

FOUNDATION FOR ALCOHOL RESEARCH AND EDUCATION

STOPPING HARM CAUSED BY ALCOHOL

STRATEGIC PLAN
2014-2017





Alcohol kills
15 Australians
every day



OUR CHALLENGE

Alcohol harm in Australia is significant. More than 5,500 lives are lost every year and more than 150,000 people are hospitalised, making alcohol one of our nation's greatest preventive health challenges.

But the devastation doesn't stop there; the high personal and financial tolls extend well beyond the drinker. Each year nearly 400 people die and 70,000 Australians are victims of alcohol-related assaults, including 24,000 victims of alcohol-related domestic violence. All these harms costs the nation an estimated \$36 billion annually.

Against this alarming backdrop of rising harms, alcohol has never been cheaper, more readily available nor more aggressively promoted.

OUR ORGANISATION

The Foundation for Alcohol Research and Education (FARE) is an independent, not-for-profit organisation working to stop the harm caused by alcohol.

For more than a decade, FARE has been working with communities, governments, health professionals and police across the country to take action that works to reduce the toll, raising public awareness, building the case for alcohol policy reform and countering false alcohol industry claims.

FARE has assisted more than 750 communities and organisations, and backed over 1,400 projects around Australia.

OUR WORK

FARE works collaboratively, because we know that together, we can reverse the trend and see fewer children and families negatively affected by alcohol.

We raise funds to build the knowledge base about alcohol, to better understand what works to address the complex problems caused by alcohol, and to support Australian communities responding to alcohol misuse.

We are guided by the *World Health Organization's (WHO) Global Strategy to Reduce the Harmful Use of Alcohol* for tackling alcohol-related harms through population-based strategies, problem directed policies, and direct interventions.

We support the target set out in the *Global Monitoring Framework for Non Communicable Disease* for a 10 per cent reduction in the harmful use of alcohol by 2020.

OUR VALUES

Our values shape the work we do and the way we work.

INDEPENDENCE

We value our position as an independent, not-for-profit organisation, with the autonomy and freedom to chart our own course. We act without obligation, fear or favour in pursuit of our goal to stop alcohol harm in Australia. Our independence also allows us to collaborate and partner widely to get results.

INNOVATION

We believe that innovation is a key to stopping alcohol harms. A problem of this magnitude demands original thinking, bold new ideas and novel methods, together with what we already know works.

LEADERSHIP

We value strong, transparent and courageous leadership in pursuit of our goals. Leadership that is both clear and unequivocal, as well as collaborative and empowering to

the community and our partner organisations. We lead positive, lasting change at the grass-roots level, utilising resources, skills and the right information.

PEOPLE FIRST

Above all, we value the well-being of Australians. Behind every alcohol harm statistic lies an Australian; someone's brother or sister, mother or father, daughter or son; real people, in real communities, suffering real consequences. It is these people whose welfare lies at the heart of, and informs everything we do.

EQUITY AND FAIRNESS

We recognise the unacceptable impact alcohol has on young people, Aboriginal and Torres Strait Islander communities, and other marginalised communities. We value a fair and equitable response to people for whom alcohol harm is most prevalent. We value partnerships that address these issues directly.

ON RECONCILIATION

We acknowledge Aboriginal and Torres Strait Islander peoples as the first Australians and respect the diverse cultures, lands and histories of all nations.



Our values
shape the
work we do
and the way
we work



Unwavering
commitment
and
determination

OUR LIGHT ON THE HILL

Since 2001 FARE has supported communities, contributed to building evidence and driven efforts to prevent alcohol-related harms.

As far as we have come in raising awareness of the immense impact that alcohol misuse has on too many Australians every year, a great deal of work remains to be done.

Our vision, *'stopping harm caused by alcohol'*, brings into sharp focus, the determination and tireless efforts of this organisation.

As we go forward, and execute our 2014-2017 Strategic Plan, our bold and clear vision will leave no doubt in the minds of governments, community, and the alcohol industry, of our unwavering commitment and determination to prevent alcohol-related deaths, disease and violence and help build a safer and healthier Australia.

