

# ABORIGINAL ALCOHOL AND DRUG SERVICE INC

## HISTORY

| Date               | Details   |
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|                    | <p>AADS has a history of breaking new ground and as leaders in the Aboriginal community, starting with its establishment as the first and only alcohol and other drug service in the Perth metropolitan region catering specifically to the needs of the local Aboriginal community.</p> <p>In <b>1988</b> a group of forty local Aboriginal people met to discuss their concerns that mainstream services were not responding effectively to the needs of Aboriginal people in the area of alcohol and substance abuse. A decision was made to set up an Aboriginal service that catered more appropriately to Aboriginal needs. The service was called the Noongar Alcohol and Substance Abuse Service and became known as NASAS.</p> <p>It is significant that the service was initiated by Aboriginal people who saw a need in their own community and despite challenges chose to establish a self-governed Aboriginal service which has grown and evolved to meet the needs of the community.</p>   |
| <b>6 July 1989</b> | <p>NASAS was incorporated in 1989 and for the first two years operated out of 66 Brewer Street in East Perth and was staffed by only 2 people who were supported by the committee.</p> <p>The committee developed the constitution known as “the AADS Rule Book”. The objects of the association, as outlined in the organisation’s original Rule Book were very broad and comprised supporting and developing its members in all ways including helping to bring about self-support through the development of economic projects and industries and support for education, job training, health services, work and housing. There was a focus on encouraging the maintenance and renewal of traditional culture; building trust and friendship between its members and other people; and cooperation with other Associations, with similar objects for mutual benefit.</p> <p>As the organisation was not government funded at that point, one of the objects was to receive and spend grants of money from Government of the Commonwealth or the State or other sources to develop services.</p> <p>As well as these broad objects, there were a number of very specific AOD objectives such as to establish safe houses and sobering-up shelters; detoxification facilities both medical and non-medical; half-way houses and alcohol and substance abuse educational programmes in order to assist alcohol and other substance misusers towards recovery and to provide continuing support. They also wanted to establish, equip and operate a House/Centre in which these programmes may be able to function in serene and supportive environment.</p> <p>So, you can see that the current AADS vision has a long history and some of the strategic objectives we have today, like establishing a Family Wellness/Residential Rehabilitation Centre, can be traced all the way back to the organisation’s original</p> |

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|             | vision.   |
| <b>1990</b> | Some of the organisation's original objectives began to be realised in June 1990 when NASAS and the then WA Alcohol and Drug Authority (now DAO) researched the possibility of establishing an Indigenous Alcohol and Substance Misuse Service. The outcome of the research was the allocation of funds to NASAS from the WA Alcohol and Drug Authority to commence the service.  |
| <b>1991</b> | Three staff positions were funded by the Authority in 1991, these were the Director, a Social Worker and a Receptionist.  |
| <b>1992</b> | <p>By 1992 the Lotteries Commission of WA granted funding for the purchase of a five acre property at Muchea for NASAS to establish an Alcohol Rehabilitation Centre. The National Aboriginal Health Strategy provided some capital funding through ATSIC to construct the facility that was subject to re-zoning from the local Chittering Shire.</p> <p>During this year, the Department of Education Employment and Training funded 3 trainee positions and World Vision also provided funds for a Youth Development Officer and an AOD Counsellor.</p>  |
| <b>1993</b> | <p>In its fifth year of operation, 1993, the WA Alcohol and Drug Authority had increased its funding to NASAS to support 6 staff. Other funders at this time included World Vision, the Department of Employment &amp; Training, and the Aboriginal Affairs Authority.</p> <p>Grants from the Aboriginal Affairs Planning Authority and the WA Alcohol and Drug Authority enabled the purchase of an office and program facility based at 207 Beaufort Street, East Perth from where NASAS conducted counselling, family intervention, community development, education and drug awareness programs and always in the context of "our people's needs are our major priority".</p> <p>These premises were opened in July by the Minister for Aboriginal Affairs Mr Kevin Minson and the Aboriginal Advancement Council officially handed over the lease to NASAS.</p> <p>In August of the same year, the Management Committee approved the philosophy of the Organisation and NASAS began using the acronym "F.A.C.E" and the phrase "needing to F.A.C.E the issue of Alcohol and substance Abuse" with the F standing for the whole of the <u>family</u> system; the A meaning <u>acceptance</u> of the condition; the C referring to having a desire to <u>change</u>; and the E standing for the importance of the <u>environment</u>.</p> <p>This was a creative year for NASAS because they also completed and produced a video called "The Grog Busters" with the motto "be a thinker not a drinker" from support of the National Campaign Against Drug Abuse.</p> |
| <b>1994</b> | <p>In 1994, ATSIC provided funding for an outreach service and the Lotteries Commission of WA funded the purchase of an 8 seater Mitsubishi Van that was to be used for the outreach service.</p> <p>In July, the Committee agreed to take over the Night Shelters Sobering up Shelters; and in August NASAS moved to purchased premises located at 176 Wittenoom street, East Perth. The building, which is now occupied by Yorgum was purchased for \$370,000.00.</p>   |

