2017 annual report
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 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.
NGO alcohol and other drugs organisations have emerged from the last decade of reform, change and review as a strong, evidence developing, consumer and community service sector.

Together, NADA and its members are building a sound future for the delivery of our programs.
Key issues impacting our sector

The 2016/17 financial year has seen more major developments in our sector. Of interest to our membership has been the ongoing rollout of the NSW Drug Package—with tenders for youth AOD services, women’s AOD services—and the AOD Early Intervention Innovation Fund. NADA will provide a number of support activities under the NSW Drug Package to support our sector’s capacity to deliver services in these key areas.

The NSW Ministry of Health, in conjunction with the Local Health Districts (LHDs), has conducted an assessment of the AOD funded NGOs for movement to long term stable three year contracts, as described by Dr Jo Mitchell at last year’s NADA AGM. This process will see all but a few NSW Ministry funded members move to three year contracts from the 2018 year, which will provide much needed certainty for these services—a development that has been a long time coming. NADA provided valuable input to this process of grants reform and will work closely with the NSW Ministry to further refine the performance and outcomes measures across our sector. The expansion of the NADAbase service is key to this exercise and will be discussed later in this report.

The Primary Health Networks (PHNs) have also been busy rolling out their tenders for funding under the National Ice Action Strategy, and NADA has provided assistance to a number of PHNs in this area. This funding has seen the expansion of services provided by a large number of NADA members across the state, but it has also raised the concern about the complexity of multiple new contracts overlaying
the historical state and federal contract environment of NGO AOD providers. NADA is addressing this issue directly with PHNs, state and federal health departments, and will be concentrating our efforts to have more contract harmony and less red tape among these three major funders of our sector. This will be crucial in the context of the potential full devolution of federal AOD NGO funding to PHNs by 2019.

**Architecture of the AOD sector in NSW**

NADA is working closely with the NSW Ministry and LHD drug and alcohol directors and key NGO stakeholders, through the Drug and Alcohol Program Council, to achieve better integration with the PHNs, as the major funders of services in NSW. This will involve the greater coordination of performance information and outcomes data, more cohesive contract harmonisation across the NGO specialist sector, and more coordinated planning and service monitoring across the whole AOD program in NSW. There are plans for the development of an overarching Clinical Governance Framework for AOD services in NSW, and we will work closely with all program partners over the coming year.

At the national level, the Ministerial Drug and Alcohol Forum and the National Drug Strategy Committee are the two newly established National Drug Strategy governance mechanisms; and NADA understands that the NSW Ministry is considering the establishment of a NSW human services, justice agencies and NGO forum to support good communication linkages to these new national governance structures. NADA has also been working closely with the Drug Strategy Branch within the Department of Health
on the grants programs they administer, as well as data and performance requirements. The Australian Government is also in the process of developing a National Treatment Framework and a National Quality Framework to inform the implementation of the newly released National Drug Strategy 2017 to 2026.

**NADA networks engagement**

NADA has continued to support its specialist member networks: the Youth AOD Services Network, the Women’s AOD Services Network, the NADA Practice Leadership Group and the Community Mental Health Drug and Alcohol Research Network. These networks have continued to enhance our ability to support these specialist practice areas across our membership. We would like to thank the members of these networks for the value they add to the delivery of support services to the NADA membership.

We have also commenced work on a new area of member support through the development of an AOD consumer participation support project to help members to enhance their engagement of, and support for, consumer involvement in AOD service delivery, planning and service enhancement.

**Board, governance and organisational development**

We would like to thank the NADA Board of Directors for their service in the 2016/17 financial year. They have provided their time and expertise to oversee the ongoing growth of the organisation, our internal and operational policy and procedures, and recent office relocation. Through their sound financial
oversight, we were able to draw upon our strategic reserves to facilitate the move and make substantial infrastructure upgrades—which in turn enables NADA staff to continue to deliver high quality support services to members. The board continues to be a central resource of sector corporate knowledge and is a great strength of the NADA program.

We take this opportunity to thank all staff for their dedication to the mission, eagerness to innovate, and their skills to create a suite of services and supports for our membership. As CEO I would especially like to welcome our new staff who have come to us over the last year and thank those staff who have left—there is a full acknowledgement later in this report. I would also like to acknowledge Robert Stirling, Deputy CEO, for his strategic and operational leadership with me both internally and externally in the complex world of our senior governmental and other expert stakeholders.

