



NADA

network of alcohol and
other drugs agencies



2023

Annual report

Acknowledgements



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

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

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

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

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

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

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



Annual report

Our vision



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

Our purpose



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

Our values



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

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

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



Our principles

We uphold a rights-based approach through our programs and services and strive to reduce the stigma and discrimination experienced by people with living and lived experience of alcohol or other drug use.

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

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

We prioritise the voice of those with living and lived experience of alcohol or other drug use, and we strive to ensure our work is informed by their experiences, knowledge, and concerns.

We are committed to professionalism, transparency, and accountability in what we do and how we do it.







Chair and CEO report

We are pleased to present the 45th NADA annual report for the 2022/23 financial year.

On behalf of the NADA board and staff, we thank the NSW non-government alcohol and other drugs (AOD) sector for demonstrating leadership, professionalism and commitment over the past year to support people who access AOD services.

We are proud to report that **95%** of members and **100%** of stakeholders view NADA as a leader in the AOD sector. As a peak body, our priority is to meet the needs of our members. We exist for our members and strive to ensure that all our advocacy and representation, sector and workforce development, and research are aligned with our vision and values. NADA cannot lead without being informed by your views and experiences and we thank you for providing your advice and wisdom to guide what we do.

In 2023, we held our most successful NADA Conference to-date, welcoming almost **500** people to explore the theme, *Creating safe spaces*. Members showcased their work, with the submission of **50** abstracts, and delivery of engaging presentations. All presenters, from researchers to service providers, inspired hope, speaking to collaboration with a focus on the lived and living experience.

We want to congratulate the winners of the NSW Non-Government Alcohol and other Drugs Awards and celebrate the amazing contribution of our members and the people who make the sector what it is today and guiding where we want to be in the future.

Highlights from 2022/23 included:

Advocate for sustainable funding

- We have been central to the implementation of the NSW Government's response to the recommendations from the Special Commission of Inquiry into the Drug 'Ice'. While we are essential partners, it has not impacted our ability to provide strong advice to ensure the needs of the NGO sector are considered.
- Over **20** policy positions and submissions have ensured the experiences of members inform AOD and related policy.
- We've commenced consultations to understand the views of members to inform the NSW Drug Summit.

Promote the strengths of its members

- NADA has strengthened our reputation as leaders in non-government AOD research and data through commissioning and undertaking research, and publishing in peer-reviewed journals.
- We showcased our members' services and highlighted the significant outcomes of members in a range of communication mechanisms and representation on committees and meetings.
- We have continued to lead on a performance measurement study in partnership with members, funders and people with lived experience to ensure that the way we assess the performance of our services is meaningful.

Build capacity

- NADA developed a range of resources to support members deliver quality and evidence-based services, including practice guides, factsheets and CALD, consumer and cultural audits.
- We continued to support our 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. This includes the NADA Conference 2023 and Cross-sector Forum.
- We have been involved in all aspects of the development of the NSW AOD Workforce Strategy.
- We have worked closely with TAFE to ensure free access to the AOD Skillset training, as well as submitting proposals to provide further opportunities for free access to training relevant to the needs of members.

At an organisational level, we maintain our award level accreditation under the ASES standards and our silver level employer award as part of the Health and Wellbeing Equality Index. We have sustained a positive workplace culture, with 100% of staff believing in our purpose, values, and that NADA has a strong focus on achieving positive results.

We want to thank members and stakeholders for helping guide the development of our new strategic plan for 2023 to 2026. With a vision for improved health and wellbeing through access to a connected non-government alcohol and other drug sector that is resourced to deliver quality services, we look forward to working in partnership to implement the new strategy.

We would also like to recognise the contribution of the NADA Board of Directors for their service in the 2022/23 financial year. We welcomed three new board members, Andy Biddle, Joe Coyte and Nicholas Parkhill AM at the November 2022 AGM. We also welcomed Lea-Anne Miller who was appointed to an independent board position in June 2023. We farewelled three board members at the AGM and thanked Libby George, Peter Valpiani and Ed Zarnow for the service on the board. We also had a change in the Chair role, with Julie Babineau stepping down in the lead up to her retirement. Leone Crayden was appointed by the board as the new Chair. The board would like to thank Julie for her four years as Chair of the NADA board and wish her the best in the future.

