



SANDAS
South Australian
Network of Drug & Alcohol Services

2014 Annual Report



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South Australian Network
of Drug and Alcohol Services
10th Annual Report 2013-14

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Formed in 2004, the South Australian Network of Drug and Alcohol Services (SANDAS) is the peak body representing the state's Non-Government Organisation (NGO) Alcohol and Other Drugs (AOD) 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 SANDAS is supported by a secretariat comprising of an Executive Officer, Projects and Policy Coordinator, part-time Finance and Quality Assurance Officer and part-time Assistant Project Officer. The governance of SANDAS is led by a Board which delegates some aspects of finance and risk management to an Executive Committee and some aspects of policy development to a Sector and Social Policy Sub-Committee. Other committees are formed as required in accord with the SANDAS Constitution 2008.

It is with pride that as Chair I am able to report to our constituency on this 10th AGM birthday of SANDAS. A decade in the making and preparing for the many years to come.

It has been another busy year for SANDAS with several big projects undertaken. The organisation for the first time committed to, and started planning a major 2 day conference for AOD workers in SA, with international key note presenters. We have entered a period of organisational review and reflection, we are continuing to provide training and workforce development opportunities for our members and represent the sector across a broad spectrum of activities.

We acknowledge that this is a difficult time for Health departments and services across the nation, with budget cuts and re prioritising. Our goal is to ensure that SANDAS can continue to work in the sector raising the voices and views of our members, their clients and communities. And to recognise the value of the sector to the wellbeing of South Australia. The board therefore chose to plan and commence a major organisational review of SANDAS, to ensure that we continue to meet the needs of our members, are able to represent the sector accurately and are sustainable into the future. The board has identified three key areas for review. Under its constitutional powers, subcommittees have been established to address these, they are:

1. Advocacy – Chaired by Mark Hubbard

The Advocacy sub-committee was established to improve SANDAS' capacity to advocate

on behalf of its members. To ensure best practice and provide greater consistency, the sub-committee saw the introduction of an advocacy framework. Having regard for the organisation's strategic direction, stakeholders and external environment, the framework will ensure that SANDAS is more receptive to the needs of the AOD sector.

To support its advocacy objectives, the sub-committee has also taken steps to grow and strengthen the SANDAS brand. Utilising social media, SANDAS now has a greater online presence. In August 2014 the organisation launched Twitter and LinkedIn accounts which have improved stakeholder engagement and the free flow of information. Additionally, these technologies make SANDAS more responsive.

Work is also underway to make SANDAS a more influential advocate. Utilising powerful AOD statistics, the sub-committee has built a 'killer stats' database that will be used to support future advocacy activities.

2. Evidence Base and Partnerships – Chaired by My Phuong Sramek

The Evidence Base and Partnership subcommittee is working to strengthen the evidence base available to the sector by identifying gaps and reviewing current practices. The group is also responsible for reviewing partnerships to ensure they fit with the organisational strategic direction, this will include a comprehensive mapping and gap analysis of all partnerships.

The group has developed a set of priorities in a number of areas including evidence base practice, data collection and building sector

comorbidity capability. This sub-committee has also worked in conjunction with other sub-committees and the SANDAS-DASSA outcome measures working group to ensure these groups are supporting each other and move in the same direction. Currently, the group is working with SANDAS to develop an evidence base discussion paper and reviewing the existing tools to measure comorbidity capability for AOD services and AOD workforce.

3. Sustainable Funding & Quality **– Chaired by Sam Raven**

The Sustainable Funding & Quality Committee is working to ensure that SANDAS continues to be a strong, viable organisation that provides a useful and supportive service to the sector, in uncertain times for the future of government AOD funding.

It has had a large number of different work domains identified, including a number of innovative ideas in order to achieve a diversified funding portfolio, and reduce reliance on government sources. Several of these domains have potential crossover with other sub-committees in pursuing opportunities for creative marketing/communication plans and strategic partnerships.

