



NADA

network of alcohol & other drugs agencies

STRATEGIC PLAN

2009-2011



Strategic Plan

Background

The Network of Alcohol and Drug Agencies Inc (NADA) is the peak organisation for the non government drug and alcohol sector in NSW.

NADA is a not-for-profit organisation incorporated under the NSW Associations Incorporations Act (1984).

NADA's membership comprises approximately 115 agencies ranging from health promotion, early intervention, treatment, and after-care programs. These agencies are diverse in their approach to service delivery and structure and make up approximately one third of the drug and alcohol sector in NSW.

NADA is governed by a Board of Directors elected from the NADA membership.

The NADA Organisation Chart represents the organisation's permanent and contract staff. Temporary staff may also be engaged to support NADA in working towards its goals and outcomes.

NADA Organisation Chart

April 2009



ISD = Information System Development.

Principles

NADA has identified a number of guiding principles that inform the organisation's approach and underpin its services and programs:

- 1 Members' views and needs are the basis of NADA's advocacy and work program
- 2 NADA operates with integrity and fairness and remains an independent advocate for the non government drug and alcohol sector
- 3 NADA values the diversity that exists within the non government drug and alcohol sector
- 4 NADA is committed to best practice in service delivery based on current research. It promotes and supports the implementation of best practices in the non government drug and alcohol sector
- 5 NADA is an inclusive and service oriented organisation, providing advice and information to all
- 6 NADA uses a team-based approach to its service delivery and programs
- 7 NADA is committed to continuous improvement and innovation.

Goal

To support non government drug and alcohol agencies in NSW to reduce the alcohol and drug related harm to individuals, families and the community.

Outcomes

Over the next two years, NADA will focus its efforts on four outcome areas:

1. Strengthening the non government drug and alcohol sector
2. Providing leadership and advocacy on drug and alcohol policy and service system development
3. Building networks and information exchange opportunities for the non government drug and alcohol sector
4. Continuing to develop NADA as a quality peak body for the NSW non government drug and alcohol sector

Roles and Performance Measures

1 STRENGTHING THE NON GOVERNMENT DRUG AND ALCOHOL SECTOR IN NSW

NADA will strengthen the non government drug and alcohol sector in NSW by supporting its member organisations to be sustainable, appropriately resourced and able to deliver quality services to clients affected by drugs and alcohol.

NADA will do this by:

1. Supporting sector engagement in quality improvement programs
2. Providing members with expert advice and information
3. Facilitating training and development opportunities through brokerage, direct project activities and resource provision
4. Dispersing grant funding
5. Managing an on-line client information and health outcomes database.

Performance Measures:

NADA will know it has been successful in meeting Outcome 1 if, by 2011:

- > 90% of NSW Health funded NGO drug and alcohol agencies are engaged in an external quality improvement program, with the majority demonstrating progress towards accreditation.
- > Majority of members report their services have improved as a result of NADA's projects, resources and grants
- > Majority of members demonstrate improvements in their information management systems, including in the areas of:
 - Client and health outcome data
 - Service planning and evaluation.

These measures will be reported on annually.

2 PROVIDING LEADERSHIP AND ADVOCACY ON DRUG AND ALCOHOL POLICY AND SERVICE SYSTEM DEVELOPMENT

NADA will represent the views of the non government drug and alcohol sector to government, media and organisations that influence or interact with the sector. In many instances these leadership and advocacy roles will be done in partnership with other peak bodies, NADA's members and with other NGOs.

NADA will do this by:

1. Representing the non government drug and alcohol sector on NSW Health and other Government Departments' committees and advisory groups
2. Representing the non government drug and alcohol sector with other NGOs, peak and industry bodies and consultative forums at both state and national levels
3. Developing and being involved with other groups in the preparation of submissions, policy position and advocacy papers
4. Engaging in public discussions and with media on drug and alcohol matters.

