



NADA

network of alcohol and
other drugs agencies



2021

Annual report

It takes an enormous variety
of life on Earth—including plants, bacteria,
animals, and humans—to work together to
create healthy systems for all to thrive.

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.



This year, NADA and its members improved the alcohol and other drugs (AOD) sector's visibility, and worked collaboratively with others, to help create a healthier system for the range of people we serve.

**Shaping
our future**

Our vision

Connected and sustainable non government AOD services providing quality evidence based programs to reduce AOD related harms to NSW communities.

Our purpose

To advocate for, strengthen and support non government AOD services.

Our values

Inclusion: NADA values diversity and ensures our approach is equitable and accessible

Integrity: NADA operates with fairness and transparency to maintain an independent voice

Respect: NADA is respectful of the culture, views and experiences of the sector

Collaboration: Collaboration is central to NADA's operation

President and CEO report

We are pleased to present the 43rd NADA annual report for the 2020/21 financial year.

During this year, we have seen the resilience of members and the people who access our services, as we continued to navigate the impact of COVID-19. On behalf of the NADA board and staff, we thank you for rising to the challenge, and demonstrating the leadership, professionalism and strength of the non government AOD sector.

We are so grateful that we were able to hold the NADA Conference 2021 during a window of opportunity to bring together—in person, as well as virtually—members, stakeholders and our cross sector partners. We celebrated the winners of the NSW Non Government Alcohol and other Drugs Awards, and heard about the innovative work of our members, academics and practice leaders. Most importantly, we were able to reconnect, after a long time apart.

Like our members, NADA demonstrated that it was agile and responsive to the needs of the sector. While we continued to advocate for an appropriately funded and sustainable sector, we also adapted our sector and workforce capacity initiatives to respond to the needs of members. Some highlights from 2020/21 included:

Advocate for sustainable funding

- NADA continued to represent and advocate for members at both levels of government on AOD and public health policy, including to ensure that members were supported to provide services during the COVID-19 pandemic.
- We continued our call on the NSW Government to respond to the recommendations from the Special Commission of Inquiry into the Drug 'Ice'.
- NADA collaborated with the NSW Ministry of Health on the Business and Funding Models Study.

Promote the strengths of its members

- We commissioned and undertook research, and showcased NADAbase data, to demonstrate the outcomes of the sector.
- We showcased our members' services at our conference, in the Advocate and other communication mechanisms.

Build capacity

- NADA developed a range of resources to support members to deliver quality and evidence based services.
- We supported a number of member networks to share practice wisdom and strengthen our services for priority populations.

Develop the workforce

- NADA delivered a range of events, both in person and virtually, that targeted both frontline workers and managers.
- We supported members to collect, analyse and report on data that can be used at the individual, service and system level.
- We provided resources to support the workforce, which were needed now more than ever.

At an organisational level, NADA undertook our external accreditation review in June 2021, and we are pleased to report that we have maintained our Award and Certificate level of the Australian Services Excellence Standards. NADA achieved 100% across all standards, demonstrating that we are a quality peak body that is driven by the needs of its members.

We want to thank members, who provide their valuable time to inform NADA's advocacy, programs, and services. Without your input, we cannot ensure that all that we do is driven by our members. We also want to acknowledge members that are engaged with our numerous networks. These networks are crucial to the development of NADA activities, but also to sharing the vast knowledge and expertise within our network of members.

We would also like to recognise the contribution of the NADA Board of Directors for their service in the 2020/21 financial year. The board acknowledged and thanked Sandy Kervin for her work on the board, following her departure. We welcomed three casual board members, Andy Biddle, Leone Crayden and Gerard Byrne. The NADA board is driving a review of the governance framework at NADA. And like the delivery of NADA's programs and services, this process is being driven by our values of collaboration, inclusion, integrity, and respect.