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|             | <p>Unfortunately, by the end of the year, due to not being able to secure Shire approval for the proposed Alcohol Rehabilitation Centre, the Muchea Property was sold for \$86,000.</p> <p>This year also saw some changes to the Constitution which included reducing the previous 13 objects to 6 main objects:</p> <ul style="list-style-type: none"> <li>• To promote self-sufficiency among Aboriginal people</li> <li>• To help and encourage Aboriginal people to renew and sustain their traditional culture.</li> <li>• To establish a range of facilities and services for dealing with Alcohol and other substance misuse among Aboriginal people.</li> <li>• To establish alcohol and other substance misuse education and awareness programmes and to develop appropriate resources.</li> <li>• To consult with other, or coordinate with other groups providing services to Aboriginal people in the alcohol and other substance misuse areas.</li> <li>• To ensure that NASAS operates effectively and efficiently.</li> </ul> |
| <b>1995</b> | <p>In 1995, just one year after taking on the Sobering Up Shelter, it was closed down due to lack of funds and difficulty securing adequate facilities that would meet health requirements.</p> <p>On a positive side, however, the Aboriginal Affairs Department funded 2 positions for outreach and patrol workers in the Northbridge area. Volunteers were recruited and the program aimed to minimise conflict between Aboriginal people and the community.</p>   |
| <b>1996</b> | <p>A Lunch Program was established in 1996 providing lunches to the park people in the inner city area.</p>   |
| <b>1997</b> | <p>As the organisation evolved and grew, a Director was seconded from ATSIC for a 12 month period commencing in October and then they supported an Acting Director for a further 6 month induction period to strengthen the management and governance of the organisation.</p>  |
| <b>1998</b> | <p>1998 was a year that saw the organisation mature in terms of governance, management and administration. The Management Committee terms were officially changed from one year to three years to ensure continuity of service delivery and OATSIH provided funds to engage a consultant to develop a business plan, administrative documentation and procedures for the organisation.</p>  |
| <b>1999</b> | <p>In 1999 NASAS celebrated its 10<sup>th</sup> birthday. They also celebrated new technologies, new land, and new programs:</p> <p>The Aboriginal Lands Trust presented NASAS with the title deeds for the new Royal Street Premises.</p> <p>OATISH and the Office of Aboriginal Health funded NASAS to upgrade their IT system and this included the design and launch of NASAS's first website <a href="http://www.nasas.org.au">www.nasas.org.au</a>; and staff received email addresses for the first time. and....</p> <p>A new drug and alcohol education program for school children was developed.</p>   |
| <b>2000</b> | <p>In 2000 NASAS continued to work on its service delivery and was constantly exploring opportunities to improve the services it provided for the community. At the time, the NASAS Philosophy was to redress the disadvantages of Aboriginal</p>   |

