

# SANDAS Strategic Plan

2008 to 2011

Date approved by Board: dd/mm/2008

Next review and updating: dd/mm/2009

MeetingSuccess Prepared using the Meeting Success Strategic Action Plan

# SANDAS Strategic Plan 2008 -2011

## Context Statement

SANDAS was established in 2005 as the peak body representing the 'Not for Profit' Alcohol and Drugs (AOD) sector in South Australia. As a non-government organisation, SANDAS provides independent advocacy and support for its members. On matters of social and health policy and significant issues affecting its constituency SANDAS fosters working alliances with similar purpose organisations across sectors and at local, state national levels. In all our work and as we prepare and review our action and priorities, we carefully consider the affects and impact of economic, demographic, climatic, environmental and technological change.

## Vision Statement

SANDAS seeks achievement of a society without the harms of alcohol and drug abuse.

## Our Mission Statement

SANDAS works with its members and stakeholders to reduce the harmful impact of alcohol and other drugs through independent representation at national and state levels, enabling opportunities for networking and collective action through information sharing, advocacy, training and policy review.

## Membership

A wide and diverse group of Member Organisations, Individual Members and Associate Members committed to reducing the harms of alcohol and drug abuse.

## Strategic Partners

From time to time, carefully chosen Strategic Partnerships are established through Memoranda of Understanding monitored via regular activity reports.

## Stakeholders

Our Stakeholders include:

- Our members and their clients, clients' families, carers and significant others
- Donors and funders: The South Australian, Australian and Local Governments
- Allied NGO's and Peak Bodies
- Consumers, advocates and supportive people, agencies and businesses.

A list of specific current key stakeholders is included in each Annual Report.

## Values and Principles

- SANDAS values diversity and working with people from different organisations, in a way that acknowledges their uniqueness and views on positions on Alcohol and Other Drug issues.
- SANDAS underpins its work with strong beliefs in the rights of people to have social justice, equity, reconciliation and social inclusion.
- SANDAS recognizes the wide range of factors that influence Alcohol and Other Drug use and abuse including social and economic disadvantage, gender, culture, violence and personal disability.
- SANDAS strives to promote both individual and community health and well-being and addresses at all levels of society the barriers to reduce the harms associated with abuse of Alcohol and Other Drugs.
- SANDAS encourages the participation of members in developing positions and policy platforms on Alcohol and Other Drug issues to ensure that as a peak body it reflects the views of its members.

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## Strategic Directions

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### Direction 1:

Provide members with the support, services and resources to achieve continuously improving sector outcomes.

### Direction 2:

Adopt and advocate for best practice governance, organisational development and service delivery.

### Direction 3:

Provide high levels of accountability to our membership, funders and strategic partners.

### Direction 4:

Be a sustainable organisation, assisting our members' sustainability.

### Direction 5:

Be effective and dynamic in our communication.

# SANDAS Strategic Plan 2008 -2011

## SANDAS Strategic Directions and Strategies

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**Direction 1: Provide members with the support, services and resources to achieve continuously improving sector outcomes.**

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**Strategy 1.1:** Identify, prioritise and focus SANDAS services according to members' needs.

**Strategy 1.2:** Facilitate workforce development programs meeting members' needs and supporting continuous service improvement.

**Strategy 1.3:** Use evidence based approaches to inform our advocacy and policy work and strengthen our members' service outcomes.

**Strategy 1.4:** Provide effective advocacy, support and advice for our members in their dealings with governments, government agencies and authorities.

**Strategy 1.5:** Assist members to effectively participate in, contribute to and benefit from state and national programs and events.

**Strategy 1.6:** Assist members' and the AOD sector in the recruitment and retention of quality staff

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**Direction 2: Adopt and advocate for best practice governance, organisational development and service delivery.**

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**Strategy 2.1:** Review our constitution to ensure that it best meets our current and foreseeable needs.

**Strategy 2.2:** Regularly review the effectiveness of our board and our organisation via a program of continuous quality improvement within SANDAS, its members and the AOD sector.

**Strategy 2.3:** Meet continuous quality improvement standards for our governance policies, operational policies and procedures.

**Strategy 2.4:** Identify, prioritise and effectively manage the full range of possible risks to our organisational effectiveness, health, wellbeing, safety and sustainability.

**Strategy 2.5:** Attract and retain quality staff. Provide them with supervision, support and ongoing professional development.

**Strategy 2.6:** Maintain and use our knowledge of current environmental, technological, climatic, economic and demographic change throughout our work.

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**Direction 3: Provide high levels of accountability to our membership, funders and strategic partners.**

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**Strategy 3.1:** Provide processes for our members to evaluate the effectiveness of services we provide to them, and on their behalf.

**Strategy 3.2:** Establish and implement a regular review our membership eligibility, processes, benefits and responsibilities in line with our constitution and its objects.

**Strategy 3.3:** Manage our funding and service agreement responsibilities efficiently, effectively and transparently in line with our adopted quality systems.

**Strategy 3.4:** Formulate sector policy platforms in collaboration with state and national welfare sector peak bodies.

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## **Direction 4: Be a sustainable organisation, assisting our members' sustainability.**

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**Strategy 4.1:** Pursue minimum three year funding contracts with levels of funding that support our strategic directions and responsibilities to our members.

**Strategy 4.2:** Actively pursue project opportunities, determining priorities in line with SANDAS Strategic Plan.

**Strategy 4.3:** Recognise and publicly celebrate the successes of our member organisations and their people, including the staff and volunteers of member organisations.

**Strategy 4.4:** Identify funding trends and available funds through strategic networking and inquiry.

**Strategy 4.5:** Pursue and advocate for improved pay, and workforce conditions across the sector.

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## **Direction 5: Be effective and dynamic in our communication.**

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**Strategy 5.1:** Continue the annual survey of members; publish and apply its results.

**Strategy 5.2:** Be an information clearinghouse keeping members updated with information pertinent to issues of membership, policy, service delivery and continuous quality improvement.

**Strategy 5.3:** Expand our website so that it becomes the first point of inquiry for our members seeking information on sector matters. Create a 'members only' section for communication of member specific information and access to services.

**Strategy 5.4:** Create a Speakers Bureau to provide the public with industry speakers well informed on the issues and successes for organisations working in drug and alcohol services.

**Strategy 5.5:** Facilitate conferences and other forums and programs addressing issues of information provision, professional development, continuous quality improvement and sector support for both individuals and organisations.

**Strategy 5.6:** Continuously develop our skills as communicators and lobbyists, practice highly effective communication within our organisation and be the organisation of choice in SA for expert comment on alcohol and other drug issues.

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