



2024
Annual report

Acknowledgements



The Network of Alcohol and other Drugs Agencies (NADA) proudly acknowledges Aboriginal and Torres Strait Islander people as the Traditional Custodians of the lands and waters throughout Australia. Our office stands on the land of the Gadigal and Birrabirragal people of the Eora Nation.

We recognise, respect and value the deep and continuing connection of Aboriginal and Torres Strait Islander people to land, water, community, and culture.

We acknowledge the diverse language and culture of Aboriginal and Torres Strait Islander people across this continent. Aboriginal and Torres Strait Islander people have looked after country and culture for over 60,000 years.

We look to and celebrate Aboriginal and Torres Strait Islander people for their cultural guidance, leadership, and expertise. We pay our respects to Elders past, present and future.

NADA's acknowledgment of, and respect towards Aboriginal and Torres Strait Islander people is furthered through the implementation of our Innovate Reconciliation Action Plan.

NADA proudly recognises people with living and lived experience of alcohol or other drug (AOD) use, acknowledging their important role in shaping policy, education and services.

We acknowledge that through their guidance, diverse experience, and peer support, lives are saved, and health outcomes are realised. We acknowledge that participation takes courage, gives a voice, and reduces stigma and discrimination in our community.



Annual report

Our vision



Improved health and wellbeing through access to a connected non-government AOD sector that is resourced to deliver quality services.

Our purpose



To lead, strengthen and advocate for the NSW non-government AOD sector.

Our values



Inclusion NADA values diversity, and we promote equitable and accessible approaches.

Integrity NADA values respect, fairness, and transparency, whilst maintaining an independent voice.

Innovation NADA values innovation and we strive to take courageous action to continuously improve policy and practice, encourage curiosity, and generate solutions.



Our principles

We uphold a rights-based approach through our programs and services

and strive to reduce the stigma and discrimination experienced by people with living and lived experience of AOD use.

We are committed to cultivating a culture of inclusion and connectedness

and celebrating the diverse community we live and work within.


We collaborate and engage, and we acknowledge that achievements result from not one but many.

We prioritise the voice of those with living and lived experience of AOD

use, and we strive to ensure our work is informed by their experiences, knowledge, and concerns.

We are committed to professionalism, transparency, and accountability

in what we do and how we do it.







Chair and CEO report

We are pleased to present the 46th NADA annual report for the 2023/24 financial year.

On behalf of the NADA board and staff, we thank members for their commitment and support to improve the health and wellbeing of people who use, or have used drugs; as well as their families, and communities. We also thank our partners in government, academia, other peaks, and cross-sector organisations.

We are proud to report that 84% of members and 91% of stakeholders view NADA as a leader in the AOD sector. As a peak body, our priority is to meet the needs of our members. We exist for our members and strive to ensure that all our advocacy and representation, sector and workforce development, and research are aligned with our vision and values. NADA cannot lead without being informed by your views and experiences and we thank you for providing your advice and wisdom to guide what we do.

'I appreciate the work NADA does on policy and representation on behalf of member organisations, and in promoting the rights and needs of AOD service consumers.'

2023/24 member feedback survey

We have commenced the implementation of our new strategic plan for 2023 to 2026, with a vision for improved health and wellbeing through access to a connected NGO AOD sector that is resourced to deliver quality services.

Highlights from 2023/24 included:

NADA led strong and impactful advocacy

- We committed significant time to ensure that the NGO sector is positioned as an important stakeholder at the NSW Drug Summit. We worked with members on a position paper and have been briefing members of NSW Parliament, including the NSW Health Minister.
- Over 20 policy positions and submissions have ensured that the experiences of members inform AOD and related policy.
- We continued to support the implementation of the NSW Government's response to the recommendations from the Special Commission of Inquiry into the Drug 'Ice'.

NADA strengthened AOD services and workforce

- We delivered a range of events, both in person and virtually, that targeted both frontline workers and managers. This includes the NADA Cross-Sector Forum in Nowra and the joint symposium with the Mental Health Coordinating Council (MHCC).
- We developed a range of resources to support members to deliver quality and evidence-based services, including practice guides, factsheets and multicultural audits.
- We continued to support our member networks to share practice wisdom and strengthen our services for priority populations.
- We have worked closely with training providers, such as TAFE for the AOD Skillset training, CCWT to deliver the Diploma in Leadership, and with the MHCC on joint training across our membership.

