



Alcohol
and Drug
Foundation

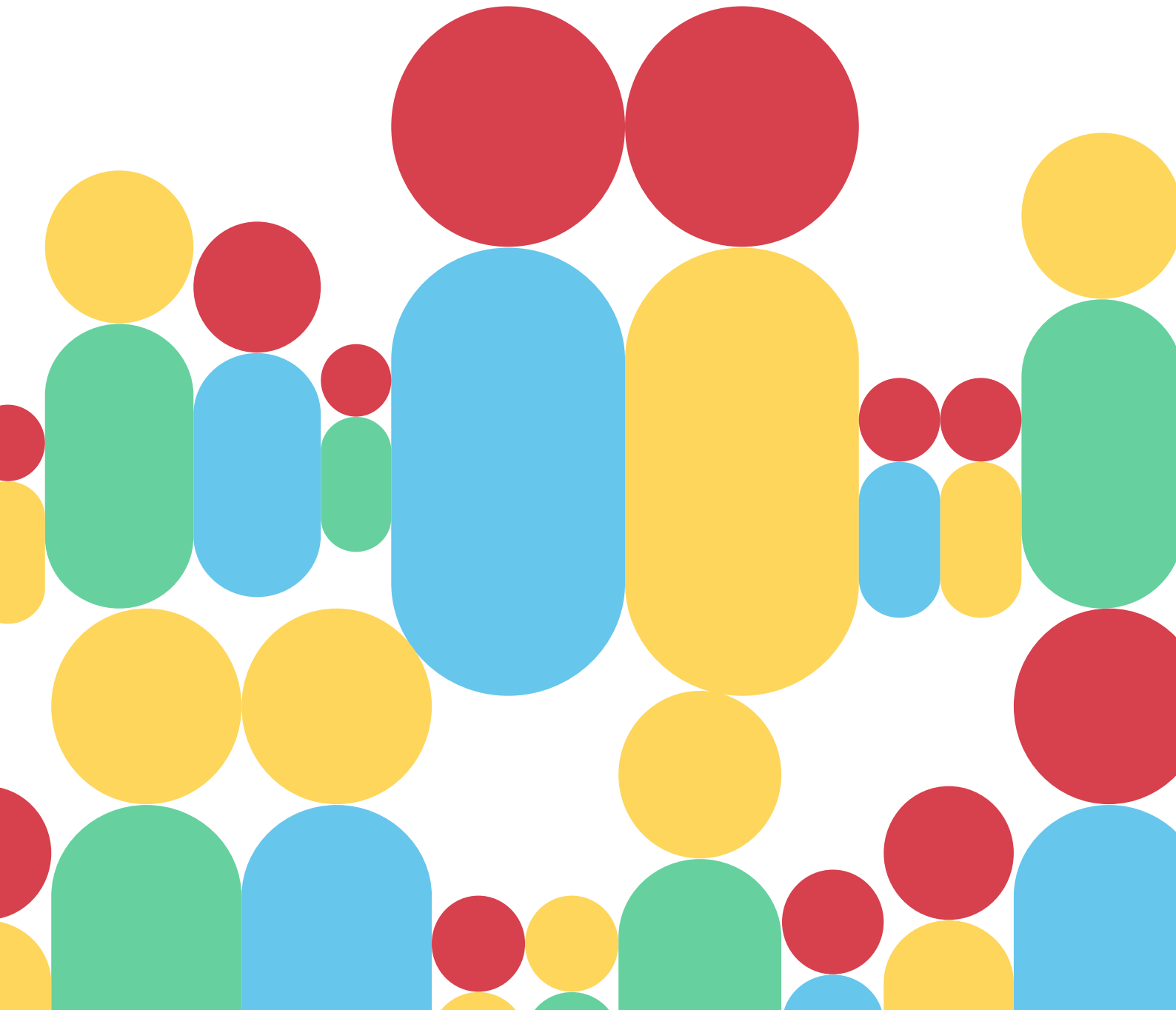


Australian Government

Local Drug Action Team Program

Building Successful Local Drug Action Teams.

A Practical Guide



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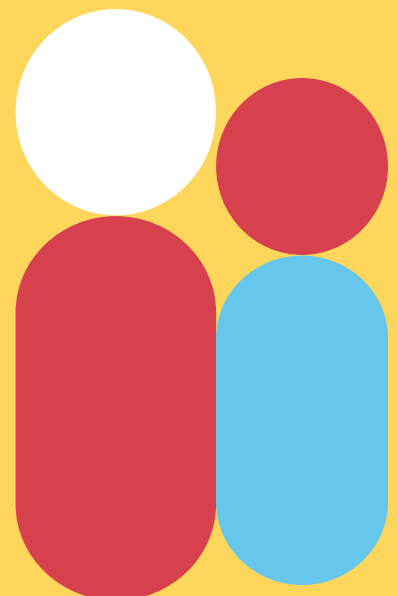
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Introduction

The purpose of this guide is to support Local Drug Action Teams to take action in their community to prevent and minimise alcohol and other drug-related harms. It has been put together by the Alcohol and Drug Foundation to help teams to develop and implement their own Community Action Plan.

The guide is based on what has been shown to work. The evidence-informed resources include:

- Identifying alcohol and other drug-related issues in your community
- Community consultation
- Working with community partners, and
- Measure your success.

The Alcohol and Drug Foundation supports communities to build their capacity to create change. One way we do this is by providing a suite of toolkits which provide step-by-step instructions to deliver locally-tailored, evidence-informed activities.

Community groups have a diverse range of skills and experience – some may benefit from all of the information in this guide, while others will be more familiar with how to drive community-based action to prevent and minimise alcohol and other drug-related harms. The toolkits were designed with this in mind, as stand-alone resources which can be accessed as needed.

