

Targeted Environment Scan

NADA Strategic Planning

2023–2026

1 February 2023

Contents

Background	3
Method.....	3
Data Collection & Synthesis	5
Findings	6
1) Political and economic factors that may impact NADA.....	6
2) Technological factors that may impact NADA	10
3) Social factors that may impact NADA.....	11
4) Current strengths and weaknesses of NADA	13
5) Future opportunities and threats for NADA to consider.....	14
6) Changes suggested for existing NADA vision, values, and priorities? .	17
7) Specific advocacy priorities that NADA should consider	18
8) Transferable ideas from a review of other Strategic Plans?	19

"Environmental scanning is the acquisition and use of information about events, trends and relationships in an organisation's external environment, the knowledge of which assists management in planning a future course of action" Choo, 2001ⁱⁱⁱ

Background

To support the development of a **Strategic Plan for 2023–2026**, the Network of Alcohol and other Drug Agencies (NADA) commissioned this targeted environmental scan.

The purpose of the environment scan was to understand the current and future context within which NADA operates and identify resources, links, and gaps.^{i,ii,iii}

The findings will contribute to NADA's strategic planning and highlight issues of importance to members and stakeholders.

Method

A seven step method was used – adapted from Wilburn's approach to environment scanning for public health and the *Thinking Futures* Guide to Environmental Scanning.^{ii,iv}

Seven Steps to Environment Scanning*
Step 1: Scoping Workshop with the NADA Executive Team.
Step 2: Establish focus and purpose of the scan via a list of key questions.
Step 3: Create a timeline and incremental goals.
Step 4: Determine information and data to be collected, plus relevant methods.
Step 5: Identify and engage stakeholders and conduct data collection.
Step 6: Analyse, synthesize and present findings from the environmental scan.
Step 7: Disseminate results and conclusions.

*Adapted by Salmon, AM

This environment scan specifically focused on supporting strategic planning, the following were also considered:

- 1. Resources & competences.** What does NADA have, what is it 'good at' and what makes it unique?
- 2. Partners.** Who does NADA work with?
- 3. Member needs.** Who are the members served by NADA and what are their needs?
- 4. Risks & costs.** What financial, social, and other risks and costs are borne and managed?
- 5. Values & goals.** Where does NADA want to go, and what is most important?
- 6. Organisational climate.** What is the culture and structure of NADA?
- 7. Trends & uncertainties.** What is happening around the organisation and what uncertainties are faced?^{iv}

After meeting with the NADA executive, the focus and purpose of this scan was articulated as:

KEY QUESTIONS

1. What are the **current and future AOD workforce issues** that require NADA attention?
2. What are the **political and economic factors** that may impact NADA over the coming three to five years?
3. What are the **technological factors** that may impact NADA over the coming three to five years?
4. What are the **social factors** that may impact NADA over the coming three to five years?
5. What are the **current strengths and weaknesses** of NADA?
6. What are the **future opportunities and threats** for NADA to consider?
7. What **changes to existing NADA priorities** should be made? What **additions** are needed?
8. What are **specific advocacy priorities that NADA should consider** over the coming three to five years?
9. What **transferable ideas** can be gleaned from a review of other organization's Strategic Plans?

Data Collection & Synthesis

Internal and external stakeholders were engaged via Key Informant Interviews or small group discussions. Information gathered from all sources was synthesized into meaningful conclusions as they relate to the key questions and the Strategy.

DATA SOURCES

1. **Key document review and desk top research**– internal and external documents reviewed.
2. **Online Surveys of:**
 - a. NADA Board
 - b. NADA Staff
 - c. NADA Consumer Group
 - d. NADA Practice Leadership Group
 - e. NADA Members (via NADA Membership Survey)
 - f. National Partners including – State and Territory peaks, DOH ATOD Branch, NIAA and PHNs
3. **Key Informant Interviews and small ground discussions with:**
 - I. NADA Board
 - II. NADA Staff
 - III. NADA Consumer Group
 - IV. NADA Practice Leadership Group
 - V. Ministry of NSW Health representatives
 - VI. NSW User and AIDS Association (NUAA) CEO
 - VII. Aboriginal Corporation Drug and Alcohol Network (AcDAN) Board
4. **Close review of other organisation's Strategic Plans:**
 - i. University of Sydney
 - ii. Black Dog Institute
 - iii. ACON
 - iv. Alcohol and Drug Foundation (ADF)
 - v. Health Consumers NSW (HCNSW)
 - vi. Institute of Public Administration Australia
 - vii. Alcohol, Tobacco and other Drugs Council Tasmania (ATDC)
 - viii. Queensland Network of Alcohol and other Drugs Agencies
 - ix. SAX Institute
 - x. PHAA Strategic Plan overview.

Findings

1) AOD workforce issues

Key factors identified:

- **Workforce availability**
 - Workforce availability is tightening and there is a significant impact from competitive recruitment and wages offered outside of the NGO sector.
 - NGO sector currently has the 'unpaid' role of training and skilling a workforce that is then recruited to more attractive LHD positions.
 - There is an impact from the current 'talent drain' on the AOD sector as older members of the workforce retire.
 - Suggested that NADA support standardisation of role description and classifications in AOD sector.
 - Suggest the consideration of how the sector is building cross sector collaboration.
 - Skills shortage in administrative, IT-related tasks and acknowledgement of the ancillary workforce that support AOD workers and clinicians e.g. Data systems and infrastructure management, analysis and reporting.
 - Move beyond workforce capacity and towards training, COPs, infrastructure, wage parity with LHDs and crisis management.
- **Workforce accreditation**
 - There is a need for support for accreditation of the current, skilled AOD workforce, with particular issues for accreditation of the First Nations workforce.
- **Peer workforce development**
 - Suggested that the peer workforce development, in collaboration with NUAA and others, is a key focus for NADA in the future.

