strategy. What stood out most during this process was seeing our team work together with such commitment and purpose. It reinforced the belief that the strength of FAST lies in the contribution of every individual and highlighted a key driver of this strategy: inclusion and accountability, with a particular emphasis on collective accountability, the understanding that everyone working with FAST, in any capacity, shares responsibility for achieving our shared goals.

This strategy reflects our ambition to reach more people, remove barriers to accessing support, and respond to the changing needs of our communities. It challenges us to think beyond our traditional ways of working, to strengthen our connections within the community, and to ensure that those who need support can access it in a way that feels welcoming, inclusive, and respectful.



Most importantly, this strategy recognises that meaningful change is achieved through people. Its success will depend on the commitment, expertise, and compassion of our staff, volunteers and partners. Together, we will continue to build on the strong foundations of FAST and deliver services that make a lasting difference in the lives of individuals, families, and communities.

“What stood out most during this process was seeing our team work together with such commitment and purpose”

Deborah, FAST CEO

CHAIRPERSON'S MESSAGE

On behalf of the Board, I am delighted to present FAST's Strategic Plan, setting a clear and confident direction for the years ahead.

FAST has always responded to community need with compassion, professionalism, and determination. Through the dedication of our staff, the support of our community, and the strength of our partnerships, FAST has grown into a trusted organisation delivering high-quality services to individuals and families.

We are committed to bringing the same compassion and respect to the community of Cabra through the Cabra Alcohol and Drug Service (CADS). Securing dedicated premises in partnership with the Northwest Partnership marks an important step in extending our reach and increasing access to support for those who need it most.

We are deeply grateful for the continued support of our community, the commitment of our staff, the funding provided by the HSE, and the collaboration of the Finglas Cabra Local Drug and Alcohol Task Force. These partnerships have been instrumental in supporting FAST's growth and development and will remain central to the successful delivery of this strategy.



This strategy builds on these strong foundations. It provides a focused, outcomes-driven framework to expand our reach, strengthen inclusion, and deliver high-quality, accountable services. Developed in collaboration with staff, stakeholders, and service users, it reflects our belief that meaningful impact is achieved through partnership, shared responsibility, and a valued workforce.

I would like to thank my fellow Board members for their commitment and support throughout the development of this strategy. Their expertise and oversight have helped shape a plan that is both ambitious and practical.

The Board is confident that this strategy provides a strong framework for the future. We look forward to supporting its delivery and to seeing FAST continue to expand its reach, strengthen inclusion, and deliver excellence, together.

INTRODUCTION

Finglas Addiction Support Team CLG (FAST) is a community-based addiction service supporting individuals and families affected by drug and alcohol use. FAST provides services across the continuum of care from active substance use through stabilisation, recovery, and reintegration and recognises family members as service users in their own right.

For over 20 years, FAST has supported families affected by substance use, responding to the needs identified by local families in the community, particularly mothers, who first recognised the growing challenges in the area and tirelessly campaigned for services to protect and support their children. Today, FAST continues this legacy, providing compassionate, community based interventions that respond to the evolving needs of families and individuals affected by substance use, making a real difference in people's lives.

This Strategic Plan builds on the achievements of the 2022–2024 strategy, which focused on stabilising services, strengthening recovery supports, and responding to increased demand in a post-COVID environment. Key successes included:

- Strengthened care pathways and improved interagency collaboration
- Expanded evidence-based recovery supports
- Enhanced family and community engagement
- Increased visibility and trust through improved communication and outreach



FAST now enters the 2026–2029 period with a strong foundation and a clear understanding of the challenges and opportunities ahead. Demand for accessible, community-based addiction services continues to grow, shaped by ongoing social and economic pressures, population growth, and high levels of unmet need in Finglas and Cabra.

This plan sets out FAST's strategic direction for the next three years, focusing on expanding reach, building workforce capability, delivering excellence in service, and embedding a culture of collective accountability.

Building on over 20 years of supporting families in Finglas and Cabra, this new strategy is more than a roadmap it is a pledge to the community. It reflects our commitment to listen, adapt, and expand our services so that we continue to meet the evolving needs of the people that we serve.