Finally, we want to acknowledge and thank the NADA staff for their commitment to members, the delivery of our diverse range of initiatives, and to the operations of the organisation. And we cannot forget that we farewelled the leader of NADA for the past 20 years, Mr Larry Pierce. We are grateful for the valuable contribution that Larry made during that time, and the foundations that he lay for a bright future. It is a testament to NADA, its staff and members that Robert Stirling is now leading us through this incredible phase of redefining our 'new normal', responding to COVID-19 while ensuring that all members are well-supported. The board acknowledges Robert's ongoing commitment and dedication to the sector.

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



Julie Babineau
NADA President



Robert Stirling
NADA CEO

Board of directors

as at 30 June 2021

Julie Babineau NADA President

Chief Executive Officer—Odyssey House NSW

Libby George Vice President

General Manager—Drug and Alcohol Health Services Inc. (DAHS)

Peter Valpiani Finance Executive

Chief Executive Officer—Haymarket Foundation

Ed Zarnow

Chief Operating Officer—Lives Lived Well

Latha Nithyanandam

Chief Executive Officer—Kathleen York House

Norm Henderson

Senior AOD Officer—Weigelli Aboriginal Corporation

Andy Biddle *Casual vacancy appointed November 2020*

State Manager—Salvation Army

Leone Crayden *Casual vacancy appointed March 2021*

Chief Executive Officer—The Buttery

Gerard Byrne *Casual vacancy appointed June 2021*

Operations Manager—We Help Ourselves (WHOs)

Carolyn McKay *Finance Executive resigned May 2021*

Chief Executive Officer—Sydney Drug Education & Counselling Centre (SDECC)

Sandy Kervin *Ceased February 2021**

Chief Executive Officer—Jarrah House

**date NADA was informed that Sandy no longer worked for Jarrah House
and therefore could not continue as a board member*

Financial report

I am pleased to present the financial report for the year ended 2021. During the 2020/21 financial year, NADA received overall grant funding of **\$2,431,736** comprising contributions from NSW Health, the Australian Government and PHN funding.

The total interest earned of **\$6,408** was distributed across our entire program.

Income through membership fees was **\$53,385**.

NADA expenditure for the year was **\$2,593,263**, supported by new grant funding, grant funds held from prior years, interest income and membership fees.

We have grown our member's equity from **\$628,377** to **\$696,116** at the end of June 2021, and we have holdings of **\$294,010** of grant funds (rollovers) to be expended in future years.

NADA made a small surplus this year of **\$67,739** 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 **\$73,299**.

I commend the 2020/21 accounts to the membership.

Peter Valpiani

Chair, NADA Finance Executive Sub-Committee

Statement of profit or loss and other comprehensive income

for the year ended 30 June 2021

	2021	2020
	\$	\$
Revenue	2,658,201	2,885,871
Other income	2,801	-
	2,661,002	2,885,871
Expenses		
Administration expenses	1,055,357	849,918
Depreciation expenses	150,559	158,546
Employee expenses	1,243,826	1,217,823
Grants to other organisations	73,299	508,474
Other expenses	70,222	70,071
	2,593,263	2,804,832
Surplus before income tax	67,739	81,039
Income tax expense	-	-
Surplus for the year	67,739	81,039
Other comprehensive income for the year	-	-
Total comprehensive income for the year	67,739	81,039

Statement of financial position

as at 30 June 2021

	2021	2020
	\$	\$
Assets		
Current assets		
Cash and cash equivalents	1,090,784	931,834
Trade and other receivables	148,329	137,381
Financial assets	3,410	1,048
Total current assets	1,242,523	1,070,263
Non-current assets		
Property, plant and equipment	62,106	107,674
Right of use assets	93,967	203,766
Total non-current assets	156,073	311,440
Total assets	1,398,596	1,381,703
Liabilities		
Current liabilities		
Trade and other payables	416,557	348,343
Employee benefits	153,963	148,881
Lease liabilities	131,960	124,142
Total current liabilities	702,480	621,366
Non-current liabilities		
Lease liabilities	-	131,960
Total non-current liabilities	-	131,960
Total liabilities	702,480	753,326
Net assets	696,116	628,377
Funds		
Accumulated funds	696,116	628,377
Total funds	696,116	628,377





87%

of members reported
that NADA is effective at
consulting with its members

2021 NADA feedback
survey

NADA members

NADA members are diverse to meet the needs of the wide range of people who seek their support. Their services range from health promotion to harm reduction, early intervention, treatment and continuing care programs. Our members are diverse in their structure, philosophy and approach to AOD service delivery.

