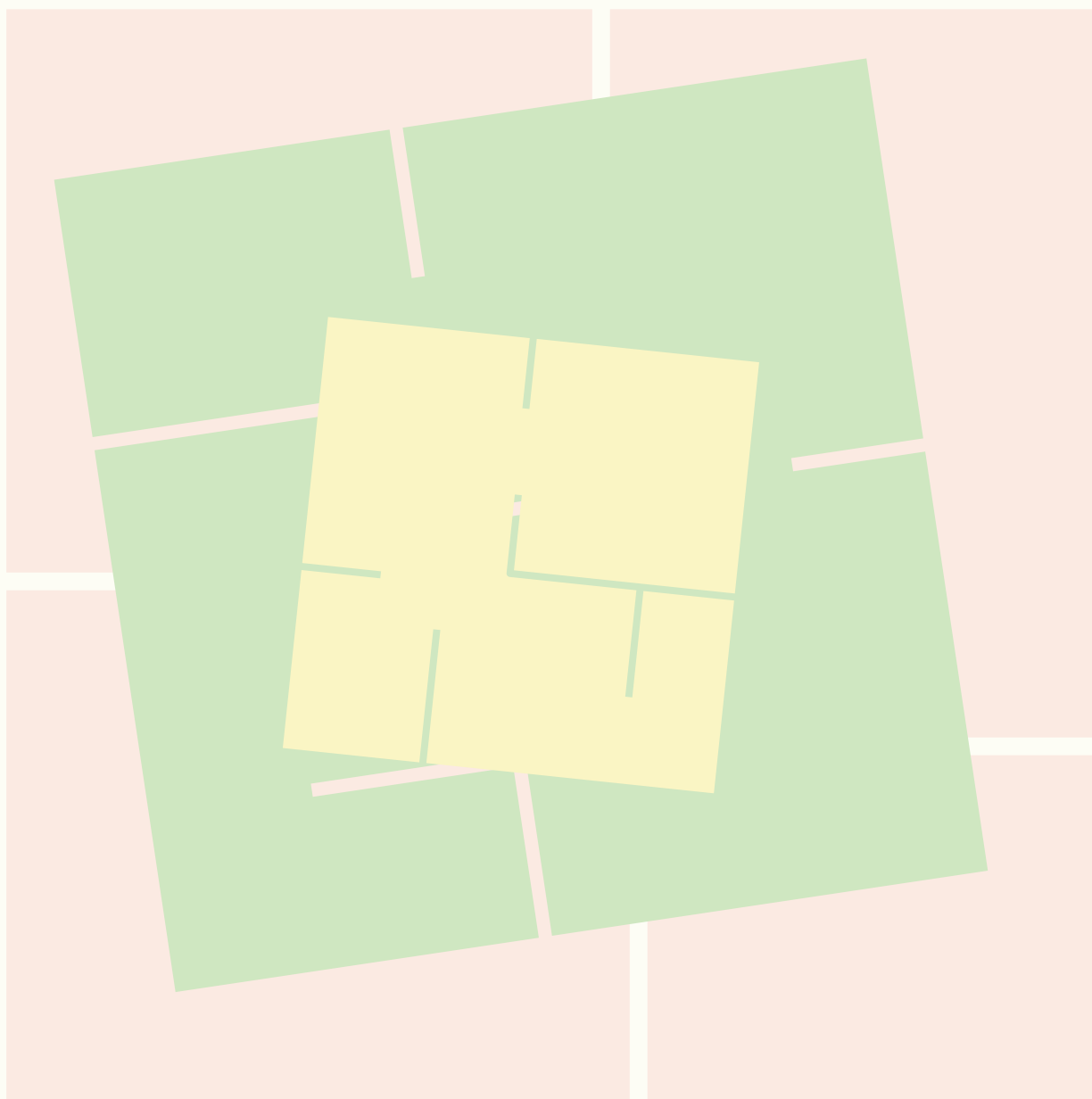


# NUAA Strategic Plan

## 2025 - 2029

# NUAA's Mission

Advancing the health, human rights and dignity of people who use or have used drugs illicitly in NSW



The page features three large, tilted, semi-transparent geometric shapes in the corners: a green square in the top-left, a red square in the top-right, and a yellow square in the bottom-left. Each shape contains white lines forming a grid or architectural pattern. The text is centered in the white space between these shapes.