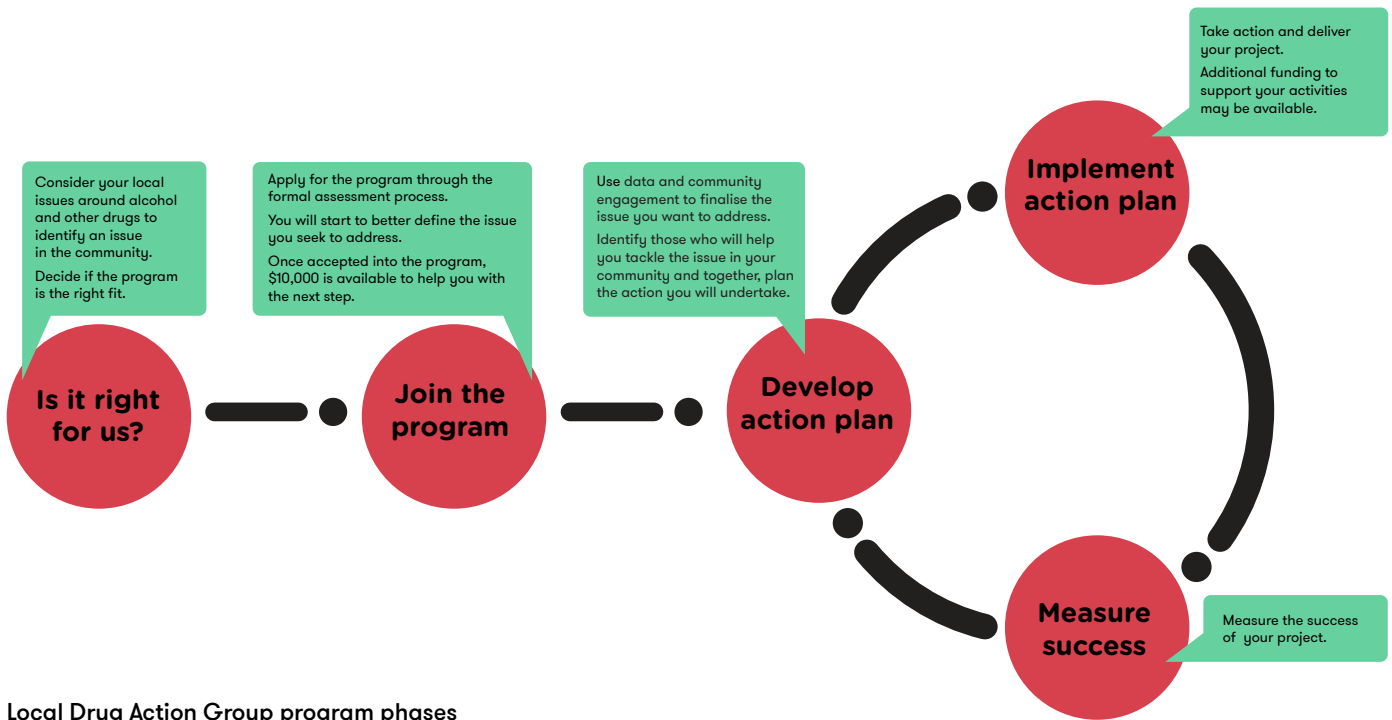
Local Drug Action Team Program overview

The Local Drug Action Team Program supports communities to collaboratively build their capacity to prevent and minimise the harm caused by alcohol and other drugs.

The Local Drug Action Team Program supports community organisations to work in partnership to develop and deliver activities that prevent or minimise harm from alcohol and other drugs. Local Drug Action teams work together, and with the community, to identify the issue they want to tackle, and to develop and implement a plan for action.

The Alcohol and Drug Foundation provides a number of practical resources to assist Local Drug Action Teams to deliver evidence-informed activities. The community grants component of the Local Drug Action Team Program may provide funding to support this work.

The Local Drug Action Team Program is funded by the Australian Government and is being implemented across Australia. By 2020, there will be around 240 communities actively involved.



Local Drug Action Group program phases

The power of community action

Community-based action is powerful in preventing and minimising harm from alcohol and other drugs.

Alcohol and other drug-related harms are mediated by a number of factors – those that protect against risk, and those that increase risk. For example, factors that protect against alcohol and other drug-related harms include social connection, education, safe and secure housing, and a sense of belonging to a community. Factors that increase risk of alcohol and other drug-related harms include high availability of drugs, low levels of social cohesion, unstable housing, and socioeconomic disadvantage. Most of these factors are found at the community level and must be targeted at this level for change.

Alcohol and other drugs are a community issue, not just an individual issue. Community action to prevent alcohol and other drug-related harms is effective because:

- The solutions and barriers (protective/risk factors) for addressing alcohol and other drug-related harm are community-based
- It creates change that is responsive to local needs
- It increases community ownership and leads to more sustainable change.

The Alcohol and Drug Foundation prioritises partnerships, collaboration and long-term impact.

Part 1: Identifying alcohol and other drug-related issues

Part 1 of the guide supports groups to identify the alcohol and other drug-related issues in their community. It provides guidance on how to gather information and develop an accurate picture of alcohol and other drug-related issues in the community.

Developing an accurate picture of local need

There are many alcohol and other drug-related issues that your group may feel that it should address. It is important to accurately identify need so that your activities are focused on the most important issue. If we don't ask the right questions and gather the appropriate information at the start, valuable time, effort and resources may be spent tackling a less important issue while a more important or urgent issue is overlooked.

To start with, it can be a great opportunity to have a brainstorming session, with all the ideas put up onto a whiteboard. You can then consider whether you need more information, such as statistics about alcohol and other drug use and harms in your area.

It is important to know if there is a problem.

- Have you asked your community through community consultation what they think the issues are?
- Do you have enough facts, figures and other current information to make an informed decision on the issue?
- How can you find out more about the issue?
- Do you need to do any research or gather evidence?
- What are the causes of the problem?
- Who is the target group most affected by the issue?

Gathering information from a range of sources will help you to develop an accurate picture of what is happening in your community. As you collect information you may find that some issues are not as problematic or widespread as you initially thought, you may identify other issues affecting your community that you weren't aware of, or your initial understanding of the alcohol and other drug-related issues in the community may be confirmed.

The process of gathering information and local data will help you to gain an accurate picture of local need. The alcohol and other drug-related issue/s that you identify will form the basis of your Community Action Plan.

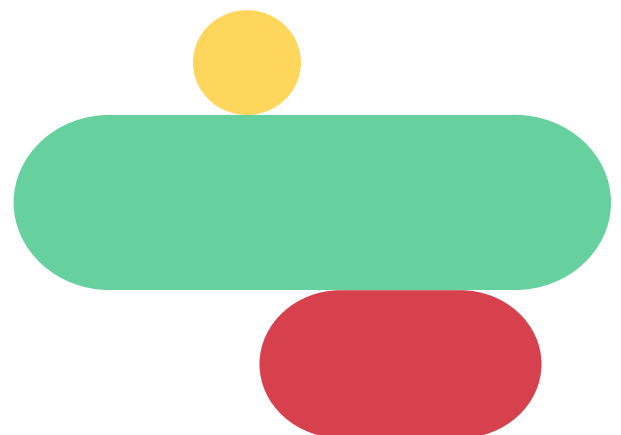
Gathering the right information

There is a lot of information available on alcohol and other drug-related issues. Sometimes high profile public incidents, controversy, and the political landscape can skew perceptions around the alcohol and other drug-related issues in communities. It is important to gather information and local data that is of a good quality and relevant to your community.

Consider the following questions:

- Is it clear where the information has come from?
- Is it a reputable and authoritative source?
For example, government reports, well known and credible organisations, academic books and publications.
- Is the information factual and accurate?
- Is the information current?
- Is it publicly available?
- Does it contain data specific to your local area?
- Is information available from a variety of sources?
- Are the different sources of information broadly consistent with other each?