NADA promoted the impact of members and the AOD sector

- We showcased our members' services and highlighted the significant outcomes of members in a range of communication mechanisms and representation on committees and meetings.
- Promoting member impacts has been made easier through the launch of new outcomes dashboard, which helps us to tell the story of the outcomes of the sector, but also supports members to report and use that data to tell their own story.
- We continued to work with members and their funders to try and streamline and reduce reporting burden, while also making reporting more meaningful.
- We continued to strengthen our reputation as leaders in NGO AOD research and data through commissioning and undertaking research, and publishing in peer-reviewed journals.

At an organisational level, we completed our external assessment and are happy to report that we maintained our award level accreditation under the ASES standards and our silver level employer award as part of the Health and Wellbeing Equality Index. We have sustained a positive workplace culture and won a 2024 best workplace award. 100% of the NADA staff

believe the values of NADA; agree that NADA is ethical and socially responsible; agree that high levels of health, safety and wellbeing is a priority of NADA; and would recommend NADA's products and/or services.

We would also like to recognise the contribution of the NADA Board of Directors for their service in the 2023/24 financial year. At the November 2023 AGM, we welcomed two new board members, Monique Cardon and Carmel Tebbutt. We farewelled three board members in the last year and thanked Norm Henderson, Joe Coyte, and Nic Parkhill for their service on the board.

As the NADA Chair, I would like to thank CEO Robert Stirling and the very capable team at NADA—their work this year has been exemplary. Their breadth of advocacy, delivery of initiatives, and operations has all been positive, working to raise awareness, influence policy, and build stronger partnerships.

The next twelve months will be very important for the NGO AOD sector, with the NSW Drug Summit, hopefully the development of a NSW AOD strategy and the outcomes of the Federal Inquiry into the health impacts of AOD in Australia. We'll also be holding the NADA Conference 2025, Strength in community: Building a brighter, kinder future. The conference will host the NSW Non-Government Alcohol and other Drugs Awards to celebrate the amazing contribution of our members.

We commend this annual report to our members and look forward to your continued engagement with the NADA network.



Leone Crayden
NADA Chair



Robert Stirling
NADA CEO

Board of directors

as at 30 June 2024

Leone Crayden *Chair*
Chief Executive Officer, The Buttery

Mark Buckingham *Deputy Chair*
Chief Executive Officer, Kedesh Rehabilitation Service

Gerard Byrne *Finance, Risk, Audit and Compliance Committee Chair*
Operations Manager, We Help Ourselves (WHOs)

Andy Biddle *AOD State Manager, Salvation Army*

Monique Cardon *Chief Executive Officer, Kamira Alcohol and Other Treatment Services Inc*

Joe Coyte *Executive Director (Clinical and Strategy), The Glen*

Lea-Anne Miller *Independent Board Member*
Program Manager, Eleanor Duncan Aboriginal Health Centre

Latha Nithyanandam *Chief Executive Officer, Kathleen York House*

Nicolas Parkhill AM *Chief Executive Officer, ACON*

Carmel Tebbutt *Chief Executive Officer, Odyssey House NSW*

Departing board members

Norm Henderson *Senior AOD Officer, Weigelli Aboriginal Corporation*
20 November 2023



Financial report

I am pleased to present the financial report for the year ended 2024. During the 2023/24 financial year, NADA received overall grant funding of **\$3,506,960** comprising contributions from NSW Health, the Australian Government and PHN funding.

The total interest earned of **\$23,012** was distributed across our entire program.

Income through membership fees was **\$41,043**.

NADA expenditure for the year was **\$8,840,691**, supported by new grant funding, grant funds held from prior years, interest income and membership fees.

We have grown our member's equity from **\$769,626** to **\$795,317** at the end of June 2024, and we have holdings of **\$2,859,986** of grant funds (rollovers) to be expended in future years.

NADA made a small surplus this year of **\$25,691** which goes to our prudent reserve to support any unforeseen costs that may arise.

Grants to organisations

A range of NADA's programs included distributing grants to members for workforce development, quality improvement and service development. Total grants provided this financial year was **\$5,962,715**.