Key workforce considerations for NADA Strategic Planning:

Urgent NADA advocacy required to address AOD workforce crisis focused on addressing **general workforce availability and increasing service needs** and **specific workforce issues** related to:

- pay gaps, wage equity and workforce disparities between NGOs and LHDs as these impacts on ability to recruit and keep staff
- attracting people to the sector, in partnership with key members and stakeholders
- peer workforce development and initiatives to support members to engage consumer representatives and peer workforce.
- identify strategies for developing people within the sector and continuing to build the capacity of the workforce
- Increase availability of AOD services for First Nations people, in partnership with key members and stakeholders
- Profile building of AOD workforce opportunities within TAFE and University sector
- Increased engagement with training and curriculum for of social workers, psychologists, nurses and other allied health. Psych, nurses to have mandatory AOD as part of curriculum.

Suggestions:

- NADA to develop a focused Workforce Strategy that aligns with the Strategic Plan.
- NADA develops an Action Plan in line with the current need and the *NSW Non Government Alcohol and other Drugs Workforce Development Plan 2016–2022*

2) Political and economic factors that may impact NADA

Key factors identified:

- **2023 NSW State Election – impact of a change of government.**
 - Possible decrease in prioritisation of alcohol and other drug (AOD), and related, funding post-election.
 - Potential impact on NADA's State government relationships, partnerships, and traction post-election, plus an impact from the change of Health Minister.
 - Potential impact from risk of independent parties on NSW balance of power and flow on to AOD related policy and decision making.
- **NSW State Government – engagement and commitment to AOD.**
 - Unknown impact of gap in long term AOD Strategy development for NSW.
 - Unknown outcome of roll out of funding from the ICE Commission.
- **Federal Government – engagement and commitment to AOD.**
 - While the current Federal Government is aligned to vulnerable populations, it will be stretched for funding and impacted by natural disasters, defence requirements and other election commitments.
 - Ongoing impact of lack of Federal AOD funding across NSW currently.
 - contract uncertainty and impact on workforce security and long-term service planning
 - Unknown impact of productivity review of AOD services at a federal level.
- **General economic factors**
 - General economic instability and costs to delivery services and costs of service delivery are factors for AOD sector broadly.
 - Impact of housing instability, unemployment and mental health – direct impact on clients of NADA members
 - Potential funding stagnation for AOD services as all Governments face pressure to reduce expenditure and deal with competing priorities, post COVID and ongoing impact of living with COVID in the community

- General economic instability & increased costs of living as a social factor for the sector
- Need to contextualise the work of NADA (at federal and state levels) in terms of current budget initiatives and political commitments. NADA need to knit it together and not always consider the primary linkages only.

Key political and economic considerations for NADA Strategic Planning:

Focused NADA advocacy related to:

- Maintenance of a focus on AOD sector issues in a complex political environment, including required funding increases and funding model improvements
- Contribute to the development and decision making regarding the AOD Strategy in NSW
- Active engagement with the federal government on future reviews or policy directions for AOD

Focused NADA partnership building related to:

- Establishing and maintaining key partnerships post the NSW Election in 2023, including establishing relationships with minor political parties
- Firming up NADAs place in the federal landscape

3) Technological factors that may impact NADA

Key factors identified:

- **Digital transformation – impact on AOD sector:**
 - Continued digital transformation expected, with integrated health information.
 - There is a lack of sector capacity to keep up with costs of technology and the impact on additional training needs for the workforce.
 - Expectations that NADA members may need help with managing client technology barriers, issues, and data concerns.
 - Expected need for NADAbase to be ‘future proofed’, with funding needed to face future challenges.
 - Expected need for the addition of an information and communications technology (ICT) systems component to the NADA Strategic Plan, noting that effective, efficient, and user-friendly ICT systems choices are essential for enabling high performing AOD treatment services.
 - Suggested inclusion of the need for improved data capability and use within treatment services as a future focus for NADA.
- **Data security:**
 - Expected trend towards biometrics for data security and concerns regarding the impact of this on AOD clients and staff with government mistrust.
 - Unknown increase in cyber risks may impact the sector.
 - Expected increasing focus on privacy and data security in the context of high-profile data breaches.
- **Data sovereignty:**
 - Growing movement related to First Nations data sovereignty, including ownership, governance, and use of data by, for and about First Nations people.
 - Expected increased use of technology by more mature First Nations services.
- **Other technology issues:**
 - Unknown impact of social isolation from increased technology use.
 - Unknown impact on NADA member services dealing with addiction to technology.

- Expected continuation of virtual work practices, work from home culture, plus expanded telehealth online/apps for AOD support.
- Continued digital transformation expected, with integrated health information.
- Digital divide: poor I.T/comms infrastructure in rural/regional areas – impacts services as well as clients

Key technological considerations for NADA Strategic Planning:

Focused NADA advocacy related to:

- advocating for technology specific funding and support for the AOD sector and the workforce, including building sector capacity via training and equipment grants (focus on improved data capability and use within treatment services).