This year, NADA members have demonstrated their ability to adapt to the needs of people accessing their services, and to the challenges posed by COVID-19. Their warmth, passion and resilience continually inspire NADA—working for, and with them, is an honour and a privilege.

Key statistics

- **101** organisational members
- **Three new members:** Armajun Aboriginal Health Service Drug and Alcohol Program, Catholic Care Social Services Hunter Manning, and Linked—Yass Youth AOD, Marathon Health
- **66** visits to members across NSW and the ACT
- **\$73,299** in grants to member organisations to support workforce and organisational development

Very responsive and being a great leader in the sector. True to its position as a peak body.
2021 NADA member feedback survey

A photograph of two women embracing warmly in front of a dense wall of red bougainvillea flowers. The woman on the left is seen from the back, wearing a white long-sleeved shirt and blue overalls. The woman on the right is smiling and looking towards the first woman, wearing a white shirt with a colorful floral pattern. The scene is bright and cheerful, with the red flowers filling the background.

1

STRATEGIC PRIORITY

Advocate for sustainable funding and program governance

Inclusion for gender and sexuality diverse people

NADA continued to advocate for the inclusion of gender and sexuality data items in routine client data collection for AOD treatment.



83%

of members reported
that NADA is effective at
advocacy and representation

2021 NADA feedback
survey

Evidence based, coordinated and planned

Develop and promote an advocacy agenda informed by consultation, evidence and practice based research, as well as current political and public health policy and planning.

NADA members are well represented, with their needs communicated, far and wide. During 2020/21, our key advocacy activities focused on the NSW Government response to the Special Commission of Inquiry into the Drug 'Ice' recommendations and increasing funding for members following the impacts of COVID-19. We represented members on close to 50 high-level committees and meetings, including on various COVID-19 Communities of Practice.

NADA has provided written submissions for:

- the development of the National Preventive Health Strategy
- the Standing Committee on Social Policy and Legal Affairs: Inquiry into family and domestic violence
- SafeWork NSW's Draft Code of Practice on managing risks to psychological health in the workplace
- the NSW Government inquiry into health outcomes and access to health and hospital services in rural, regional and remote New South Wales.

To support this strategic priority, we have also been working to combat stigma, increase media engagement, and enhance cross sector communications.

2

STRATEGIC PRIORITY

Promote the strength of its members

Strength in Aboriginal and Torres Strait Islander networks

To ensure strong collaborations, consistency of messaging and advocacy approach, NADA cemented a strong relationship with specialist groups: Aboriginal Health and Medical Research Council (AH&MRC), Aboriginal Drug and Alcohol Residential Rehabilitation Network (ADARRN) and Aboriginal Drug and Alcohol Network (ADAN).



The non government AOD sector has an increased profile and improved reputation

Position the sector as providers of quality, innovative and evidence based treatment and harm reduction services.

Approximately **34,000** episodes of care were recorded for an

estimated **29,700** people who access the services of NADA members.

2020/21 member data from NADAbase

Research

Contributing to the evidence base is vital to demonstrate outcomes achieved, build upon strategies that work, and paint a picture of the workforce for better planning. During 2020/21, NADA:

- partnered in a range of research endeavours, including the 'Performance management study', 'Research capacity study', 'Impact of COVID-19', 'Attract, develop, engage and retain the workforce study' and 'Evaluation of the Aboriginal guidelines project phase 2'
- was involved in seven peer-reviewed publications, including showcasing NADAbase data.

Cross sector

We grew the mailing lists for Frontline (36%) and the Advocate (50%), with increasing numbers of cross sector subscribers. This contributed to record registrations (347) for the NADA Conference 2021, and record attendance (144) from cross sector.

