



VISION

SMART Recovery is accessible and relevant to all



PURPOSE

Provide accessible evidence-based tools to help people manage addictive behaviours



SOCIAL IMPACT

SRAU empowers people to help each other manage addictive behaviours for the improvement of the health and social wellbeing of the community



VALUES

Acceptance • Empowerment
Integrity • Respect



PRINCIPLES

PROGRAM PRINCIPLES
Self-management • Mutual Aid • Choice

ORGANISATIONAL PRINCIPLES

Evidence-led • Innovative
Collaboration • Person Centred

STRATEGIC PILLARS

FUTURE STATE

INITIATIVES

2022 MEASURES OF SUCCESS

PROGRAM DELIVERY AND PARTICIPATION

SMART Recovery is a dynamic strength-based and non-judgemental program. The greater variety of ways it can be more accessible to the community, the greater impact it will have on people that are impacted by addiction.

- Offer a variety of credible self-management tools for addictions
- Tools and programs widely used and available
- Presence from early intervention to post treatment
- High quality of SMART products

- Increase the number of SMART groups and the diversity of the forms of delivery
- Expand the Be SMART (family & friends program)
- Coordinate face-to-face and online training
- Seek accreditation for SMART facilitation training
- Grow the number of SMART participants who become peer facilitators
- Improve support for facilitators
- Develop new products

- 500 groups by end of year 3 of plan
- No more than 15% attrition of groups per year
- Be SMART meetings run by SRAU in two different formats
- At least 5 Be SMART facilitator trainings per year
- 50 face-to-face SMART Facilitator training courses per year / 120 people trained online per year
- SMART training is accredited
- 25% growth in SMART Peer Facilitators by the end of the 3 year plan
- Average training evaluation rating > 80%
- At least 1 new product developed each year
- > 75% of facilitators are satisfied with the support they receive from SRAU.

AWARENESS

Greater community awareness of SMART and SRAU will increase support and engagement.

- SMART is more widely perceived as a quality resource to achieve success in helping people help themselves to manage addiction
- SRAU is recognised as a significant contributor in the AOD / mental health fields
- SRAU and SMART is contributing to a reduction of stigma

- Identify and secure brand ambassadors and champions
- Renew and refresh the value proposition
- Establish and embed brand guidelines
- Develop and implement a stakeholder engagement plan, including a focus on government
- Boost media engagement through both traditional and new channels
- Increase the level of advocacy, with a focus on stigma from addiction
- Participate in the continued development of SMART Recovery International

- 3–4 engaged Ambassadors at any one time
- All communication channels have a consistent brand
- At least 12 media positive stories per year in mainstream outlets
- Weekly communication with stakeholders at least 45 p.a.
- Increase no. of positive personal SMART stories
- SRAU is referred to 10 times when stigma is raised in the public conversation either through research, media or other fora over the 3 year plan
- 50% increase in stakeholder engagement meetings over the 3 year plan
- SRAU is represented on SRI Board and sub-committees

SUSTAINABLE REVENUE GROWTH

To achieve the growth in the strategic plan SMART needs to increase its resources and become more sustainable, including being less reliant on any one income source.

- SRAU is financially sustainable and has a program to build on a strong funding base
- SRAU has a diverse network of partners, donors and advocates
- SRAU successfully leverages its empirical and evidence based approach to attract funding

- Implement a subscription fee model
- Undertake a feasibility study into PHN's being a purchaser of subscriptions
- Establish a philanthropic stewardship program
- Seek funding from private and public sectors
- Develop a bequest program

- Annual Revenue at end of plan is:
 - » \$500K–\$700K commercial revenue (established products 100% self-supporting. Training, online, Be SMART to generate \$500K–600K / 50K–100K in printed materials - user pays)
 - » \$200K–\$300K public sector funding
 - » \$400K–\$500K donations / philanthropy
- A bequest program has been implemented

FOUNDATION PILLARS

RESEARCH AND EVALUATION

SRAU is truly an evidence led organisation.

- Accelerated transfer of knowledge from research and evaluation into quality practice within SMART and SRAU
- SRAU has compelling evidence of the impact of the SMART programs

- Update the Research Advisory Committee Terms of Reference
- Develop and implement a research action plan
- Develop and implement a process that utilises findings from evaluation effectively
- Conduct participant / facilitator surveys
- Assist in the development of the Research Coalition

- New RAC Terms of Reference are in place
- Increased evidence of the impact that SMART is having on people's lives is available
- SMART and SRAU are regularly using the findings from evaluations to adapt better practices
- Research Coalition is fully functional

SMART PEOPLE AND OPERATIONS

Recognises that our people are our most valuable asset and aims to provide them with an environment to thrive.

- High level of engagement by Board and staff
- The wellbeing of our people is equally as important as to those we assist
- SRAU is recognised as an organisation that is continually improving, innovative and focused on quality outcomes
- Maintain legal and statutory compliance and competencies

- Employee Performance Plan to be developed annually, including professional development activities
- Staff performance review to occur annually
- Board review to occur every two years, and consider recommendations
- Undertake an employee remuneration review
- A review of progress against the strategic plan and quality improvement workshop is conducted at least once a year
- Update the SRAU constitution
- Keep informed and respond if required to the Commonwealth Government's National Quality Framework for Treatment Providers

- Directors attend at least 4 Board meetings per year; understanding exceptional circumstance
- All staff are engaged in professional activities at least once a year
- SRAU approves an updated constitution
- SRAU complies with all its statutory and legal obligations in a timely manner
- Survey findings support that SRAU is continually improving