Focused NADA internal processes related to:

- addressing future needs of the NADAbase, including focus on data security
- development of an ICT system component

Focused NADA training and support to members related to:

- data security, privacy and cyber risks
- use of data, data analysis, interpretation and benchmarking
- responding to data sovereignty issues for First Nation services and clients
- responding to ongoing virtual work practices and telehealth delivery

4) Social factors that may impact NADA

Key factors identified:

- **Progressive social reform:**
 - Will the rise of millennials and Gen Z as the largest generations link to progressive social reform?
 - What will NADA's role be in approaches to decriminalisation of illicit substances?
 - How can NADA contribute to the framing of harmful substance use as a health issue rather than a criminal justice issue?
 - What role can NADA take in the debate about decriminalisation and policing of drug use (particularly in remote and Aboriginal communities)?
 - How will the possibility of decriminalisation and/or diversion strategies in some jurisdictions impact NADA members?
- **Expanded partnerships with other, aligned organisations:**
 - How can NADA have expanded partnerships with NCOSS, MHCC, ACON, AHMRC, and other similar members and partners?
- **First Nation voice 'at the table'**
 - How can NADA support First Nations voices (such as AcDAN) to be included in key discussions and decision-making spaces?
 - How can NADA support First Nations focused services, noting that there is a need to ensure First Nation and mainstream services are available, cultural appropriate and safe for First Nations peoples, and that First Nations peoples have consumer choice.

Key social considerations for NADA Strategic Planning:

Focused NADA advocacy related to:

- Decriminalisation of illicit substance (not the right wording) and review of policies that stigmatise and discriminate people who use or have used drugs
- Reframing harms relating to drug use as a health issue
- Promotion of the voice of ACCO services

Focused NADA partnership building related to:

- NCOSS, MHCC, ACON, AHMRC and other relevant organisations

5) Current strengths and weaknesses of NADA

Strengths:	Weaknesses
Successful advocate for the sector	Member consultation is limited to certain members and services and individuals
Responsiveness, thoughtful and supportive of members and stakeholders	Mainly State focused, less focus on Commonwealth
Extensive network, long established relationships, and partnerships within and outside the Sector	Fear of strong advocacy
Respected as a peak by MoH	Lack of staff at NADA with AOD sector experience, and AOD clinical experience specifically
Strong reputation, with strong collaboration and positive culture	Limited relationships in new State and Federal level government agencies
Functioning well as a Peak Body	The organisation is sized at a level that is too small for work that is taken on
NADA has agile thinking, respectful and willing to listen and work towards a common goal	As issues expand, there is a potential capacity issue for NADA i.e., more members equate to more pressure on NADA and expanded internal capacity
High quality workforce capacity building and advocacy on workforce issues	
Good understanding of the sector workforce and knowing their needs	
Good forethought regarding how to improve the sector	
Leading the way with AOD data collection	
NADA as a connector of NGO services, PHNs, geographical areas, LHD services – this is both a strength and a function	

6) Future opportunities and threats for NADA to consider

Opportunities	Threats
Build on current, strong relationships within MOH.	Increased need for AOD services now – how will NADA and the sector respond?
Build up Federal level relationships.	Stagnant funding and loss of funding for AOD sector at all levels of Government.
Use NSW State election as an opportunity for advocacy.	Workforce crisis and not having a workable sector to support. Loss of knowledge in the sector due to workforce issues.
Build on CEO work to date with outcome performance indicators for all funders.	NGOs could 'fall' due to funding issues, but also onerous reporting requirements for the funding held.
Provide support to the sector to build peer workforce and lead the development of a new wave of AOD workers post-covid.	AOD being increasingly left behind mental health and other health priorities.
Ensure codesign of all NADA documentation.	Data – NADA data work is a 'bit stale' and needs to move up and expand; potential for misuse of treatment outcomes data; linking of data via MoH Data and NGO data
Expand Board representation to include consumer representative/s and a First Nations position and GSD representation.	Upsetting members with allocation of funding.
Expand NPLG representation to include peer worker/s and a person in identified consumer engagement role.	Drug Laws – lack of changes to drug laws and lack of NADA action in this area.
Advocate for increased funding for the sector.	NADA internal capacity may not be enough to address the sector needs
Expand NADA focus to co-occurring MH and AOD.	"NADA being everything to everyone" is a threat
Better define the Internal Consumer roles – including the duties of those roles.	
Expand new partnerships and stakeholders to increase real time adapting to treatment needs.	
Explore ways to respond to AOD use and culture, that is always evolving.	
Support the sector to move further along on recording and using outcome measures and use of reflective practice.	
Consider how the work of NADA improves the engagement of consumer representatives and the peer workforce.	

Consider how NADA can lead members with our own practice	
Consider increase focus on partnerships in the future.	
Consider increase focus on communication with members.	
"Is it too bold to look at corporate involvement with NADA and members?"	
Consider identifying international groups for linkage.	
Build partnerships between HCV and AOD sector and engage with HCV, promote a less divided approach.	
Encourage research in the area of evidence-based service delivery and lead members to deliver evidence-based policies and practices	
Present as a bold, strong leader at a sector and State level	
Actively deal with partnership sensitivities	
Advocate for building sector capacity to deliver right services at the right time	
Support members to best meet the needs of consumers	
Align NADA and members work with values-based health care and safety	
Align NADA work with State-wide strategies	
Support a connected service delivery system, one system and mindset	
Address stigma	
Expand focus on supporting member services to reach diverse communities	

Key considerations for NADA Strategic Planning:

NADA advocacy:

- Strengthen and embolden advocacy work of NADA
- Contribute to the conversation around drug law reform, with clarification of broad member views on this topic.