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|             | <p>people in relation to alcohol and substance abuse and the lack of facilities available in the area. The vision was to grow to be better able to address the needs of the Aboriginal community.</p> <p>NASAS was selected to organise NAIDOC Week 2000. The NAIDOC launch was held at Clontarf Aboriginal College and the NAIDOC Ball was held at the Embassy Ballroom.</p> <p>A NASAS flag was designed to fly alongside and compliment the Aboriginal Flag.</p>  |
| <b>2001</b> | <p>In 2001 NASAS grew substantially when were approached by the Department of Child Protection (DCP) to formerly to take on the management and delivery of the 'Wooree Miya' women's refuge. AADS was contracted by DCP and commenced delivering the service on 30 April 2001.</p> <p>Minister for Indigenous Affairs, Hon. Dr Kim Haines officially handed over of the Royal Street Title deeds, and AADS commenced a feasibility study on the Royal street property.</p>   |
| 2002        | <p>During 2002, the delivery of services associated with the newly acquired Sobering-Up Shelter, the Eveline Centre in Midland, was an excellent opportunity for NASAS to expand its holistic service delivery framework for clients impacted by alcohol and substance misuse.</p>   |
| 2003        | <p>In June 2003 the vision of a new AADS building became more of a reality when the Commonwealth Department of Health and Ageing OATSIH approved funding of \$2,594,964.00 for the capital works to commence in Royal Street, East Perth.</p>  |
| 2004        | <p>In April 2004 the capital works program in Royal Street commenced with an expected completion date of February 2005.</p>  |
| <b>2005</b> | <p>In April 2005 the new building, located on 211 Royal Street, East Perth, was completed and officially opened in September by Tony Abbott; Mr Owen Hansen, the then Chair and the Executive Officer Tony Walley.</p> <p>In June, NASAS changed its name to Aboriginal Alcohol and Drug Service Inc. (AADS) to better reflect its client group and more inclusive service aim which was "To make a difference by providing strong leadership in the treatment and prevention of alcohol and other drug misuse amongst Aboriginal people".</p> <p>Later in the year AADS was successful in securing funding from the Department of Health and Ageing for the Youth Program "Get On Move On". In this program, the youth outreach team worked with many schools and partners to develop the confidence of young people to cope with life's situations and struggles, and to develop good relationships with their families and with others.</p> <p>AADS also volunteered to take part in the first pilot stage of WANADA's roll out of the WA AOD Sector Quality Framework and as a result of this informed, through feedback, the cultural security of the framework.</p> <p>In July 2005 the Department of Child Protection funded \$45,000 for the AADS Family Support Program. This is now funded through Department for Communities.</p> |
| <b>2006</b> | <p>AADS ceased to operate the Eveline Centre in May 2006. In March, the services Cyrenian House and Palmerston Farm agreed to increase their bed numbers to incorporate Aboriginal specific residential rehabilitation beds after a need was identified for culturally-secure facilities for Aboriginal people in the metropolitan</p>   |

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|      | <p>area. At this time, the Eveline Sobering-up Centre in Midland was not running at full capacity and a decision was made by DAO to redirected funds from Eveline to the residential beds partnership. Aboriginal staff from Eveline were re-located to Cyrenian House.</p> <p>In May 2006 AADS was selected to participate in a three year OATSIH Continuous Quality Improvement Initiative with a focus on adopting culturally appropriate improvement processes. The feedback from the OATSIH reviewer stated <i>“AADS presents as a robust and competent organisation. Staff and Board of Management have clearly benefited from the focus on organisational development and training over the last 12 months. The Board of Management and staff have a good understanding (and more importantly ownership) of the Business Plan and are operationalising objectives through the active use of the monthly Action Planning document.”</i></p>  |
| 2007 | <p>In 2007 AADS recognised that strengthening relationships with other agencies is essential to providing Aboriginal people with the opportunity to benefit from a full range of services and a Memorandum of Understanding was signed with the residential rehabilitation service Cyrenian House. This partnership was to see six beds provide accommodation for Aboriginal people undergoing drug and/or alcohol treatment at Cyrenian House’s Rick Hammersley Centre in Cullacabardee in Perth’s northern suburbs. AADS and Cyrenian received the partnership AOD excellence award in the inaugural <i>Strong Spirit Strong Mind</i> Awards for the development and management of this partnership and an article was featured in <i>Drugspeak</i> about this. Later this partnership was extended to include Palmerston Farm in Wellard and Milliya Rumarra in Broome.</p> <p>In November young Aboriginal people aged between 15 and 24 years, from across the state met in Perth to discuss alcohol and drug issues at a youth forum organised by the AADS. Participants came from as far away as Broome, Geraldton and Bunbury to meet and contribute their ideas on how policy and programs could better address the issues of alcohol and drug use amongst young Aboriginal people. A reference leadership group was been formed to follow through on the ideas and issues raised at the forum.</p> |
| 2008 | <p>AADS ran a program for women during 2008-2009 from funds received from FAHCSIA to increase Aboriginal women’s knowledge and understanding of women’s experience in the context of family, kinship relationship, affiliation to land and country, cultural responsibility, respect and safety. The program focused on sharing concerns, knowledge and wisdom.</p>  |
| 2009 | <p>In 2009 AADS conducted its first Drum Beat program with the Halo program with huge success.</p> <p>The AADS youth team participated in a number of camps organised by Noongar Enterprises including 180 Youth Camp, a 4 day camp and the Camp Margaret River with a youth mentoring focus.</p> <p>In November, Wooree Miya was nominated to be the recipients of the Boronia Women’s Correctional Centre Gala Day fundraising money. Of the \$14,000 funds raised \$11,000 was donated to the Refuge for the purpose of Refuge</p>  |

