



## **Anew Support Services**

**Strategic Plan  
2026 -2029**

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## Executive Summary

Anew Support Services (Anew) is currently the only charity in Ireland working specifically with pregnant women and new mothers experiencing, or at risk of experiencing, homelessness. We work intensively to support, safeguard and empower women, their babies and where appropriate the baby's father, while supporting them to access appropriate housing and accommodation as soon as possible.

Even today the mere fact of becoming pregnant can lead to a temporary crisis with many emotional and practical implications and a very high risk of homelessness, societal exclusion and poverty for some. Pregnant women become homeless due to a lack of or unsuitable accommodation, domestic abuse, relationship breakdown, cultural stigma alongside barriers to accessing the services and resources needed to obtain housing and support independently, all of which means the pregnancy and birth are very traumatic for the woman and child. Anew keeps the mother and baby as the top priority through its unique service, working intensively to nurture, safeguard and empower them while supporting them to access appropriate housing and accommodation as soon as possible.

We support pregnant women and new mothers and their babies with pre- and post-natal supports and short-term accommodation whilst seeking long term housing. Where appropriate we also provide support to the babies fathers. In 2025, using client feedback we articulated our Theory of Change as shown in Appendix 1; this will be used as the basis for developing our services into the future.

Anew's purchase of a house in Drumcondra, Dublin 9 in August 2024 using the Capital Assistance Scheme (CAS), operated by Anew for new mothers and their babies as "Transitional/Stepdown" accommodation, represented the achievement of a priority strategic goal in our previous Strategic Plan. Following on from this, the Board recognised the need to address longer term priorities and a strategic review was carried out culminating in a five-year Strategic Plan for the period 2025 – 2029. This working document is updated and approved annually by the Board of Directors, who are committed to achieving the Vision and Mission of Anew and to having a process in place to ensure that this Strategy is at the core of the organisation's culture and activities for the future.

## Our Strategic Pillars 2026 – 2029

Taking into consideration our services, sustainable funding, quality improvement and operational excellence (including compliance to a vast array of regulations), organisational design and communications the following three strategic pillars have been identified:

**Pillar 1:** The Why - The Woman's Journey, Our Model of Care

**Pillar 2:** The Means - Physical Resources such as Accommodation Units and Secure Sustainable Funding

**Pillar 3:** The Capacity - Being Supported to Provide Services - Organisational Design, Communications, People, Administration and Other Resources

For each Pillar short, medium and longer term Priority Areas, Activities and Outcomes have been identified and addressed.

## About Us

Anew is a Company Limited by Guarantee (CRO No. 494801) and a Registered Charity (CRA No. 20022983). Funding is from the Dublin Region Homeless Executive (DRHE), Tusla, the Child and Family Agency, Project-related income from funds such as the Katherine Howard Foundation, The Lottery, the Community Foundation of Ireland and other funders, rental income from Anew's premises in Tara Street in Dublin and donations from members of the public.

## Primary Beneficiaries

**Our primary beneficiaries are pregnant women and new mothers, especially those experiencing or at risk of experiencing homelessness.**

Anew acknowledges that the best way to support a baby's development is to provide support for the mother as a woman and mother, so she does not become vulnerable as she cares for her child.

We also support the baby's father where appropriate and we acknowledge the benefit of a father's involvement in a child's life where this is safe.

## Our aims:

- Remove the barriers women experience to accessing the support and resources they (and babies) need to flourish and live happy and healthy lives
- Provide preventative and early intervention maternal support for better lifelong outcomes – to break the cycle of poverty and socio-economic disadvantage
- Improve pre- and post-natal health and well-being for mother and baby
- Reduce homelessness for pregnant women and new mothers



## The Women We Work With

The women with whom we work are often from marginalised communities such as migrants, care-leavers, and members of the Travelling Community. They have often experienced abuse including physical, psychological, and sexual. Many of them have experienced deep trauma in their lives. Our aim is to support them through their pregnancy and into new motherhood by providing transitional accommodation, life skills and emotional support through our programmes. Through the support we provide in our programmes, the women are empowered to parent their children confidently, avail of strong social networks and secure sustainable accommodation.