NADA partnership building:

- Expanding Commonwealth relationships
- Build on strong NSW MoH relationships, post 2023 election

NADA member issues related to:

- Address identified need for broader membership consultation in relevant area of the Plan.
- Address need for member support re: peer workforce development in relevant area of the Plan.

NADA internal processes related to:

- Address NADA internal capacity requirements in relevant area of the Plan, including expanded Board representation and gap in AOD workforce experience and capacity generally (to respond to increasing workload)
- Address NADA member communication needs and data needs in relevant area of the Plan.

7) Changes suggested for existing NADA vision, values, and priorities?

General suggestions for NEW Strategic Plan:

- Current priorities don't need to be 'thrown out'
- Include 'more detail' in the public facing Strategic Plan.
- NADA to encourage its membership to be bolder, including an expanded focus on supporting member services to reach diverse communities and rural and remote communities.
- NADA should be positioned as representing the AOD sector as a whole, beyond membership
- Clients, peers, consumers, consumer voice, lived experience at the centre of the Plan, with a focus on the needs of clients (and services) in rural and regional NSW
- Have a strong focus on 'client care' and on 'quality of care'
- Add a Diversity Statement to the Strategy that has explicit mention of all priority groups and embeds the value of inclusion.

Suggestions for adjustments to the VISION STATEMENT:

- Include "reduce potential of other AOD harms" to the vision statement.
- Bring a de-stigmatisation lens to the vision statement.
- Include those who use or HAVE used.
- Add the word "bold"
- Aligned with NADA 'about us' statement on the website
We advocate for, strengthen and support the sector. Our decisions and actions are informed by the experiences, knowledge and concerns of our members and those with lived experience.... Together, we improve the health and wellbeing of people who use, or have used, alcohol and other drugs across the NSW community.

Suggestions for adjustments to the VALUES:

- Replace inclusion with representation
- Add the word "leadership" as it relates to the role of a Peak body role.
- Remove respect
- Consider how NADA is addressing accessibility and consumer voice and how this is reflected in the values.
- Consider: growth, equity, innovation and equity, Collaboration, Innovation, Growth, Diversity.

- Consider: NADA values diversity and ensures our approach is equitable and inclusive in representing the views of the sector.



Suggestions for adjustments to PRIORITY 1: Advocate for sustainable funding and program governance

- Remove 'sustainable', change to robust.
- Build capacity and develop the workforce seem to overlap – merge into “build workforce capacity to improve health outcomes for people experiencing AOD issues across NSW”.
- 'Advocate for sustainable funding and program governance' should change to 'Advocate for sustainable funding and AOD reforms to reduce harms'
- expand focus on Advocacy and use of media in advocacy
- ensure that NADA is at the table for high-level AOD governance (feds/NSW)

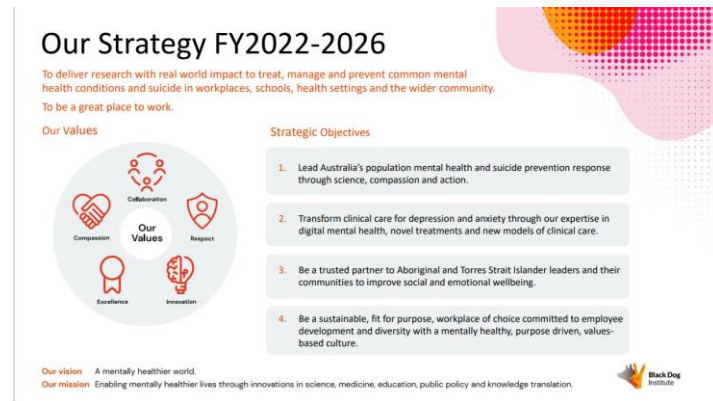
8) Specific advocacy priorities that NADA should consider

- Ensuring cultural safety and the needs of First Nations AOD treatment services and clients are front-and-centre.
- Advocacy for reasonable funding arrangements that addresses:
 - impact on services of multiple funding streams, short funding cycles, late notification of funding allocations, extensive reporting requirements; reduce the chaos created by funding cycles, build on Rob's work on KPIs and standardised reporting
- Advocacy focused on links between AOD and MH and the required funding to address this
- Advocate for more connected models, beyond bed models
- Work with MoH to shift community awareness of what treatment is
- Advocate for value-based health care

9) Transferable ideas from a review of other Strategic Plans?

Strategy	Summary	Transferable ideas
<p>1: University of Sydney^o</p> <p style="text-align: center;">  </p> <p style="text-align: center;">  </p>	<p><i>Reviewed as a large, well-established organization with a 10-year vision, outside of the AOD sector.</i></p> <ul style="list-style-type: none"> • Timeframe: 2022 to 2032. • Tone and language: Highly ambitious tone, with global focus. Uses words such as “best work”, “high trust” “valued as outstanding partners.” Informal “our student focus”; “our community”; “help us”; “we”. Retrospective wording for ambitions and goals i.e., by 2032 we will have done....” Called out focus on First Nation knowledge of these lands. • Level of detail: High levels of detail throughout, particularly in the context section. • Priorities: Lists seven Strategic Aspirations under two main themes. University theme, then a student focus, a community focus and a research focus. Workplace theme, then a best work focus, trust and accountability focus, policy & systems focus, partnership focus. • Measures: No specific measures. Does include a ‘what will success look like’ section. • Values listed as: courage and creativity, respect and integrity, diversity and inclusion, openness, and engagement. • Notable: a focus on First Nations throughout. 	<p>Notable for NADA:</p> <ul style="list-style-type: none"> • Consider a highly ambitious tone. • Consider including a ‘what will success look like’ section with two to three outcomes that can be measured. • Consider “we are valued as outstanding partners” for wording. • Consider Aspirations as an alternative to Priorities. • Consider the values presented for relevance to NADA. • Consider maintaining a focus on First Nation issues through out. • Retrospective wording is not suitable for NADA Strategic Plan.