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|                    | <p>improvements and/or activities for women and children entering the Refuge.</p> <p>The AADS Family Support Services funding was transferred from the Department of Child Protection to the Department for Communities.</p>   |
| <p><b>2010</b></p> | <p>AADS turned 21 in 2010, an extremely proud moment as we were still the only Aboriginal specific AOD service of its kind in the state of Western Australia. We are part of the community and belong to the community and that is extremely important and why AADS has been so successful in its work.</p> <p>2010 was a packed year with lots of change. It was during this coming of age year that our new Executive Director, Daniel Morrison was appointed and the organisation underwent a “shake-up”. There was enormous and rapid growth with new services being funded and delivered; old partnerships being rekindled and new partnerships developed. Funding almost doubled in 12 months and 11 new staff were needed to deliver the expanded services. Staff were hired and trained without any additional management or recruiting process capacity. It soon became apparent that the organisational structure could not support the new size and complexity of the organisation.</p> <p>AADS engaged consultants to undertake an organisational review. The review involved consultation with stakeholders and staff and resulted in recommendations for an organisational restructure.</p> <p>New programs included the establishment of a partnership between AADS and Outcare to support the joint establishment and delivery of a pre and post release program titled the Men’s Healing Program for men in all metropolitan prisons. The program jointly employed two Aboriginal male counsellors working to improve the future prospects of incarcerated men removed from their families and communities.</p> <p>AADS was also contracted by the Department of Corrective Services to conduct the Pathways Program in prisons. Two new positions for Perth Metro Prisons and two new positions for Albany Regional Prisons were appointed and in February 2011 AADS commenced delivery of the Pathways program to participants in Perth correctional facilities.</p> <p>Along with delivering the Pathways Program, AADS commenced as the lead agency in the development, testing and implementing of the Pathways Program Cultural Toolkit that is likely be adopted nationally for use in correctional facilities. Gaining support for the development of this resource was not achieved without challenges and required tenacious leadership to influence some stakeholders.</p> <p>The first Cannabis Intervention Sessions were funded by the Drug and Alcohol Office in that year.</p> <p>And in December AADS signed a service agreement with the State government for the COAG National Partnership Agreement for the Closing the Gap <i>Strong Spirit Strong Mind</i> Metropolitan Program – Securing 7 new positions for our outreach team.</p> |

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|                    | <p>In June AADS' board member Oriel Green, who was also a member of the inaugural NASAS advisory committee, was awarded a Community Service Award from the Federal Government presented to her by the Honourable Justine Elliot Minister for Ageing and the Member for Richmond.</p>  |
| <p><b>2011</b></p> | <p>AADS experienced enormous and intensive growth towards the second half of 2010-2011 with the commencement of delivery of 4 new programs.</p> <p>In February 2011 the Board of Management officially launched the AADS 2010 – 2015 Strategic Plan which included 8 strategic objectives:</p> <ul style="list-style-type: none"> <li>• To progress a new rehabilitation facility,</li> <li>• To establish a sobering up centre,</li> <li>• To facilitate increased awareness of Foetal Alcohol Spectrum Disorder and to promote and advocate for policy and service improvements,</li> <li>• To seek increased funding opportunities through relationship building with stakeholders and potential funders,</li> <li>• To increase focus on youth and engagement with youth at all levels – schools, juvenile justice and the general community,</li> <li>• To increase AADS regional presence,</li> <li>• To increase the range of services available to address substance abuse, and;</li> <li>• Upgrade facilities at Wooree Miya.</li> </ul> <p>The restructure that resulted from the previous year's organisational review saw AADS develop two divisions - Program Delivery and Business Services and the creation of two Management positions to oversee those divisions and a Business Services Manager and Program Delivery Manager were appointed.</p> <p>During this time, our membership doubled; and the new Board of Management was elected at the AGM in October. The Board of Management immediately committed to supporting the new structure and requested a review of the Strategic Plan to ensure a shared vision, and understanding of how to achieve it, across the organisation. They also set about making decisions regarding delegations of power based on the new structure and ensuring the development and maintenance of suitable job descriptions including for the CEO whose title and level of responsibility had changed as part of the restructure.</p> <p>All our hard work and efforts were rewarded in 2011. We received endorsement from the community that we are doing a good job when we were nominated for and awarded the NAIDOC Not for Profit Organisation Award.</p> |
| <p><b>2012</b></p> | <p>2012 was a huge year for the organisation.</p> <p>Kicking the year off, in February the new Board revised and launched the Strategic plan for 2012-2017 which includes 5 main objectives:</p> <ol style="list-style-type: none"> <li>1. To progress a new family wellness (AOD rehabilitation) and transitional facility;</li> <li>2. To increase focus on youth and engagement with youth at all levels – schools, juvenile justice and the general community;</li> <li>3. To build and expand partnerships and increased funding opportunities through relationship building with stakeholders and potential funders;</li> </ol>   |

