

# Annual Report 2020





## Archways:

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.

Registered Company No: 430172

Registered Charity No: 17603

## Directors 2020:

Gráinne Burke – Chairperson

Brian Fleming

Padraig Rehill

Shane McFadden – resigned 30/9/2020

John Lonergan – resigned 30/9/2020

Padraig McCabe

Jane Forman

Anne Conroy

John Curran

Maria Morrissey – appointed 9/3/2020

Cathal O'Connor – appointed 9/3/2020

## Company Secretary:

Aileen O'Donoghue

## Registered Office and Principal Address:

7/8 Oakfield Industrial Estate, Clondalkin, Dublin D22 EH52

## Auditors:

O'Gorman Brannigan Purtill & Co Accountants and Auditors,  
22 Bridge Street, Ringsend, Dublin D04 X6W4

## Bankers:

Bank of Ireland, Newlands Cross, Clondalkin, Dublin D22 W324

## Solicitors:

Oliver Burke Solicitors, Tower Road, Clondalkin, Dublin D22 T1X0

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## Acknowledgements

Archways acknowledges funding received in 2020 from:



# 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.



# Chairperson's Message

2020 was a difficult year for Archways as it was for so many organisations, particularly those in the community and voluntary sector as we juggled between maintaining as full a service as possible whilst ensuring staff safety and complying with public health guidelines.

At the outset of the COVID-19 pandemic, changes were made to the office layout and staff rotas were put in place to ensure minimum mixing between teams. However, the restrictions were such that the office was closed from March throughout the year with a brief reopening on a part-time basis over the summer.

The challenge throughout the year was to move service delivery to an online platform and ensure that we were still meeting the needs of our clients. This involved training for staff in delivering online and adapting programme content to be effective in this new delivery mode. The length of training sessions had to be decreased when delivering remotely. Even though staff did not have to travel to deliver training, courses took longer and were more demanding than in person training.

On the positive side we found that online training suited a lot of parents as it required less organisation for them to take part. The number of fathers attending training also increased over this period. There have been several lessons learnt from this time that are likely to result in a blended approach to training and service delivery using a combination of online and in person delivery methods in the future.

This has been a challenging time for staff. Some staff found working from home isolating and missed the interaction with colleagues. Developing new projects and initiatives was more difficult and took more time. Maintaining communication across projects was also more difficult. However, many people felt that there were also advantages to working from home including greater flexibility in their work life balance and time saved with less commuting. It is possible that going forward some working from home will be available to staff.

Thank you to all our staff for their ongoing commitment throughout 2020.

Thank you to our funders for continuing to support us including Tusla and basis.point and to our partners and stakeholders for their flexibility and willingness to adapt to new ways of working.



At the time of writing, I am Chairperson in an interim capacity and would like to acknowledge Gráinne Burke who stepped down from that role and as a Board Member earlier this year. Gráinne had been a Board Member for 5 years and was Chairperson for half that time. She oversaw great expansion. Thank you also to John Loneragan and Shane McFadden who both stepped down from their positions on the Board.

More recently, we also saw the retirement of our long-standing CEO Aileen O'Donoghue. Aileen has left a legacy of achievement and the development of Archways is testament to her drive and vision. We wish her well in the future. We would also like to welcome our new CEO Hugh Doogan.

It is an exciting time for Archways as we look forward to the publication of our new 5-year Strategic Plan and its' supporting Implementation Plan.



**Jane Forman**

*Chairperson (Interim), Archways*

# 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.

# An Introduction to Archways

Archways, established in 2007, 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 ante-natal supports and provide a series of interventions for young people up to the age of 18 years old and their families.

We believe that the earliest intervention gives the best results and is the most cost effective approach. Our work 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 for an Ireland where people experiencing challenges have the capacity to create lasting positive change with access to timely, high quality supports.

When we demonstrate a programme works, in collaboration with our strategic partners, we want to make it available to *every child, every family and every community* who need it.

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 is any international evidence-based programmes that we could introduce to Ireland. If there is not, we explore opportunities to develop an evidence-informed response to those 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.

Archways is about presenting and implementing innovation and evidence-based solutions that work. The organisation works across Ireland and also partners with service providers in Northern Ireland on a number of programmes.