OUR COMMUNITY, OUR CONTEXT, OUR DIRECTION



WHO WE ARE

FAST is a community-based addiction service supporting individuals and families affected by drug and alcohol use across Finglas and Cabra.

We provide support across the continuum of care, from active substance use through stabilisation, recovery and reintegration, recognising family members as service users in their own right.

Demand for accessible, community-based addiction services continues to grow, requiring responsive, person-centred and evidence-based supports.



OUR COMMUNITY

📍 FINGLAS & CABRA

57,000

POPULATION SERVED



KEY CHALLENGES



Social and economic disadvantage



Educational inequality



Higher unemployment levels



Health inequalities



Substance-related harm in the community

WHY THIS STRATEGY MATTERS



13,295

National treatment episodes in 2024



25%

of national presentations occur in Dublin North City & County



21.5%

of regional presentations occur in the FCLDATF area



711

episodes delivered through FAST services in 2025

ALIGNED WITH NATIONAL POLICY



Sláintecare
Right Care.
Right Place.
Right Time.



HSE National Service Plan
Quality care, delivered sustainably.



National Drugs Strategy
A healthy, safe and inclusive society.

SHARED PRIORITIES



Prevention



Early Intervention



Community-based Care



Person-centred Support



Equitable Access

OUR STRATEGIC RESPONSE 2026-2029



EXPAND REACH & ENGAGEMENT

Proactively connect with individuals and families who may benefit from our services.



BUILD WORKFORCE CAPABILITY

Develop a skilled, motivated and supported workforce.



DELIVER EXCELLENCE IN SERVICE

Provide timely, coordinated and evidence-based care.



CREATE A CULTURE OF ACCOUNTABILITY

Ensure every staff member contributes to our strategic objectives.



Building on over 20 years of community service, FAST will continue to expand reach, strengthen inclusion and deliver excellence for individuals and families across Finglas and Cabra.



SUPPORT



RESPECT



HOPE

VISION, MISSION & VALUES



VISION

Every person experiencing drug or alcohol problems and their families will receive the help they need, when they need it.



MISSION

We provide accessible, professional, and compassionate support to people affected by addiction and their families, empowering them on their journey to recovery and wellbeing with the dedication of our staff and volunteers



VALUES

Dignity: We uphold the dignity of service users, staff and volunteers by listening, respecting their choices, and providing a safe, supportive environment where everyone feels valued and able to thrive

Integrity: We demonstrate integrity through ethical practices, transparent systems, and accountable interactions, earning the trust of our clients, community, and partners

Empowerment: We empower individuals, families, staff, and volunteers to grow, make informed choices, and build positive connections, working together to achieve positive outcomes

Quality: We deliver high-quality, evidence-informed services that are effective, responsive, and focused on achieving the best outcomes for those we serve

Compassion: We show compassion by listening with empathy, understanding, and responding with care, building trust and positive connections with service users, families, and colleagues

METHODOLOGY

The FAST Strategic Plan 2026–2029 was overseen by the **Board of Directors** and developed collaboratively with **staff, service users, and community partners**, ensuring the perspectives of those closest to our work shaped our priorities.



Multiple consultations and workshops with staff across all teams



Engagement with key stakeholders, including the HSE, Finglas Cabra Local Drug & Alcohol Task Force, and people who use our services



Review of community needs, policy frameworks, and sector expertise



This approach ensures the plan is practical, inclusive, and grounded in real-world experience, reflecting the voices of staff, partners, and service users.

OUR APPROACH



1

STAFF ENGAGEMENT

Multiple consultations and workshops with staff across all teams.



2

STAKEHOLDER COLLABORATION

Engagement with key stakeholders, including the HSE, Finglas Cabra Local Drug & Alcohol Task Force, and people who use our services.



3

EVIDENCE & NEEDS REVIEW

Review of community needs, policy frameworks, and sector expertise.



4

ANALYSIS & SYNTHESIS

Careful analysis of insights and evidence to identify priority areas for focus.



5

STRATEGIC DEVELOPMENT

Co-creation of clear, achievable priorities and actions to guide our work over the next three years.