The Women we work with often have multiple and intersectional needs in addition to experiencing homelessness. Among the groups of women we work with are:

- Women who were in Alternate Care System themselves as children
- Women with Children in Care
- Young Mothers (under the age of 25)
- Women from Minority Groups
- Women in Recovery from Addiction

The nature of pregnancy, their lived experiences and the barriers to accessing the resources needed to independently access housing and support, means many of the women who use our services require intensive support during pregnancy and new motherhood, with continued supports being provided when a stable home is secured for these new families. Anew works closely with the women, their families and other agencies to ensure the best outcome for them and their babies. We are committed to developing bespoke person-centered, evidence-based programmes of work to ensure that the new families get the best possible start from pregnancy to early motherhood.

## Vision and Mission

### Our Vision

Anew envisions an Ireland where all pregnant women, especially those at risk of and experiencing homelessness, have access to high quality, professional and compassionate services and can avail of practical and emotional supports.

### Our Mission

Anew provides intensive emotional and practical support to pregnant women and new mothers, especially those at risk of homelessness. We provide a safe nurturing space where families can be supported and empowered to grow and flourish and fulfil their full potential.

## Our Values

- **Accountability** – We take personal responsibility for using our resources efficiently, achieving measurable results, and being accountable to supporters, partners and, most of all, the women, children, and families we work with.
- **Nurture** – We aim to bring out the potential in people including our staff and the women and families with whom we work . We think, listen, see , understand and work alongside those who use our services.
- **Empowerment** – We strive to create safe, supportive conditions which make the women stronger and more confident, especially in controlling their lives and realising their abilities and potential in life.
- **Welcome** – We provide a safe non-judgmental place for the women and families who use our services. We reassure, respect, and provide an environment of trust.

## Our Key Priorities

- **The Women** – As a woman herself (not just as a mother), this is key to supporting her as a mother, the women we work with are at the heart of the organisation
- **Breaking the Cycle** - The early and intensive interventions in Anew provide a real opportunity to break the cycle of intergenerational disadvantage and poverty for the women and their babies. In particular we focus on avoiding entry to the Alternative Care System for the babies and children of the women we work with
- **Homelessness** - The current homelessness crisis is having a significant effect on the lives of pregnant woman in Ireland; meeting their needs is key
- **Parenting** - Positioning the services of Anew to provide intensive parenting support for pregnant women and new mothers who are under pressure, so they are supported in their caregiving, particularly those who are lone mothers and those who are at risk of homelessness, is a key priority – we recognise the importance of fathers and offer them support where appropriate
- **Perinatal Mental Health** - Addressing perinatal mental health issues for the pregnant women and new mothers who use our services is a key focus for Anew and we link in with the Perinatal Mental Health Services around this
- **Funding** - Addressing future funding needs through a strategy of diverse and sustainable funding sources is imperative for Anew to continue and expand its services over the period of this plan
- **Governance** - Anew is a company limited by guarantee and a registered charity. Anew is governed by the board consisting of directors (known as Charity Trustees under charity law) elected at the annual general meeting, who are experienced in law, business, risk, accounting, finance, HR and academia. The CEO is responsible for the day-to-day operations of Anew

## Our Services

We support pregnant women and new mothers through the provision of housing advice, supported accommodation, key working, day services and outreach support. As part of this we strive to implement cross-organisational collaboration as we are working extensively with hospitals, homeless hubs, domestic abuse refuges and other agencies. The services and activities provided by Anew are shown below:

Activity	Details	Location	Funder
<b>Day Services</b>	The Nurture and Empowerment Programme, (Circle of Security / Trauma Informed Care) Peer-to-Peer Support, Housing Advice and Tenancy Sustainment.	Haven House, Dublin 2	Tusla, DRHE, Community Foundation Ireland, Katherine Howard Foundation, other funders.
<b>Supported Temporary</b>	Provides 24-hour supported accommodation for up to 4 pregnant women and new mothers including: The Nurture and Empowerment Programme (Circle of Security / Trauma Informed Care) Key working and Interventions, Life Skills Classes, Pre-natal and Antenatal support.	Cherry Blossom Cottage, Swords	DRHE, Tusla
<b>Outreach</b>	The Nurture and Empowerment Programme (Circle of Security / Trauma Informed Care) Key working and Interventions, Life Skills Classes, Pre-natal and Antenatal support	Various – Family Hubs, Migrant Centres, Hotels	Tusla, DRHE, Community Foundation Ireland, Katherine Howard Foundation, Dublin Airport Authority, other funders
<b>Young Parent Support Programme</b>	Support for young parents in Dublin 15	Dublin 15	European Social Fund, Tusla
<b>Transitional (Step Down)</b>	Provides transitional “step down” accommodation for up to 6 women and their babies. Visiting support is provided by Anew staff around nurture, empower and securing their “forever home.”	Drumcondra, Dublin 9	Tusla



# Strategy

Anew undertook strategic planning session on 15th June 2024 to develop a mid- to-long-term Strategic Plan beginning January 2025. The process included a facilitated high level strategic planning session with the board of directors and senior management.

We used an impact-led approach, beginning and ending with the women who use our services and based on the outcomes desired or needed by the women. We began by articulating, re-telling the story of the women’s (desired) journey with Anew and the desired outcomes for the women. In exploring Anew’s strategy to achieve these outcomes we sought to avoid going over ground that has already been covered and instead to focus on critical points. We did this by reviewing identified issues, then moved to formulating a framework for the strategy and exploring the shape of a delivery model. This we did through identifying three pillars and agreed to articulate our short- and long-term strategic priorities under these pillars.

## The Women’s Journey

Stages	Physical	Emotional
Safety	Supported Accommodation (owned and run by Anew)	Nurture, Perinatal, Bonding, Self-Care, Baby-Care
Advice and Support	Transitory Accommodation (owned and run by Anew)	Empowerment, Peer Support, Life skills, Parenting Support
Fulfilment: Housing as a basic right, in line with the Public Sector Human Rights requirement to remove barriers to accessing services for different groups.	Stable housing accessed through AHB or long-term local authority where possible? (not owned by Anew)	Advice and Support, Education, Employment, Tenancy Sustainment

If the women have their basic needs met, such as having a source of income of their own, emotional support and safety, then that journey is possible. Throughout that journey practical and emotional support is provided The journey is a social one represented by how the women live more than where they live. In preparing for the Strategic planning session, we developed the following areas:

- Physical considerations and priorities – purchasing and running accommodation unit’s emergency accommodation and transitory accommodation, seeking partnerships with other AHBs for “forever homes” for the women and their babies
- Emotional Support – the provision of perinatal care, mental, physical, sexual health, bonding with baby, peer support, life skills, education, employment
- Unrestricted and sustainable funding
- Communications/Marketing/PR