The committee has provided direction for SANDAS to commence work towards Quality Accreditation under the iQES, and we are on track to achieve this accreditation over the next 6-12 months utilising the services of an independent consultant.

The committee is also examining how members can contribute to a sustainable future for SANDAS, through ideas such

as the consideration of new membership structures, positioning of the organisation as the peak body for NGO AOD services, and the development of a Service Charter for the sector.

We have also had some staffing changes this year with the departure of Emily English, Carol Mason and Liz Gourlay, who have all moved on to new challenges. We have therefore welcomed Victoria Monahan and Bec Rilett. I would like to commend those staffs that have left us for their enthusiasm and hard work and note that the SANDAS tradition of commitment, effort and high quality work has already been evident in their replacements.

The review, conference and other initiatives have meant that there has been an increased demand on staff and the board, and I would like to take this opportunity to thank everyone for their commitment to SANDAS during this time, which will ensure that we deliver a stronger and more effective organisation into the future, both within South Australia and in our collaborations at the national level.

Helene Nielsen

SANDAS Board Members

Helene Nielsen
Chair / Chair - Sub Committees
(*Centacare*)

Carol Hampton
Deputy Chair
(*Mission Australia*)

Sam Raven
Treasurer / Chair - Sustainable Funding &
Quality Sub Committee
(*Drug Arm*)

Sarah Watson
Secretary
(*Uniting Communities*)

Carol Gannon
Acting Secretary – proxy for Sarah Watson
(*Uniting Communities*)

Jeremy Davidson-Tear
(*Individual Member*)

Karen Flenche
(*Salvation Army*)

Deirdre Flynn
(*Catherine House*)

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

Mark Hubbard
Chair – Advocacy Sub Committee
(*Individual Member*)

Leisha Olliver
(*Life Without Barriers*)

My Phuong Sramek
Chair - Evidence Base and Partnerships
Sub Committee
(*Community Access and Services SA – CASSA*)

Andris Banders and Victoria Monahan
(*ex-officio*)

Executive Committee Members

Helene Nielsen
Carol Hampton
Sam Raven
Sarah Watson/Carol Gannon
Andris Banders

Sector and Social Policy Sub-Committee Members

Helene Nielsen
(Gillian Bridgen, *Centacare*
- proxy for Helene Nielsen)
Karen Flenche
Leisha Olliver
Victoria Monahan (secretariat)

SANDAS Secretariat

Andris Banders
Executive Officer

Victoria Monahan
Policy and Projects Coordinator

Bec Rilett
Finance/Quality/Admin Officer (0.8)

Liz Gourlay
(*resigned during the reporting period*)
Assistant Project Officer (0.6)

As already noted in the Chair's Report, SANDAS sits on the pivot of completing its maiden decade of representing the AOD NGO sector in South Australia and is embracing the next phase with renewed vigour.

Such time lapse signposts have a way of triggering a consciousness and reflection in many organisations and SANDAS has been no exception. The talking part of our regeneration started some time before this reporting period but the action ramped up this year.

Staff and the Board rolled up their sleeves and invited external eyes to consult and bring home some reality checks and help us find new ways, strengths and energies to support our clients, member constituency and the SA community.

What a confluence of major events there has been this year to "entertain" our sector. A Federal election and new government; new ministers to inform and build relationships with; the upheaval and defunding of our national peak ADCA; the building of new representation models by the AOD peaks from all jurisdictions; a series of national AOD reviews of the treatment systems and related projects; a state election and the crunch of drastically changed Commonwealth and State health funding arrangements.

In South Australia the end of 2013/2014 year marks the start of the final year of a three year AOD and comorbidity funding cycle for SA Health and Commonwealth funded organisations. The joyous activity and sounds of tender preparation are starting to fill the air and will soon mingle with sleigh bells.

And all the while as these gauntlets are flying and landing at our feet the collective "we" keeps its eyes and hands on the individuals, families and communities that live the complexity of AOD and its comorbidities.

I find it difficult to limit the admiration and pride I have for the courage and effort of the workers, supervisors and managers of the AOD and related sectors to pick up and run and keep running with those issues that are widely acknowledged as being extremely hard to deal with.