OUR GOALS

We will pursue five strategic goals to reduce the harms to individuals and cost to the community that result from these harms.

- 1. World-leading research**
Undertake and communicate strategic research.
- 2. Strategic policy and advocacy**
Develop and advocate for policies and programs that work.
- 3. Working together**
Mobilise communities and organisations to work collectively.
- 4. Defending the public interest**
Promote open decision making and hold the alcohol industry to account.
- 5. Leading change**
Build an enduring world-class organisation that effects health and social change.

OUR PLAN

This plan will be implemented by the Foundation's dedicated staff and overseen by its Board of Directors.



WORLD-LEADING RESEARCH

Strategic Goal

Undertake and communicate strategic research.

Success measure

World-leading research leads to evidence-based alcohol policy change.

OBJECTIVES	ACTION AREAS
<p>S1.1 Research that matters - Invest in research that leads policy and program development to stop alcohol harms.</p>	<ol style="list-style-type: none"> 1. Invest in a multi-institutional world-leading research institute that examines alcohol consumption, alcohol harm and strategies to reduce harm. 2. Undertake research that leads and informs Australian policies and programs to reduce alcohol harm. 3. Survey Australians annually to identify trends on community attitudes towards alcohol, consumption and perspectives on policy.
<p>S1.2 Innovative research - Encourage innovative research that examines new and creative ways to prevent alcohol harm.</p>	<ol style="list-style-type: none"> 1. Invest in research from a diverse range of fields on strategies to prevent alcohol harm. 2. Support early career researchers with an interest in alcohol research. 3. Identify research gaps and advance research in areas where little or no research has been undertaken.
<p>S1.3 Strategic research - Work collaboratively to promote a strategic research agenda across the sector.</p>	<ol style="list-style-type: none"> 1. Work collaboratively to develop a national agenda for alcohol research in Australia, and to fund and undertake research. 2. Monitor alcohol research being undertaken in Australia and internationally. 3. Translate research into a range of different formats to bring a broader audience to the research.
<p>S1.4 Research that makes a difference - Undertake research that focuses on people disproportionately affected by alcohol harm, including Aboriginal and Torres Strait Islander peoples, young people and children and families.</p>	<ol style="list-style-type: none"> 1. Invest in research that bridges the gap in knowledge on the effects of alcohol on Australians, the uneven distribution of these harms and appropriate policies and programs to target these. 2. Evaluate the impacts of various policies and programs that target people experiencing disadvantage to inform future policy and program development.



STRATEGIC POLICY AND ADVOCACY

Strategic Goal

Develop and advocate for policies and programs that work.

Success measure

The implementation of evidence-based alcohol policies is leading to reductions in alcohol harm.



OBJECTIVES	ACTION AREAS
S2.1 Stop reckless and harmful alcohol discounting – Advocate for pricing policies that influence changes in behaviour and recover the substantial costs of alcohol-related harms on the community.	<ol style="list-style-type: none">1. Work with governments and researchers to ensure that alcohol consumption and harms data is routinely collected to inform policies on alcohol pricing.2. Advocate for a differentiated volumetric alcohol taxation system that reduces alcohol harms.3. Advocate for a minimum price for alcohol and other policies that address the extreme discounting of alcohol at pubs, clubs, bars and bottleshops.
S2.2 Protect children and young people from prolific alcohol marketing – Advocate for regulating alcohol marketing to protect children from its exposure and reduce its influence in shaping our harmful drinking culture.	<ol style="list-style-type: none">1. Advocate for more rigorous alcohol marketing regulation in Australia.2. Advocate for restrictions to sponsorship of sporting and cultural events, particularly at times and places where children and young people are present.3. Urge state and territory governments to introduce alcohol promotion policies that protect the community from the excessive consumption of alcohol.
S2.3 Stop the proliferation of alcohol outlets and trading hours – Advocate for reducing the availability of alcohol to change the environment and reduce harmful behaviours.	<ol style="list-style-type: none">1. Advocate for policies that reduce the density of alcohol outlets across the country.2. Advocate for reduced trading hours for late trading bars, clubs, pubs and retailers.3. Advocate for harm minimisation to be the primary considerations of liquor licensing legislation and improve opportunities for communities to be involved in liquor licensing decisions and complaint processes.
S2.4 Support communities disproportionately burdened by alcohol-related harm – Advocate for targeted policies and programs for people experiencing significant levels of alcohol-related harms.	<ol style="list-style-type: none">1. Advocate for community-led policies and programs that reduce alcohol harms among Aboriginal and Torres Strait Islander peoples including improved prevention, early intervention and treatment options.2. Advocate for policies that prevent young people from being exposed to alcohol promotions and support young people to have a greater awareness of the harms that result from alcohol consumption.3. Advocate for prevention and early intervention policies for families affected by alcohol-related violence and alcohol dependency.4. Advocate for funded, coordinated and ongoing government support for the prevention, diagnosis and management of FASD.
S2.5 Support a preventive health agenda – Advocate for public health policies that form part of a comprehensive agenda	<ol style="list-style-type: none">1. Advocate for a 'health in all' approach to alcohol policy.2. Advocate for policies and programs that achieve progress against the targets outlined in the WHO <i>Global Action Plan for the Prevention and Control of Noncommunicable Diseases 2013-2020</i>.3. Advocate for alcohol warning labels on all products available for sale in Australia and a comprehensive social marketing campaign to raise awareness of the harms that result from alcohol consumption.