**Based on these discussions we developed our priorities for development.**

# Priorities for Development

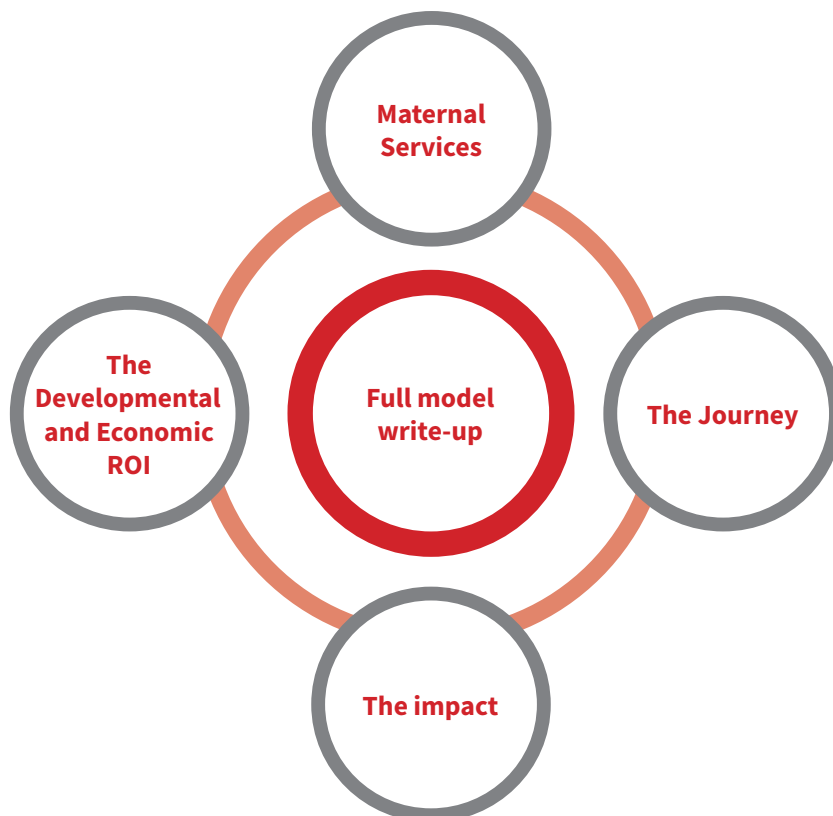
## Mid Term

- Model of Care – articulate Anew’s bespoke model of care for disadvantaged pregnant women and new mothers
- Communication – build the profile of the organisation, advocate for change to services to include early and preventative interventions
- Organisational Culture – Ensure our core values are “lived values”
- Organisational Capacity – extend the services throughout Ireland either via Anew or in partnership with suitable organisations

## Long Term

- Purchase properties (CAS) - Emergency (like CBC) and Transitionary Accommodation (like Alphonsus Road)
- Unrestricted funding for future developments (e.g. re-use of Tara Street for services or office) and building up of reserves

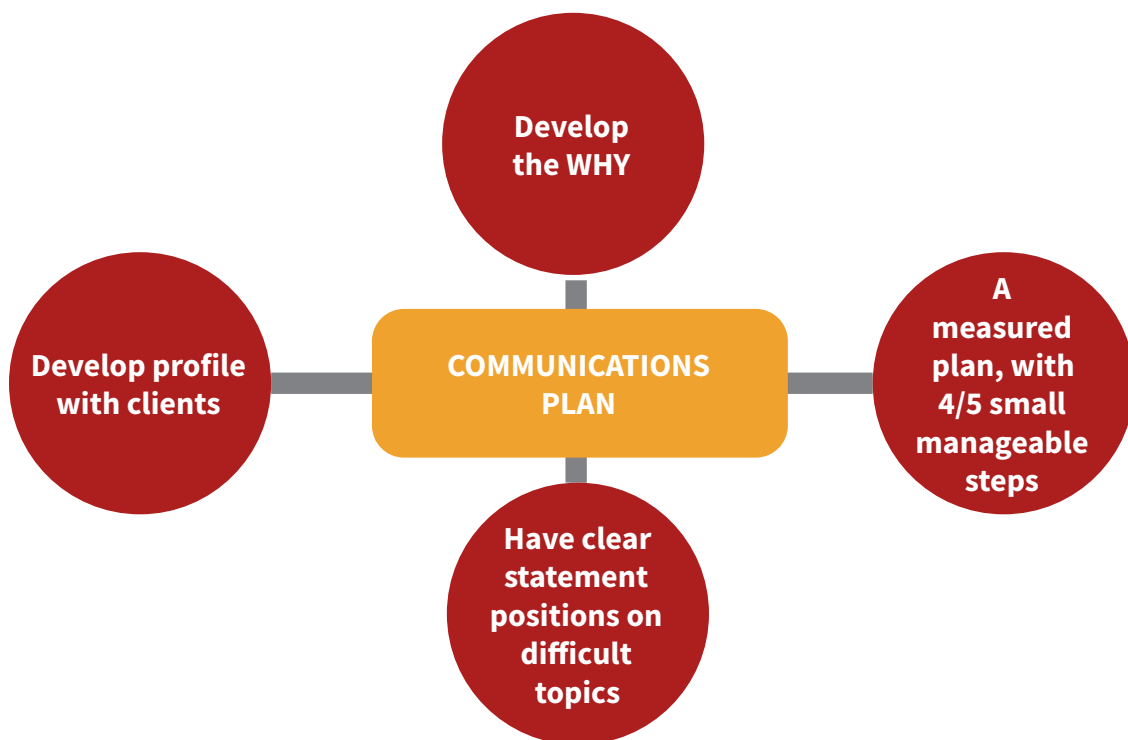
Based on these discussions we agreed the three strategic pillars for the development of the Strategic Plan.