The effort of the membership and SANDAS supporters through the year has been crucial in determining this reporting year to be a success. Without their commitment to the many activities we have run and to the continued striving to build sector capacity in terms of service quality and clinical maturity has been rewarding to witness. Their willingness to step out of comfort zones and embrace new skills and knowledge, to form new partnerships and working relationships and to keep up with the exhausting pace set by client needs is a testament to the inherent commitment that can't be fully bought but deserves much more in material rewards and public acclaim.

I would like to acknowledge our main funding bodies, SA Health – DASSA and the Commonwealth Department of Health and in particular the individuals within those bodies who help to make our working relationships so effective. Our AOD NGO sector enjoys a level of professional and friendly engagement with funders that is the envy of other states.

There have been many highlights in the year already cited in other reports, websites and

dispatches. I would like to pick out a few, but in no way discount or lessen the importance or value of others.

- The commitment of organisations and staff to the comorbidity projects group, many of who also provide DASP. They keep coming to meetings and forums and demonstrate an eagerness to learn and grow.
- The completion of the 3 year ARC Linkage funded Comorbidity Action in the North (CAN) research project in which SANDAS was one of the Chief Investigators and represented the AOD NGO sector. The findings and recommendations arising from that research will be important in a range of service planning and delivery activities into the future.
- SANDAS's collaboration with Baptist Care SA and TAFE SA to help set up and commence the delivery of the Cert IV AOD to 20 workers from regional and remote South Australia.
- Our role in supporting the development of a family focussed AOD and comorbidity services network in southern Adelaide.
- Our collaboration with the Salvation Army to pilot a process to engage comorbidity services consumers. This included a three hour focus group which helped illuminate the lived experience of service consumers and in particular their journey through the treatment spectrum including their views on harm minimisation and abstinence based approaches.

It is with the greatest sincerity and appreciation I extend my thankyou to all the SANDAS staff. This includes the current bunch and all those that have been a part of the SANDAS posse since I took up the role as Executive Officer in March 2008.

It is difficult to convey the depth of my gratitude and admiration of their efforts and professionalism through hard times and numerous challenges. Their resilience is worth bottling but perhaps the most telling accolade of the group is that we always manage to find a laugh, some ray of brightness that highlights the passion and adds balm to that tightness we all know so well. Thank you guys, one and all.

By now it is known I have chosen to leave after nearly seven years and a new EO is stepping over the threshold. It has been an honour and privilege to serve.

Deep regards and best wishes,

Andris Banders

Having completed two years in my role of treasurer, I remain pleased to be associated with an organisation that is moving ahead and implementing innovative processes that seek to keep pace with and provide support for an ever changing sector facing several challenges.

In an environment where resources are often scarce and financial futures uncertain, creativity and determination are key qualities embraced by the SANDAS staff and Board. I have appreciated the opportunity to serve as Treasurer, and would like to acknowledge the SANDAS staff, in particular Ms Carol Mason, for their support for me in this role.

We have continued to successfully improve and develop the financial system and reporting structures that were introduced in the previous year.

As SANDAS had begun to prepare for the implementation of the iQES integrated quality and safety management system in the last year, improvements have been made to document management, including financial records. Higher level Excel training for staff has resulted in more efficient ways to extract information from MYOB and produce accurate and time efficient budgets and reports. This will support the aims of SANDAS to cost, secure and deliver new projects and income streams.

SANDAS has facilitated more training in the sector in this last year which has resulted in a higher volume of invoicing, membership data and information with the need to expand and improve customer relations management and

records. The SANDAS client database is being further developed to manage greater volumes of member and stakeholder information and more user friendly and efficient activities such as membership renewals and invoicing.

SANDAS continues to engage Kennedy and Co to provide key accounting and auditing to meet the requirements of funding agreements and we are confident that the audit process standard remains high.

Until 30 June 2015, SA Health (DASSA) and the Commonwealth Department of Health (DOH) remain our major funders and we look forward to a continued and fruitful relationship.