2: Black Dog Institute^{vi}



Reviewed as a large organization outside of the AOD sector and well known to the consultant.

- **Timeframe:** FY 2022 to 2026.
- **Tone and language:**
Informal.
Uses "our vision" "our values."
Strong, ambitious – "lead" "transform."
- **Level of detail:**
Low detail included in the public facing Strategy document.
Easily articulated onto one landscape page.
Calls out First Nations.
- **Priorities:** Four Strategic Objectives, rather than Priorities.
One workplace specific objective.
One focused on First Nations partnership building.
- **Measures:**
No specific measures.
- **Values:** listed as: collaboration, respect, innovation, excellence, compassion.
Good visual representation of values.
- **Notable:**
 - Uses the term Mission, rather than purpose.
 - Very high-level Vision statement – a mentally healthier world.

Notable for NADA:

- Consider a highly ambitious tone.
- Use the term "our" to set an inclusive tone.
- Consider the values presented for relevance to NADA – are excellence and compassion for consideration.
- Term 'mission' is not appropriate.
- Consider a 'one pager' – in addition to more detailed document.
- Consider a workplace specific priority.
- Consider Strategic Objectives versus Priorities.
- Consider how First Nation considerations are presented – is a specific priority required.

3: Alcohol and Drug Foundation^{vii}

As the ADF embarks upon our seventh decade of operation, we have adopted a new strategic plan to guide us to 2025.

Vision

Lives unlimited by alcohol and drug harm.

Mission

Inspire positive change and deliver evidence-based approaches to minimise alcohol and drug harm.

Ambition

By 2025 we have changed knowledge, attitudes and practices so that we prevent and delay uptake amongst young people and strengthen prevention and harm reduction strategies for all. We will have achieved this by increasing adoption of evidence-based approaches.

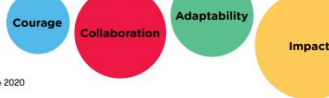
Strategic Priorities

	We know what works	Establish a suite of credible, evidence-based approaches with demonstrable impact on AOD harm
	We enable change	Increase adoption of evidence-based approaches and effective tailored solutions that drive change in the digital age
	We are capable	Inspire and engage our workforce, ensuring our people are capable, supported and committed to achieving our 2025 ambition
	We are sustainable	Sustain the ADF, and improve impact, through a strong focus on funding, systems and process
	We harness data and digital	Use data to inform our decisions and ensure impact, create digital solutions to amplify reach and enable change

The Future We Want to Create

- * Increased knowledge about alcohol and other drugs and their associated harms.
- * Fewer young people reporting use of alcohol and other drugs.
- * Later age of use of alcohol and other drugs.
- * Fewer people reporting they are victims of harms associated with alcohol and other drugs.
- * Changed attitudes / reduced stigma related to alcohol and other drugs and people who use them.
- * Increased adoption of evidence-based approaches and practices that prevent and reduce harm.

Our Values



adf.org.au
Published June 2020

Reviewed as a large organization inside of the AOD sector and well known to the Exec and consultant.

- **Timeframe:** 2020 to 2025.
- **Tone and language:**

Great look and feel, with informal tone and language, such as “we know what works”; “we enable change”.

First Nation images included but not called out in written detail.

Has a strong ‘action’ focus.

- **Level of detail:**
Good levels of detail in a one-pager + an additional document (nine pages^{viii}). Both are publicly facing.
- **Priorities:**
Uses the term Strategic Priorities with a total of five Priorities.
One workplace specific objective.
One focused on digital and data.
- **Measures:**
Longer, nine-page document, includes a broad Priority, 3-4 dot points for ‘desired outcomes’ and 2-3 Strategic Initiatives.
- **Values:** Good visual presentation of four values, listed as: courage, collaboration, adaptability, and impact.
- **Notable:**
 - Uses the term, Mission.
 - Has an Ambition statement, framed as “we will have changed etc.”.
 - Has a ‘future we want to create’ statement.
 - Strategic Initiatives are numbered to support actioning inside workplans etc.

Notable for NADA:

- Consider the use of “we” rather than “our”.
- Consider the strong action focus, translated to NADA.
- Consider the values presented for relevance to NADA – courage, impact?
- Consider the level of detail as a good model for NADA – ‘one pager’ plus approx. 9-page document.
- Consider a workplace specific priority for NADA.
- Consider an ‘ambition’ and ‘impact’ statement for NADA.
- Consider inclusion of specific ‘showcase’ existing initiatives in the Strategy.
- Consider numbering of priorities and initiatives to support transfer of the Strategy to workplans.

