

# Strategic plan

2023

2027



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# Acknowledgements



**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 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.

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

We pay our respects to Elders past, present and future.

**NADA proudly recognises people with living and lived experience of alcohol or other drug 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.

"Being part of the NADA Consumer Advisory Group helps me feel like I have a voice at the table when what's being discussed affects me and those I love."

**NADA Consumer Advisory Group member, 2023**

# About NADA



The Network of Alcohol and other Drugs Agencies (NADA) is the peak organisation for non-government alcohol and other drugs (AOD) services in NSW. We lead, strengthen and advocate for the sector. Our decisions and actions are informed by our members' experiences, knowledge, and concerns.

We represent approximately 80 organisational members that provide services in over 100 locations across NSW. Our members are diverse in their structure, philosophy, and approach to service delivery. They provide a broad range of AOD services, including health promotion and harm reduction, early intervention, treatment and continuing care programs.

We provide a range of programs and services that focus on sector and workforce development, data management, governance and management support, research and evaluation, sector representation and advocacy, and actively contributing to public health policy.

Together, we improve the health and well-being of people with living and lived experience of alcohol or other drug use across the NSW community.

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

"NADA is one of the best peak bodies because they are very proactive and resourceful. NADA is highly regarded and well connected to other peaks, treatment services, Government and experts in the field and always seeks to share the benefits of these connections with members."

**Member survey response, 2022**



# Our approach



This Strategic Plan has been shaped through consultation with our members and key stakeholders and by assessing current trends and future opportunities.

It represents our planned focus and commitments for 2023 to 2027. However, we consider strategy a dynamic process, and we plan to continue adapting our priorities as the needs of our members and stakeholders evolve.

“I believe NADA is widely recognised and accepted by our members, Government and other stakeholder as the legitimate voice of our industry. A key to this is the diversity of the Board and the approach we take to consulting our membership.”

**Board Member, 2023**

# Welcome from CEO and Chair



The NSW non-government alcohol and other drugs (AOD) sector plays a significant role in responding to the needs of people who use or have used alcohol and other drugs. NADA is a network of members that are diverse, provide a range of services and have strong relationships with their local community.

This plan has been developed at a crucial time for delivering AOD services in NSW, following natural disasters, a global pandemic and two significant inquiries. While the sector is in the midst of a workforce crisis, they have demonstrated resilience, commitment and dedication to delivering quality AOD services. Despite this, we are hopeful that we will have a brighter and stronger future for the non-government sector.

This strategy is based on meaningful conversations with NADA members, networks, partners and people with living and lived experience. The consultation highlighted areas where we should celebrate and build on the success of NADA and the non-government sector as well as gaps and areas that need our focus and attention, as well as. We are proud of the contributions we have made, and we want to continue this important work in partnership with our members.

We will vigorously monitor our progress to ensure we continue bringing value and are ready to respond to emerging needs. This means maintaining strong relationships and listening to the needs of our members. We will continue to make meaningful connections across policy, research and practice, as well as with sectors that support responses to the social determinants of health for the people who access NADA member services.

Our strategic plan is new, but our core purpose is the same. Our members' views and needs inform the work we do so that we can lead, strengthen and advocate for the NSW non-government AOD sector.

On behalf of the NADA board and staff, we are pleased to present the 2023-26 NADA Strategic Plan to you.

**Dr Robert Stirling**  
Chief Executive Officer

**Leone Crayden**  
NADA Board Chair

## Our vision



Improved health and well-being through access to a connected non-government alcohol and other drug sector that is resourced to deliver quality services.

## Our purpose



To lead, strengthen and advocate for the NSW non-government alcohol and other drug 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 alcohol or other drug use.

**We are committed to cultivating a culture of inclusion and connectedness** and celebrating the diverse community we live and work within.