Sam Raven

**INDEPENDENT AUDIT REPORT TO THE MEMBERS OF
SOUTH AUSTRALIAN NETWORK OF DRUGS AND ALCOHOL SERVICES INC.****Report on the Financial Report**

We have audited the accompanying financial report, being a special purpose financial report, of South Australian Network of Drug and Alcohol Services Inc. (the association), which comprises the balance sheet as at 30 June 2014 for the year then ended, the income statement, a summary of significant accounting policies, other explanatory notes and the statement by members of the committee.

Committee's Responsibility for the Financial Report

The committee of the association is responsible for the preparation and fair presentation of the financial report and have determined that the accounting policies described in Note 1 to the financial statements, which form part of the financial report, are consistent with the financial reporting requirements of the Associations Incorporation Act (SA) 1985 and are appropriate to meet the needs of the members. The committee's responsibilities also include designing, implementing and maintaining internal control relevant to the preparation and fair presentation of the financial report that is free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

Auditor's Responsibility

Our responsibility is to express an opinion on the financial report based on our audit. No opinion is expressed as to whether the accounting policies used, as described in Note 1, are appropriate to meet the needs of the members. We conducted our audit in accordance with Australian Auditing Standards. These Auditing Standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial report in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the committee, as well as evaluating the overall presentation of the financial report.

The financial report has been prepared for distribution to members for the purpose of fulfilling the committee's financial reporting under the Associations Incorporation Act (SA) 1985. We disclaim any assumption of responsibility for any reliance on this report or on the financial report to which it relates to any person other than the members, or for any purpose other than that for which it was prepared.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Independence

In conducting our audit, we have complied with the independence requirements of Australian professional ethical pronouncements.

INDEPENDENT AUDIT REPORT TO THE MEMBERS OF SOUTH AUSTRALIAN NETWORK OF DRUGS AND ALCOHOL SERVICES INC.

Auditor's Opinion

In our opinion, the financial report of South Australian Network of Drug and Alcohol Services Inc. presents fairly, in all material respects the financial position of South Australian Network of Drug and Alcohol Services Inc. as of 30 June 2014 and of its financial performance for the year then ended in accordance with the accounting policies described in Note 1 to the financial statements and the Associations Incorporations Act (SA) 1985.

Name of firm: Kennedy & Co Chartered Accountants

Name of partner: Steven A Russo CA



Address: 140 Greenhill Road, Unley SA

Dated this 10th day of October 2014

Organisational Review

Recognition by the SANDAS Board and Executive Officer of the need for increased forward planning prompted an organisational review in 2013/2014.

The review aims to help Board and Management redesign the organisational structure as necessary with regard to:

- Governance – policy, delegations and committees
- Internal and external reporting
- Members and stakeholders
- Funding
- Financial operations
- Human Resources
- Functions and capacity of a small peak body
- Constitutional changes if required

The Board and staff have engaged effectively with this process, in conjunction with an external consultant. A more intentional approach to future investment in priorities is emerging.

National AOD survey

In 2012 the Federal Minister for Mental Health announced a significant and comprehensive review of the AOD treatment sector in Australia. The project was managed by NDARC, working in partnership with SANDAS for the SA component.

SANDAS engaged all 16 SA NGO's receiving Commonwealth Funding for Alcohol and Drug Misuse Prevention and Treatment Services. They participated in a purpose designed survey which identified issues within the sector relating to:

- Gaps in service provision
- Training requirements
- Workforce development
- Process improvements following the Feb 2012 funding round
- Increase need for collaboration and co-ordination

Survey results informed the Agenda for a forum entitled "Sector Priorities – The Next 5 Years". From sector participation in this forum a position paper was developed and published. This document is now with the Dept. of Health for consideration.

Comorbidity Action in the North (CAN)

SANDAS continued as one of the Chief Investigators of the CAN Project in the third and final year of this ARC Linkage Grant funded project, which examines comorbidity care for people aged 12 years and over in the Northern Suburbs of Adelaide. Findings strongly indicate that the service designs, models and practices of the participating MH and AOD services are disparate, inconsistent, and at times unhelpful for this highly vulnerable population.

