

**STRATEGIC PLAN 2017-2022**

**STOPPING  
HARM  
CAUSED BY  
ALCOHOL**

Foundation for Alcohol Research & Education

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**fare**

Foundation for Alcohol  
Research & Education

# 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 toll extends well beyond the drinker. Each year nearly 400 people die, 70,000 Australians are victims of alcohol-related assaults, including 24,000 victims of alcohol-related domestic violence. Each year more than a million children (22 per cent of all Australian children) are affected in some way by the drinking of others. 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 worked with communities, governments, health professionals and police across the country to take action to reduce the toll; raising public awareness, building the case for alcohol policy reform and countering false alcohol industry claims.

# OURWORK

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 to respond to alcohol misuse.

We are guided by the World Health Organization's *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 in the *Global Monitoring Framework for Noncommunicable Disease* for a 10 per cent reduction in the harmful use of alcohol by 2025.

FARE also supports the *United Nations Sustainable Development Goals* (SDG), a set of universal goals that meet the urgent environmental, political and economic challenges facing our world.

# 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-related 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 Australian people. 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, and we value a fair and equitable response to those places and those people for whom alcohol harm is most prevalent. We value working partnerships that address these issues directly. We acknowledge Aboriginal and Torres Strait Islander peoples as the first Australians and respect the diverse cultures, lands and histories of all nations.

# OUR LIGHT ON THE HILL

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

Our 2017-22 Strategic Plan sets out how we will go about stopping alcohol-related deaths, disease and violence; to help build a safer and healthier Australia. This plan leaves no doubt in the minds of the alcohol industry, governments, and the community, about our resolve.

This resolve is founded on the more than fifteen years FARE has invested in communities, contributed to building the evidence base, and persisted in efforts to prevent alcohol-related harms.

We have no doubt we can and will make a difference.

We will know we have achieved our goals if we have saved 100,000 Australians from disability, disease or death due to alcohol.

# OUR GOALS

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

## **LEAD CHANGE**

Activate individuals, communities, and organisations to bring about change.

## **STRATEGIC POLICY AND ADVOCACY**

Develop and advocate for policies and programs that work.

## **DEFEND THE PUBLIC INTEREST**

Ensure the public's interest is paramount in alcohol control.

## **WORLD-LEADING RESEARCH**

Undertake and communicate strategic research.

## **INVEST IN THE FUTURE**

Sustain an innovative world-class organisation bringing about social change.

# LEAD CHANGE





## **STRATEGIC GOAL**

Activate individuals, communities, and organisations to bring about change.

## **SUCCESS MEASURE**

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

# ① LEAD CHANGE

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## OBJECTIVES

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### **S1.1 ENGAGE COMMUNITIES**

Support communities to make changes that will reduce the impact of alcohol on their local area.

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### **S1.2 FACILITATE COMMUNITY CONVERSATIONS**

Promote research and facilitate community discussions on alcohol to inform public debate.

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### **S1.3 ESTABLISH HEALTH PROMOTION PROGRAMS**

Raise awareness and reduce the level of alcohol harm through targeted health promotion campaigns.

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### **S1.4 SUPPORT COLLABORATION**

Work with individuals, not-for-profit organisations, business and governments to reduce alcohol harm.

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## ACTION AREAS

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1. Mobilise the communities and conduct campaigns to encourage governments to act to reduce alcohol harm.
  2. Enable community members and community groups to enact their rights to influence alcohol regulatory processes.
  3. Support community projects that enable communities to better engage in evidence-based processes that will contribute to a reduction in alcohol harm.
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1. Engage with a diverse range of Australians to discuss alcohol policy action through the blog site Drink Tank.
  2. Share information through our digital networks about our campaigns, research and policy work with community members, decision makers, community groups and the public.
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1. Undertake campaigns to raise public awareness of alcohol harm and provide community members with information on how to reduce these harms.
  2. Develop comprehensive and enduring community-based health promotion programs focused on reducing alcohol consumption.
  3. Work with governments, business and other foundations to invest in these public awareness campaigns.
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1. Work collaboratively with organisations across the country through the National Alliance for Action on Alcohol (NAAA) 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), the Queensland Coalition for Action on Alcohol and the People's Alcohol Action Coalition (Northern Territory) in their efforts to advocate for alcohol policy reform.
  4. Work with the Prevention 1st campaign to progress a preventive health agenda across all governments.
  5. Support Justice Connect's #fixfundraising campaign to reform the outdated fundraising regulatory regime to a principles-based regulatory system.
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# STRATEGIC POLICY & ADVOCACY





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## **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.