91% of stakeholders reported NADA is effective at facilitating partnerships and networks within the sector and with key stakeholders 2021 NADA feedback survey



3

STRATEGIC
PRIORITY

Build
capacity

Working alongside women

NADA launched the 3rd edition of the Working with women engaged in alcohol and other drug treatment practice resource.

Planned, responsive and informed

Build the capacity of the sector with an approach that is planned, responsive and informed by evidence and practice wisdom.

Resources and publications

- Engaging men who perpetrate domestic and family violence in the alcohol and other drugs treatment context
- Working with women engaged in alcohol and other drug treatment practice resource—3rd edition
- The Advocate explored: social determinants of health, access and equity, strengths based approaches and enhancing connections
- Frontline focused on: AOD 101, working with DCJ child protection, physical health, digital support and more

NADA consults and considers the needs of consumers so they may inform the services they receive

- Supports members with the consumer audit tool to enhance their practice around consumer participation
- Provides insight into the voice of consumers through the Consumer Engagement Board Sub-committee
- Created the consumer and peer worker community of practice

Audits

- Coordinated 22–24 follow-up audits for the Aboriginal Guidelines project

Networks and forums

During 2021/21, NADA:

- supported our own member networks
- developed regional networks for Aboriginal AOD workers, in partnership with ADAN
- co-chaired the South Western Sydney Drug and Alcohol Interagency
- established the NADA Data and Research Advisory Group.

93% of members reported that their organisation is better off as a result of NADA activity
2021 NADA feedback survey



4

STRATEGIC
PRIORITY

Develop the
workforce

Enhancing the lives of children

NADA works to build stronger connections with the Department of Communities, to enhance the lives of children and their families.

Workforce development

Support the workforce to enhance clinical and therapeutic skills, measure client outcomes, and promote a culture of workforce wellbeing.

Workers say:

I am satisfied working in the non government AOD sector	81%
NADA events and resources are useful and valuable	76%
I am confident I have the necessary skills and knowledge to do my job effectively	89%
I feel supported to undertake my role	87%

2021 NADA feedback survey

Top 5 events

- NADA Conference 2021: Enhancing connections
- Enhancing partnerships with DCJ Forum
- EIIIF webinar 1: Client directed care: an evaluation of the new client centred care model used at Kedesh Rehabilitation Services
- EIIIF webinar 2: Evaluation findings from the Ted Noffs' Street University Engagement Program, and the Odyssey House NSW Residential Rehabilitation Program
- NAIDOC week: Aboriginal Drug and Alcohol Residential Rehabilitation Network model of care

Worker wellbeing

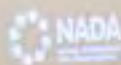
- The 'Coping with stress and uncertainty during COVID-19' eLearning module attracted 54 registrations since launching in 2020 and the Well Beings animation on 'Managing your mental health at home: Information about working from home during COVID-19' attracted 2,852 views (totalling 3,827 views since launch).
- A further two peer review journal articles were published on NADA's 'Health and wellbeing of the workforce' study, in partnership with the National Centre for Education and Training on Addiction (NCETA), detailing: i. Strengths, challenges, and future directions for the workforce; and, ii. Predictors of retention for older workers.

HIGHLIGHTS



ICC
SYDNEY

Photo: ABC Media Watch presenter Paul Barry at the NADA Conference 2021



NADA Conference 2021

We had a window of opportunity to reconnect with members, stakeholders and our cross sector partners, after a long time apart.

Held at the International Convention Centre, the NADA Conference 2021 was our largest conference to-date, selling out with 347 delegates in attendance. It was the first time NADA offered a hybrid conference, giving people the opportunity to attend in person or virtually, from across NSW and Australia. Of the delegates attending, 203 worked for NADA member organisations, and 144 delegates came from a variety of other sectors, including NSW Health, Justice Health, Primary Health Networks, and universities.

Themed ‘enhancing connections’, this conference offered a range of streams including: working with Aboriginal communities, access and equity, working with consumers, working with young people, and working with women, children and families.