I commend the 2023/24 accounts to the membership.

Gerard Byrne

Finance, Risk, Audit and Compliance Committee Chair

** The full report is available on the NADA website.*

Statement of profit or loss and other comprehensive income

for the year ended 30 June 2024

	2024	2023
	\$	\$
Revenue	8,865,452	2,714,580
Other income	930	1,926
	8,866,382	2,716,506
Expenses		
Administration expenses	(1,021,355)	(781,884)
Depreciation expenses	-	(184,962)
Employee expenses	(161,258)	(163,685)
Grants to other organisations	(1,599,578)	(1,417,687)
Fair value loss on financial assets	(5,962,715)	(48,409)
Other expenses	-	(3,001)
	(95,785)	(75,835)
	(8,840,691)	(2,675,463)
Surplus before income tax	25,691	41,043
Income tax expense	-	-
Surplus for the year	25,691	41,043
Other comprehensive income for the year	-	-
Total comprehensive income for the year	25,691	41,043

Statement of financial position

as at 30 June 2024

	2024	2023
	\$	\$
Assets		
Current assets		
Cash and cash equivalents	2,242,129	7,880,635
Trade and other receivables	94,462	47,672
Financial assets	4,612	3,682
Total current assets	2,341,203	7,931,989
Non-current assets		
Property, plant and equipment	35,756	52,790
Right of use assets	483,027	638,405
Total non-current assets	518,783	691,195
Total assets	2,859,986	8,623,184
Liabilities		
Current liabilities		
Trade and other payables	1,342,652	7,004,083
Employee benefits	180,399	147,486
Lease liabilities	119,332	114,734
Total current liabilities	1,642,383	7,266,303
Non-current liabilities		
Employee benefits	17,917	49,361
Lease liabilities	404,369	537,894
Total non-current liabilities	422,286	587,255
Total liabilities	2,064,669	7,853,558
Net assets	795,317	769,626
Funds		
Accumulated funds	795,317	769,626
Total funds	795,317	769,626





92%

of members report that their organisation is better off as a result of NADA's activity
—23/24 feedback survey

NADA members

Emerging from local need, NADA members are grounded in the communities they serve. They rapidly respond as new issues arising from AOD use, or as community needs change. Subject to accreditation standards, members provide high-quality and evidence-based services. They play a significant role in responding to the needs of people who use AOD in the NSW community. We are proud to work with the passionate and resilient NADA members.

Key statistics

- **84** members provide services in over 100 locations across NSW.
- **8** new members: Aboriginal Community Housing Limited, Australia Community Support Organisation, Brown Nurses, Grand Pacific Health, Link Foundation, Orange AMS, Riverina Medical and Dental Aboriginal Corporation, and Social Futures.
- More than **84** visits or meetings occurred with members across NSW and the ACT.

'We're grateful for NADA, they always provide more than our small organisation can absorb or utilise to the full, are professional and broad thinking, and keep clients/users at the centre of strategy.' **23/24 member feedback survey**



100%

of members report that NADA
was effective at advocating for
the NGO AOD sector
—23/24 feedback survey

1 IMPACT AREA

NADA will lead strong and impactful advocacy

We lead, strengthen and advocate for the sector, informed by members' needs.

During 2023/24, our key advocacy activities focused on sector funding and contracting.

- NSW Drug Summit: Regular meetings with the NSW Health Minister, and meetings with a range of parliamentarians to discuss the NGO sector's position; the media covered the position, with a potential reach of more than **163,000** people.
- Improve NSW Government NGO funding arrangements: Representing the NGO sector in the Secure Jobs and Funding Certainty Taskforce Leadership Group, and developed a position statement on the Business and Funding Model Study.
- Standardised KPIs: Working with Community Grants Hub on a pilot Activity Work Plan and presentation to a range of federal and international representatives.
- National advocacy through the Australian Alcohol and Drugs Council related to federal health prioritisation of AOD policy and funding, contracts and indexation, and pre-budget submission.

We represented members on over **39** high-level committees and meetings.

We developed and contributed to **20** written policy and other submissions regarding portable long service leave, National Housing and Homelessness Plan, the Special Commission of Inquiry into Healthcare Funding, and more.