# ② STRATEGIC POLICY & ADVOCACY

## OBJECTIVES

### **S2.1 PROTECT CHILDREN AND YOUNG PEOPLE FROM PROLIFIC ALCOHOL MARKETING**

Advocate for the phasing out of alcohol marketing and sponsorship to protect children from its exposure and reduce its influence in shaping our drinking culture.

### **S2.2 STOP THE SALE OF CHEAP ALCOHOL**

Advocate for pricing policies that influence changes in behaviour and recover the substantial costs of alcohol-related harms on the community.

### **S2.3 STOP THE PROLIFERATION OF ALCOHOL OUTLETS AND INCREASED TRADING HOURS**

Advocate for reducing the availability of alcohol to change the environment and reduce harmful behaviours.

### **S2.4 SUPPORT A PREVENTIVE HEALTH AGENDA**

Advocate for public health policies to reduce the burden of disease.

### **S2.5 SUPPORT COMMUNITIES DISPROPORTIONATELY BURDENED BY ALCOHOL HARM**

Advocate for targeted policies and programs for people experiencing significant levels of alcohol harms.

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## ACTION AREAS

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1. Advocate for the phasing out of alcohol sponsorship of sporting and cultural events, particularly at times and places where children and young people are present.
2. Advocate for more rigorous alcohol marketing regulation in Australia across all broadcast media.
3. Urge state and territory governments to introduce alcohol promotion policies that protect the community from the excessive consumption of alcohol.

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1. Advocate for a differentiated volumetric alcohol taxation system that reduces alcohol harm.
  2. Advocate for a minimum price for alcohol and other policies that address the extreme discounting of alcohol in bottle shops, pubs, clubs and bars.
  3. Work with governments and researchers to ensure that alcohol consumption and harms data is routinely collected to inform policies on alcohol pricing.

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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 bottleshops.
  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 decision and complaint processes.

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1. Advocate for policies and programs that achieve progress to achieve the WHO target of a 25 per cent reduction in premature mortality from non-communicable diseases by 2025.
  2. Work with governments to ensure that preventive health policies are targeting the four common risk factors of chronic disease.
  3. Advocate for comprehensive social marketing campaigns to raise awareness of the harms that result from alcohol consumption.

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1. Advocate for prevention and early intervention policies for families affected by alcohol-related violence and alcohol dependency.
  2. Advocate for community-led policies and programs that reduce alcohol harm among Aboriginal and Torres Strait Islander peoples including improved prevention, early intervention and treatment options.
  3. Work with the alcohol and other drug treatment sector to advocate for policies to close the 20-year treatment gap.
  4. Advocate for funded, coordinated and ongoing government support for the prevention, diagnosis and management of Fetal Alcohol Spectrum Disorders (FASD).

**DEFEND  
THE PUBLIC  
INTEREST**





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## **STRATEGIC GOAL**

Ensure the public's interest is paramount in alcohol control.

## **SUCCESS MEASURE**

The alcohol industry is not involved in alcohol policy development.

# ③ DEFEND THE PUBLIC INTEREST

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## OBJECTIVES

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### S3.1 INDUSTRY ACCOUNTABILITY

Counter false alcohol industry claims where they threaten to delay evidence-based reforms.

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### S3.2 TRANSPARENCY

Monitor and report on the authenticity and accuracy of claims made about alcohol and its impact on Australians.

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### S3.3 CONSUMER RIGHTS

Advocate for policies and programs that inform, empower and protect the public from alcohol harm.

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### S3.4 CORPORATE RESPONSIBILITY

Encourage ethically and socially responsible investment and behaviours.

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## ACTION AREAS

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1. Promote the need for alcohol's regulation in public debate, media and in submissions to government.
2. Raise awareness of the tactics used by the alcohol industry to delay evidence-based alcohol policy reform.
3. Monitor and scrutinise the activities of the alcohol industry, particularly relating to their engagement with government about alcohol policy.

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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 industry claims made about alcohol consumption, harm and the impact of different policies and programs.