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

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



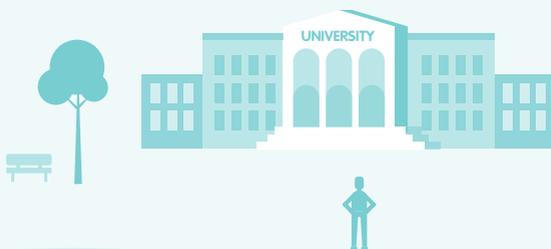
Leone Crayden
NADA Chair



Robert Stirling
NADA CEO

Outcomes

from NADA's last strategic plan 2019-2023



'...we have a world-class peak body and for that I'm grateful.'

-22/23 worker feedback survey

Advocacy



- **69** policy and submission activities
- **81%** of members reported that NADA is effective at advocacy and representation

Promote the strengths

- **17** peer-reviewed publications
- NADA held **2** annual conferences with **820** delegates
- NADAbase collates data to provide an overview of people accessing member services and their health concerns. During this period, members entered **135,816** episodes for **116,817** people into NADAbase

Build capacity

- We developed **15** resources in response to member needs
- **87%** members reported they are better off as a result of NADA activity

Develop the workforce

- Over **3,000** people attended NADA in person and virtual events
- **96%** of people that attended NADA events reported they were useful/valuable and would lead to practice change

Board of directors

as at 30 June 2023

Leone Crayden *Chair*

Chief Executive Officer—The Buttery

Mark Buckingham *Deputy Chair*

Chief Executive Officer—Kedesh Rehabilitation Service

Gerard Byrne *Finance, Risk, Audit and Compliance Committee Chair*

Operations Manager—We Help Ourselves (WHOs)

Latha Nithyanandam Chief Executive Officer—Kathleen York House

Norm Henderson Senior AOD Officer—Weigelli Aboriginal Corporation

Joe Coyte Executive Director (Clinical and Strategy)—The Glen

Andy Biddle AOD State Manager—Salvation Army

Nicolas Parkhill AM Chief Executive Officer—ACON

Lea-Anne Miller *Independent Board Member*

Program Manager—Eleanor Duncan Aboriginal Health Centre

Departing board members

Julie Babineau *Former Chair*

19 November 2019–31 July 2023

Libby George *Former Deputy Chair*

19 November 2019–14 November 2022

Peter Valpiani *Former Chair—FRAC Committee, Independent Board Member*

6 June 2022–14 November 2022

Ed Zarnow *Former Board Member*

19 November 2019–14 November 2022



Financial report

I am pleased to present the financial report for the year ended 2023. During the 2022/23 financial year, NADA received overall grant funding of **\$2,467,191** comprising contributions from NSW Health, the Australian Government and PHN funding.

The total interest earned of **\$11,339** was distributed across our entire program.

Income through membership fees was **\$49,496**.

NADA expenditure for the year was **\$2,675,463**, supported by new grant funding, grant funds held from prior years, interest income and membership fees.

We have grown our member's equity from **\$728,583** to **\$769,626** at the end of June 2023, and we have holdings of **\$6,400,902** of grant funds (rollovers) to be expended in future years.

NADA made a small surplus this year of **\$41,043** 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 **\$48,409**.

I commend the 2022/23 accounts to the membership.