# The Archways Team

Archways has a dedicated and hardworking team.

The organisation is managed by a Chief Executive Officer who is supported by a staff of almost 30 from a range of backgrounds and disciplines. All are committed, professional and work collaboratively to achieve organisational goals.

At the end of 2020, 8 staff members had over 10 years' service and 11 had 5 years' or more.

In 2020 we welcomed 6 new members to the team.

During 2020, several staff participated in courses and professional development opportunities, supported by Archways.

These included:

- The Wisdom Model
- Odyssey- Parenting Your Teen Training for Trainers
- Solihull Ante-Natal Training
- Restorative Practice Trainer Continuous Professional Development
- Outcomes Based Accountability (National Children's Bureau)
- Mentoring for Achievement Ongoing Training
- Early Intervention Foundation Webinar - Virtual and Digital Delivery of Interventions
- Prevention & Early Intervention Network Webinar - Supporting Successful Transitions for Early Years and Primary School Children
- Children's Rights Alliance Webinar - Educational Disadvantage: Have efforts to flatten the Covid-19 curve increased the education inequality curve that already existed in our education system?

Despite the introduction of working from home in March 2020, in line with public health guidelines, we managed to continue our commitment to team working and strong internal communication.



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8 staff members had  
over 10 years' service and  
11 had 5 years' or more.

# Governance

Archways places huge significance on our governance arrangements as they give the organisation, our partners/stakeholders and our funders reassurance that our approach, spending and strategy maximises the investment in our work.

Archways achieved the Charities Governance Code as set out by the Charities Regulator. The Charities Governance Code explains the minimum standards you should meet to effectively manage and control your charity. Good governance involves putting in place systems and processes to ensure we achieve our objectives with integrity and that this is managed in an effective, efficient, accountable and transparent way.

The Board of Archways is chaired by Jane Forman on an interim basis having replaced Gráinne Burke in early 2021. In 2020 there were 9 meetings of the Board. Attendance at Board Meetings was consistently high throughout the year.

The Archways Board Members are all experienced and knowledgeable in their area of expertise and make very valuable contributions to our work.

2020 saw the resignation of two Board Members – Shane McFadden and John Lonergan – after 12 and 9 years of service respectively.

We welcomed two new Board Members – Dr Maria Morrissey and Cathal O'Connor.

Maria Morrissey PhD has experience of funding programmes as the Enterprise Programme Manager at the Irish Research Council supporting research between academia and industry, public bodies or non-profit organisations. Dr Morrissey has a biomedical research background where she obtained a fellowship award to research the immune system's response to cancer and has held a study lead position in AstraZeneca UK. Dr Morrissey completed her PhD at University College Dublin and bachelors at Trinity College Dublin. Maria also has a Professional Certificate in Governance from the Institute of Public Administration.

Cathal is retired after 33 years with Cadbury. His expertise is in marketing in the roles of head of marketing, innovation and exports. Brand building, communication, change management and new business models is where his interest lies. His daughter has epilepsy with educational and behavioural issues which drive his interest in Archways goal of supporting challenged families.

2020 also saw Archways begin the process of undertaking a comprehensive strategic review. The primary objective was the development of a new 5-year Strategic Plan but also to look at our existing governance structures with a view to strengthening these further in 2021. The Board are not expecting to make any changes in the nature of the business in the near future. In planning for the future they will seek to protect the company's activities whilst managing the effects of the challenges caused by COVID-19 restrictions.

We responded quickly to the onset of COVID-19 and public health guidelines by putting systems in place to support staff to work from home and Return to Office Protocols were developed. Archways has adhered to evolving guidelines and only essential workers have returned to the office on a restricted basis.

Plans have also been put in place to review Archways Policies and Procedures in 2021 including the Staff Handbook.

The AGM was held on 30th September 2020 when the Annual Audited Accounts and Financial Statements were approved. These and previous years' accounts are available to view on our website.