85%

of members report that NADA is effective at consulting with its members—23/24 feedback survey

92%

of members report that NADA is effective in providing quality advice and information—23/24 feedback survey



Vehicle purchased by The Rehabilitation Project
via the NGO Service Development Grant program

2 IMPACT AREA

Strengthen AOD services and workforce

90%

of workers report that NADA hosted events such as training, workshops and forums are useful and valuable—
23/24 feedback survey

Enhancing services

- Clinical excellence: Supporting members to engage with the Clinical Care Standards, Continuing Coordinated Care program, and clinical supervision.
- Service experiences: Co-design of the **Safer Spaces** policy and procedure templates, support for **2** members to establish a Consumer Advisory Group, and **2** editions of the Advocate (Engage me, Positive experiences).
- Research capacity: **Six** NADA member services engaged in dedicated projects funded by research grants, with up to **20** additional members participating in the project overall.
- Service infrastructure: Distributed **\$5.88 million*** through the NGO Service Development Grants Program (via the MoH).

Workforce development

- **\$49,015.82*** workforce development grants distributed
- **Three** cohorts of **20** students participated in **ten** weekly training workshops to obtain the Alcohol and other Drugs Skill Set, delivered by TAFE NSW, and funded by the MoH, Centre for AOD.
- Continued rollout of **50** places in the Diploma of Leadership and Management course, with pathways for experienced and emerging leaders. Training days totalled **25** days. Delivered by CCWT, and funded by the MoH, Centre for AOD.
- **8** resources including a factsheet on Effective Clinical Supervision, and practice tips on Intake, Assessment and Transfer of Care; as well as regular publications.
- **7** training/events held, including forums for data, regional cross sector collaboration, mental health and AOD integrated care, and in recognition of International Women's Day.
- **78** total Insight eLearning participants, **24** accessed HETI modules.

Partnership and linkages

- Continuing **quarterly** cross-sector roundtable forums to improve the child protection service experience for people working with NGO AOD services and DCJ.
- Held **38** network events across the **8** NADA networks.
- Established the NADA First Nations Research and Data Advisory Group.

'I would like to say thank you for the course that you have put on, I really appreciate the work that you as a team have done allowing us this chance to attend.'—Leadership course correspondence





**Diploma of Leadership and Management
candidates with CCWT course facilitator**

Consumer voice

Exploring the Standard from a consumer perspective



Transfer of care



- How is this standard useful as part of my AOD treatment?
- What might enable my treatment to be more effective?
- What do you think is the most important part of the standard?

NADA partners with the Ministry of Health for the Clinical Care Standards roadshow



85%

of members report that NADA
is effective at facilitating
partnerships and networks
—23/24 feedback survey

**‘You do amazing work and the seminars are always awesome,
professional and friendly at the same time.’—2023/4 worker feedback**

**‘I thought the program was great and I learnt a lot which made me more
confident in my practice and it was very accessible, and I am very grateful
I had the opportunity to participate.’—AOD skill set evaluation**

COLLABORAT

A. PROF CHRISTINA MAREL / BELINDA VOLKOV



FLY UNDER THE RADAR



THE TRAIN

95% ↑ SKILLS

SYDNEY EDUCATION COUNCIL CENTRE

MAIN CLIENTS:



PERFECT

WE HAD TO BE MINDFUL ABOUT HOW WE PUT PEOPLE INTO CATEGORIES

WE DEVELOPED COMORBIDITY AS WELL AS AN AUDIT TOOL

NADA and the MHCC partner for the mental health and AOD symposium

ION in practice

ING WORKS

94!

↑ CONFIDENCE

BY DRUG
ATION AND
SELLING
e. (SDECC)

12-25 30. with SUD

LOOK AT ALL THE
FACTORS
pulled from
this

T STORM



TY GUIDELINES



IT'S SO HARD
to FIND STAFF



BUT WHEN WE
DO, THEY ALL
DO TRAINING
IN THE GUIDELINES

BUT THIS HAS HELPED US
COLLABORATE more EASILY!



the DASHBOARD
has been a
great help



the TRAIN the
TRAINER
PROGRAM

HAS ALSO BEEN
EFFECTIVE!