OVERARCHING THEME:

CREATING A CULTURE OF COLLECTIVE ACCOUNTABILITY

Everyone's contribution matters. FAST will foster shared responsibility, clear accountability, and continuous improvement to ensure high-quality, person-centred services and strong organisational performance.

OUR PRIORITIES

FAST's mission over the next three years will focus on four interconnected priorities.



1. EXPAND REACH & ENGAGEMENT

Proactively connect with individuals and families who may benefit from FAST services.



2. BUILD WORKFORCE CAPABILITY

Develop a skilled, motivated, and supported workforce.



3. DELIVER EXCELLENCE IN SERVICE

Provide timely, coordinated, and evidence-based care.



4. CREATE A CULTURE OF ACCOUNTABILITY

Ensure every staff member understands and contributes to our strategic objectives.

WHAT THIS ENSURES



INCLUSIVE

Built with the voices of those closest to our work.



PRACTICAL

Grounded in real-world experience and community needs.



EVIDENCE-INFORMED

Aligned with policy priorities and sector expertise.



COLLABORATIVE

Strengthened through partnership and shared ownership.



This approach ensures our Strategic Plan is practical, inclusive, and grounded in real-world experience, reflecting the voices of staff, partners, and service users.



FIRST FACES FIRST STEPS

Working as a receptionist in Finglas Addiction Support Team is very different from a typical receptionist role, but a very rewarding and humbling role. I am regularly the first person someone meets and that moment can be huge for someone to face.

Many people arrive feeling nervous, unsure and overwhelmed. There are also people who come into FAST in crisis. I try to engage with each person with kindness, respect, and be non judgemental, even remembering a client's name can help someone feel more at ease.

At the same time, the role is very busy and can be very demanding. I am constantly balancing a high workload, answering phones, managing appointments, supporting other staff members and trying to be attentive to each person at the desk or on the phone. This can be challenging, especially when dealing with people who are distressed or in need of immediate support.

The role requires me to be patient, empathetic and be able to stay calm under pressure, while also having professional boundaries. Confidentiality is a huge key part for reception staff from the moment someone walks in or calls.

"Being the first point of contact means I can help set the tone of their full experience, and hopefully make it a little easier".

Bernadette, FAST Receptionist



"Working as a receptionist in Finglas Addiction Support Team is very different from a typical receptionist but a very rewarding and humbling role".