## Strategic Pillar 1: The Why - Our Model of Care

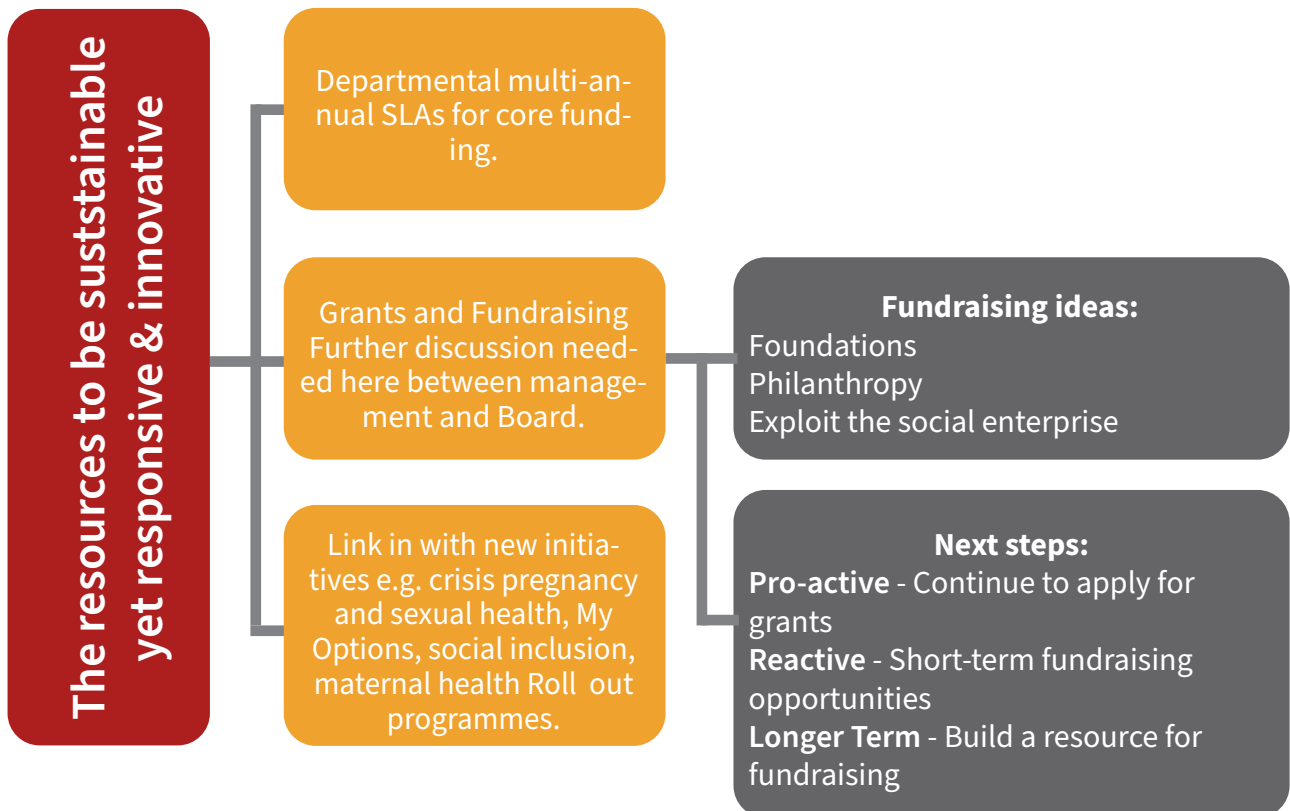
A key short-term priority is articulation of the Model of Care which Anew defines as its specific approach, one which it could promote for the benefit of the women we work with. Research can be commissioned to design and write up the Model. Key to its success will be ensuring it both meets the needs of the women as well as reflecting the established performance measurements.