WORKING TOGETHER

Strategic Goal

Mobilise communities and organisations to work collectively.

Success measure

Australians are more aware of the harms from alcohol and are mobilised to prevent alcohol harm.



OBJECTIVES	ACTION AREAS
<p>S3.1 Activating communities – Support communities to make changes that will reduce the impact of alcohol on their local area.</p>	<ol style="list-style-type: none">1. Enable community members and community groups to enact their rights to influence alcohol regulatory processes.2. Develop campaigns to mobilise the community to encourage governments to act to reduce alcohol harm.3. Support projects that enable communities to better engage in evidence-based processes that will contribute to a reduction in alcohol harm.
<p>S3.2 Supporting collaborative efforts – Work with individuals, not-for-profit organisations, business and governments committed to achieving reductions in alcohol harm.</p>	<ol style="list-style-type: none">1. Work collaboratively with organisations from across the country through the National Alliance for Action on Alcohol to progress alcohol policy reform in Australia.2. Work with organisations in NSW and the ACT through the NSW ACT Alcohol Policy Alliance to progress alcohol policy reform at the state and territory level.3. Support the efforts of other coalitions and alliances across the country such as the Alcohol Policy Coalition (Victoria) and the Queensland Coalition for Action on Alcohol in their efforts to advocate for alcohol policy reform.4. Support the Australian Chronic Disease Alliance to further its agenda in progressing policy relating to non-communicable diseases.
<p>S3.3 Facilitating community conversations – Promote research and facilitate community discussions on alcohol to inform public debate.</p>	<ol style="list-style-type: none">1. Engage with a diverse range of Australians to discuss alcohol through our blog site Drink Tank.2. Share information through our digital networks about our community projects, research and policy work with community members, decision makers, community groups and the general public.3. Provide the community with information on important alcohol-related research and policy documents.
<p>S3.4 Social marketing – Conduct broad-based public awareness campaigns to bring about a reduction in alcohol harm.</p>	<ol style="list-style-type: none">1. Undertake public education campaigns to raise awareness of alcohol harm and provide community members with information on how to reduce these harms.2. Work with governments, business and other foundations to invest in these public education campaigns.



DEFENDING PUBLIC INTEREST

Strategic Goal

Promote open decision making and hold the alcohol industry to account.

Success measure

The alcohol industry is not involved in alcohol policy development.