# Archways Programmes and Projects

- Families First
- The Changing Lives Initiative
- Blue Skies Initiative
- basis.point Initiative
- The Incredible Years
- Mentoring for Achievement
- Reach Out
- Systemic Family Support





In 2020, Archways' Families First team continued to provide an Intensive Systemic Therapeutic Family Support Service to 3 Tusla areas under their Creative Communities Approach Service Level Agreements. The service was provided in the Dublin South West/Kildare/West Wicklow Area, the Dublin South Central Area and in the South East Area.

An Implementation Plan to deliver the service to the Midlands Area were finalised. The staff recruitment process for the Midlands Area took place in December 2020 with service delivery to begin in early 2021.

Families referred under the Creative Community Approaches programme often have very complex needs that require a range of supports. We 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 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.

We found that engaging with families online was a more difficult process. There were lower completion rates when the initial contact was online as opposed to in person. However, it is likely that a combination of in person and online support will be the process going forward.

In 2020 Families First provided 39 young people and their families with an intensive family support service.

The Changing Lives Initiative was funded by the EU INTERREG VA programme as managed by the Special European Union Programmes Body (SEUPB).

The project worked with families who had a child with behaviours consistent with Attention Deficit Hyperactivity Disorder (ADHD).

The project was delivered by project partners in West Belfast, Louth and Argyll and Bute in Scotland. In 2020 a significant number of programmes were delivered to families in each location. Programmes were also delivered in Monaghan and Newry during this period. A new app was also launched in March 2020 at what was to be the last in person event before the pandemic took hold.



In 2020, The Changing Lives Initiative delivered the following:

**395**

Parents attended the ADHD Information and Awareness Sessions

**10**

Incredible Years ADHD parent programmes were delivered

ADHD training was delivered to

**220**

education and health professionals

The ADHD app was launched in

**March 2020**

Again the challenge during 2020 was moving to online delivery. This required significant preparation but each site was able to continue delivery in this way. The feedback from parents about this method of delivery was very positive and some parents felt it was preferable to in person delivery.



Archways were proud recipients of Ireland's Community Project Award 2021 (Excellence in Business Awards) from the Public Sector Magazine for The Changing Lives Initiative Project. Archways was pleased to accept the award on behalf of the project partners.

The 'Excellence in Business' Awards are awarded to organisations who can demonstrate outstanding service, continuity, track record and general excellence in business to the Public Sector, Irish Business, and to the people of Ireland. Brexit and the cross border island of Ireland were a key theme of the awards.

"I came home on the first day of the course and said to my husband 'oh my god everyone is in the same boat as us', instantly I formed a bond with the other mothers and fathers."



Blue Skies Initiative is one of 12 Area-Based Childhood (ABC) programmes which aim to improve outcomes for children, families and services in some of the most disadvantaged areas of the country.

The programme has a particular emphasis on improving health, educational and social outcomes for children. The programme targets investment in evidence-informed interventions to improve the long-term outcomes for children and families living in areas of disadvantage. It aims to break the cycle of child poverty in areas where children are most disadvantaged through integrated and effective services and interventions.

In 2020 Blue Skies Initiative moved to online delivery of programmes and delivered a number of programmes in the evenings and weekends to support parents working from home.

“I found the workshop excellent, and really calmed down after talking to you with my fears. I also loved all the resources that were sent.”

**Preparing to Parent**  
Online Pregnancy Workshop

# In 2020, Blue Skies Initiative delivered the following:

## 0-3 Years Programmes

### Preparing to Parent Antenatal & Postnatal Programmes

- 80 Participants
  - » 4 Targeted Programmes, 15 Online Antenatal Workshops, 6 Postnatal Workshops, 1 Online Postnatal Group

### Infant Massage Programme

- 80 Participants
  - » 1 Targeted Programme
  - » 2 Dads Programmes
  - » 8 Universal Programmes

### Archways Upto2 Programme

- 59 Parents & Children
  - » 4 Cycles of 'UPTO2' Programme
  - » 1 Incredible Years Toddler Parenting Programme (aged 3-8 years)

### ParentChild+, Home Visiting Programme

- 10 Parents & Children

### Online Parent & Children Play Groups

- 144 Parents & Children
  - » 1 Parent & Baby Workshop: 12 Participants
  - » 14 Parent & Toddler Workshops: 93 participants
  - » 6 Parent & Preschool Workshops: 39 participants