Timeline	Priority Activity	Outcome
Priority Objective 1 year	Develop our theory of change and write up the “model of service”	We will have a “full model write up” as a way to run the services and attract funding.
Secondary Objective 1 to 2 years	Demonstrate the impact of our work	Evidence from data, research etc. will back up the need to maintain and expand the services.
Tertiary Objective 3 to 4 years	A model of care that is replicated nationwide - Dublin, Cork, Galway.	We will be able to serve the needs of a broader section of society in Ireland.
Long term objective 5 years	Re-purpose Tara Street to run our Day Services.	We will be able to utilise our assets in the most appropriate way for the beneficiaries of our organisation.



## Strategic Pillar 2: The Means - Physical Considerations and Priorities

Timeline	Priority Activity	Outcome
Priority Objective 2 years	Purchase/build a new CBC on CAS. Anew owns/controls the core CBC type accommodation.	More space and better facilities: the layout of the core building will include Creche and facilities that also engage the local community
Secondary Objective 2 to 3 years	Purchase additional Transitional Accommodation.	Partnerships that improve the transition accommodation quality. AHBs potential.
Tertiary Objective 3 to 4 years	A physical model that is replicated nationwide - Dublin, Cork, Galway.	Our reach and impact is maximised.
Long term objective 5 years	Re-purpose Tara Street. A long-term objective for Office Accommodation (and/or Day Services as per Pillar 1)	A cohesive culture as we grow the Day Services but tread softly with DCC in attempting to standardise tenancy. Co-working possibilities.



## Strategic Pillar 3: The Capacity – Being Supported to Provide the Services

### Organisation, Communications and Relationships

Timeline	Priority Activity	Outcome
Priority Objective 1 to 2 years	Integrate a values-based culture throughout our people and services.	The women and their babies will be nurtured and empowered to move onto the next phase of their lives.
Secondary Objective 1 to 3 years	Optimal organisational structure with sufficient and suitably qualified staff in place for management, services, finance, information communication technology and administration.	A well run, effective and compliant sustainable organisation.
Tertiary Objective 1 to 5 years	Maintain and enhance our organisation’s governance, e.g. succession planning and Board activities.	A well-governed and compliant organisation.
Long term objective 4 to 5 years	Implement larger communications plan and secure fundraising resources.	Gradual accumulation of non-restricted income to build up reserves and ensure the long-term sustainability of the organisation.



# Appendix 1: Anew's Theory of Change 2025

## What is the problem we are trying to solve?

Pregnant women and new mothers, experiencing homelessness, with limited or non-existent support network need pre and post natal supports and secure accommodation.

## What is our proposed solution to this problem?

Provide pregnant women and new mothers, experiencing homelessness with pre and post natal supports and short-term accommodation whilst seeking longterm housing.