Gerard Byrne

Finance, Risk, Audit and Compliance Committee Chair

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

Statement of profit or loss and other comprehensive income

for the year ended 30 June 2023

	2023	2022
	\$	\$
Revenue	2,714,580	2,432,218
Other income	1,926	-
	2,716,506	2,432,218
Expenses		
Administration expenses	(781,884)	(937,217)
Depreciation expenses	(184,962)	-
Employee expenses	(163,685)	(148,103)
Grants to other organisations	(1,417,687)	(1,229,306)
Fair value loss on financial assets	(48,409)	(42,736)
Other expenses	-	(529)
	(3,001)	-
	(75,835)	(41,860)
Surplus before income tax	(2,675,463)	(2,399,751)
Income tax expense	41,043	32,467
	-	-
Surplus for the year	41,043	32,467
Other comprehensive income for the year	-	-
Total comprehensive income for the year	41,043	32,467

Statement of financial position

as at 30 June 2023

	2023	2022
	\$	\$
Assets		
Current assets		
Cash and cash equivalents	7,880,635	1,026,177
Trade and other receivables	47,672	141,070
Financial assets	3,682	2,881
Total current assets	7,931,989	1,170,128
Non-current assets		
Property, plant and equipment	52,790	47,165
Right of use assets	638,405	142,074
Total non-current assets	691,195	189,239
Total assets	8,623,184	1,359,367
Liabilities		
Current liabilities		
Trade and other payables	7,004,083	332,927
Employee benefits	147,486	125,532
Lease liabilities	114,734	133,018
Total current liabilities	7,266,303	591,477
Non-current liabilities		
Employee benefits	49,361	29,281
Lease liabilities	537,894	10,026
Total non-current liabilities	587,255	39,307
Total liabilities	7,853,558	630,784
Net assets	769,626	728,583
Funds		
Accumulated funds	769,626	728,583
Total funds	769,626	728,583



95%

of members report that their organisation is better off as a result of NADA's activity
—22/23 feedback survey

NADA members

As a peak body, NADA's engagement with members is essential. Their needs and aspirations shape our advocacy, programs and services. We value their wisdom and expertise, and admire their passion and grit. NADA members are inspirational!

Key statistics

- **76** members that provide services in over 100 locations across NSW
- **4** new members: The Exodus Foundation, Marrin Weejali Aboriginal Corporation, NUAA and The Rehabilitation Project
- More than **84** visits to members across NSW and the ACT
- **\$48,409** in grants to member organisations to support workforce and organisational development

'I am amazed by the level of commitment and support NADA offers. Your staff are passionate, empathetic and dedicated to empowering NGOs to provide great service to as many clients as possible.' 22/23 worker feedback survey

89%

of members report that NADA
was effective at advocating
for the NGO AOD sector
—22/23 feedback survey





STRATEGIC PRIORITY

Advocate for sustainable funding and program governance

The knowledge, experiences and concerns of members shape NADA's advocacy and representation work. We represented members on over **30** high-level committees and meetings.

During 2022/23, our key advocacy activities focused on:

- the importance of Special Commission implementation to increase capacity of the non-government AOD sector to meet demand
- non-government AOD sector involvement in development of a whole-of-government AOD strategy
- participation in development of the draft NSW AOD workforce strategy
- ensuring appropriate indexation critical to increasing the wages of the workforce and increased cost to provide services
- non-government AOD sector priorities for the upcoming NSW Drug Summit
- working with the AADC on a number of submissions and joint advocacy related to federal funding and governance.

This year, we developed **23** written policy and other submissions; this included a NSW Election Issues Paper to highlight key sector challenges and the actions required, inviting election candidates to respond.

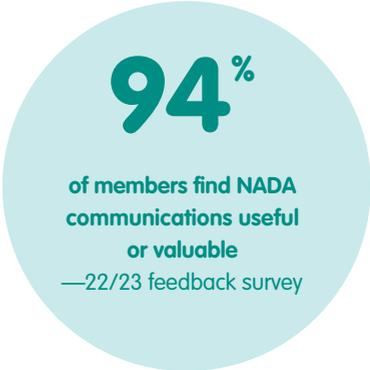
We produced a Sector Watch paper on the need for government to match wage increases and apply indexation to reflect real service costs, workforce challenges and the inaction of the NSW Government on the Special Commission.