We commend this annual report to our members and key stakeholders; and we look forward to your continued engagement with NADA over the course of this financial year.

Gabriella Holmes
NADA President

Larry Pierce
NADA CEO
Board of directors

as at 30 June 2017

Gabriella Holmes, NADA President
Program Manager—Triple Care Farm, Mission Australia

Gerard Byrne, Vice President
Clinical Director—The Salvation Army Recovery Services

Mark Buckingham, Treasurer
Chief Executive Officer—Kedesh Rehabilitation Services

Libby George, Secretary
General Manager—Drug and Alcohol Health Services Inc. (DAHS)

Garth Popple
Chief Executive Officer—WHO’s

Dr Julaine Allan
Director, Research and Practice—The Lyndon Community

Joe Coyte
Chief Executive Officer—The Glen Drug and Alcohol Rehabilitation Centre

David Kelly
Senior Operations Manager, Health—St Vincent de Paul Society NSW Support Services

Catherine (Cate) Hewett
Chief Executive Officer—Kamira Alcohol and Other Drug Treatment Services
I am pleased to present the financial report for the year ended 2017. During the 2016/17 financial year, NADA received overall grant funding of $2,297,923. The NSW Ministry of Health contributed $1,717,600 towards this total, with the Australian Government Department of Health contributing $450,322.

The total interest earned of $14,926 was distributed across our entire program.

Income through membership fees was $54,361.

NADA expenditure for the year was $1,931,688, supported by new grant funding, grant funds held from prior years, interest income and membership fees.

We have grown our member’s equity from $403,081 to $527,875 at the end of June 2017 and we have holdings of $396,340 of grant funds (rollovers) to be expended in future years.

Grants to members
A number of NADA’s programs included distributing grants to members for workforce development, quality improvement and service development. In 2016/17 grants provided to members came to a total of $57,448.

I commend the 2016/17 accounts to the membership.

Mark Buckingham
NADA Treasurer
## Income and expenditure statement

**Year ended 30 June 2017**

### Income

<table>
<thead>
<tr>
<th>Description</th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grant—received this year</td>
<td>$2,297,923</td>
<td>$1,706,479</td>
</tr>
<tr>
<td>Grant—rolled in from prior year</td>
<td>69,251</td>
<td>8,524</td>
</tr>
<tr>
<td>Grant—rolled over to next year</td>
<td>(396,340)</td>
<td>(69,251)</td>
</tr>
<tr>
<td>Membership</td>
<td>54,361</td>
<td>42,740</td>
</tr>
<tr>
<td>Interest</td>
<td>14,926</td>
<td>12,105</td>
</tr>
<tr>
<td>Conference</td>
<td>2,886</td>
<td>59,157</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>13,475</td>
<td>17,895</td>
</tr>
<tr>
<td><strong>Total Income</strong></td>
<td><strong>$2,056,482</strong></td>
<td><strong>$1,777,649</strong></td>
</tr>
</tbody>
</table>

### Expenditure

<table>
<thead>
<tr>
<th>Description</th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Auditing</td>
<td>13,650</td>
<td>13,000</td>
</tr>
<tr>
<td>Accounting services</td>
<td>72,957</td>
<td>68,673</td>
</tr>
<tr>
<td>Bank fees and charges</td>
<td>2,633</td>
<td>1,875</td>
</tr>
<tr>
<td>Computer and IT</td>
<td>3,087</td>
<td>1,230</td>
</tr>
<tr>
<td>Conference, events and training</td>
<td>19,426</td>
<td>105,194</td>
</tr>
<tr>
<td>Consulting</td>
<td>523,864</td>
<td>365,714</td>
</tr>
<tr>
<td>Depreciation</td>
<td>24,639</td>
<td>28,551</td>
</tr>
<tr>
<td>Grants to other organisations</td>
<td>57,448</td>
<td>59,656</td>
</tr>
<tr>
<td>Insurance</td>
<td>10,323</td>
<td>10,276</td>
</tr>
<tr>
<td>Lease payments</td>
<td>14,855</td>
<td>12,719</td>
</tr>
<tr>
<td>Miscellaneous expenses</td>
<td>14,004</td>
<td>12,689</td>
</tr>
<tr>
<td>Motor vehicle expenses</td>
<td>9,074</td>
<td>10,955</td>
</tr>
<tr>
<td>Meeting costs</td>
<td>62,349</td>
<td>43,325</td>
</tr>
<tr>
<td>Postage, printing and stationery</td>
<td>26,182</td>
<td>35,308</td>
</tr>
<tr>
<td>Premises costs</td>
<td>116,028</td>
<td>99,271</td>
</tr>
<tr>
<td>Recruitment</td>
<td>50,216</td>
<td>796</td>
</tr>
<tr>
<td>Resource production</td>
<td>628</td>
<td>710</td>
</tr>
<tr>
<td>Salary and employment related costs</td>
<td>845,777</td>
<td>823,547</td>
</tr>
<tr>
<td>Telephone and internet</td>
<td>27,938</td>
<td>25,782</td>
</tr>
<tr>
<td>Travel and accommodation</td>
<td>36,610</td>
<td>29,054</td>
</tr>
<tr>
<td><strong>Total Expenditure</strong></td>
<td><strong>$1,931,688</strong></td>
<td><strong>$1,748,325</strong></td>
</tr>
</tbody>
</table>