Performance Measures:

NADA will know it has been successful in meeting Outcome 2 if, by 2011:

- > NSW Government has improved its funding and administration of the non government drug and alcohol sector consistent with developments advocated by NADA.
- > Majority of NGO drug and alcohol agencies in NSW report NADA has been effective in its:
 - Committee, state-wide and national body representation
 - Submissions, policy position and advocacy papers
 - Media presence.

NADA will also measure its success in the above areas by:

- > Maintaining its current membership and increasing it where appropriate
- > Number of committees and the outcomes of those committee processes
- > Number of submissions, policy position and advocacy papers developed
- > Number of drug and alcohol related media stories providing an NGO perspective.

These measures will be reported on annually.

3 BUILDING NETWORKS AND INFORMATION EXCHANGE OPPORTUNITIES FOR THE NON GOVERNMENT DRUG AND ALCOHOL SECTOR

NADA will bring people and organisations together to enable information and ideas to be exchanged. NADA's facilitation of networking opportunities will involve different parts of the NGO and human services sector, different spheres of government and other organisations that influence or interact with the sector.

NADA will do this by:

1. Building partnerships and alliances between government and non government sectors, with a focus on links between drug and alcohol, mental health, housing and criminal justice sectors
2. Conducting consultations with relevant organisations and individuals outside of the non government drug and alcohol sector
3. Collaboration with NSW Health funded and other peak bodies by attending forums and advisory groups and developing submissions, policy position and advocacy papers
4. Hosting a regular program of conferences and forums
5. Being accessible and responsive to all parties to offer expert advice and information.

Performance Measures:

NADA will know it has been successful in meeting Outcome 3 if, by 2011:

- > Majority of NADA members and partner organisations report NADA was effective in:
 - Promoting partnerships
 - Being accessible
 - Providing timely, quality advice and information
 - Hosting informative conferences and forums.

These measures will be reported on annually.

4 CONTINUING TO DEVELOP NADA AS A QUALITY PEAK BODY FOR THE NSW NON GOVERNMENT DRUG AND ALCOHOL SECTOR

NADA will continue to develop its internal systems and operations based on an ongoing commitment to quality governance, effective member services, and sound management. It will also ensure it is efficient and strategic in its allocation of resources.

NADA will do this by:

- 1 Maintaining sound Board and governance practices
- 2 Implementing effective program and project management
- 3 Engaging in an external quality improvement program.

Performance Measures:

NADA will know it has been successful in meeting Outcome 4 if, by 2011:

- > Board performance review indicates performance of a high standard
- > Projects meet all key deliverables and receive positive evaluation and feedback from members and stakeholders
- > An external review for accreditation is undertaken
- > Finances are effectively managed and acquitted
- > Performance measures listed under Outcome 3 also relevant to Outcome 4.

These measures will be reported on annually.

The organisations and people NADA works with and for

To fulfil its aims and meet its outcomes, NADA will work first and foremost with non government drug and alcohol service providers in NSW.

Other key partners and stakeholders NADA will work with include:

- > **Non government peak and advisory bodies** in NSW and nationally including Alcohol and Drug Council of Australia (ADCA), Australian National Council on Drugs (ANCD), Aboriginal Health and Medical Research Council (AHMRC), Mental Health Coordinating Council (MHCC), and the Council on Social Services NSW (NCOSS)
- > Non government and government **agencies working across the human services** spectrum, with a focus on mental health, criminal justice, housing, Aboriginal services, family, children and carers
- > Drug and alcohol sector **funding bodies**, including NSW Health and Commonwealth Department of Health and Ageing
- > **Quality improvement service providers** Australian Council on Health Care Standards (ACHS) and Quality Management Services (QMS)
- > Workforce and industry **education, training and advisory bodies** including TAFE NSW, Community Services and Health Industry Training Advisory Body (CSH ITAB), and Community Services and Health Industry Skills Council CSH ISC
- > **Research bodies** including the National Drug and Alcohol Research Centre (NDARC), the Illawarra Institute for Mental Health (iiMH) and the National Centre for Education on Training and Addiction (NCETA).
- > NADA will also work with various types of **media**.

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