Central to our advocacy has been a position paper on 'Measuring performance of NSW non-government AOD treatment services', which summarises the 'Performance measurement study' and recommends the implementation of the core set of indicators by all funders of non-government AOD contracts in NSW. The study has facilitated members and funders coming together to discuss inclusion of indicators in future contracts to reduce reporting burden.



2 STRATEGIC PRIORITY

Promote the strength of its members



Increasing our reach

Alongside NADA members, government and other health and social sector workers subscribe to the Advocate. There were **1328** unique downloads of the Advocate published this year, with the most popular issue (**434**) focusing on criminal justice. In this issue, members shared research and practice wisdom to increase people's access to, and engagement in, treatment.

One third of the NADA Conference 2023 delegates were employed outside NADA membership. The conference increased their awareness of the sector, and members' use of innovative evidence-based practices.

'The event strongly acknowledged the range of diversity in the sector. It was also fantastic to see the recognition of excellence through the awards.' NADA Conference 2023 evaluation

Contributing to the evidence base

- Progressing NADAbase research, including the Virtual Care Study, with the University of Wollongong.
- Maintained an affiliate role with the University of Wollongong with our Senior Research Officer to strengthen NADAbase research outputs.
- Partner on two NHMRC initiatives related to improving outcome measurement and feedback (The University of Queensland and the University of Wollongong) and the new loneliness study: groups for belonging (University of Wollongong).
- **Stirling R**, Nathan S, Ritter A. (2022). Prioritizing measures to assess performance of drug treatment services: a Delphi process with funders, treatment providers and service-users. *Addiction*. 2023;118(1):119-27.
- Farnbach S, Henderson A, Allan J, **Wallace R**, Shakeshaft A. (2023). A Cluster-Randomised Stepped-Wedge Impact Evaluation of a Pragmatic Implementation Process for Improving the Cultural Responsiveness of Non-Aboriginal Alcohol and Other Drug Treatment Services: A Pilot Study. *International Journal of Environmental Research and Public Health*. 2023; 20(5):4223.



'I just wanted to say thank you for providing me with this great opportunity.

It's really hit the mark for me professionally and I think it's going to make a big difference in the way I practice.'

AOD Skill Set training evaluation

3

STRATEGIC PRIORITY Build capacity

Workforce

- Providing access for **20** new sector workers to undertake the Alcohol and Other Drugs Skill Set, an accredited micro-credential, with TAFE NSW.
- Developing an induction resource for new workers entering the AOD sector, with the Ministry of Health CAOD and NCETA.
- Examined the capabilities, experiences and development needs of managers and leaders in the NSW non-government AOD sector, Curtin University study, funded by NADA and VAADA.