OBJECTIVES	ACTION AREAS
S4.1 Fact checking - Monitor and report on the accuracy of claims made about alcohol and its impact on Australians.	<ol style="list-style-type: none">1. Engage in discovery processes to encourage objective, transparent and accountable decision making in relation to alcohol policies and programs.2. Analyse commentary, research and data to assess the veracity of claims made relating to alcohol consumption, harm and the impact of different policies and programs.
S4.2 Industry accountability - Counter false alcohol industry claims where they threaten to delay evidence-based reforms.	<ol style="list-style-type: none">1. Raise awareness of the tactics used by the alcohol industry to delay evidence-based alcohol policy reform.2. Monitor activities of the alcohol industry, particularly relating to their engagement with government in alcohol policy discussions.
S4.3 Social licence - Encourage ethically and socially responsible investment.	<ol style="list-style-type: none">1. Encourage ethically and socially responsible investment that acknowledges the impact that alcohol has on the health and social outcomes of communities.



LEADING CHANGE

Strategic Goal

Build an enduring world-class organisation that effects health and social change.

Success measure

Build the Capital Fund to \$40 million by 2017.



OBJECTIVES	ACTION AREAS
<p>S5.1 Strategic funding partnerships - Foster partnerships that extend FARE's influence and impact.</p>	<ol style="list-style-type: none">1. Create a network of professional alliances and partnerships that will provide opportunities for leveraging financial support and assistance to further FARE's goals.2. Maintain strong relationships with current funding partners.3. Develop new funding partnerships with grant-making bodies.
<p>S5.2 Sustain the Foundation - Strengthen, grow and diversify sources of income.</p>	<ol style="list-style-type: none">1. Generate revenue by encouraging community involvement through a range of ethical, innovative and cost-effective fundraising programs and initiatives.2. Develop businesses that are financially, socially and environmentally sustainable.3. Work with the Commonwealth Government and establish Community Business Partnerships to promote a culture of philanthropic giving and volunteering in Australia.4. Encourage investment in FARE by government and philanthropic organisations.
<p>S5.3 Communications and marketing - Promote awareness of FARE, its vision, mission and objectives to stop alcohol-related harm.</p>	<ol style="list-style-type: none">1. Develop activities, campaigns or programs that raise the profile and awareness of FARE and its work.2. Build FARE's brand as a leading independent not-for-profit organisation.3. Develop and maintain relationships with like-minded individuals and organisations.



Effective public policy will be assisted by engaging with key stakeholders



ENABLERS

The effective delivery of this strategy relies on FARE being effectively organised, well governed and supported by highly competent staff.

1. Effective corporate governance

Remain a well governed, effectively managed and sustainable health promotion organisation.

2. Sustainable systems and resources

Ensure all financial and administrative services are of the highest quality, efficient and effective.

3. Attract and retain skilled, professional and flexible staff

Be an employer of choice that provides a positive, supportive and rewarding work environment.

4. Relationship management

Engage with key stakeholders in a deliberate and consistent way in pursuing policy reform that addresses alcohol-related harm.

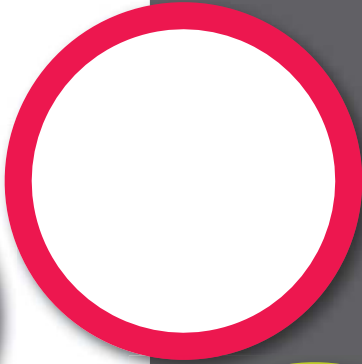
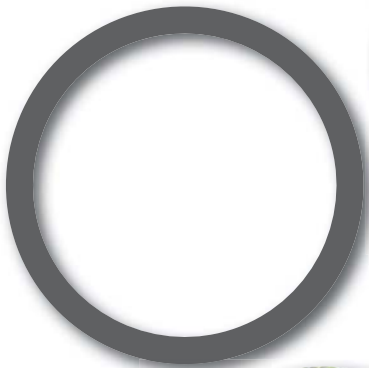
SUPPORT US

We invite you to join with us in creating healthier and safer communities by partnering with the only independent, not-for-profit organisation working solely to stop harm caused by alcohol.

We are focused on the future and ask for your support to continue our important work.

Whether you are an individual, or represent an organisation, small business or large corporation, we look forward to discussing ways we can work together to fulfil our mission.

To make a tax deductible financial contribution to FARE visit www.fare.org.au/donate/ or contact us on 02 6122 8600.



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Foundation for Alcohol
Research & Education