4: Institute of Public Administration, ACT^{ix}

STRATEGIC PLAN 2022-2025

IPAA
ACT INSTITUTE OF
PUBLIC ADMINISTRATION
AUSTRALIA

OUR MISSION

PROMOTING EXCELLENCE AND PROFESSIONALISM IN PUBLIC ADMINISTRATION

OUR PRIORITIES

CONNECTING A TRUSTED PUBLIC SERVICE

PROVIDE A PLATFORM FOR DEBATE AND
COLLABORATION TO ADDRESS CROSS-
SECTIONAL CHALLENGES.

A LEADING EVENT SERIES
Provide the public sector's leading
platform for discussion and debate on
the challenges and opportunities facing
public administration.

CONTESTED IDEAS
Share and explore a range of internal and
external perspectives to influence and
shape the public sector of the future.

A FLAGSHIP CONFERENCE
Deliver a contemporary, flagship conference
that targets the needs of the public sector,
and secondary conferences where there is
strategic alignment.

PROMOTING A SPIRIT OF SERVICE

PROMOTE THE IMPORTANCE, VALUE
AND PROFESSION OF CONTEMPORARY
PUBLIC SERVICE.

PROMOTING EXCELLENCE
Showcase public sector excellence and
innovation with award programs for
initiatives that drive positive change for the
Australian population.

**INCLUSIVE AND DIVERSE
LEADERSHIP**
Elevate diverse voices, stories and
achievements of teams and leaders across
the public sector.

SPIRIT OF SERVICE
Celebrate a contemporary public sector that
is trusted, adaptive and collaborative.

STRENGTHENING CAPABILITY AND PROFESSIONALISM

ENHANCE KNOWLEDGE, SKILLS AND
EMBED PROFESSIONALISM OF THE
PUBLIC SECTOR.

DEVELOPING CAPABILITY
Develop and elevate expertise in the
Australian and ACT public services in
key areas via opportunities that:

- reinforce skills through learning
from peers, respected leaders and
experts
- develop, foster and support
emerging and future leaders
- connect people across the public
sector to meet, interact, and build
networks



BUILD YOUR CONNECTIONS
CHALLENGE YOUR THINKING

EXTENDING OUR REACH AND ENGAGEMENT

WE BUILD PARTNERSHIPS ACROSS THE PUBLIC, PRIVATE, AND ACADEMIC SECTORS AND WITH OTHER IPAA DIVISIONS TO DELIVER ON OUR
MISSION, EXTEND OUR INFLUENCE AND ENGAGEMENT, AND CREATE MEANINGFUL VALUE FOR OUR MEMBERS.

Reviewed as a small, member-based organization, outside of the Drug and Alcohol sector but with a focus on partnerships.

- **Timeframe:** 2022 to 2025.
- **Tone and language:**
Very direct and high level.
Ambitious.
Not a 'warm tone' per se.
- **Level of detail:**
Good levels of detail in a one-pager.
Three Priorities, with 1-3 key initiatives under each priority.
Identifies 'enablers' –focus on partnerships and value to members.
- **Priorities:**
Uses term 'Our Priorities', with a total of three focused on: connecting, promote, strengthen.
Connecting was linked to 'providing a platform for debate and collaboration' which was a useful example.
- **Measures:** No measures listed but the initiatives were specific.
- **Values:** No values presented per se – the values of the broader Institute are Inclusivity, diversity, and collaboration.^x
- **Notable:**
 - This wording re: partnerships was useful – *we actively look for opportunities to partner with other trusted organizations to support our members in new, creative and innovative ways.*
 - Used the term mission.

Notable for NADA:

- Consider layout for a one pager.
- Consider including the notion of 'enablers' in NADA document.
- Consider using term such as:
"Providing a platform for debate and collaboration."
"We actively look for opportunities to partner with other trusted organizations to support our members in new, creative and innovative ways".
"A flagship conference – deliver a contemporary, flagship conference that targets the needs of the public sector".
"Foster and support emerging and future leaders."

5: Alcohol, Tobacco, and other Drugs Council of Tasmania (ATDC)^{xi}

Strategic Plan 2022–2025

Our Vision
A Tasmania without alcohol, tobacco or other drug related harm or discrimination.

Our Purpose
We are the peak body representing and supporting community organisations, and the people they assist, to reduce alcohol, tobacco and other drug related harm for all Tasmanians.



Reviewed as a peak body within the Drug and Alcohol sector, with a three-year focus.

- **Timeframe:** 2022–2025.
- **Tone and language:**
Positive, ambitious tone and vision.
Clear purpose statement.
Strong focus on stigma and discrimination.
Tag line of “no harm, no discrimination”
- **Level of detail:**
Appropriate level of detail for a small organization.
Values not included in the one-page summary.
- **Priorities:** Uses the term ‘strategic opportunities’, with a total of four – sector experts, sector strengthening and supporting, positive change in community and policy, getting standard for ATOD orgs.
- **Measures:** No measures listed but the initiatives were specific and could be easily measured.
- **Values:** No values presented.