Priority populations initiatives

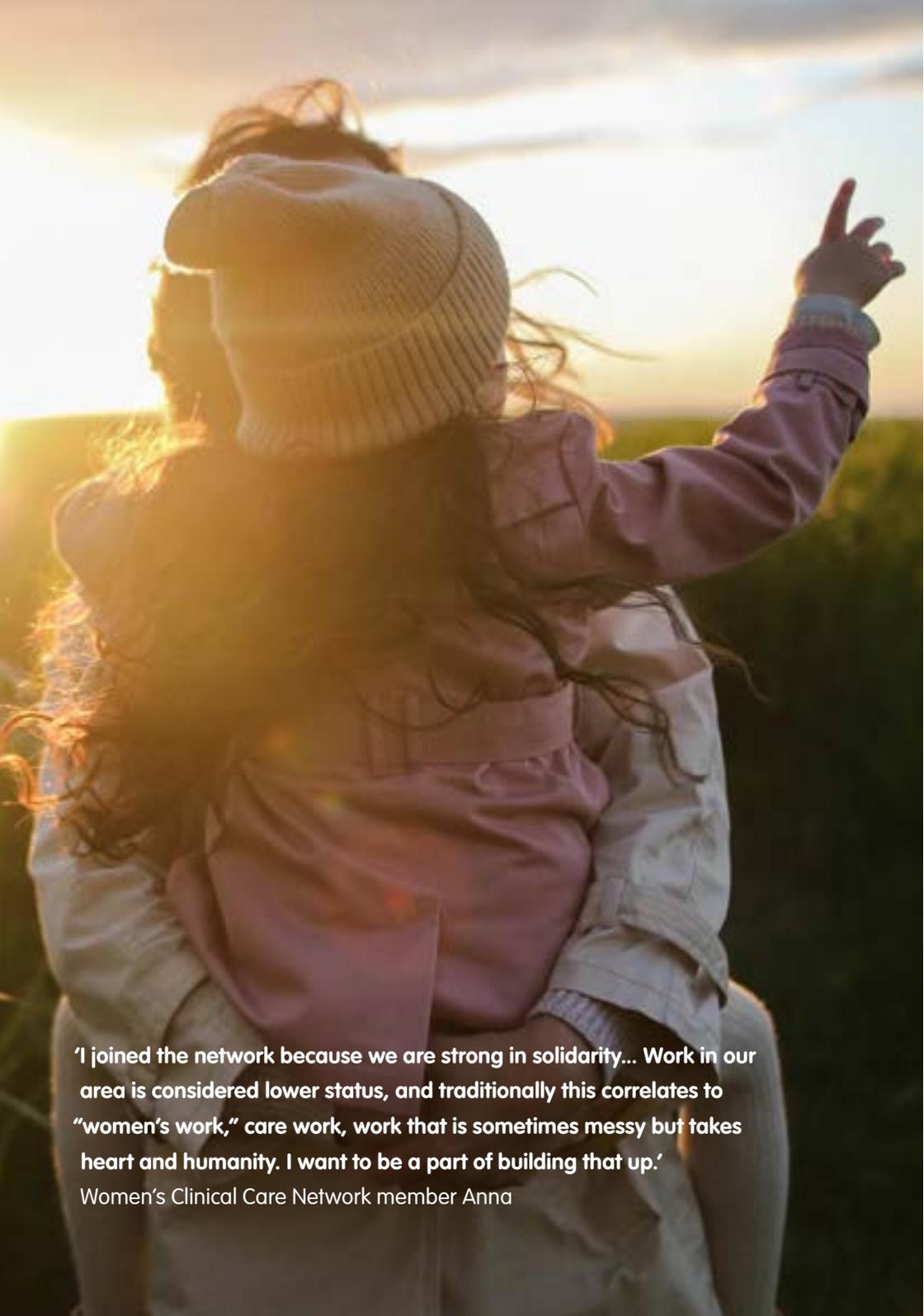
- Increased the capacity of AOD services to support culturally and linguistically diverse people and their communities, with the NSW Ministry of Health, Australian Government Department of Health and Aged Care, Central and Eastern Sydney PHN and South Eastern NSW PHN.
- Provided training on Aboriginal cultural awareness, strengths-based practice and approaches, self-care for Aboriginal workers, and attracting and retaining Aboriginal staff, delivered by Big River Connections.
- Developed guidelines for mainstream service providers when working with members of the gender and sexuality diverse community, with the MHCC and ACON.

Enhancing consumer participation

- NADA's Consumer Advisory Group were involved in the NADA Conference 2023 and awards. Members were also consulted for research (University of Wollongong and La Trobe University) and participated in forums and webinars.
- The Consumer Engagement Coordinator reestablished the 'Consumer representative and peer worker community of practice' to support the living and lived experience workforce and undertook member audits.

Co-occurring mental health needs

- Established a project to increase the capacity of AOD treatment services to support people with co-occurring mental health needs, with The Matilda Centre.
- Partnering with the Mental Health Coordinating Council to plan and deliver accredited training to build capacity of workers to support people with co-occurring AOD and mental health needs.



'I joined the network because we are strong in solidarity... Work in our area is considered lower status, and traditionally this correlates to "women's work," care work, work that is sometimes messy but takes heart and humanity. I want to be a part of building that up.'