The delegates enjoyed the diversity and quality of the keynotes but overall, Daryl Chow and Paul Barry were favourites, with the media panel discussion also being a highlight. Overall, delegates enjoyed the focus on First Nations people, particularly on the first day, including the smoking ceremony, the young Aboriginal people from WEAVE talking about their experiences of AOD treatment, and the yarning circle for Aboriginal workers. Delegates enjoyed listening to the voices of people with lived experience; the focus on community, consumers and connection; and the variety of keynotes and presentations overall.

I loved that this conference incorporated Culture so well. It was imbedded rather than tokenistic. The Welcome to Country, smoking ceremony, stories, and dancers—as well as a strong focus on Aboriginal projects made the NADA conference one of the best I've attended.

Evaluation feedback

HIGHLIGHTS



Photo (above): Robert Stirling and Maricar Navarro (NADA) Photo credit: Mark Bond Photography, 2021 Australian LGBTQ Inclusion Awards



Photo (above): Sarah Etter (Odyssey House), Liz Gal (NADA), Kate Dodd (Phoebe House) and Margherita Basile (Sydney Women's Counselling Centre)

NADA celebrates service provider of the year award

NADA received both the 2021 service provider of the year award and the 2021 gold service provider award, as part of the Australian Health + Wellbeing Equality Index, presented at the Australian LGBTQ Awards.

ACON's Health + Wellbeing Equality Index provides organisations within the health, human services and wellbeing sector with an opportunity to assess and benchmark LGBTQ-inclusive service provision across Australia.

Enhancing partnerships with DCJ forum

NADA facilitated a hybrid forum with the Department of Communities and Justice (DCJ) to enhance partnerships between NSW non government AOD services and DCJ child protection services. With over 110 attendees, this forum provided a unique opportunity for NADA members and DCJ staff to come together, to hear panel discussions and presentations from leading practitioners from both sectors, network and enhance relationships to build a more connected system.

Robert Stirling (Chief Executive Officer, NADA) and Simone Walker (Deputy Secretary, DCJ) opened the forum and provided an overview on the importance of cross sector collaboration for improving outcomes for the people we serve.

95% of respondents strongly agreed or agreed that the event had increased their knowledge and awareness of the topic area **Evaluation feedback**





100%

of stakeholders reported NADA
is effective at providing quality
advice and information

2021 NADA 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 non government AOD sector.

NADA's excellent relationships and reputation has really ensured the support for the NGO AOD specialist agencies across a range of scenarios, not limited to support during COVID.

2021 NADA stakeholder feedback survey



Acknowledgements

Staff

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

Larry Pierce	Chief Executive Officer <i>Finished September 2020</i>
Robert Stirling	Chief Executive Officer
Suzie Hudson	Clinical Director
Michelle Ridley	Clinical Program Manager
Sianne Hodge	Program Manager
Raechel Wallace	Aboriginal Program Manager
Christine Minkov	Senior Policy Officer <i>Started May 2021</i>
Resli Büchel	Senior Project Officer <i>Finished January 2021</i>
Tata de Jesus	Senior Project Officer
Rosemaree Miller	Research and Data Management Officer
Trinka Kent	Consumer Engagement Coordinator <i>Finished January 2021</i>
Liz Gal	Consumer Engagement Coordinator <i>Started March 2021</i>
Hannah Gillard	Project Coordinator <i>Started March 2021</i>
Sanjana Budhai	Project Support Officer <i>Started March 2021</i>
Sharon Lee	Communications Officer
Maricar Navarro	Office Manager
Xanthe Lowe	Administration Officer
Dejay Toborek	Events and Grants Administration Officer <i>Finished December 2020</i>

93%

of staff would recommend
this organisation as a
good place to work
2021 NADA staff
survey

Thank you

Accounting for Good for our financial management and Rightsize Technology for our information technology support.

NADA acknowledges our 2020/21 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 in supporting individuals, families and the community to improve the health and wellbeing of people who use, or have used, AOD.



Contact us

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