



**SANDAS**

South Australian  
Network of Drug & Alcohol Services

2012 ANNUAL REPORT

Formed in 2004, the South Australian Network of Drug and Alcohol Services (SANDAS) is the peak body representing the state's 'Not for Profit' Alcohol and Drugs sector.

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, providing opportunities for networking and collective action through information sharing, advocacy, training and policy review.

The work of the organisation is supported by a secretariat comprising of an Executive Officer and a part time Finance and Quality Officer as well as staff employed in a project capacity through other grant programs. The governance of SANDAS is led by a Board which delegates some aspects of finance and risk management to an Executive Committee consisting of the Chair, Treasurer, Secretary and Executive Officer.

## SANDAS Board Members 2011-2012

Trevor Bignell, Chair  
(Individual Member)

Helene Nielsen  
Treasurer and Deputy Chair  
(Centacare)

Sam Raven, Secretary  
(Drug Arm SA)

Sarah Watson  
(Uniting Communities)

Erica Knapp  
(Anglicare SA)

Ben Hehir  
(Northern Area Community  
and Youth Service – NACYS)

Karen Flenche  
(Salvation Army)

My Phuong  
(Vietnamese Community  
in Australia – SA Chapter)

John Langton  
(Grandparents for Grandchildren)

Ian Townsend  
(Baptist Care SA)

Jeremy Davidson-Tear  
(Individual Member)

Andris Banders  
(Executive Officer SANDAS  
– Non-voting member)

## SANDAS Staff

Andris Banders  
*Executive Officer*

Carol Mason  
*Finance and Quality  
Improvement Officer (.5)*

Rosie Way  
*Comorbidity Project Coordinator*  
(1.0) – resigned 22 March 2012

Liz Gourlay  
*Assistant Project Officer*  
(1.0) joined 13 January 2012

At the time of preparing this report –  
Emily Johnson joined SANDAS on  
2 August 2012 as Project and  
Policy Coordinator.

## Strategic Goals:

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

During this financial year SANDAS assisted the Alcohol and Other Drugs (AOD) sector in preparing for three year funding rounds at both the state and federal level and provided support to affiliated organisations following funding announcements.

SANDAS continued to foster positive working relationships building between AOD Non-Government Organisations (NGOs) and other health providers and sectors in a range of areas, including mental health and gambling. For instance, every five to six weeks SANDAS' Project Officer hosted meetings of representatives from NGOs funded under the Improved Services Initiative to discuss the approach to comorbidity issues.

In addition, during the year the network kept members up to date on the impact of health reforms and supported the work of SA Health-Drug and Alcohol Services SA (DASSA) and the Department of Health and Ageing (DoHA).

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

SANDAS has placed a renewed focus on adopting and advocating for best practice across the sector during this financial year. A grant for specific project funding was received from Alcohol Education Rehabilitation Foundation (now FARE) and resulted in the development of the 'Safe Care of Intoxicated People'

Domain training. This project, along with comorbidity training, was delivered across the sector. Further capacity building was also delivered into Ceduna and Port Augusta. SANDAS is grateful for the continued and highly valuable support and guidance of Professor Charlotte de Crespigny, who made this collaboration with the University of Adelaide and other parts of the tertiary education sector so successful.

In addition to collaborating with the University sector, SANDAS worked with TAFE SA to help develop the new Certificate IV Alcohol and Other Drugs. The course is based on best practice and has a strong emphasis on Recognised Prior Learning (RPL). This acknowledges the difficulties some NGOs have in releasing staff for a full content Certificate course. The face-to-face class contact provides additional value and service knowledge and provides participants with the opportunity to update, up skill and gap train to meet current National Standards.

During the year SANDAS also coordinated and hosted training for members and the sector on a range of topics, including: Adolescent Cannabis Check Up, Cannabis Treatment Guidelines, QuikFix, Quitting Cannabis 1-6 Sessions, Aboriginal and Torres Strait Islander Mental Health First Aid (in the Adelaide metro area, Port Augusta and Port Lincoln), Case Formulation and Youth Mental Health First Aid.