Women's Clinical Care Network member Anna

4 STRATEGIC PRIORITY

Develop the workforce

Resources

- 995 downloads of *Providing alcohol and other drug treatment in a residential setting*
- 568 downloads *Trauma-informed practices in responding to difficult situations*
- 230 downloads *LGBTQ+ inclusive and affirming practice guidelines*

Fostering collaborative practice

- 265 non-government community and health workers enhanced their skills in *Trauma informed responses to responding to difficult situations* (Workshops: Sydney, Newcastle, Ballina, Nowra and Wagga Wagga).
- 100% of people increased their confidence in *Building partnerships between NGO AOD and other health and human services* (Cross sector forum, Sydney).
- Facilitated 2 roundtable forums to respond to AOD and child protection issues, alongside specialist women's residential services, the NSW Ministry of Health AOD Centre of Alcohol and other Drugs and Department of Communities and Justice.

Networks

NADA networks enable individual AOD workers to make changes in the sector collectively.

Meetings (30) facilitate knowledge sharing, connections between workers, and build referral pathways. We established the AOD Nurses Network, facilitated the Gender and Sexuality Diverse Network forum, and the International Women's Day forum.

Training events

NADA provided 22 training events to members between July 2022 and June 2023.

- 40 participants improved their knowledge in *Working with women and responding to domestic and family violence* (Workshops: Sydney, Orange).
- 25 members enhanced their confidence in Working with the NSW Child Protection System.
- 16 members improved their ability in *Working with men who use domestic and family violence*, facilitated by Rodney Vlasis.



Highlights

NADA Conference 2023

Creating safe spaces



94%

of respondents thought the
NADA Conference 2023 was a
worthwhile and valuable event
—evaluation survey

Held at the ICC in Sydney, the NADA Conference 2023 was our largest conference to-date. Of the 486 delegates attending, 321 worked for a NADA member organisation. Members networked, showcased their work, and learned new ways to enhance their practice.

'All of the content was interesting and relevant; I didn't attend a single presentation that wasn't interesting. I loved the general vibe of the event—so affirming, and collegiate. The awards were excellent—made me feel proud to be part of such a caring and high-performing sector.'

NADA Conference 2023 evaluation



Gudjagas by Karlie Stewart, 2023

Highlights

Reconciliation Action Plan

The NADA RAP Working Group met quarterly over 2022–2023 to finalise NADA’s new Innovate RAP. A massive thank you to the Working Group for their contributions to this plan, which NADA will be implementing from September 2023–September 2025. In May 2023, NADA ran a public webinar for National Reconciliation Week with some members of the NADA RAP Working Group and Naif-Jamie Martin, who now works at ACON, about the process of creating a RAP in the AOD non-government space, with the aim of supporting NADA member services with their RAP development work.

NADAbase

We are the custodians of data (**32,516** episodes of care in 22/23) for the Minimum Data Set of **90%** of NADA members, and provide regular reports to the NSW Ministry of Health, Primary Health Networks and Australian Institute of Health and Welfare. **72%** of NADAbase users are now data importers, thereby reducing their manual data processes.

- We updated the data dictionary to reflect **new data collection items** and combined the **data specifications** for both importers and manual data entries.
- We implemented a **new work plan** to prioritise benchmarking, data quality, and improved reporting mechanisms.
- We delivered webinars to **support data collection and analysis**: updates to sex, gender, and sexual orientation questions; introduction to benchmarking; and how to effectively use data.

My highlights

My focus this year has been to connect with members to **support and expand culturally safe service delivery** in a range of ways. I've been working on developing a webinar series to support implementation of the *Alcohol and other drugs treatment guidelines for working with Aboriginal and Torres Strait Islander people – in a non-Aboriginal setting*. In the process I've recorded some wonderful conversations with a number of First Nations leaders in the sector, which I'm excited to launch soon.

It's been great to have the opportunity to reach out to our Aboriginal Community Controlled members, to talk about the Voice to Parliament, **workforce supports** and other **organisational needs**. NADA were pleased to provide an opportunity for First Nations AOD staff to attend Lateral Violence Training by Big River Connections this year.