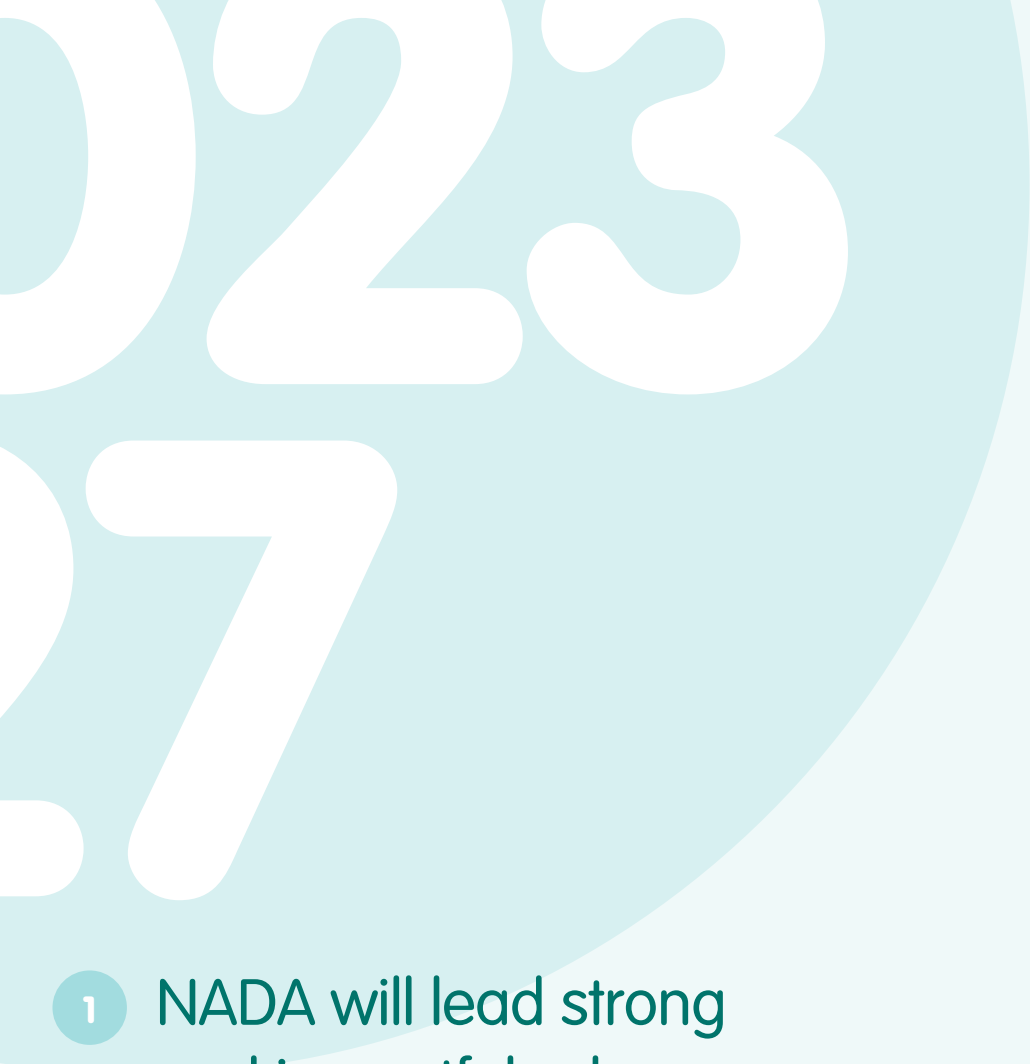
**We collaborate and engage**, and we acknowledge that achievements result from not one but many.

**We prioritise the voice of those with living and lived experience of alcohol or other drug 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.

Our priorities





- 1 NADA will lead strong and impactful advocacy
- 2 NADA will strengthen AOD services and workforce
- 3 NADA will promote the impact of members and the AOD sector



1

# NADA will lead strong and impactful advocacy

Proactively engagement with our partners will be critical to achieving this priority, focusing on addressing critical AOD sector funding and workforce issues.

## Initiatives:

- 1.1 **Advocacy for AOD sector funding & contracting** – increased and continuous funding for the true cost to deliver services (including indirect and shared costs such as IT and accreditation) plus improved and streamlined NGO contract compliance arrangements.
- 1.2 **Advocacy for service access** – improved service access across the State and simplified referral pathways.
- 1.3 **Advocacy to address stigma** – influencing relevant policies in NSW to reduce negative impacts on people who use or have used alcohol and other drugs.

## What does success look like?

NADA advocacy will support increased resourcing of NGO AOD services, improved connectivity across the sector, and progressive relevant policies in NSW.

2

# NADA will strengthen AOD services and workforce

Critical to achieving this priority will be the delivery of workforce and organisational development opportunities to members, informed by active consultation.

## Initiatives:

- 2.1 **Delivery of resources and support to build member organisational capacity** – providing the tools needed to deliver quality services and support the AOD workforce.
- 2.2 **Delivery of workforce and professional development opportunities** – focused on retaining and supporting the well-being of the existing AOD workforce.
- 2.3 **Influence and partner on initiatives to attract workers to the AOD sector** – building and supporting the living and lived experience AOD workforce and the Aboriginal AOD workforce plus graduate pathways.

## What does success look like?

NADA members have the workforce tools, skills and support to deliver quality services.

3



# NADA will promote the impact of members and the AOD sector

Critical to achieving this priority will be delivery of initiatives that highlight the strengths of members and the AOD sector, informed by engagement with our members and partners.

## Initiatives:

- 3.1 **Supporting the collection, analysis and reporting of quality data to demonstrate treatment outcomes** - through NADAbase and other support mechanisms.
- 3.2 **Conducting and promoting sector-led research, evaluation and practice** - through various partners, networks, forums and communication channels.
- 3.3 **Facilitating cross-sector collaboration and networking** – focused on improved partnerships and referral pathways for people accessing services to address the broad social determinants of health.

## What does success look like?

The AOD sector is viewed as providing quality, innovative, integrated, and evidence and practice-informed services.

# NADA partners



Our key partners and stakeholders include:

- NADA members
- people with living and lived experience of alcohol and other drugs use and services
- alcohol and other drugs sector funding bodies
- local Health Districts, pillars and speciality networks
- Primary Health Networks
- non-government peak and advisory bodies in NSW and nationally
- organisations working with priority populations, including Aboriginal Community-Controlled AOD services, ACON, Community Restorative Centre, Family Drug Support, NUAA and The Gender Centre
- non-government and government organisations working across the human services spectrum, with a focus on Aboriginal health, mental health, criminal justice, housing, families, carers and children
- accreditation and quality improvement service providers
- research bodies
- workforce and industry education, training, and advisory bodies
- the media.



# Contact us

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