DRAWN WITH ♥
ON GEDIGAL LAND
BY @sketchgrp





85%

of members report that NADA is effective at providing data support to improve client outcomes and reporting—23/24 feedback survey

Stock photo: posed by models

3

IMPACT AREA

Promote the impact of members and the AOD sector

Communications highlights

- Developed the 2024/26 NADA communications strategy.
- Due to the implementation of growth strategies, mailing lists for the Advocate (**3,124**) and Frontline (**2,484**) remain healthy, despite the high turnover of sector workers.
- The Advocate continues to be a **top download** from the NADA website.

Data and research highlights

- NADA was involved in **16** data and research initiatives.
- Engaged **135** participants at the **NADA Data Forum: A strategic approach to NGO data** to inform future work.
- Published in peer-reviewed journals
 - Horwitz, R., Brener, L., Prankumar, SK., Jesus, T., Jaworski, A., Jadran, A., Bryant, J. (2024). Understanding cultural inclusion in alcohol and other drug services in New South Wales, Australia and assessing the acceptability of a cultural inclusion audit. *Drug and Alcohol Review*. doi: 10.1111/dar.13883.
 - Farnbach, S., Henderson, A., Allan, J., Wallace, R., Shakeshaft, A. (2023). A Cluster-Randomised Stepped-Wedge Impact Evaluation of a Pragmatic Implementation Process for Improving the Cultural Responsiveness of Non-Aboriginal Alcohol and Other Drug Treatment Services: A Pilot Study. *International Journal of Environmental Research and Public Health*. 2023; 20(5):4223. <https://doi.org/10.3390/ijerph20054223>
 - Stirling, R., Hudson, S., Ross, J., Deans, E., Tibbetts, J., Day, C., Deacon, R., Dunlop, A., Lintzeris, N. (2023). Understanding the research capacity of alcohol and other drugs services in New South Wales, Australia. *Drug and Alcohol Review*. 2024; 43(1): 265–277. <https://doi.org/10.1111/dar.13776>
- Presentations at academic and sector events, including **APSAD Adelaide 2023** and **Working with Men to End Violence Conference**.



Reconciliation
action plan



INNOVATE 2023–2025

NADA is committed to leading and supporting reconciliation across the NSW NGO AOD sector. As a peak organisation, we have the potential to make a broad impact through our 80 organisational members and numerous partners. We presented the first NADA Reconciliation Action Plan (RAP) in 2017, and the second in September 2023. NADA has developed a First Nations Procurement Strategy and has also organised internal events for National Reconciliation Week and NAIDOC Week and encouraged staff to attend external events for these dates. NADA staff consulted with First Nations community members and/or networks to develop an engagement plan, a strategy to educate staff on the effects of racism, and a cultural protocol document.

NADA's RAP is being implemented in consultation with the NADA RAP Working Group and we would like to thank the members in this group for their ongoing work and contribution.

My highlights

This year we have seen the establishment of the NADA First Nations Research and Data Reference Group working alongside First Nations experts from the AOD sector to support NADA's work with the NADABase to **interpret the data on First Nations people** accessing member services.

I have been out visiting our member services, in particular to a number of our ACCHO member services. I have connected with First Nations AOD workers and developed a regular email to **support this workforce** with information from the sector including opportunities for training, development and connection. It has been fantastic to see an increase in our First Nations member services accessing NADA training and grants. We also provided the **Culturally Responsive Informed Practice** training by Rowena Lawrie from Yamurrah this year, to both Indigenous and non-Indigenous workers.

I have had the opportunity to **advocate on behalf of First Nations services and workers** by participating on a number of advisory groups such as the MoH CAOD Aboriginal Strategic Collaboration Group, NIAA, the Edith Collins Aboriginal Research reference group and chairing of the Strategic Partnership Group which is a partnership group between AH&MRC, ADARRN, ACDAN and NADA. I also joined with First Nations AOD state peaks to develop a position paper for the upcoming NSW Drug Summit.

Raechel Wallace, Aboriginal Program Manager

NADA's Consumer Advisory Group (CAG) has welcomed **2** new members and has held **4** meetings. The CAG has also consulted with the University of Wollongong on the Building Belonging Project to **support AOD service users' experience of loneliness**.