## Early Years/Schools Programmes

### Ready, Steady, School! Transitions Programme

- 18 New Early Years Services
- 27 Early Years Services
  - » 712 Pre-schoolers received transition packs
  - » 712 Parents received a parent pack

## Parenting Programmes

### Incredible Years Basic Parent Programme

- 16 Parents

### Circle of Security

- 4 Parents

### Anxiety Workshops

- 57 Parents participated in 'Understanding Anxiety & Supporting my Young Person' Information Sessions for Parents

## Parenting Supports

- 12 At Home with Children resources
  - » Social media content with a reach of 1000+ people
- 3 Grandparenting from a Distance
  - » Social media content with a reach of 2000+ people
- 1 Parenting from a Distance
  - » Social media content with a reach of 2000+ people
- 1 Parenting Teens Resource
  - » Social media content with a reach of 500+ people

## Community Programmes and Networks

### Infant Mental Health Network

- 10 Meetings
  - » 11 Participants

### Restorative Practices

- 84 Professionals trained in RP
- 42 Professionals attended in RP Community of Practices

### Trauma Informed Programmes and ACES Workshops

- 46 Professionals attended workshops on Adverse Childhood Experiences

## Other Activities

Through working collaboratively with agencies in our catchment area, Blue Skies Initiative were able to assist a large number of vulnerable families. Many of these families were unable to access resources or activities working during the COVID-19 pandemic. We created activity packs and resources for these families. These packs were delivered to families and services at different points throughout 2020.

- 350 Art Packs
- 394 Literacy Packs
- 351 Activity Packs

Blue Skies Initiative applied to An Post and Children's books Ireland for hard copies of their Imagine Nation playbook following the need and success of the activity packs. The action packed playbook was created by top Irish children's authors and illustrators and was full of activities and mindfulness activities. These playbooks along with colouring pencils and crayons was distributed to families, schools and agencies across Clondalkin and Adamstown.

- 700 Imagination Nation Books

## Art & Literacy Activity Packs

At the beginning of the COVID-19 pandemic, Blue Skies Initiative, in collaboration with the Clondalkin Travellers Development Group (CTDG) provided Art Activity Packs for young people across 11 sites within our catchment area.

In a follow on from this, literacy issues were also highlighted. Blue Skies Initiative worked with Clondalkin Library and supplied a large number of books to CTDG.





2020 saw the continuation of the Archways basis.point Initiative – a collaboration between Archways and basis.point which supports the rolling out of evidence-based programmes in locations throughout Ireland.

During 2020 Archways funded to deliver a number of evidence-based programmes in Cork, Wexford and Kilkenny.

Archways worked with a range of local agencies to roll out the Teacher Classroom Management (TCM) Programme, the Incredible Years Basic Parent Programme and the Mentoring for Achievement Programme (MAP) to a number of schools and community organisations in these areas. During COVID-19 restrictions a number of trainings had to move to an online platform.

Anxiety Workshops were also developed and delivered to parents and teachers to address the growing levels of anxiety recorded by young people in 2020. Topics covered in these workshops include:

- The difference between worry, stress and anxiety, and how this can affect children and young people
- How worry and anxiety can affect parents, teachers and other school staff
- Tools and strategies to help parents and school staff to address and support child worry and anxiety
- Development of resilience
- Self-care tools and strategies

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, living in Dublin North Inner City. It was intended to pilot the programme in North Inner City Dublin in March 2020. However due to COVID-19 restrictions, the programme has been put on hold with a plan to deliver in 2021.



In 2020, the basis.point Initiative delivered the following:

**2**

MAP trainings  
took place –

**27** participants

**2**

Parent Workshops  
took place –

**22** participants

Teacher Workshops  
took place online –

**62** participants



In 2020 Archways continued to organise and deliver a range of Incredible Years programmes. We also supplied materials in response to requests from organisations throughout Ireland. A number of trainings due to take place in 2020 had to be deferred to 2021.

“I feel I am very well equipped with a variety of useful behaviour strategies that I will use within the classroom.”