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

This year SANDAS continued to engage with organisations across the sector at both a state and national level. The network participated in monthly teleconferences with colleagues from all state and territory peak bodies to discuss current issues and opportunities for working collaboratively to respond to national and state needs. Face-to-face meetings were also of benefit to all peak representatives and the visit to the Ngnowar Aerwah Aboriginal Corporation in Western Australia, in particular, provided an opportunity to see effective Aboriginal health services at work. Established in 1994, the corporation provides support and counselling to people affected by the harmful use of alcohol and drugs, community education and mentoring projects. The Corporation operates a range of facilities including a Community Centre, The 7 Mile Rehabilitation Centre, a 'Sobering Up' Shelter, a Night Patrol and the Ngnowar Safe House. This was a great opportunity to see a successful and accredited organisation (which has complied with the Quality Framework Review) making a positive difference in its community.

The SANDAS Executive Committee oversaw a robust Organisation and Governance Work Plan which included participating in joint SANDAS Board and DASSA Executive Committee meetings, improving financial systems, addressing financial sustainability, risk management and future funding possibilities, and pursuing Australian Service Excellence Standards (ASES) and Quality Improvement (QI) support for NGOs.

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

In December 2011 SANDAS lodged a new submission for ongoing funding and this year received a three year extension on this submission - lodging a new project plan focusing on the continuation of capacity building within the Alcohol and Other Drug NGO organisations.

Funding from the Department of Health and Ageing (DoHA) for the Cross Sector Support Services Project (CSSSP) to help build capacity in the AOD NGO sector concluded at the end of June 2012.

Through the year the Board and Executive Committee looked at approaches to additional funding that would allow SANDAS to operate and provide value above the funding levels of state and Commonwealth. Planning for a more detailed business case and partnership approach was commenced.

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

During this financial year SANDAS has conducted a review of communications with members. To that end, the network has invested in a new website, which will be rolled out in coming months. Ways that members and supporters can be better utilised in pursuing campaign goals are being considered. This communication plan will also improve the value of SANDAS membership through more clearly defined "members only" functionality.

## Chair's Report

This year was one of great challenges. It wasn't hard to see or read the signals about financial times ahead and also the changing landscape for the NGO sector.

The close timing for both the state and Commonwealth procurement process put many of our member organisations into top and somewhat frenetic gear leading into Christmas 2011. This was followed by some significant nail biting leading to the tendering announcements and service agreement negotiations leading up to the 1st of July 2012.

As a sector we faced (and I believe successfully met) the challenges posed by the significant changes to service procurement processes for both Drug and Alcohol Services Program (DASP), DASSA and the various DoHA procurement and funding programs.

In such times it is rare that all things stay the same. Some services saw reductions in scope, some closed, new entrants arrived and some service types were expanded. It is with some sadness we say goodbye to those services and staff no longer in the sector. We also welcome new services and staff to our sector and look forward to

effective and friendly collaboration.

I'm sure the sector in South Australia appreciates the introduction of three year funding terms for the DASP. It was encouraging seeing some willingness for innovation around the parts of the AOD treatment spectrum that involves beds, youth services, drug diversion as well as supporting the resources of sobering up services and mobile assistance patrols across South Australia.

We also know that demand on our services will remain at a high level. While the sector is somewhat relieved that it can work and plan over the next three years, it is also wise in not setting unrealistic expectations on increased funding. In May 2012 – The Honourable John Hill, Minister for Health and Substance Misuse wrote to SANDAS announcing savings targets for the Health portfolio as a result of the downturn in state revenues. A range of efficiencies were announced including an increase in the efficiency dividend from .25% to 1.0%. These announcements tell us that as a sector we will need to be effective in conveying our value to funders and making sure we are as good as we can be for the 2015 tendering round.

I would like to thank the staff of SANDAS for their efforts through the year, under some tough and uncertain circumstances. I would also like to thank my fellow Board members for their contributions throughout the year.

In particular I would like to thank Ian Townsend who has submitted his resignation from the Board. Ian has been with us for most of the SANDAS journey, as a Board Member and as Treasurer.

I believe SANDAS is entering a new phase in its development. We are seeing some new and younger faces come into the sector and we are learning how to work more effectively as a peak, both with NGOs and key stakeholders. While there are still many challenges ahead, there are also exciting times to share with our sector.