## What are we going to do?

- Case Management Preparation for birth
- Early childhood parenting skills
- Short term accommodation
- Transitional accommodation
- Housing support Practical supports
- Cross agency collaboration

## What short term outcomes will be experienced?

- Improved physical health Improved mental health Increased safety
- Increased attachment with baby.
- Increased confidence Improved self esteem.

## What long term impact will be experienced?

- Confident parenting skills.
- Increased social connection
- Improved community supports & connection
- Improved employment opportunities
- Increased independence Recovery from trauma.
- Early childhood attachment is developed.

## Our Impact Statement

*Women have safe, secure accommodation and are confident mothers with a support network that meets their needs.*

## Appendix 2

# Key Policies and Strategies Relevant to Anew's Development

**National Maternity Strategy:** Revised Implementation Plan 2021 – 2026: The revised Plan sets out in detail the roadmap to ensure the National Maternity Strategy is implemented in full within the timeframe originally intended. It presents clearly all outstanding actions, their status and the timeframe required for each.

**First 5:** A whole-of-government strategy to improve the lives of babies, young children and their families. It is a ten-year plan to help make sure all children have positive early experiences and get a great start in life.

**Tusla Parenting Support Strategy 2022 – 2027:** The Strategy looks to build on the progress that was achieved by the 'Investing in Families' parenting strategy that was launched in 2013 and marks a renewed commitment from the Agency to working with parents to enhance services and improve outcomes for all children, young people and families.

**Housing for All:** The Governments housing policy and plan to 2030.

**DRHE Homeless Action Plan XX :** continues the three key themes from that plan of Prevention, Protection and Progression.

**The Youth Homelessness Strategy 2023 – 2025:** is a 3-year strategy working towards ending homelessness for young people aged 18-24 through: prevention and exits improving the experience of young people accessing emergency accommodation.



## Appendix 3: Budget

ANEW SUMMARY CONSOLIDATED BUDGET 2026		TOTAL 2026
<b>INCOME</b>		
TUSLA - Cherry Blossom Cottage		€144,331
TUSLA - Lily Lodge		€65,000
Dublin Regional Homeless Executive (DRHE) - Cherry Blossom Cottage		€279,399
Young Parent Support Service (YPSP)		€139,500
Investment Income & Service Charge Tara Street		€55,680
Rental Income		€15,000
CBC Residents Rental Income		€4,320
Lily Lodge Residents Rental Income		€21,216
Donations		€3,600
Non Restricted Income - other contributions to overheads/auto-enrollment income/WRC income		€24,400
Contributions to Overheads		€23,129
Department of Social Protection (sick benefit)		€-
<b>TOTAL INCOME</b>		<b>€775,575</b>
<b>EXPENDITURE</b>		
Professional Indemnity/D&O Insurance		€21,833
Gross Wages & Salaries		€518,571
Employers PRSI		€58,132
Employer Pension Contributions (incl Auto-Enrolment)		€9,393
Procom Telephone System		€1,560
3 Mobile Phones		€5,820
Nicola Foster - Payroll Service		€1,800
Finance Support - Delaney Woods Accounting Service		€14,024
Other Operational Costs		€144,108
<b>TOTAL EXPENDITURE</b>		<b>€775,242</b>
<b>SURPLUS/(DEFICIT)</b>		<b>€333</b>

Note: This is a breakeven conservative budget based on estimates.