Statistics and research will provide part of the picture around what's happening in your community. It's also important to consult with your partners and community to find out what they understand to be the issues. They may have their own data and insights that could help you identify the alcohol and other drug areas of focus for your activity.



Sources of information

We live in an 'information age' and at times you may find that the amount of information on alcohol and other drug-related issues available can be overwhelming, and at times difficult to understand. The following sources of information are reliable and will provide you with a good starting point for gathering information.

Remember that your partners and community members are key sources of information.

Alcohol and Drug Foundation

The Alcohol and Drug Foundation has a range of resources to provide you with access to the best available research evidence relating to the prevention of alcohol and other drug-related harms.

- **Alcohol and Drug Foundation Information Line:** 1300 85 85 84
- **Alcohol and Drug Foundation Library:** a comprehensive library providing access to journal articles and research adf.org.au/library
- **Drug facts:** factual and up to date information on alcohol and other drugs. adf.org.au/drug-facts

Population health

- Local government websites include statistics such as age, gender, disability, employment, household, country of birth, Aboriginal and Torres Strait Islander status and sexual orientation
- The latest Census population data can provide further supplementary statistical information abs.gov.au/census
- Community survey data from local governments based in your catchment (they may have asked the community about issues related to alcohol).

Other

- Council(s) – ask for the Planning, Recreation or Youth Officer
- Primary care partnerships
- TAFEs
- Universities.

Identifying a priority issue

As you review your information, it is important to identify the most important issue in your local community.

- How serious is the problem? What are the social, health and economic impacts?
- Is the issue common, or 'prevalent' in the community?
- Who is affected by it?
- How many people are affected?
- How long has it been an issue?
- What will the community agree to work on together? Will we have community support to address this issue?
- Is anyone else working on it?
- Is our group the most appropriate group to do something?





Figure 1: The Alcohol and Other Drug Lifecycle Planner

Identifying your target audience

It is important to understand which groups are affected by issues, so your action can be tailored and targeted to those groups or sections of the community. For example, different groups will have certain attitudes, behaviours and demographics that need to be considered.

Figure 1 indicates the alcohol and other drug-related issues that can impact people at different ages.

There are specific activities and approaches that are best suited to certain age groups. There are also activities that communities can tailor to meet the specific identified needs of priority populations, such as Aboriginal and Torres Strait Islander communities.

Priority target groups

The Alcohol and Drug Foundation have identified a number of priority groups to target. These population groups experience a higher risk of alcohol and other drug-related issues and are a priority target audience for activities that prevent alcohol and other drug-related harms.

The Alcohol and Drug Foundation’s priority target groups:

- Aboriginal and Torres Strait Islander communities
- Cultural and linguistically diverse (CALD) communities
- Lesbian, Gay, Bisexual, Trans and Gender Diverse and Intersex (LGBTI) communities
- Young people
- Older people
- Regional, rural and remote communities.

Part 2: Community consultation

Part 2 of the guide supports groups to undertake community consultation. It provides guidance on who to consult with, different methods of consultation, and how to encourage participation from across the community.

Community consultation and engagement need to be at the heart of the development of your Community Action Plan and supporting activity. Involving the community in your activity will ensure a thorough understanding of your community and their specific characteristics, needs, values and preferences. These essential insights will help ensure you are focusing on the right issue, and are important to establishing, tailoring and sustaining your activity, and ensuring that your activity is responding to local need.

Strong community consultation and engagement will increase the likelihood of success in your work. It will increase the sense of activity 'ownership' in your community and build the capacity of your community to prevent alcohol and other drug-related harms, which means that action is more likely to be sustained over time. Your activity is more likely to succeed if it has the interest and support of the local community.

A thorough understanding of your community and their needs is vital to gaining an accurate picture of local alcohol and other drug issues. As you work to identify your local alcohol and other drug issues, it is important to ask the community:

- What does your community think the problem is? What's created it?
- What are their ideas and opinions about the solution, how an activity could be rolled out and key messages?
- What is the role of a community in preventing alcohol and other drug harms?

Community consultation is an important process in not only defining community opinions, values and needs, it will also assist you in identifying other partners, helping you see what community members are motivated to address, and how you can build and promote awareness of your Local Drug Action Team's work.

It is important to continue talking with your community throughout your activity. Be prepared to make changes to your activity if required.

Refer *Appendix 1: Capturing community consultation*.

Who to consult with in your community

Consider consulting with people who:

- Are the target audience
- The project will affect
- Will benefit from the project
- Can contribute information to help develop the project
- Can help deliver the project
- Need to know about the project.

Different methods of consultation

Consultation methods include:

- **Focus groups**

Working with a small group of 5–15 people to discuss key questions you have. This works well for target populations, such as young people, or for a small group of community leaders or influencers. Everyone has the opportunity to speak and ask questions. The discussion is less formal but needs some structure to ensure groups stay on topic.

- **Community meetings**

This is an opportunity to bring together a larger group of 20 plus people to get a larger sample of community views or to present ideas to a broader section of the community. The format is usually some form of presentation followed by facilitated questions. They take more time to organise and require a space large enough to hold the meeting. Not everyone may get the opportunity to speak or ask a question.

- **Surveys**

Can be an efficient way to get a larger number of responses from your community. Asking no more than 20–25 questions is recommended to increase the number of people likely to respond to your survey. Surveys can be delivered as paper versions, online versions, or through face-to-face ‘interview’ style questioning. You may choose to target certain priority audiences or conduct a representative sample of your community. A minimum of 20–30 survey participants is recommended. Larger sample sizes give you more data to work from.

- **Workshops**

Provide more of an opportunity for two-way engagement in consultation. It works particularly well for groups or target populations that you may have little or no previous knowledge of. They require time to prepare and you will need to get commitment from participants to spend at least an hour involved in the workshop. Workshops are a good method to brainstorm ideas and give plenty of opportunity for discussion.

- **A committee**

This is a more formal or structured approach to consultation. This works particularly well when you are seeking to engage stakeholders in ongoing commitment to developing your Local Drug Action Team. They may assist you in governing your activity and bringing in skill sets you don’t already have. They usually consist of no more than 10 people who regularly provide input through scheduled meetings. There is an administrative component to establishing, running, and maintaining a committee.

Choose methods depending on what’s feasible and going to be most effective for you and the people you are consulting. Consider gathering data that is confidential by not including names of individual community members or contributors.

Be clear about how people can influence the project through their comments to focus input and set expectations. Refer *Appendix 1: Capturing community consultation*.

Encouraging participation from across your community

It is important to engage people from across your community, to ensure a variety of opinions and ideas are heard.