The Research Project report has been submitted to the Australian Research Council, making 15 recommendations for improvements

in the following areas:

- Service provision
- Individualised, holistic and culturally competent treatment and care
- Standardised accurate recording of consumer comorbidities data
- Workforce development and training
- Inter-agency collaboration and cooperation
- Funding

A Northern Suburbs services directory was a direct output of the CAN Project and has been well-received and utilised by the sector.

Developing Outcome Measures

In 2013 SANDAS and SA Health - DASSA started working on ways to assess complexity and measure outcomes appropriate to a range of interventions for AOD clients. They formed a government and non-government working party to advance this work and lead it to wider agreement, adoption and implementation.

After receiving sector feedback, the model was revised and further feedback sought from SA Health and the sector. A preliminary set of information papers was developed and a working group has been appointed to take it forward in collaboration with SA Health - DASSA.

SANDAS 2013/14 Training calendar – highlights In the 2013- 2014 year

SANDAS facilitated 17 training events for the NGO and Government AOD sector in South Australia. We significantly changed and improved the evaluation methodology to align with national standards. The evaluations from participants were scored at a very high level. The workforce development included:

“Working with Child and Adolescent Co-morbidity”

This training provided updates and clinical skill development opportunities for staff working with adolescents with co-existing substance misuse and mental health concerns. The training explored harm reduction frameworks specific to young people that incorporate developmental, neuro-biological and pharmacological factors that inform interventions.

Comorbidity Network Forum

Comorbidity Network Forums are a joint initiative of CAMHS, DASSA and SANDAS and are attended by Government and Non-government workers from mental health and alcohol and other drug sectors with an interest and/or focus on co-morbidity MH and AOD complexity.

“Case Formulation: Moving clients beyond assessment to effective treatment outcomes”

Turning Point in Victoria integrated the 7P framework for developing a case formulation as part of the PsyCheck training program. This workshop provided an understanding of the framework and how best to utilise assessment information to enhance intervention planning and client treatment outcomes.

Certificate IV in Alcohol and Other Drugs – with TAFE SA and Baptist Care SA

In recognition of (a) signals from State and Commonwealth governments that qualified staff will increasingly be a requirement in all AOD service activities and (b) the improved standard of service delivery which results from an appropriately trained workforce, SANDAS partnered with Baptist Care and TAFE SA to provide opportunity for existing workers to achieve a Cert IV in AOD. This was specifically targeted for those staff based in outer-metro and regional areas who struggle to access Adelaide-based VET training.

The course is underway with 17 staff participating and the first intensive having been held in April. Participants are highly engaged and looking forward to future sessions.

“Family Focussed Practice Training”

Aimed at professionals working with adults managing co-morbidity, this was an introduction and familiarisation with the National Framework for Protecting Australia’s Children. Also covered was an Introduction to Developmental Trauma as experienced by

children due to adult behaviours and co-morbidity.

“Motivational Interviewing”

This was a two part course, enabling core skills to be introduced and then developed. Part 1 focussed on the practical strategies of Motivational Interviewing to enhance client participation. Acknowledging the skills for client centred practice, the workshop illustrated the fundamental MI skills to enhance the client’s right to self-determination and belief in the ability to change.

Part 2 was an activity based workshop to provide participants with opportunities to implement the practice of engagement, assessment and questioning techniques. It incorporated a focus on acknowledging resistance as a normal process of a client presentation, not to be confused with a lack of motivation.

In addition to the training calendar, SANDAS facilitates and chairs several networks, including Finance/Quality, AOD Youth Services and Comorbidity Project Officers. These networks develop work plans to build capacity, network, exchange information and provides opportunity for collaboration and partnership.

Submissions

Joint submission to the Community Services and Health Industry Skills Council: Consultation on AOD VET qualifications – joint submission with AOD Peaks.