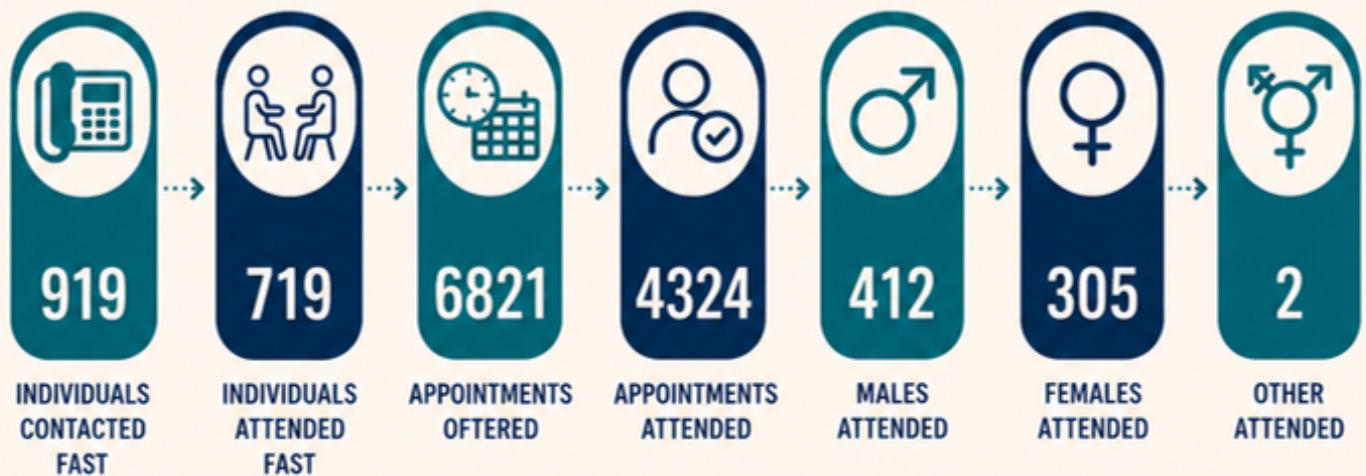
Bernadette, FAST Receptionist

FAST supports us in our role by providing training to us so we are able to support people to the best of our ability when they walk in the door or call us. All of the reception/admin team are trained in Trauma Informed Practice.

I see my role as helping to create a welcoming and safe environment. Being the first point of contact means I can help set the tone of their full experience, and hopefully make it a little easier.

OUR REACH

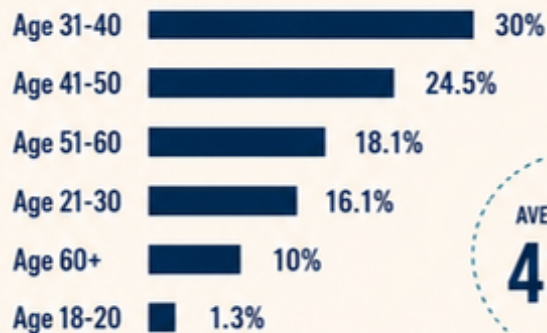
FAST 2025



EMPLOYMENT STATUS



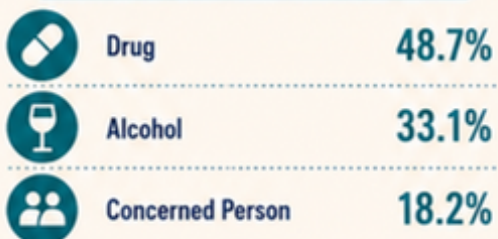
AGE BREAKDOWN



AVERAGE AGE

43.9

PRESENTING ISSUES



TOP 4 SUBSTANCES



OUR OBJECTIVES

1

EXPAND REACH & ENGAGEMENT



STRATEGIC GOAL

Increase awareness, accessibility, and inclusivity so that more individuals and families can access support when they need it.

WHY THIS MATTERS

Many individuals and families who could benefit from support are not currently accessing services due to barriers such as stigma, lack of awareness, and concerns about confidentiality. We will increase awareness, strengthen community engagement, and develop new pathways to support.

HOW WE WILL MEASURE SUCCESS



Community awareness baseline established



Annual ethnic profile established



Increased community and digital engagement



Reduced waiting times

2

BUILD WORKFORCE CAPABILITY



STRATEGIC GOAL

Develop a skilled, supported, and resilient workforce capable of delivering high-quality services.

WHY THIS MATTERS

The quality of our services depends on the knowledge, wellbeing, and commitment of our workforce. We will invest in training, professional development, supervision, and staff wellbeing to ensure our workforce remains equipped to meet evolving needs.

HOW WE WILL MEASURE SUCCESS



Skills gap analysis completed



100% mandatory training compliance



Professional development plan in place



Staff wellbeing programme implemented



Improved staff engagement and retention



EXPANDING OUR REACH

We are committed to reaching more people, in more ways, across Finglas and Cabra—ensuring our services are accessible, inclusive, and responsive to our communities.

OUR OBJECTIVES

3

DELIVER EXCELLENCE IN SERVICE



STRATEGIC GOAL

Deliver integrated, evidence-based services that achieve meaningful and measurable outcomes.

WHY THIS MATTERS

Individuals and families deserve timely, coordinated, and effective support. We will strengthen outcomes measurement, improve collaboration with partner agencies, and ensure that our services continue to be evidence-informed, person-centred, and responsive to emerging needs.

HOW WE WILL MEASURE SUCCESS



Outcomes reporting system implemented



Quarterly outcomes reporting



Increased use of outcome measurement tools



Enhanced partnership working

4

CREATE A CULTURE OF ACCOUNTABILITY



STRATEGIC GOAL

Embed a culture of collective accountability where every individual contributes to organisational success.