The NADA Living and Lived Experience (LLE) Community of Practice now has **monthly** meetings and **30** members—**building the capacity of this workforce**. We co-designed an LLE speakers guide to ensure all LLE speakers **feel empowered to share their expertise**. We have ensured that we have **LLE representatives in all discussions at a public level**, including NADA forums, webinars and at interagency meetings. We are working with the Ministry of Health (MoH) on their LLE Workplan and the Stigma and Discrimination Charter. Additionally, we hosted webinars on hep C, peer supervision and an International Overdose Awareness Day webinar with the Penington Institute. Regularly contributing to Frontline and the Advocate.

Jennifer Uzabeaga, Consumer Engagement Coordinator

NADA launched several projects to **optimise NADAbase performance**. NADAbase transitioned to the current serverless application model to increase the **efficiency and flexibility** of NADAbase application to accommodate the volume of data and the magnitude of improvement features introduced since 2010. NADA also implemented enhanced firewall protection to **reinforce security** measures for the serverless NADAbase application. NADA introduced additional validation checks to the AOD MDS and outcomes data to **improve the quality of the data** reported through NADAbase. NADA also updated the current gender and sexuality and suburb data items to **align with AIHW and NSW Health specifications**.

To **assist NADA members with their data collection**, NADA updated the NADAbase data dictionary (Feb 2024), NADAbase Importer Guide (Mar 2024), created data collection forms (PDF) and updated the NADAbase data collection FAQs. To **facilitate the interpretation of outcomes data**, NADA also developed service-level outcomes dashboard to provide high-level insights of clients engaging with specialist AOD treatment services.

Mei Lin Lee PhD, Senior Research Officer

NADA's Research Capacity Building project began in early 2024 and will continue until mid-2025. Its primary goal is to enhance the capacity of the NGO AOD sector to **foster a sustainable research culture**. I oversee the project, and am supported by an expert advisory group.

The project provides support to consenting NADA members in building research capacity through various initiatives. These include access to online eLearning modules on conducting research, mentorship opportunities through the Matilda Centre, and participation in a pilot online Research Network. Currently, **six** NADA member agencies are engaged in dedicated projects funded by research grants, with up to **20** additional NADA members participating in the project overall.

A formal evaluation is underway to assess the project's impact on research capacity throughout its duration. Additionally, a **research audit** will be conducted across all NADA members to gauge the extent of current research activities in the sector.

Dr. Michelle Black, Research Officer





91%

of stakeholders view NADA
as a leader in the NGO
AOD sector—22/23
feedback survey

Partners

NADA works with a range of partners to meet the needs of its members. We would like to thank our partners that have worked with us to support the NSW NGO AOD sector including people with lived and living experience, government, academia, other peaks, and cross-sector organisations.



100%

of staff believe the
organisation is ethical
—23/24 staff survey

Acknowledgements

NADA would like to acknowledge the dedicated and talented team that work to meet the needs of its members.

HWEI Silver Award April 2024

NADA has achieved certificate and award-level accreditation under the Australian Services Excellence Standards (ASES), a quality framework certified by Quality Innovation and Performance (QIP) in June 2024.

Staff

Robert Stirling	Chief Executive Officer
Chris Keyes	Deputy CEO
Michele Campbell	Clinical Director
Raechel Wallace	Aboriginal Program Manager
Antonia Ravesi	Program Manager
John Fenech	Program Manager
Mei Lin Lee	Senior Research Officer
Jennifer Uzabega	Consumer Engagement Coordinator
Hannah Gillard	Project Coordinator
Michelle Black	Research Officer
Jo Penhallurick	Sector Development Grants Coordinator
Sharon Lee	Communications Officer
Maricar Navarro	Operations Manager
Egbert Liu	Project Support Officer
Joanna Murphy	Administration and Project Support Officer

Departing staff

Michelle Ridley	Senior Program Manager
Sarah Etter	Clinical Director
Alice Guirguis	Project Support Officer
Yalchin Oytam	Research and Data Manager

Thank you

Accounting for Good for our financial management, Team Logix and McR for our information technology support.

Acknowledgements

NADA acknowledges our 2023/24 funders: The NSW Ministry of Health and the Australian Government Department of Health.

We also thank our members who have contributed to the work we do, responding to surveys, attending consultations, providing expertise and participating in advisory groups, and of course, for their valuable work to improve the health and wellbeing of people who use, or have used, AOD across the NSW community.

Contact us

Postal address

NADA

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