**Surplus / (Deficit) from ordinary activities**

<table>
<thead>
<tr>
<th>Description</th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Surplus at start of the financial year</td>
<td>$124,794</td>
<td>$29,324</td>
</tr>
<tr>
<td>Surplus at end of the financial year</td>
<td><strong>$527,875</strong></td>
<td><strong>$403,081</strong></td>
</tr>
</tbody>
</table>
Asset and liabilities statement

as at 30 June 2017

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>$841,216</td>
<td>$604,957</td>
</tr>
<tr>
<td>Receivables</td>
<td>$9,803</td>
<td>$3,487</td>
</tr>
<tr>
<td>Other</td>
<td>$82,176</td>
<td>$48,911</td>
</tr>
<tr>
<td><strong>Total current assets</strong></td>
<td>$933,195</td>
<td>$657,355</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Non-current assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Property, plant and equipment</td>
<td>$173,833</td>
<td>$72,272</td>
</tr>
<tr>
<td>Investments</td>
<td>$1,177</td>
<td>$1,177</td>
</tr>
<tr>
<td><strong>Total non-current assets</strong></td>
<td>$175,010</td>
<td>$73,449</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td>$1,108,205</td>
<td>$730,804</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Current liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Creditors and sundry accruals</td>
<td>$93,601</td>
<td>$146,333</td>
</tr>
<tr>
<td>Unexpended grants received in advance</td>
<td>$396,340</td>
<td>$69,251</td>
</tr>
<tr>
<td>Employee provisions</td>
<td>$71,148</td>
<td>$96,906</td>
</tr>
<tr>
<td><strong>Total current liabilities</strong></td>
<td>$580,330</td>
<td>$327,723</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Non-current liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employee provisions</td>
<td>$19,241</td>
<td>$15,233</td>
</tr>
<tr>
<td><strong>Total non-current liabilities</strong></td>
<td>$19,241</td>
<td>$15,233</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total liabilities</strong></td>
<td>$580,330</td>
<td>$327,723</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Net assets</strong></td>
<td>$527,875</td>
<td>$403,081</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Members’ funds</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Retained surplus</td>
<td>$527,875</td>
<td>$403,081</td>
</tr>
<tr>
<td><strong>Total members’ funds</strong></td>
<td>$527,875</td>
<td>$403,081</td>
</tr>
</tbody>
</table>
87% of members reported that their organisations are better off as a result of NADA’s activities 2017 NADA member feedback survey

$57,448

in grants to member organisations to support workforce and organisational development

93

organisational members

4

new members

37

visits to members across NSW and ACT

NADA members

Providing a range of quality, evidence-based services to reduce alcohol and drug related harms, NADA members are diverse in their structure, philosophy and approach. Their views, experiences and challenges inform NADA’s policy, advocacy and sector development work.

Members are resilient, adaptive to change and resourceful. NADA is proud to support them.

‘I have worked with many peak bodies in the past. I think NADA is well led, strong, focused and respectful of its members.’

2017 NADA member feedback survey
NADA is a strong advocate for treatment and for the entire drug and alcohol sector.

2017 NADA stakeholder feedback survey

Policy, advocacy and representation

NADA’s advocacy and representation has focused on ensuring sustainable contract arrangements for the NGO sector at both the state and federal levels, as well as providing advice to PHNS and supporting the implementation of the NSW Drug Package.