## Appendix 4: Annual Strategic Actions

Pillar 1 The Model of Care		Pillar 2 Physical Considerations and Priorities The Physical		Pillar 2 Physical Considerations and Priorities The Capacity	
No	Strategic Actions	No	Strategic Actions	No.	Strategic Actions
1.1	Set up complementary programmes to provide parenting support, group support and practical support.	2.1	Identify and lobby key decision makers within Government, local authorities, Tusla and other funding bodies to obtain funding for new accommodation and staff.	3.1	Maintain annual compliance the CRA Governance Code.
1.2	In collaboration with Medical Social Workers develop a Perinatal Mental Health Pathway within Anew and identify service needs for the women we work with.	2.2	Attend conferences and networking events to build up relationships with Government Departments, the Housing Regulator, corporates and other potential supporters such as the Irish Council for Social Housing.	3.2	Design and implement structures to drive continuous improvement throughout the organisation and across each functional area.
1.3	Develop a programme of outreach support service in direct provision, family hubs, hostels prisons and other accommodation	2.3	Engage proactively with Tusla/DRHE and other funders to replicate current model of service for homeless accommodation for pregnant women in Dublin and throughout Ireland.	3.3	Develop the organisational skills base in the areas of homelessness, key working, life skills and parenting.
1.4	Link in with managers and other NGOs in these locations and source funding for these services	2.4	Collaborate with the Homeless Network/ Tusla Networks in Dublin and other NGOs around Ireland.	3.4	Development of strategic and goal focussed Performance Management System.
1.5	Provision of housing advice services	2.5	Identify government funding opportunities through research, networking, and attendance at conferences.	3.5	All members of the organisation to familiarise themselves with values of Anew and live these through their work with Anew.
1.6	Delivery of bespoke Lifeskills courses	2.6	Identify government funding opportunities through research, networking, and attendance at conferences	3.6	Maintain, develop organisational structures in line with strategic developments.
1.7	Delivery of bespoke sexual health programmes	2.7	Support the CEO to resource a fundraising strategy.	3.7	To be named on “My Options” as an organisation to support the continuation of the pregnancy.
1.8	Facilitate peer to peer workshops	2.8	Raise the Profile of Anew	3.8	Link with other agencies , eg. Teen Parents Support Programmes, School Completion Programmes and other national bodies working with our cohort.
1.9	Review all service policies and update as required.	2.9	Maintain a grant data base identifying grant agencies, project descriptors, resources and templates.	3.9	Create a strong and robust communications/media plan.
1.10	Utilise and assess Outcome Star Measurement Tool.			3.10	Implement a social media campaign to highlight our work and communicate with stakeholders
1.11	Review and Assess all practice models annually.			3.11	Organise and publicise events to highlight the work of Anew.
1.12	Commission Research on the efficacy of Anew Interventions.			3.12	CEO and Management Team to commence building relationships with media contacts to highlight the work of Anew.
1.13	Integration of the Young Parent Support Programme in Anew Services			3.13	To participate in Initiatives and applicable awards) to highlight our work.
1.14	Possible development of a multi-disciplinary model of care to incorporate the services of a midwife within Anew.			3.14	

## Appendix 5: Our Team

Anew has a staff of qualified managers, social care workers, support workers, and other professionals working in partnership with women and their families as well as cross organisation collaboration with hospitals, homeless hubs, DV refuges and other agencies.

**Chairperson** – Claude Daboul

**Secretary** – Wayne Tyrrell

**Director** – Meabh Savage

**Director** – Fiona Barry

**Director** – Nives Paic

**Director** – John Hanafin

**Director** – Karina Lynch

**Director** – Michael Hourihan

## Our People

**CEO** – Marian Barnard

**Finance Officer** – Claudia Moran

**Services Manager** – Norma Fitzgerald

**Housing Officer** – Niamh Rogers

**Housing Officer** – Sorcha Byrne

**Team Leader** – Grainne Bollard

**Family Support Worker** – Melanie Woods

**Social Care Worker** – Rachel Brady

**Social Care Worker** – Caroline Snowe

**Support Worker** – Alan Fitzgerald

**Support Worker** – Norma Guidan

**Support Worker** – Samantha Kelly

**Support Worker** – Aoife Ryan

**Relief Worker** – Ava Byrne

**Relief Worker** – Margaret Swan

**Relief Worker** – Betty Lynch

**Student** - Jackie McMahon

**Payroll Provider** – Nicola Foster

**Property Maintenance** - Tom Fitzgerald

**Digital Support** – Conor O'Hagan

**IT Support** – IT.ie

**HR Support** – Engage HR

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