Notable for NADA:

- Consider layout for a one pager.
 - Consider a ‘tag line’– of interest for NADA?
 - Consider wording, when drafting for NADA:
- 1.1 Maintaining a broad and engaged membership base
 1.2 Representing the community managed ATOD sector in a range of forums and across a range of stakeholders including all levels of government
 1.3 Developing policy and contributing to research on the priority issues of the community managed ATOD sector
 1.4 Supporting the community managed ATOD sector to engage in sector reform planning and implementation.
- 2.1 Advocating for effective resource allocation and increased investment to strengthen the Tasmanian community managed ATOD sector
 2.2 Prioritising lived experience participation across the Tasmanian ATOD community managed sector
 2.3 Identifying and driving sector capacity building projects that will grow, enhance and sustain the community-managed ATOD sector and workforce
 2.4 Facilitating improved data-systems to strengthen ATOD data sharing and decision making.
- 3.1 Reducing stigma and discrimination across the broader community and within the health and human services sector
 3.2 Identifying and acting on key issues that drive ATOD related harm in Tasmania
 3.3 Supporting cross-sector partnerships and collaborations to increase access and engagement with community-managed ATOD services and programs
 3.4 Promoting our sector and its valued role in improving the well-being of Tasmanians to prospective employees to encourage a career in the community-managed ATOD sector
- Consider a Priority that notes it is setting sector standards as an organisation to work for, good processes, financial sustainability etc.

6: QNADA – Queensland Network of Alcohol and Other Drug Agencies^{xii}



Reviewed as Queensland 'sister' organization to NADA.

- **Timeframe:** 2021-2023.
- **Tone and language:** not overly ambitious in tone, wording used is facilitate, support, enhance, contribute etc.
- **Level of detail:**
Includes a 'purpose statement'
Includes 'vision' statement – *a system that values responses that address the social, cultural and structural determinants of health.*
Limited detail in one pager.
No more detailed public facing document found.
- **Priorities:** A matrix of three priorities and three focus areas presented.
Innovate for members, policy and systems.
Influence for members, policy, and systems
Grow for members, policy and systems.
- **Measures:** No measures listed but the initiatives were specific.
- **Values** listed as: **Integrity** – we undertake our work ethically and honestly.
Accountability – we understand that process transparency is the foundation of consensus. **Diversity** – we recognize that effective policy and system improvement is supported by ensuring a range of social and cultural perspectives are heard.

Notable for NADA:

- Consider referring to AOD treatment and harm reduction services, combined, in the Plan + complex needs.
- Consider using:
 - “Contemporary policy development”.
 - “Engage with systems that intersect with AOD treatment and harm reduction services to promote effective system design.”

7: ACON^{III}

Our Purpose

We create opportunities for people in our communities to live their healthiest lives.

Our Vision

We strive to be a global leader in community health, inclusion and HIV responses for people of diverse sexualities and genders.

Our Values

Our values inform who we are:

- Community
- Collaboration
- Informed

Our values inform how we work with people:

- Equity
- Inclusion
- Compassion

Our values inform how we make decisions:

- Excellence
- Courage
- Innovation

Our Work is Focused on

1. Ending HIV transmission for all in our communities
2. Delivering excellent, client-centred care and innovative community health programming
3. Giving voice to our communities and strengthening inclusion
4. Developing financial diversity, strength and growth
5. Building a workplace that attracts and develops the best people

Reviewed as a key member of NADA with similar values and of similar size and scope.

- **Timeframe:** 2019-2024 (originally released as 2019 to 2022)
- **Tone:** Warm, inclusive tone, with a 'we and our' focus in language. Tag line included – "here for health". Ambitious tone to the vision – "global leader in community health, inclusion, and HIV responses for people of diverse sexualities and genders" Ambitious tone to Focus Areas using words such as: ending, delivery excellent, giving voice to etc. The tone of the initiatives is action orientated: "we ensure; we amplify; we advocate for" etc.
- **Level of detail:** Medium level of detail in publicly focused document. Includes a purpose, vision, values and 5 areas of work focus. Key elements are presented on one page + broader 30-page document.
- **Priorities:** presented as Focus Areas n=5 One of the priorities is workplace specific – *building a workplace that attracts and develops the best people.*
- **Measures:** For each Focus Area, approx. four specific initiatives are included. No detailed measures are included in the public facing document.
- **Values:** Categorized under 3 sections. **Who we are:** community, collaboration, informed. **How we work:** equity, inclusion, compassion. **How decisions are made:** excellence, courage, innovation.

Notable for NADA:

- Consider the level of detail, tone and layout as a great example of NADA option.
- Consider the values for NADA.
- Consider including a 'the way we work' section.
- Consider including the additional pride acknowledgment ACON present.

7: SAX Institute^{xiv}



Strategic Plan 2019–2023

Tagline Sustainable solutions. Powered by evidence.

Our Mission To improve health and wellbeing by driving the use of research in policies, programs and services.

Our Role We are an Evidence Specialist working collaboratively to embed research into the fabric of policy, program and service delivery decisions. We develop, test and deliver best-practice approaches to working at the interface of research and health decision-making.

Our Values **Collaboration**
We treasure our partnerships as an essential part of how we work and acknowledge them as central to our success

Independence
Our overriding allegiance is to the evidence and what it tells us

Innovation
We constantly seek new and better ways of working that increase the likelihood of beneficial change

Impact
We are committed to making a positive contribution that helps bring about measurable improvements

Respect
We listen to all points of view and work constructively to ensure communities, clients and stakeholders are actively engaged.