These tips will help you to engage the community and encourage community participation in consultation meetings and events:

- Invest time in building relationships
- Be honest, upfront and clear about your ideas
- Inform people how much of their time will be needed to participate in meetings, various activity steps, etc.
- Brief people fully in a manner and language they understand when asking for their views on a particular issue
- Use plain language and not jargon
- Find out what the community's issues and agendas are and work with them to find common ground
- Make meetings as informal as possible, to let people concentrate on the issues rather than worrying about meeting rules
- Keep meetings short, focused and with clear outcomes, as people have little time to spare
- Do not overburden participants – people have school, home and job responsibilities and may not always be able to attend meetings. They may be reliant on public transport or others to get them to and from meetings

- Set aside resources to support participation. Provide morning tea or arrange a community bus for people to attend gatherings
- Get your message out to the community via other agencies' newsletters, stories in the local paper, message boards, radio, leaflets, posters, fridge magnets, word of mouth etc.
- Value any level of participation – it may grow larger in time
- Acknowledge and value the input of your Local Drug Action Team members
- Follow through on commitments¹.

People with different views on drugs and alcohol

Within every community there is a wide range of views on drug and alcohol issues:

- It is important that everyone has a role to play and that there is room for a diverse range of strategies to address the issues.
- Listen, try to understand and respect the other person's point of view
- Be careful not to jump to conclusions about what other people believe. Ask questions to check your assumptions
- Look past the emotion of an issue to find common ground, e.g. a focus on preventing problems before they occur might not be acceptable to everyone
- Keep communication channels open
- Be patient as it may take time to develop understanding².

Refer Appendix 1: Capturing community consultation.

1 Building Successful Community Drug Action Teams: A Practical Guide, NSW Department of Health 2008.

2 Ibid.

Part 3: Working with community partners

Part 3 of the guide supports groups to work with community partners to prevent alcohol and other drug-related harms in their local community. It provides guidance on how to identify partners, work together effectively and measure the success of the Local Drug Action Team partnership.

Strong partnerships are critical to addressing the complex causes of alcohol and other drug misuse. Working with community partners will enable you to:

- Draw on other local networks and extend your reach into the community
- Harness a range of skills, knowledge and experience
- Draw on a range of different perspectives and rich insights
- Address the complex causes of alcohol and other drug harm, which often transcend the boundaries of individual groups or organisations
- Increase your impact in the community.

Working with community partners will increase the likelihood of your activity being successful and creating long-term and sustainable change in the community.

Identifying partners

It is important that your partners have a shared understanding of, and commitment to, community-led action. They may not have experience or understanding of alcohol and other drug issues but they can bring other skills and experience that help you deliver your activity in the local community.

Useful questions to consider when identifying partners:

- Who else might be interested in this activity? Who has a good understanding and connection to your target audience?
- What are you seeking to gain from partnerships? Who might be able to help you?
- What relationships are already in place? Can you build and strengthen existing partnerships, networks and alliances?
- Are there any people who might make the activity difficult?
- Are there particular agencies, government and non-government organisations, liquor accords, businesses, youth groups and community members who might like to get involved?

You must be willing to partner with other organisations to form a Local Drug Action Team. We recommend a maximum of 5–7 partners, including the organisations represented in your Local Drug Action Team. Having too many partners can make it difficult to align expectations and contributions.

A list of potential partners is included in Table 1. To identify partners for your project you may find it useful to use the list to brainstorm how your approach (e.g. issue, target audience, activity) might overlap with the interests or focus of others, and how you might harness those opportunities. You may think of other worthwhile contacts to add to this list.

Table 1: Prospective partners

Category	Relevant partners
Young people	<ul style="list-style-type: none"> • Local high school SRC representatives • TAFE • Universities • Youth workers • School principals • Student services consultants (counsellors) • Community sporting clubs • Youth employment organisations • Community arts organisations (e.g. music, dance, drama)
Health	<ul style="list-style-type: none"> • Primary health networks • Community health, primary care partnership and community agencies • Hep C Council • Aids Council • Drug and alcohol services • Mental health services • Pharmacies • Needle syringe programs • Area Health Services
Groups that represent priority target groups	<ul style="list-style-type: none"> • Aboriginal and Torres Strait Islander groups and peak bodies • Cultural and linguistically diverse (CALD) groups • Lesbian, Gay, Bisexual, Trans and Gender Diverse and Intersex (LGBTI) representative groups • Disability support organisations • Organisations that support regional and remote communities
Older people	<ul style="list-style-type: none"> • Senior Citizens groups • Men's Shed • Salvation Army • Rotary Club • Lions Club • Neighbourhood Houses/Centres
Police	<ul style="list-style-type: none"> • Police Citizens Youth Clubs (PCYC) • Youth Liaison Officer • Community Engagement Officer • Local area commander
Corrective Services	<ul style="list-style-type: none"> • Parole officers • Juvenile Justice • Justice Department

Category	Relevant partners
Local government	<ul style="list-style-type: none"> • Mayor • Youth Development Officers • Crime Prevention Officers • Safety Officers • Community Services Officers
Other	<ul style="list-style-type: none"> • Local businesses • Chamber of Commerce • Local church groups • School Parent Associations • Neighbourhood Centres/Houses • Welfare groups
Volunteer organisations	<ul style="list-style-type: none"> • Apex • Youth organisations • Community Housing associations • Salvation Army • Mission Australia
Government agencies	<ul style="list-style-type: none"> • Department of Sport and Recreation • Department of Community Services • Department of Housing • Department of Education • Office of Liquor Gaming and Racing (OLGR – Liquor Accords) • Centrelink and employment agencies

Be creative with your partnership ideas

Organisations are encouraged to think creatively about partnerships, particularly organisations in regional, rural and remote communities that may have limited options:

- Explore new opportunities beyond your traditional partners. Who could you partner with that you haven't worked with before? For example, organisations with a focus on building resilience in young people, or strengthening community connection.
- Look beyond your local community. Are there opportunities to partner with state/territory or national organisations? For example, headspace, beyondblue, and the Justice Department.
- Consider remote partnerships. Can you work remotely with organisations in other communities?
- Consider partnering with a University or TAFE.

Health centres, schools, universities, and local councils are often obvious choices for Local Drug Action Team partnerships but looking beyond the traditional partners is beneficial and allows for a broader cross-section of the community to be represented. For example, the local Chamber of Commerce can provide great insight into employment opportunities in the region to support those at risk of alcohol and other drug-related harms. The Police and Citizen Associations are often well placed to support community minded prevention activities.

Establishing the partnership

A range of different partnership types exist, including informal networking and relationship building, and more formal partnerships that are established between organisations.

The first step is to make contact with your proposed partners and understand if there are synergies between your objectives and the work of your partners. This should be a two-way process to establish that the partnership is mutually beneficial and feasible for both parties to enter into. You may decide through initial conversation that the partner isn't the right one for your Local Drug Action Team. It's good to identify several partnership options and explore which is best for you.