I've had the privilege to **provide a voice on advisory groups and consultations** on AOD for First Nations services and workers, including with NIAA, the NSW Ministry of Health Aboriginal Workforce Roundtable, Aboriginal Research Advisory and Strategic Partnership Group with AH&MRC, ADARRN, ACDAN and NADA.

With my role expanding in this coming year, I look forward to spending more time visiting members to understand how I can continue to support Aboriginal AOD workers as well as build the capacity of workers and organisations to effectively **meet the needs of First Nations peoples**.

Raechel Wallace, Aboriginal Program Manager



Sorry Day, Nowra

Raechel and the Lives

Lived Well Nana Muru team

We published the NADAbase snapshot report 2021/22. For the first time, this report included **data on gender and sexually diverse people** as well as ATOP data. I presented this report at the NADA Conference 2023, and it is available for download on the NADA website and at the Australian Indigenous Health InfoNet.

Mei Lin Lee, Senior Research Officer

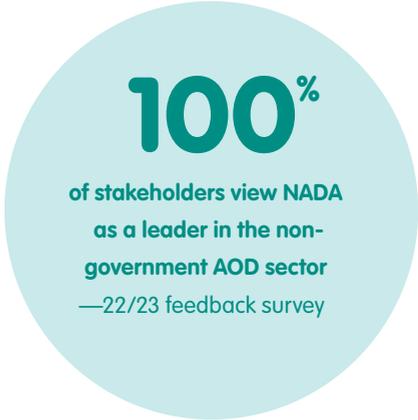
I chaired the '**Living and lived experience**' stream at the NADA Conference 2023, reestablished the 'Consumer representative and peer worker community of practice', and conducted audits to assess the level of consumer participation in member services.

Jennifer Uzabeaga, Consumer Engagement Coordinator

We facilitated the cross sector forum, which aims to build referral pathways, networks and collaboration to provide **better continuing care** to people who access services. We received **29** comments saying that networking and building cross-sector connections was most beneficial.

Michelle Ridley, Clinical Program Manager





100%

**of stakeholders view NADA
as a leader in the non-
government AOD sector**
—22/23 feedback survey

Partners

NADA works with a range of partners to meet the needs of its members. We would like to thank our partners that have worked with us to support the NSW non-government AOD sector.

Always highly professional and responsive. Well done.

22/23 stakeholder feedback survey

100%

**of staff believe in
the overall vision and
purpose of NADA**
—22/23 staff survey



Acknowledgements

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

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

Staff

Robert Stirling	Chief Executive Officer
Chris Keyes	Deputy CEO
Sarah Etter	Clinical Director
Michelle Ridley	Senior Program Manager—Workforce Development
Raechel Wallace	Aboriginal Program Manager
Antonia Ravesi	Program Manager <i>Started June 2023</i>
Tata de Jesus	Program Manager
Mei Lin Lee	Senior Research Officer
Hannah Gillard	Project Coordinator
Jennifer Uzabega	Consumer Engagement Coordinator <i>Started January 2023</i>
Alice Guirguis	Project Support Officer
Sharon Lee	Communications Officer
Maricar Navarro	Operations Manager
Joanna Murphy	Administration and Project Support Officer

INWE Silver Award April 2023

The Voice Project Best Workplace Award August 2022

Thank you **Accounting for Good** for our financial management, and **Rightsize Technology** and **MCR** for our information technology support.

NADA acknowledges our 2022/23 funders: The **NSW Ministry of Health** and the **Australian Government Department of Health and Aged Care**.

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

AOD AWARDS

HOW HIGH GOVERNMENT SECTOR

AOD AWARDS

HOW HIGH GOVERNMENT SECTOR

ARDS

HOW HIGH GOVERNMENT SECTOR



Contact us

Postal address

NADA

Gadigal people of the Eora Nation

PO Box 1266

Potts Point

NSW 1335

Telephone

(02) 9698 8669

Email (for general enquiries)

admin@nada.org.au

Email (for feedback and complaints)

feedback@nada.org.au