Our Strategy

Objective 1: Increase our impact on health and wellbeing and on services, policies and programs

We will deliver more effectively on our Mission, by ensuring we are in tune with the needs of our partners, and by developing new programs, assets and services to deliver greater impact. We will develop better ways to identify, communicate and encourage actions on the implications of research findings to maximise impact. Our Strategies Priorities to achieve this Objective are to:

- Develop our portfolio of assets, programs and services to increase our impact
- Better mobilise evidence to support action
- Strengthen our profile, reach and relationships

Objective 2: Increase our business sustainability

A strong and stable organisation is necessary for us to achieve our Mission. We will strengthen our sustainability by increasing our untied funds, to enable us to build our equity, deliver quality outputs and innovate. We will improve our capability to provide high-quality, sustainable programs, assets and services. Our Strategies Priorities to achieve this Objective are to:

- Increase our surplus to maintain equity, enable innovation and support core functions
- Improve our capabilities to deliver sustainable high-quality programs.

The Strategic Plan will be kept current and responsive to emerging opportunities and challenges; we will monitor its implementation and impact.

Reviewed as a key partner/member of NADA will similar values and of similar size and scope.

- **Timeframe:** 2019–2023
- **Tone:** Formal presentation and tone. Does use “we” and “our”
Tag line included – “Sustainable solutions. Powered by evidence”.
Not ambitious in tone – words used “*increase*” *develop, better mobilize, strengthen.*”
- **Level of detail:**
Low level of detail in publicly focused document – one page only.
Does includes a mission, role, values.
- **Priorities:** structured as two objectives, with strategic priorities under each.
 - 1) *Increase our impact on health and wellbeing and on services, policies and programs.*
 - a) *Develop our portfolio of assets, programs and services to increase our impact.*
 - b) *Better mobilize evidence to support action.*
 - c) *Strengthen our profile, reach and relationships.*
 - 2) *Increase*
- **Measures:** None in publicly facing document.
- **Values:** *Collaboration; Independence; Innovation; Impact; Respect.*
- **Notable:** includes a “How we work” section at the end of the document, with three main points.

Notable for NADA:

- Consider the level of detail, tone and layout as a great example of NADA option.
- Consider the values for NADA.
- Consider including a “the way we work” section.
Consider including the additional pride acknowledgment ACON present.

Public Health Association of Australia – STRATEGIC DIRECTION

VISION

for a healthy population

A healthy region, a healthy nation, healthy people: living in an equitable society underpinned by a well-functioning ecosystem and healthy environment, improving and promoting health for all

MISSION

for the Public Health Association of Australia

As the leading national peak body for public health representation and advocacy, to drive better health outcomes through increased knowledge, better access and equity, evidence informed policy and effective population-based practice in public health

Services & Enablers*

ADVOCACY

Leadership & ethics; healthy equity; social-mobilisation & solidarity; public education; people centric; engagement; communications; ecologically sustainable development.

CAPACITY BUILDING

Workforce development; teaching, training & networking; workshops, conferencing, resources, standards & curriculum.

INFORMATION

Monitoring, evaluation & surveillance; research & evidence; risk & innovation; dissemination & uptake.

GOOD GOVERNANCE

Democratic principles; influencing legislation & regulation; assuring transparency & accountability; strategy; organisation.

PROMOTION

Social, economic and ecological determinants of health; inequality, healthy settings, health literacy.

PREVENTION

Primary: vaccination; secondary: screening; tertiary: evidence & community based, integrated, person-centred quality health care; healthcare management & planning

PROTECTION

Regulation & coordination; HIAs; communicable disease control; emergency preparedness; occupational health; environmental health; climate change and ecological sustainability.

Approach*

Consensus building

Coordinate & facilitate

Strengthen leadership

Workforce & training

Tools & application

Appropriate resources

Building PHAA

Utilise PHAA Branches, Special Interest Groups, members and our networks to ensure opportunities for growth in capacity and participation

Retain consistency with WFPHA strategies – including *The Global Charter for the Public's Health* and the *Sustainable Development Goals* – strengthen the relationship at global and regional level.

* Adapted from the [World Federation of Public Health Associations Global Charter for the Public's Health](#)

ⁱ Rowel R, Moore ND, Nowrojee S, Memiah P, Bronner Y. The utility of the environmental scan for public health practice: lessons from an urban program to increase cancer screening. J Natl Med Assoc 2005;97(4):527–34.

ⁱⁱ Thinking Futures. Holtham Hill (Australia): Doing an environmental scanning: an overview guide; 2012.

ⁱⁱⁱ Choo, C.W. (2001): Environmental scanning as information seeking and organisational learning. In: Information Research: Volume 7

^{iv} Adapted from: [Strategy Sketch – Key Framework for Strategy Planning \(jeroenkraaijenbrink.com\)](http://jeroenkraaijenbrink.com)

^v [strategic-plan-2032-final \(2\).pdf](#)

^{vi} [Our Strategy FY2022–2026 \(blackdoginstitute.org.au\)](#)

^{vii} [Alcohol_and_Drug_Foundation_Strategic_Plan_-_Summary.pdf \(adf.org.au\)](#)

^{viii} [ADF_Strategic_Plan_full_document.pdf](#)

^{ix} [IPAA ACT / IPAA ACT Strategic Plan 2022–2025](#)

^x [National-Plan-2021-final.v3.3.0-digital.pdf \(ipaa.org.au\)](#)

^{xi} [ATDC Strategic Plan – ATDC](#)

^{xii} [Con_20190801_Strategic-Plan-2019–2021.pdf \(qnada.org.au\)](#)

^{xiii} [2022–24-Strategic-Plan_F.pdf \(acon.org.au\)](#)

^{xiv} [Strategic-Plan-2019.pdf \(saxinstitute.org.au\)](#)