Trevor Bignell  
*Chair*

## Executive Director's Report

This financial year has been both challenging and rewarding for SANDAS. The commitment of the AOD NGO workforce through difficult times cannot be praised more highly - they are and will continue to be the greatest asset for those South Australians needing support for AOD and comorbidity issues.

For the staff of the SANDAS Secretariat, my praise is equally high. Rosie Way (Comorbidity Project Coordinator) effectively pushed the project and DoHA tendering process for us and the NGOs, and then won a position in new pastures in the LGA sector. Liz Gourlay joined us to support the comorbidity project and then acted as Project Coordinator when Rosie left, and admirably toughed out a very steep learning curve. Carol Mason, our Finance and Quality Improvement Officer continued with her excellent support and improvement of our financial systems, analysis and reporting. These brief words about the wonderful staff do not adequately convey my immense gratitude for their work. They work incredibly well as a team and understand the rigours, practices and world of a small NGO.

Our Board has also continued its excellent work in overseeing a difficult transitional period, conducting a staff performance and review process and investing in new IT infrastructure. The Board and the Executive also worked together in implementing the work plan for the 2011-2012 period. Key areas of activity included: continuing as a Chief Investigator on Comorbidity Action in the North (CAN) project, participating in various research projects, developing sector and social policy platforms, supporting the work of peak and other national bodies in addressing AOD and related issues and building an AOD and comorbidity consumer group to provide input into sector and service development. Providing workforce development opportunities and liaising across agencies to support their roles in health and AOD system reforms, were also key focuses.

I thank the Executive Committee Trevor Bignell (Chair), Helene Nielsen (Treasurer) and Sam Raven (Secretary) for their work in leading this process and the Board Members for their service to the network.

The work of SANDAS has also been informed by the SA Alcohol and Other Drugs Strategy 2011 – 2016 and the National Drug Strategy 2010 -2015. We represented the SA AOD NGO sector in contributing to and developing both these guiding documents.

In closing, I believe I can say we have done our best during the 2011-2012 financial year with limited resources. As always I wish we, and our sector as a whole, was better resourced to deal with the harms and problems of AOD and comorbidity. I look forward to another productive and challenging year in 2012-13.

Andris Banders  
*Executive Officer*



## Treasurer's Report 2011 – 2012

This financial year marks the completion of my second year as SANDAS Treasurer. During a period when funding for the sector and for SANDAS has been a central concern, I feel more confident in the role. I have enjoyed being involved in SANDAS at this level and the challenges associated with this.

The SANDAS Board delegates several aspects of financial and risk management oversight to the Executive Committee (EC) which is comprised of the Chair, Secretary, Executive Officer and by appointment (10.2 of the Constitution), the Treasurer. This delegation intensified through the year, but also achieved significant improvement in the way it assesses, analyses and reports on the financial matters both to the Board and for key purposes such as audits and funding acquittals.

The changes identified and implemented in 2010-2011 started yielding benefits by informing the Board in a more timely and certain way. The work of Carol Mason as a .5 Finance Officer is again highly commended by both the Board and the Executive Committee.

SANDAS also entered its second year of the accounting services agreement with Kennedy & Co to support the in-house function with matters requiring expertise to meet Australian Accounting Standards with regard to reporting and some acquittals requirements. The working relationship with Kennedy & Co has provided SANDAS with timely advice in resolving operational issues when needed.

I encourage all members to read the attached audited SANDAS Financial Report (inserted as a separate document) for the year ended 30 June 2012. The financial position of SANDAS through grants and improved administration allows us to carry on in the service of its membership and the sector. SANDAS did take opportunities to focus on the renewal of ageing information and communication technology to minimise expenditure in the coming three year funding period. There was also expenditure on preparing for a new look SANDAS and a new website to add value for members.

It was heartening to see the renewal of funding from DASSA to 30th June 2015. Also, SANDAS received an extension of funding from DoHA for comorbidity capacity building, also to 30th June 2015. This income will allow SANDAS to build on its work for the sector.

However, such funding does not signal any relaxation in our attention to finances and our diligence. As an organisation, we still have challenges such as the pay equity and award modernisation requirements. There are also expected increases above CPI of some operating costs.

My report is supplemented by financial statements and the auditor's report to jointly meet the (12.9) Financial Reporting requirements of the SANDAS Constitution 2008.

Helene Nielsen  
*Treasurer - SANDAS*