You can also consider if the partnership is for a defined part of your activity (such as access to your target audience) or for more ongoing aspects of your work. Try to be clear about your expectations so that the partner you approach can assess their capacity to be part of your activity.

Documenting the partnership agreement will formalise the partnership and help to create a positive environment for working together. Partnership agreements often specify the purpose, roles and responsibilities of the partnership, and ensure that everyone has a common understanding.

Partnership agreements can be formalised in different ways. Think about what the best approach is for your Local Drug Action Team.

For example:

- Email confirmation
- Letter of Agreement
- Terms of Reference
- Memorandum of Understanding
- Contract.

Taking action

Once you have identified your partners and established the partnership you are ready to plan and take action together.

Some partnerships may need structures put in place to support the partnership, such as:

- Advisory Group
- Working Group
- Project team
- Management team.

Try to keep the administrative, communication and decision-making structure of the partnership as simple as possible.

Measuring the success of the partnership

Partnerships are dynamic and should be reviewed periodically to measure their success.

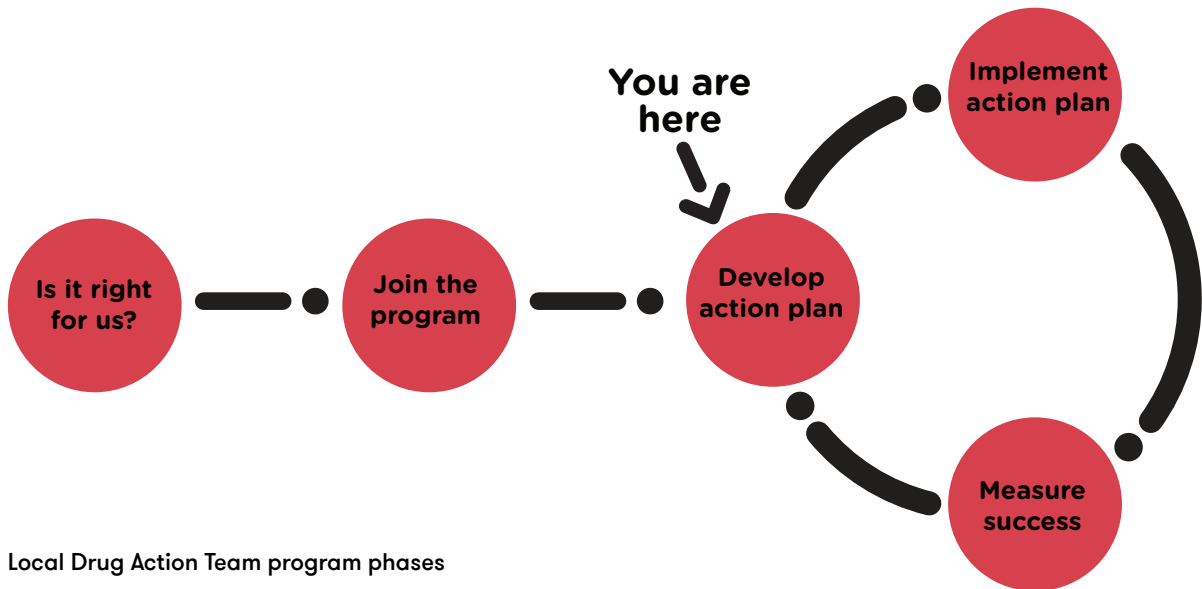
You can measure the success of your partnership in a number of ways, such as conducting a member survey or interviews.

When reflecting on the partnership, consider the outcomes of your collective work. Changes to partners' confidence, and change within partner organisations, should be considered as a positive outcome.

Useful resources:

VicHealth's Partnership Analysis Tool
vichealth.vic.gov.au/media-and-resources/publications/the-partnerships-analysis-tool

Part 4: Developing a Community Action Plan



Local Drug Action Team program phases

Part 4 of the Guide supports groups to develop a Community Action Plan. It provides guidance for groups as they plan their community alcohol and other drug activities and complete the Community Action Plan template. Groups can seek further guidance from their Relationship Manager.

Core aspects of community action

Community action to prevent alcohol and other drug-related harm has a number of core elements which should be considered during the development of your Community Action Plan, and incorporated throughout your activity. Core aspects of community action:

- A focus on preventing alcohol and other drug-related problems before they occur (not responding to/treating problems)
- Community-driven, with strong community consultation and engagement
- Collaboration and partnerships with local community partners
- Informed by evidence, and responsive to local data and need.

What is a Community Action Plan?

Community Action Plans provide a framework or 'road map' for implementing change in the community to prevent alcohol and other drug harms. Community Action Plans describe what the community wants to accomplish as part of a Local Drug Action Team, what steps are required during a specified timeline and what resources (people, money and materials) are needed to be successful.

Local Drug Action Teams are required to provide their Local Drug Action Team name, Community Action Plan title and start date when completing the Community Action Plan. The five key stages of developing your Community Action Plan are:

- Stage 1. Confirm your local issue
- Stage 2. Determine your project/s and activities
- Stage 3. Set your objectives
- Stage 4. Map your steps
- Stage 5. Measure your success.

Stage 1. Confirm your local issue

The first stage of developing your Community Action Plan is confirming your local issue, target audience (age group and priority population). This information will form the basis of your plan.

You have already started to define the alcohol and other drug-related issues that you seek to address. It is important to consult with others to be sure that your partners and community agree this is the right focus. Consulting with your community will assist you in confirming your local issue.

See *Part 2: Community Consultation* to understand how to consult with your community to better define the issue.

Working with community partners and consulting with the community can be the focus of your initial Community Action Plan if your group hasn't established these relationships, as they can help to confirm your local issue and are the foundation on which successful community action and change is built.

Gathering information from a range of sources will help you to develop an accurate picture of what is happening in your community and to focus your project on the most important issue.

Local Drug Action Teams can select from a number of defined issues in the *Community Action Plan*.

'Target audience' are the people who you will deliver your activities to. Target audiences are identified according to age and priority population groups. Local Drug Action Teams can select from a number of defined target audiences in the *Community Action Plan*.

If the audience/s that your group is targeting is more specific than the options provided in the *Community Action Plan* (e.g. pregnant women, people who are unemployed) or unknown, groups can indicate this. For further guidance see *Identifying your target audience* in *Part 1: Identifying alcohol and other drug-related issues in your community*.

Useful resources:

- *Part 1: Identifying alcohol and other drug-related issues in your community*, in *Building Successful Local Drug Action Teams: A Practical Guide*
- *Part 2: Community consultation*, in *Building Successful Local Drug Action Teams: A Practical Guide*



Stage 2. Determine your activity

The next stage of developing your Community Action Plan is determining what activity your group will deliver.

A number of activities have been shown to be effective in preventing alcohol and other drug harms. Local Drug Action Teams can select from a number of these in the *Community Action Plan*.