NADA finalised its first Reconciliation Action Plan, the NADA Innovate RAP, for launch during NAIDOC Week.

‘NADA is a strong advocate for treatment and for the entire drug and alcohol sector.’

2017 NADA stakeholder feedback survey

90% of stakeholders reported that NADA was effective at advocating for and representing the sector.

2017 NADA stakeholder feedback survey

90% of members reported that NADA was effective at advocating for and representing the sector.

2017 NADA member feedback survey
During the year, NADA hosted 28 training workshops to improve the workforce’s capabilities when working with women, clients affected by trauma, Aboriginal people, and more.

**Top five workshops**
- Are you asking the DV question? Identifying and responding to victims of domestic violence in AOD settings
- Sex, drugs and what’s my role?
- Engaging Aboriginal women in AOD services
- Safeguarding yourself
- Enhancing clinical practice: A NADA Practice Leadership Group forum

NADA provides members with financial support so they can participate in training, or present their research and initiatives at conferences.
Communications and resources

Members express their satisfaction with NADA’s communications. During this year, work commenced on a new email newsletter for frontline workers, and a revised website.

**Communications count**
- 4 editions of the Advocate
- 17 editions of the Member eUpdate
- 3 editions of Sector Watch

**97% of members reported NADA’s communications are useful and valuable**

2017 NADA member feedback survey

<table>
<thead>
<tr>
<th>New</th>
<th>Title</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aboriginal inclusion tool</td>
<td>A tool to improve Aboriginal inclusion in AOD services</td>
<td></td>
</tr>
<tr>
<td>Women’s AOD Services Network</td>
<td>Gender responsive model of care</td>
<td></td>
</tr>
<tr>
<td>Program evaluation guide</td>
<td>A guide for the NSW non government alcohol and other drugs sector</td>
<td></td>
</tr>
<tr>
<td>Supporting young people with alcohol and other drug issues</td>
<td>Profile</td>
<td></td>
</tr>
<tr>
<td>Women’s AOD Services Network</td>
<td>Profile</td>
<td></td>
</tr>
<tr>
<td>Working with women engaged in alcohol and other drug treatment</td>
<td>Practice resource</td>
<td></td>
</tr>
</tbody>
</table>

2nd edition
NADA and the Women’s AOD Services Network identified working with Aboriginal women in mainstream settings as a priority. In response, they hosted a forum on the topic, with 44 participants attending. This resulted in NADA and the Women’s Network being nominated for the Relationships Australia NSW 2017 Reconciliation Partnership Award.

*NADA Practice Resource: Working with women engaged in AOD treatment* was launched in July 2016 and a companion training package was implemented. The package was adapted to integrate additional domestic violence training basics. 43 participants attended sessions in Dubbo and Sydney.
The NADA Practice Leadership Group (NPLG) have had discussions regarding withdrawal management with LHD providers, explored NADA’s *Aboriginal Inclusion Tool* in their organisations and provided consultation on the Health of the Workforce and Language Matters projects.

**Major achievement**
The NPLG conducted the ‘Enhancing clinical practice’ forum to provide practice tips and information that members could apply within their organisations.

‘*This was an ideal way to engage and learn more about certain approaches.*’

‘Enhancing clinical practice’ forum evaluation survey
The Youth Network comprises 21 specialist youth services providing AOD services, support and treatment to young people across regional and metropolitan NSW. The network meet four times annually for information sharing, training and networking.

**Training**

Prevention and de-escalation of crisis in young people

Working with people in AOD using a Dialectical Behavioural Therapy (DBT) approach

'I can’t express to you the joy and encouragement I feel to bring this education to the [organisation] so all can access the learning.'

‘Prevention and de-escalation of crisis in young people’ evaluation survey
Women’s AOD Services Network

Achievements

• Associate membership established: organisations with an interest in supporting women with AOD use issues are enabled to exchange information and access networking and capacity building opportunities
• Domestic violence training, policy development for the policy toolkit, and screener added to NADABase
• Women’s Choice and Change Facilitator Training Round 1 conducted
• Women’s Model of Care launched
• Participation in the Women NSW, NSW Ministry of Health, Domestic and Family Violence Early Intervention Strategy Roundtable
The workshop provided me with practical frameworks and processes that I could use to guide me through the process from idea to research question, and the presenter, both through his theoretical content and anecdotes of his own experiences, made it seem achievable.