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|                    | <p>4. To acquire ownership of facilities for our Wooree Miya Refuge; and<br/>5. To establish an in-house research function.</p> <p>In an effort to enhance the collective governance, power and voice of the Aboriginal community controlled organisations; AADS initiated and established the Aboriginal Community Controlled Organisation Alliance (ACCOA), a coordinated partnership of approximately 20 agencies. ACCOA aims to increase collaboration between the services and to develop a collective voice and approach to advocate for change. The first ACCOA meeting was held in March 2012.</p> <p>In July 2012 AADS made an application to the Indigenous Land Corporation (ILC) under their Indigenous Land Acquisition Program to acquire a suitable property from which we can provide an improved, more holistic service delivery model for the clients of our Wooree Miya Refuge, women and children escaping family and domestic violence. In the development of the proposed service delivery model, we secured the support of a number of partners whose contribution is central to the new model and in December the Indigenous Land Corporation approved up to \$2,000,000.00 funding for the purchase of land for the 'Wooree Miya' proposed new property.</p> <p>Fittingly, in the same year, Refugee Worker Flo Bin Omar was named Aboriginal and Torres Strait Islander Student of the Year by the West Coast Institute of Training when she completed her Cert III in Community Services through Recognition of Prior Learning.</p> <p>AADS staff reviewed, improved and documented the service delivery model and supporting systems in preparation for our accreditation review and the state procurement reform process.</p> <p>Also, as part of the procurement reform process, AADS received a 10% funding increase from our state funders. The CEO made a decision that was endorsed by the Board of Management to invest these funds in human capital. Although AADS is funded by both State and Commonwealth agencies, the decision was made to spread the windfall across all funded positions in the organisation, not only the State funded ones. This meant that we were able to pass on a 3% increase in pay rates to all staff.</p> <p>AADS has since made a submission for Component II of the procurement reform process with a continued focus on sustainability of the organisation through investment in our human capital to further redress the wage inequity of AOD workers in the not-for-profit sector. We are still waiting on the outcome of this submission.</p> |
| <p><b>2013</b></p> | <p>In January this year the organisation was reviewed by the Quality Improvement Council (QIC) - Australian Institute for Primary Health Care and we are waiting official confirmation of our accreditation status under the internationally recognised Health and Community Services Standard.</p> <p>AADS continues to be a leading Aboriginal organisation for people in Western</p>  |

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|  | Australia, and a key agency for alcohol and drug services. In the past few years the organisation has undergone significant growth and development of its quality systems and processes, and changes in the management and staff structure to match the current operational requirements. |
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### SUMMARY

As you can see, our history has been one of passion, rallying for better conditions, services and change for the Aboriginal community. There has been a lot of hard work and lobbying for funding to support delivery of the organisation's vision. There has been quite a bit of moving around, purchasing and selling of property and premises to secure the best options for delivering services to the community. Throughout the years the vision, mission and objectives have been revised and improved and there have been many dedicated passionate and skilled grassroots staff delivering services to our clients at the coal face. Our collective efforts, hard work and passion has seen the organisation grow and gain recognition through awards and funding to pursue the vision.