**Incredible Years**

Teacher Classroom Management (TCM) Testimonial



The Mentoring for Achievement Programme (MAP) is a 2-year, school-based programme which works with children aged 12 to 16. MAP 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 reduce 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.



**2** MAP trainings  
took place with  
**27** participants  
as part of the  
basis.point Initiative

# Reach Out

During 2020 it had been hoped to further roll out the Reach Out Programme in collaboration with our partners Fusion CPL.

The programme aims to support fathers to build and maintain positive relationships with their children and their partners whilst they are in prison.

The programme was delivered in Mountjoy Prison for the first time in 2019 and there was a commitment to a second programme in Mountjoy in 2020 as well as the possibility of introducing the programme in a second prison. Unfortunately, this could not happen due to COVID-19 restrictions.





In 2020 Archways successfully tendered for the delivery of the Whitetown Project in the north side of Dublin.

Archways Systemic Family Support is a pilot programme developed from extensive research by the University of Limerick.

Using a new evidence-informed intervention programme that works with young people, their families and the community, the programme aims to strengthen families, remove barriers to prosocial opportunities and increase community efficacy.

The programme delivers Functional Family Therapy which has over thirty years of evidence working in partnership with families that have got a little bit stuck. The therapist will assist the family to develop skills that get them unstuck in a way suited to their family dynamic. The therapy aims to use the families' strengths to overcome the families daily struggles. This is achieved through weekly functional family therapy sessions and regular therapeutic case management support.

In addition, we have partnered with Le Chéile Mentoring Service for young people who are at risk. It is a child-centred service that recruits and trains volunteers from local communities to work with young people and families. Mentoring aims to provide a rewarding experience and opportunity, focusing on personal development, communication skills and improving pro-social behaviour.

Archways Systemic Family Support will partner with the community, local agencies and community organisations to increase community efficacy by building on existing initiatives while identifying and supporting new ideas that have the potential to build the momentum of positive change in the lives of the young people, families and the communities of Dublin 17 and Dublin 5.

# Interagency Collaboration

3 - 5 Sub-Group for Early Years Services (Blue Skies Initiative)

5 - 7 Sub-Group for Junior National School Teachers (Blue Skies Initiative)

ABC Managers' Forum

Children's Books Ireland

Clondalkin Young Minds Executive

Clondalkin COVID Community Check-In

Clondalkin Drug and Alcohol Taskforce

Clondalkin Traveller's Development Group

Clondalkin Youth Service

Clondalkin Woman's Network

Community Safety Forum

Coombe Maternity Hospital

Deansrath Family Centre

Dublin North City Child and Family Support Network

European Project Managers Network (The Wheel)

Extern Garda Diversion Kilbarrack

FromLadstoDads

Fusion CPL

Get the Message Out Group

HSE Primary Care Team Clondalkin

Infant Mental Health Network

Le Chéile Mentoring Service

North Clondalkin Child and Family Support Network

Motocross Development Group (North side Dublin)

Prevention and Early Intervention Network (PEIN)

PEIN Erasmus+ Working Group: Preschool to Primary School Project

Quarryvale Family Resource Centre

School Completion Programmes

South Clondalkin Child and Family Support Network

South Dublin Children & Young People's Services Committee (CYPSC)

South Dublin County Childcare Committee

South Dublin CYPSC Antenatal & Child Protection Subgroup

South Dublin CYPSC Sub-Group on Homelessness

South Dublin CYPSC Sub-Group on Youth Justice

The Parenting Network

The Wheel

Upto2 Sub-Group

Whitetown Project Local Advisory Committee

Whitetown Project Referral Advisory Committee

Whitetown/Yellowtown Cross Site Information Sharing Group





# Strategic Plan 2021-2025

During 2020, work began on developing a new 5-year Strategic Plan for Archways which will be formally published in 2021.

The plan has been developed as a collaboration between the Archways Board Members and Staff Team supported by Quality Matters. The plan aims to build on the work that Archways has been doing over the last 14 years while supporting us to move in new directions and increase our capacity to respond to the needs of children and families in Ireland.



# Contact Us

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<https://www.archways.ie/>

<https://blueskiesinitiative.ie/>

<https://changinglivesinitiative.com/>