Kickstart workshop evaluation survey
The NADAbase Expansion Project commenced with the establishment of an advisory committee and the employment of a new program manager for data systems.

**New screeners developed**: suicide risk, blood borne virus and sexually transmitted infections exposure and testing, and women’s experiences of domestic and family violence

**Self-administration initiated.**

‘NADA provides one quarter of NSW’s Minimum Data Set for Drug and Alcohol Treatment Services. Of the NADA extracts received by NSW Ministry of Health for the financial year 2016/17, there were only two records that were rejected. This is an outstanding effort and a reflection of clinicians and the NADA team’s dedication to ensure services delivered are recorded accurately and in a timely manner.’

**Lelde Taylor**
Senior Systems and Development Officer—D&A | InforMH
Health System Information and Performance Reporting, NSW Ministry of Health
NADA would like to thank our partners that have worked with us to support the NSW non government alcohol and other drugs sector.

Aboriginal Health and Medical Research Council of NSW • ACON Health • Agency for Clinical Innovation • Alcohol and Drug Foundation • Alcohol Tobacco and other Drug Association ACT • Alcohol, Tobacco and other Drugs Council Tasmania • Association of Alcohol and Other Drug Agencies NT • The Australian Council on Healthcare Standards • Australian Government Department of Health • Australian Institute of Health and Welfare • Blue Knot Foundation • Centre for Community Welfare Training • Centre of Research Excellence in Mental Health and Substance Use • Centre for Social Research in Health, University of NSW • DAMEC • Domestic Violence NSW • Drug Policy Modelling Program, University of NSW • Family Drug Support • Hepatitis NSW • Justice Connect—Not-for-profit Law • Local Health Districts • Lyndon • Matua Raki • Mental Health Commission of NSW • Mental Health Coordinating Council • National Centre for Education and Training on Addiction, Flinders University • National Drug and Alcohol Research Centre, University of NSW • National Drug Research Institute, Curtin University • NSW Council of Social Service • NSW Department of Family and Community Services, Clinical Issues Unit • NSW Ministry of Health • NSW STI Programs Unit • NSW Users and AIDS Association • Primary Health Networks • Quality Innovation Performance • Queensland Network of Alcohol and other Drug Agencies • Reconciliation Australia • Relationships Australia • School of Medicine and Public Health, University of Newcastle • School of Psychology, University of Wollongong • South Australia Network of Alcohol and other Drug Agencies • Victorian Alcohol and Drug Association • Western Australia Network of Alcohol and other Drug Agencies

‘In my experience, NADA is wonderfully responsive, fabulous to work with.’
2017 NADA stakeholder feedback survey
Staff and acknowledgements

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

Larry Pierce  
Chief Executive Officer

Robert Stirling  
Deputy Chief Executive Officer

Suzie Hudson  
Clinical Director

Ciara Donaghy (left June 2017)  
Program Manager

Sianne Hodge  
Program Manager

Cass McNamara (started February 2017)  
Program Manager

Sharon Lee  
Communications Officer

Victoria Lopis (maternity leave from March 2017)  
Project Officer

Tata de Jesus (started April 2017)  
Project Officer

Kathy Triffitt (left December 2016)  
CMHDARN Research Coordinator

Natasha Murray (started January 2017)  
CMHDARN Research Coordinator

Maricar Navarro (started March 2017)  
Office Coordinator

Craig Bulley (left September 2016)  
Administration Officer

Albina Drannikov (left March 2017)  
Administration Officer

Accounting for Good for our financial management and Conosco for our information technology support.

Acknowledgements

NADA acknowledges our 2016/17 funders: The NSW Ministry of Health, the Australian Government Department of Health, and Central and Eastern Sydney Primary Health Network.

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 in supporting individuals, families and the community in reducing the harmful associated with alcohol and other drugs use.
Contact us

Post  PO Box 1266 Potts Point NSW 1335
Telephone  02 9698 8669
Email  feedback@nada.org.au
Website  www.nada.org.au

NADA is a not for profit organisation incorporated under the NSW Associations Incorporations Act (2009). Published in November 2017.

NADA is accreditation with the Australian Services Excellence Standards a quality framework certified by Quality Innovationand Performance.

ABN 52 793 744 040