Feedback on the possible impact of the Proposed Savings Strategies for Alcohol and Other Drug Policy and Services in SA (SA Health – DASSA).

Position Papers:

Children in Families with Multiple and Complex Needs

Alcohol and Other Drugs (AOD) in the Workplace

Families and Carers

Other publications:

SANDAS Connector Newsletter, Spring 2013 issue - *“National Leadership in Alcohol and Other Drugs and comorbidity”*

“2013 Directory of Mental Health and Alcohol and Other Drug Services for Salisbury & Playford” – produced by the Comorbidity Action in the North (CAN) Research Project, on which SANDAS held Chief Investigator status.

Strategy, Policy and Advocacy Committees and Reference Groups

As the peak body of AOD NGO services in SA, SANDAS represents the clients and service providers on a diverse range of government, sector, and human services committees and reference groups.

DASSA Executive Meetings

– relationship building with our core funder

SACOSS Policy Council

SACOSS Health Strategic Policy Advice Committee

Human Services Peaks Forum

– Stronger Together

NFP Sector and Government Partnership Working Group

Together SA Meeting

Alcohol Management Reference Group

Comorbidity Action in the North (CAN) Project

FADNET

Inner City Assistant Network (ICAN)

Child and Adolescent Health and Comorbidity (CAHMS) Reference Group

AOD/Comorbidity/Mental Health Quality Service Framework for Working With SE Asian and African Communities

SA Justice Reinvestment Working Group

Alcohol Causes Cancer Reference Group

Comorbidity Networking Group (CNG) Project

Officer’s Meeting – DoHA representatives regularly attend

Peaks Capacity Building Network (PCBN)

National CEO NGO AOD Peaks monthly meetings and annual face to face workshops

SANDAS Sector and Social Policy Sub-Committee

ERO NGO transition forum

Southern Family AOD & MH Community of Practice

Expert Advisory Group National AOD Quality Framework

Expert Advisory Group Skills Council Australia AOD
Certificate 1V and Diploma
Finance/Quality/Admin Network
SA AOD Youth Services Network (SAYADS)

SANDAS Membership

ORGANISATIONS

Aboriginal Prisoners & Offenders Support Services
Aboriginal Sobriety Group
Anglicare SA
Australian Hotels Association (SA)
Baptist Care (SA) Inc
CASSA Vietnamese Community
Catherine House
Centacare
Child & Adolescent Mental Health Service (SA Health)
DRUG ARM
Eastern Mental Health Services
Encounter Youth
Family Drug Support
Grandparents for Grandchildren SA Inc
Greg Black Consulting
Hello Sunday Morning
Hepatitis SA
Junction Australia
Life Education SA
Life Without Barriers
Mental Health Coalition of SA
Mental Illness Fellowship
Mind Australia
Mission Australia
National Centre for Education and Training on Addiction
Neami National
NOFASD Australia
Northern Area Community and Youth Services
Nunkuwarrin Yunti
OARS Community Transitions
Relationships Australia (SA)
Salvation Army

Substance Misuse Service
Teen Challenge SA Inc
Towards Independence Network of Services
Umoona Tjutagka Health Service
Uniting Care Wesley Pt Adelaide
Uniting Communities
University of Adelaide
Vietnamese Community in Australia
Visible Recovery
West Coast Youth Services Inc
Yatala Labour Prison

INDIVIDUAL

Anderson Natasha
Bala, Ritu
Barbulovic Mark
Batson, Carmel
Bignell, Trevor
Biven, Andrew
Corrin, Drew
Davidson-Tear, Jeremy
Defty, John
Erskine, Julie
Gourlay, Liz
Hubbard, Mark
La, Carolyn
Legg, Sarah
McFetridge, Dr Duncan, MP
Miliotis, Bill
Monahan, Victoria
Msema, Louis
Penrose, Cheryl
Mayes, Michelle
McCaskill, Andrew
Rochford, Helen
Rosa, Justyna
Ruff Roland
Silsbury, Kendall
Storey Samantha
Tremain, Fiona
White, Barry



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