WHY THIS MATTERS

Collective accountability means recognising that every member of staff, volunteer, manager, and Board member contributes to the success of FAST. We will strengthen governance, improve performance monitoring, and ensure that strategic priorities are understood and embedded throughout the organisation.

HOW WE WILL MEASURE SUCCESS



Staff can articulate their contribution to the strategy



Strategic priorities embedded in supervision and appraisal



Regular reporting against strategic objectives



Clear ownership of actions and outcomes



COMPASSION IN PRACTICE

Starting and working in FAST has been a really positive and rewarding experience for me. From the outset, I've felt genuinely welcomed and supported by everyone, from management to the wider team, which has made settling into the role much easier.

There is a strong sense of shared values across the organisation, particularly in the commitment to person-centred care and meeting people where they are at on their journey.

I've been really struck by the team's compassion and passion in working with clients and their families, and the way support is tailored to meet individual needs.

I feel encouraged to grow in my role, with my contributions valued, and it's exciting and meaningful to be part of a service that makes such a positive difference.



"Sometimes we forget to be kind to ourselves, but the management at fast make this is just as important as the work we do".

Alex, FAST Project Worker



"I've been really struck by the team's compassion and passion in working with clients and their families, and the way support is tailored to meet individual needs".

Lesley, FAST Project Worker

To witness a client going from a methadone clinic to college in the space of 2 years and then for that client to call you with such joy, happiness and freedom in their lives, just reinforces why I choose to work in FAST.

Having a family member coming and telling you how thankful they are to have their family back together after years of active drug use warms the heart of anyone.

Professionally FAST has supported me to become the best I could be, and they continue to give me all the support I need not just to be there for clients, but also remind me to mind myself in my role as a project worker, sometimes we forget to be kind to ourselves, but the management at FAST make this just as important as the work we do.

CONCLUSION



20
YEARS
OF SERVICE,
SUPPORT &
COMMUNITY
IMPACT

BUILDING ON 20 YEARS OF SERVICE

Over the past 20 years, FAST has been a steadfast partner to individuals, families, and the wider community of Finglas and Cabra. This Strategic Plan 2026–2029 builds on that legacy, reflecting our commitment to growth, excellence, and inclusivity.

Our approach is guided by the voices of those closest to our work — our staff, service users, and community partners — and shaped by the challenges and opportunities within our operating environment. By expanding reach, strengthening workforce capability, delivering evidence-based services, and embedding a culture of collective accountability, we will continue to work to reduce stigma and eliminate barriers to access.

This plan is more than a roadmap — it is a pledge. A pledge to listen, adapt, and respond; a pledge to uphold dignity, integrity, and compassion in all we do; and a pledge to work together with our community to create meaningful, lasting change.

Together, we will build on our achievements, rise to the challenges ahead, and empower every individual and family we serve to achieve recovery, wellbeing, and hope.

WHY FAST MATTERS

Behind every number is a person, a family and a journey. At FAST, we walk alongside people during some of the most challenging times in their lives, offering support, hope and the belief that change is possible.



We help individuals and families take the first step towards recovery and build healthier, more connected lives



We strengthen communities through education, awareness and early intervention



We provide compassionate, person-centred care that empowers and inspires



We create safer, brighter futures for individuals, families and our community





Feidhmeannacht na Seirbhíse Slá
Health Service Executive



FAST
Finglas Addiction
Support Team



Organisation Details

Finglas Addiction Support Team (FAST) is a community-based service providing fair, inclusive and evidence-based support to individuals and families experiencing problematic drug and alcohol use.

We are committed to strengthening recovery, resilience and wellbeing across the Finglas and Cabra communities.

Contact Us

 www.fastltd.ie

 01-8110595

 reception@fastltd.ie

 2a Wellmount Road, Finglas, D11 WC89

Governance & Registration

FAST is a registered charitable organisation

Registered Charity Number: 20066017

CHY: 17626

Company Registration Number: 378645

Acknowledgements

FAST gratefully acknowledges the continued support of our funders, partners, staff, volunteers, and the communities of Finglas and Cabra.