To determine the most appropriate evidence-based activity is most appropriate for your identified issue and target audience, use the Alcohol and Other Drug Lifecycle Planner.

Consider the following questions when selecting your activity to ensure a good fit with your group and local community.

- Does your group have the capacity to carry out the these activity? Do you have the resources (people, money, materials) available, or can you access them?
- What expertise does your group have? Who could you partner with in order to access additional skills and knowledge?
- What are the community's strengths and challenges regarding alcohol and other drug use? How can you leverage off the strengths, and mitigate the challenges?

You may feel that further work is needed before you can decide on the best approach for your community. This may involve consultation with the community to gather their views and start engaging them in the ongoing work. If you need to do initial work with your community to confirm your activity, your first Community Action Plan may be short term, with community consultation and planning as its focus.

The Alcohol and Drug Foundation's suite of toolkits provide guidance on the key steps to deliver activity, the resources required, potential partners you might like to consider and measures of success. Read through the relevant toolkits to help you choose the best approach for your issue and your community.

Useful resources:

Part 1: Identifying alcohol and other drug-related issues in your community, in *Building Successful Local Drug Action Teams: A Practical Guide*

Part 2: Community consultation, in *Building Successful Local Drug Action Teams: A Practical Guide*

The Alcohol and Other Drug Lifecycle Planner

The Alcohol and Drug Foundation's suite of toolkits are available at community.adf.org.au



Stage 3. Set your objectives

Setting objectives for your Community Action Plan is an important part of the planning process.

Objectives are about what change will occur. They make a Community Action Plan operational. Objectives answer the question ‘Who is going to do what, for whom, by when, and to what standard?’

Local Drug Action Teams are required to develop 2–4 objectives for their Community Action Plan, based on the priorities they have identified (i.e. issue, target audience, or approach, which may include community consultation and working with community partners).

Strengthening community partnerships and community engagement is a key factor in the ongoing success of your work. Many Local Drug Action Teams include objectives that develop capacity in these areas. Objectives may also relate to gathering data through community consultation, or partnership development.

Objectives may describe change at the individual, organisation or community level – they don’t have to describe a direct change for the target audience.

Example objectives are included in each of the Alcohol and Drug Foundation’s suite of toolkits in Section 3: *Set your objectives*. You should use your objectives from your selected toolkit activity as useful starting point for setting your Community Action Plan’s activity objectives. Groups can develop their own objectives.

A good way to test your objectives is to use the SMART technique. SMART statements have the following characteristics:

- **Specific:** clear and precise
- **Measurable:** can be measured to indicate success (e.g. numbers, quantity, comparison)
- **Achievable:** can be realistically achieved
- **Relevant:** relevant to the issue, target audience and group
- **Time-bound:** includes a timeframe for action.

Useful resources:

The Alcohol and Drug Foundation’s suite of toolkits are available at community.adf.org.au
See Section 3: *Set your objectives* in each toolkit.

Stage 4. Map your steps

This section of the Community Action Plan is your ‘road map’ for implementing change in your community to prevent alcohol and other drug-related harm.

Local Drug Action Teams need to provide a summary of the steps to be completed in order to deliver their activities. Groups need to identify, for each step:

- The resources (people, money, materials) that are needed
- Who will be involved and responsible
- The timeframe or due date.

The steps should be linked to the objectives identified in Stage 3. Some steps may relate to the activity you are undertaking to address the issue around alcohol and other drugs, and some may be related to objectives around community engagement and strengthening partnerships.

An outline of the main steps and resources required are provided in the Alcohol and Drug Foundation’s suite of toolkits in Section 4: *Map your steps*. You may find these a useful starting point.

Useful resources:

The Alcohol and Drug Foundation’s suite of toolkits are available at community.adf.org.au
See Section 4: *Map your steps* in each toolkit.

Stage 5. Define your budget

This section of the Community Action Plan is where you and your partners consider all your income and expenditure lines. Please note that:

- LDAT's can apply for grants of up to \$40,000 every 12 months (this amount includes the initial \$10,000 grant allocation to develop a Community Action Plan). However, there will be very limited numbers of these maximum grant amounts awarded
- Please put the amount you are applying for in the Income column of your budget and title this row "LDAT Funding"
- Please include any other revenue in the Income column i.e. any additional prior funding received, and contributions from organisations in your LDAT including any in-kind support
- Any capital expenditure over \$500 must be listed as an individual line item in the budget
- Community Action Plan funding grants are to be spent within 12 months of their allocation

You may need to add additional columns or rows if you have for example multiple sources of in-kind support.

Stage 6. Measure your success

It is important to monitor and measure the success of your Community Action Plan activity, as it helps you see what went well, and what could be improved next time around.

Often community action to prevent alcohol and other drug-related harms is an ongoing process over many years. Measuring success is something to be done throughout the delivery of your Community Action Plan, not just at the end of your activity.

Measures of success (sometimes called indicators) indicate what needs to be measured in order to assess the activity's success. They are markers of your activity's progress and achievements. There are three main categories:

- **Process measures** relate to your Community Action Plan processes and how your activity is being delivered. They help you to monitor whether your activity is going well or needs to be tweaked – before it's too late. Process measures focus on activity implementation (e.g. quality, satisfaction), reach (number of target audience affected by the activity), and outputs (what is delivered). Outputs are usually described numerically, such as number of events held or number of attendees.
- **Impact measures** relate to the difference your activity has made. They are used to measure short and medium-term effects (impacts) of your activity. Impact measures help you to build a picture of your activity's influence on individuals, organisations and communities.

Measures of success need to be determined for each activity in your Community Action Plan's activity. Groups are required to specify at least two process and two impact measures for each activity. You will also need to identify the tools you will use to collect data for each measure – see Section 5: *Measure your success* in each toolkit.

Some examples of measures and tools and further guidance are provided in *Part 6: Measure your success*, in *Building Successful Local Drug Action Teams: A Practical Guide*. The Alcohol and Drug Foundation's suite of toolkits also contain a range of other measures and tools. You may find these a useful starting point for developing your own.

Useful resources:

Part 6: Measure your success, in *Building Successful Local Drug Action Teams: A Practical Guide*

The Alcohol and Drug Foundation's suite of toolkits are available at community.adf.org.au See Section 5: *Measure your success* in each toolkit.

Part 5: Implementing a Community Action Plan

This is the phase where LDATs implement their Community Action Plans.

Approval of a Community Action Plan

Once an LDAT has completed populating their Community Action Plan the following actions need to be taken in order to seek approval of the Community Action Plan and to seek funding for your Community Action Plan if required.

