

NCETA BUSINESS PLAN

2004-2008

**National Centre for Education and Training on Addiction
Flinders University**

Preamble

This document presents a draft Business Plan for the National Centre for Education and Training for the period 2004/2008. The Plan is based on the newly developed Strategic Plan for the Centre for the same time period. The Business Plan is shaped around the principal Aim, Goals and Objectives outlined in the Centre's Strategic Plan. As such, the Business Plan and Strategic Plan are complementary documents and should be considered in conjunction with each other.

This Business Plan reflects a significantly different direction for the Centre. When NCETA was first established in 1991 it was focused on the need to advance education and training in the alcohol and other drugs field in Australia. At that time there was a dearth of high quality and formalised education and training activity in spite of a growing need. Throughout the 1990's many important changes occurred in the AOD field. By the close of the decade NCETA's role was not as a frontline trainer and from 2000 through to 2003 the Centre moved further away from its original brief toward its current strategic direction.

Hence, this Business Plan marks the formalisation of a significantly different strategic direction for the Centre. Notably, NCETA's functions have shifted away from a direct service delivery role to focus on workforce development. The Centre is now briefed to undertake activities to facilitate effective dissemination and uptake of research findings, and further to undertake its own research program related to the sustainable transfer of evidence-based practices.

The funding and resource base for the Centre has also changed markedly over the past 10-12 years. The original funding source for the Centre was through the Australian Research Council (ARC) in collaboration with the Drug and Alcohol Services Council of South Australia. In 1999 ARC funding ceased and a new funding arrangement under the Commonwealth Department of Health and Ageing, as part of the National Drug Strategy, put in place.

The core funding base for NCETA is modest, although expectations of the Centre with a national brief are appropriately high. The current and anticipated funding level of the Centre was a key consideration when developing the scope and nature of the Business Plan. Emphasis is also placed on effective funds generation and management throughout the Plan.

As a draft Business Plan, emphasis is placed on the role of the Centre in the short to medium term ie the next 1 to 3 years. As the resource base of the Centre becomes clearer and the needs and expectations of the field more precisely identified the Plan can then be modified to accommodate these factors.

Ann Roche
Director
NCETA

7th January 2004

NCETA'S AIM, GOALS AND OBJECTIVES

In the strategic planning process undertaken in mid-2003 the following Aim was identified for the Centre:

AIM:

NCETA will contribute nationally to the development of a skilled, sustainable AOD workforce and the capacity of diverse organisations to manage AOD issues.

It was further determined that in order to achieve this Aim effectively, NCETA will fulfil the following four Goals:

GOAL 1

Provide leadership on issues related to AOD Workforce Development.

GOAL 2

Raise awareness and understanding of the Workforce Development (WFD) approach and its implications for AOD strategy.

GOAL 3

Identify and promote Best Practice in the management of AOD issues across the system.

GOAL 4

To ensure that NCETA operates efficiently and effectively.

The Business Plan is structured under these four Goals and their associated Key Result Areas (KRAs).

KEY ELEMENTS OF THE PLAN

The Business Plan for NCETA is predicated on the following core roles and points of focus for the Centre over the four year period 2004 to 2008:

- 1. Promote the Centre's Strategic Plan**
- 2. Enhance the Centre's collaborative partnerships**
- 3. Achieve a sound funding base for the Centre to enable it to carry out its designated program of work and to function as a national Centre of excellence**
- 4. Develop the senior staff profile of the Centre.**

An additional priority for the Centre is to ensure the effective dissemination and operationalisation of WFD products and projects. Operationalisation and dissemination serve a number of purposes including raising awareness and understanding of WFD issues and strategies, translation of research into practice, facilitating the development of workforce development interventions tailored to the needs of the AOD field and contributing to the literature on evidence-based practice.

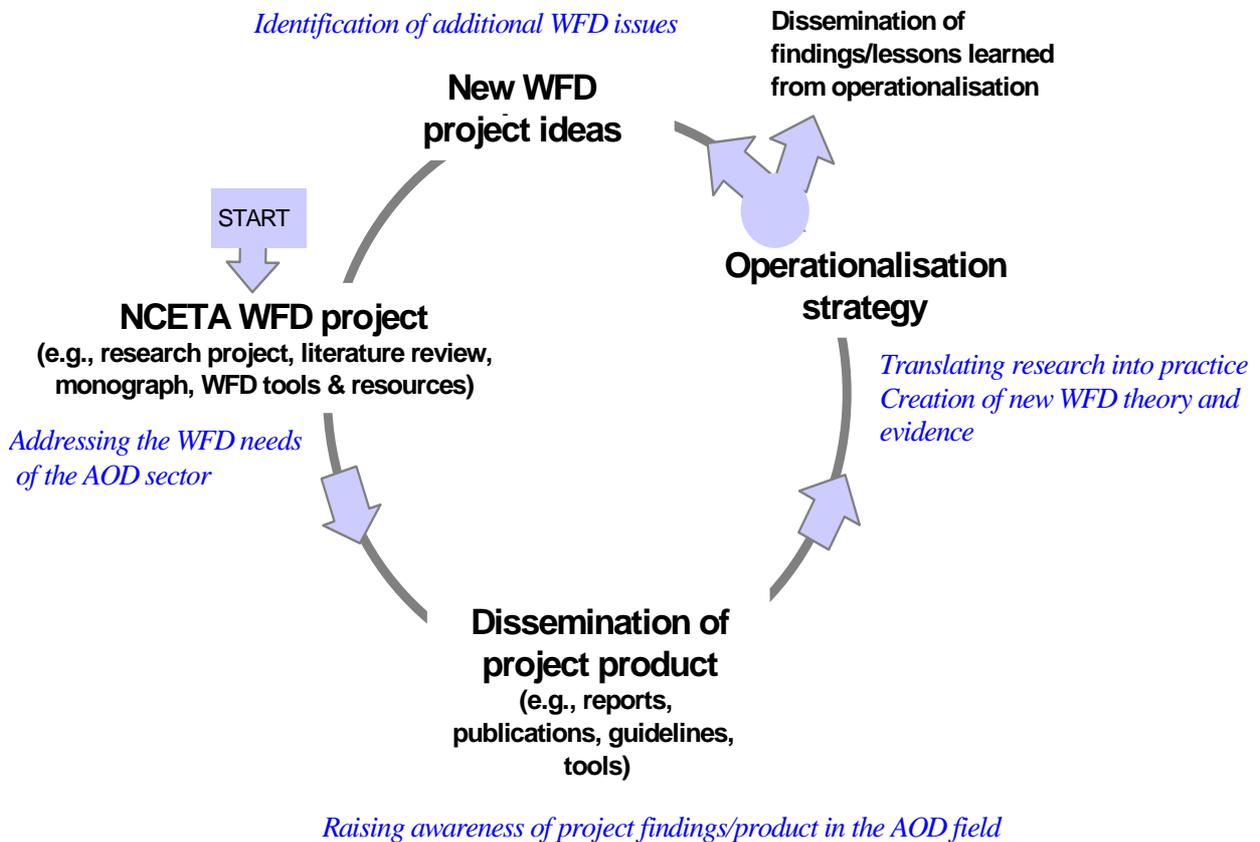


Figure 1. The process of NCETA project development, dissemination and operationalisation.

The following section provides an overview of 5 key operationalisation and dissemination strategies that will be explored for application to NCETA projects.