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1. Promote knowledge about the range and magnitude of alcohol harm.
  2. Advocate for alcohol warning labels on all products sold in Australia.
  3. Work with governments to communicate the Australian Guidelines to Reduce Health Risks from Drinking Alcohol to ensure the community is aware of the risk associated with alcohol consumption.

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1. Encourage corporate bodies, including sporting codes, to be socially responsible and not contribute to the normalisation of alcohol.
  2. Encourage ethically and socially responsible investment that acknowledges the impact of alcohol on the health and social outcomes of communities.
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# WORLD LEADING RESEARCH





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## **STRATEGIC GOAL**

Undertake and communicate strategic research.

## **SUCCESS MEASURE**

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

# ④ WORLD-LEADING RESEARCH

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## OBJECTIVES

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### S4.1 RESEARCH THAT MATTERS

Invest in research that leads policy and program development to stop alcohol harms.

### S4.2 INNOVATIVE RESEARCH

Encourage innovative research that examines new and creative ways to prevent alcohol harm.

### S4.3 STRATEGIC RESEARCH

Work collaboratively to promote a strategic research agenda across the sector.

### S4.4 RESEARCH TRANSLATION

Mediate research to influence and achieve policy change.

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## ACTION AREAS

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1. Invest in the Centre for Alcohol Policy Research (CAPR), a multi-institutional world-leading institute that examines alcohol consumption, alcohol harm and strategies to reduce harms.
  2. Invest in research that bridges the knowledge gap on the effects of alcohol, and that informs Australian policies and programs to address these harms.
  3. Survey Australians annually to identify trends on community attitudes towards alcohol, consumption and perspectives on policy.
  4. Evaluate the impacts of various policies and programs that target people experiencing disadvantage to inform future policy and program development.
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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-related research.
  3. Identify research gaps and advance research in areas where little or no research has been undertaken to address the gaps in our knowledge on alcohol harm and policies and programs to address them.
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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.
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1. Translate research into a range of different formats to bring a broader audience to the research.
  2. Communicate research on a range of media platforms including social media, blogs and other online platforms to appeal to a broader audience.
  3. Work with CAPR to develop innovative strategies to ensure their research has impact.
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**INVEST IN  
THE FUTURE**





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## **STRATEGIC GOAL**

Sustain an innovative world-class organisation bringing about social change.

## **SUCCESS MEASURE**

A strong, influential and recognisable organisation that is financially stable.

# 5 INVEST IN THE FUTURE

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## OBJECTIVES

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### S5.1 FOSTER STRATEGIC FUNDING PARTNERSHIPS

Develop and maintain partnerships that extend FARE's influence and impact.

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### S5.2 FINANCIAL STRENGTH

Grow and diversify sources of income.

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### S5.3 BUILD BRAND AND REPUTATION

Build the positive perception of FARE in the community, media, government and health sector.

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## ACTION AREAS

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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. Expand funding partnerships with grant-making bodies.
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1. Sustain and diversify revenue streams to support FARE's work.
  2. Generate revenue through the creation of opportunities for community involvement with a range of ethical, innovative and cost-effective fundraising programs and initiatives.
  3. Develop businesses that are financially, socially and environmentally sustainable.
  4. Encourage investment in FARE by non-government, government and philanthropic organisations.
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1. Shape activities, campaigns and programs to raise the profile and awareness of FARE and its work, and build FARE's brand as a leading not-for-profit organisation.
  2. Facilitate ongoing efforts to maintain strong relationships with like-minded organisations.
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# ENABLERS

The effective delivery of this strategy relies on the Foundation being effectively organised, well governed and supported by highly competent staff. To this we need to add a strong communication capability and the requisite infrastructure for efficient administration.

The development of effective public policy will be assisted by engaging with key stakeholders, including governments, and supporting the policy development process with an advisory structure to get the best from people with an interest in reducing alcohol-related harms.

## **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.

## **5. CORPUS MAINTENANCE**

Actively manage the corpus for a responsible investment return.

# SUPPORTUS

We invite you to join 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 fulfill our mission.

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



**FOUNDATION FOR ALCOHOL RESEARCH & EDUCATION**

Level 1, 40 Thesiger Court, Deakin ACT 2600  
02 6122 8600 | [info@fare.org.au](mailto:info@fare.org.au) | [www.fare.org.au](http://www.fare.org.au)

**fare**