Key actions

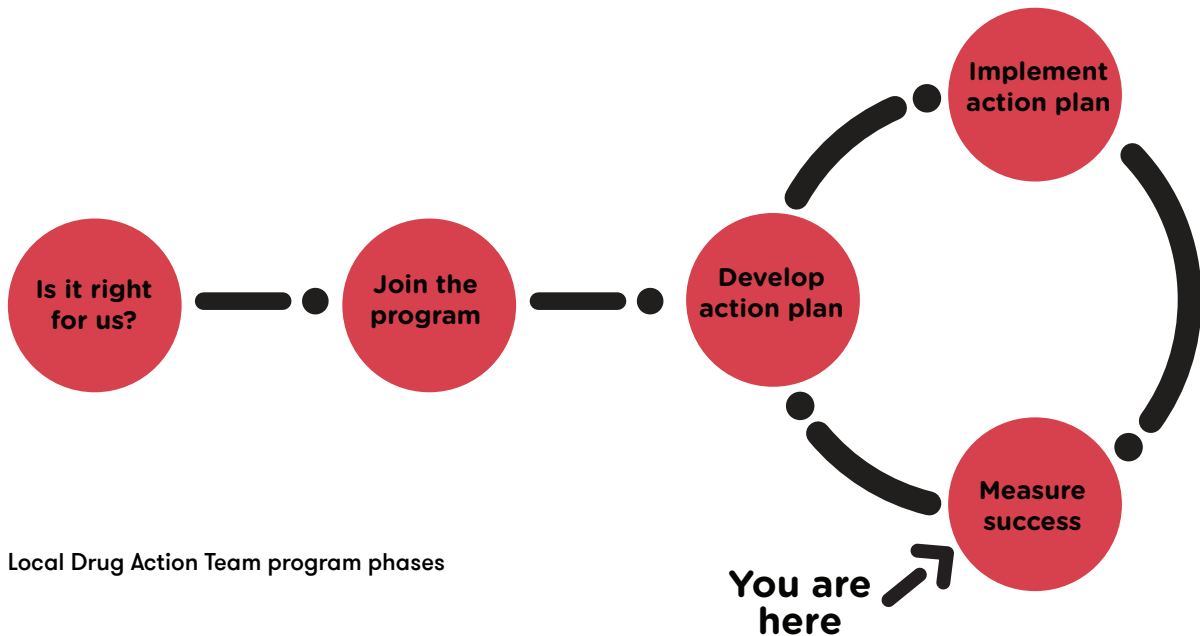
1. Submit Community Action Plan to your Relationship Manager for review
2. Once reviewed, the Relationship Manager will send Community Action Plan to LDATenquiries@adf.org.au to be assessed
3. Community Action Plan will be assessed by an assessment panel
4. Once approved a funding agreement will be issued to the lead auspice nominated for the LDAT
5. Once the funding agreement is signed and accepted, funding will be issued to the lead auspice nominated for the LDAT.

Community Action Plan

Once approved, it's time to implement your Community Action Plan, ensuring you are monitoring your progress and gathering your measures of success as you go.

Remember to regularly report on your progress by providing updates to your Relationship Manager on your Community Action Plan activity monthly or as requested.

Part 6: Measure your success



Local Drug Action Team program phases

Part 6 of the Guide supports groups to measure the success of community action to prevent alcohol and other drug-related harms. It provides guidance on identifying measures of success, selecting the right measurement tools for the chosen activity, and sharing Community Action Plan successes.

Measuring your success, or evaluating your Community Action Plan activity, is important because it answers the questions:

- Did we achieve our objectives?
- Is anyone better off?
- Was the activity successful?

Having a Community Action Plan helps keep you focused, and allows you to check how you have gone against the objectives you set at the start. Monitoring and measuring the success of your Community Action Plan's activity helps you see what went well, and what could be improved next time around.

Measuring the success of your Community Action Plan is important as it allows you to:

- Check how you have gone against the objectives you set at the start
- Assess the effectiveness of your activity
- Describe your successes to others
- Identify the areas you intend to improve next time
- Stay motivated and be thinking ahead to the next aspect of your development as a Local Drug Action Team.

Often community action to prevent alcohol and other drug-related harms is an ongoing process over many years. Measuring success is something to be done throughout the delivery of your Community Action Plan, not just at the end of your activity.

Refining your focus

Before you begin, take some time to reflect on the key questions you would like to address when measuring the success of your activity. This will help to refine your focus. Key questions may relate to a number of key areas, such as: need for program, reach, appropriateness, adoption, implementation, effectiveness, efficiency and/or maintenance. Some generic questions for measuring the success of activities to prevent alcohol and other drug harms are provided in Table 3.

Establishing measures of success

Measures of success (sometimes called indicators) indicate what needs to be measured in order to assess the activity's success. They are markers of your Community Action Plan's progress and achievements. There are three main categories:

- **Process measures** relate to your activity processes and how it is being delivered. They help you to monitor whether your activity is going well or needs to be tweaked – before it's too late. Process measures focus on activity implementation (e.g. quality, satisfaction), reach (number of target audience affected by the activity), and outputs (what is delivered). Outputs are usually described numerically, such as number of events held or number of attendees.

Table 3: Questions for measuring success

Question focus	Questions
Process	<ul style="list-style-type: none"> • Has the activity been delivered as intended? • What factors (both positive and negative) have affected the delivery? • What proportion of the target audience were involved in your related activity? • Has uptake of your activity varied by socio-economic position, Indigenous status, non-English speaking background and/or rural/metropolitan location? • How well did your activity meet the needs of the target audience? • Have participants been satisfied with your activity?
Impacts and outcomes	<ul style="list-style-type: none"> • Have the activity's objectives been achieved? • Have all activities been appropriate and effective in achieving the impacts and outcomes? • Were there any unexpected outcomes? • What have been the critical success factors and barriers to achieving success? • How much money and time did we spend on our activity? Is the cost reasonable in relation to the magnitude of the benefits? • Have levels of partnership and community engagement increased? • How did your partners add value to your work?
Implications for future Community Action Plan activities and policy	<ul style="list-style-type: none"> • Should the activity be continued or developed further for use in future Community Action Plans? • Where to from here? • How can the Community Action Plan's activity be improved in the future? • How will the Community Action Plan's activity, or impact of the activity, be sustained beyond the initial timeframe? • Will additional resources be required to continue or further develop the activity?³

3. Prevention and Population Health Branch 2010, Evaluation framework for health promotion and disease prevention programs, Melbourne, Victorian Government Department of Health.

- **Impact and outcome measures** relate to the difference your activity has made. They are used to measure short and medium-term effects (impacts) and longer-term effects (outcomes – which may be out of scope for collection within your Community Action Plan activity timeframe) of your activity. Impact and outcome measures help you to build a picture of your activity’s influence on individuals, organisations and communities. All activity should contribute to the long-term outcome of preventing alcohol and other drug harms, in line with the purpose of the Alcohol and Drug Foundation’s Local Drug Action Team program.

Measures of success need to be determined for the key activity in your Community Action Plan. Groups are required to specify at least two process and two impact measures for each activity. You will also need to identify the tools recommended in Section 5: *Measure your success* of your selected toolkit you will use to collect data for each measure. This provides a suite of process and impact success measures that relate to the toolkit activity. These provide a good starting point to developing your own Community Action Plan activity success measures.

Tips for developing measures of success:

- Try not to be over-ambitious, such as over-estimating the turnout to an event or achieving significant community change in a short period of time. This can lead to activity being assessed in ways that might not be achievable.
- Be careful not to confuse outputs (what is delivered) with outcomes (what long-term changes are desired). Is each outcome truly an ‘outcome’?
- Develop impact measures to answer the question: What is different as a result of our Community Action Plan’s activities? It is likely a Community Action Plan will deliver short and medium impacts that if sustained will become an outcome.
- Consider outcomes that may occur in the long-term at different levels including individual, organisation and community. These may be noted as longer term outcomes the Community Action Plan is working to achieve and may provide a longer-term focus for the LDAT.
- Link the measures of success to your activity objectives.

Table 4: Example measures of success

Community action	Process measures	Impact/Outcome measures
Education sessions	<ul style="list-style-type: none"> • Number of education sessions • Number of participants • Number/quality of resources and materials distributed • Partners involved in planning the sessions • Participant satisfaction with session 	<ul style="list-style-type: none"> • Increase in awareness, knowledge, attitudes or skills • Change in behaviour • Improved access to information for target audience
Partnership work	<ul style="list-style-type: none"> • Number/range of partners involved • Number of meetings attended • Representation on local networks • Number of partnership agreements established • Whether the partnership activity went according to plan • Partnership engagement processes 	<ul style="list-style-type: none"> • Development and implementation of new policies and procedures committed to preventing alcohol and other drug-related harm (e.g. workplace, local government, partner organisation) • The number and types of partnerships generated (and embedded)
Awareness raising	<ul style="list-style-type: none"> • Number/quality resources and materials developed • Number of subscribers of e-newsletters • Number of website views • Local/social media coverage • Satisfaction with project resources (e.g. messaging) 	<ul style="list-style-type: none"> • Increase in awareness and knowledge • Increased integration of alcohol and other drug-related issues in organisational policies and plans

Some example measures of success for community action to prevent alcohol and other drug-related harms are provided in Table 4. The Alcohol and Drug Foundation’s suite of toolkits contain other success measures. You may find these a useful starting point for developing your own.

Useful resources:

The Alcohol and Drug Foundation’s suite of toolkits are available at community.adf.org.au. See Section 5: *Measure your success* in each toolkit.

Selecting tools to measure success

Tools to measure success can collect both quantitative and qualitative data. Quantitative data are pieces of information that are expressed numerically. Qualitative data are pieces of information in the form of words or themes.

In your Community Action Plan you are required to identify the tools that you will use to collect data and measure success. It is likely that you will use several tools. The Alcohol and Drug Foundation’s suite of toolkits can help with further guidance.

Common tools to measure success include:

- Feedback sheets or questionnaires (both pre- and post-, or just post-)
- Focus groups
- Interviews
- Surveys
- Document analysis (e.g. project team meeting minutes, progress reports)
- Practice reflection
- Journaling
- Narrative
- Participant observation
- Partnerships analysis.

Table 5 provides some examples of tools for measuring the success of community action to prevent alcohol and other drug-related harms.

Useful resources:

The Alcohol and Drug Foundation’s suite of toolkits are available at community.adf.org.au. See Section 5: *Measure your success* in each toolkit.

Table 5: Tools for measuring success

Community action	Tools for measuring processes	Tools for measuring impacts/outcomes
Education sessions	<ul style="list-style-type: none"> • Training calendar • Attendance registers • Feedback sheets or questionnaires • Focus groups to pre-test resources 	<ul style="list-style-type: none"> • Feedback sheets or questionnaires (both pre- and post-, or just post-) • Surveys
Partnership work	<ul style="list-style-type: none"> • Partnerships register • Meeting minutes • Diary entries • Project document analysis • Practice reflection 	<ul style="list-style-type: none"> • Evidence of how policies and procedures related to preventing alcohol and other drug-related harm are developed and implemented • Partnerships analysis
Awareness raising	<ul style="list-style-type: none"> • Activity tracking data • Website views • Product catalogue • Feedback sheets or questionnaires 	<ul style="list-style-type: none"> • Calls to an advertised service • Focus groups • Surveys

Evaluation partners

You may want to engage the support of a researcher or an external evaluator if you feel this would be beneficial. People with specialist expertise in evaluation can provide advice and guidance on approaches to measuring your success. Usually you would need to engage this support before you commence delivery of your Community Action Plan activity so they can guide you on how and when to collect data. The Community Action Plan funding from the Alcohol and Drug Foundation can be used to undertake evaluation if your group decides they would like to have an external evaluation.

Reflecting on your data

It is important to reflect on the key findings, themes and information collected regarding how your activity has performed. It will assist you to plan your next activity. Consider for example:

- The progress and achievements of your activity
- Unexpected findings (good and not-so-good)
- The challenges, insights and lessons learned
- Factors contributing to success (or not)
- Who the activity has reached and what it has meant for them
- The transferability of your activity to similar settings elsewhere
- The objectives/targets that were met
- The implications of your activity's progress and achievements for future investment
- Recommendations.

Sharing your successes

It is now time to share your activity successes.

Remember to document not only what worked, but what did not; as well as possible reasons for success and failure.

In addition to your Alcohol and Drug Foundation reporting requirements, you may like to consider:

- Putting together a one-page summary of your activity successes and learnings that can be easily understood by someone not familiar with the work
- Writing up key findings in an evaluation report
- Promoting online by uploading an evaluation report to your activity, organisation and partner websites
- Using social media to share key messages
- Contributing short pieces on key findings to sector newsletters or network e-bulletins
- Writing an article for the local paper
- Summarising key findings and getting on the meeting agendas of your organisation's board, management and staff
- Presenting at relevant network meetings and conferences.

Considering next steps

Once you have reported on your Community Action Plan activity's success, your LDAT may consider your activity recommendation, to determine the next suitable Community Action Plan activity to deliver in your community. Each toolkit has other recommended toolkit activities that are suitable for delivery with your selected target audience (see Section 6: Next steps in each toolkit).

More information

BetterEvaluation

betterevaluation.org

Appendix 1: Capturing community consultation

Community consultation and engagement need to be at the heart of your activity. Involving your community will help ensure a thorough understanding of its unique character, needs, values and preferences.

Strong community consultation and engagement increases the likelihood of success for your activities. It increases the level of ‘ownership’ over them in your community and helps lift the capacity of your community to prevent alcohol and other drug harms. This means your action is more likely to have a sustained positive impact over time.

1. Type of consultation

2. Who participated

3. How participants were identified

4. Issues raised

5. Priority issue/s for LDAT action

6. Next steps