## **Acknowledgement of Country:**

We acknowledge the Traditional Owners of the lands where our offices are located, the Gadigal People of the Eora Nation and Traditional Owners of Country throughout New South Wales where we live and work. We pay our respects to Elders past and present. We recognise that sovereignty was never ceded, and this always was and always will be Aboriginal land.

## **Community Recognition**

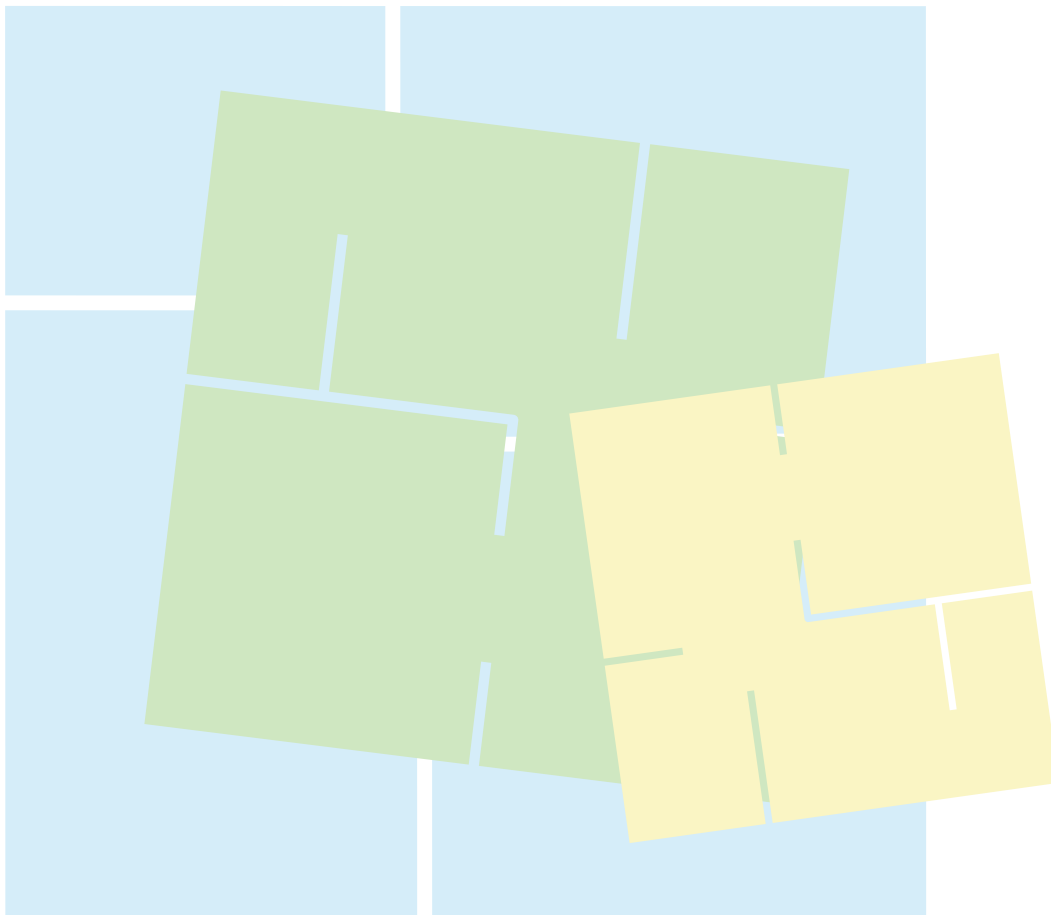
NUAA acknowledges the legacy of peers who went before and recognises the courage and commitment of the (injecting) drug user activists that played a key role in preventing HIV in Australia. We commit to holding their legacy and continuing the fight for the health, human rights and dignity of diverse communities of people who use and have used drugs.

# About NUAA

NUAA is an organisation that is staffed and governed by people with lived or living experience of drug use and treatment. NUAA was founded by people who inject drugs who provided harm reduction services to their community, this ethos remains central to our work and our identity.

Today, NUAA provides harm reduction services to, and advocates for, all people with lived and living experience of drug use in NSW.

This strategy was developed through an extensive consultative process which was led by the NUAA Board of Governance. The consultation process included an external evaluation of the organisation, consultation with casual and permanent staff and the Board of Directors, a member survey and selected stakeholder consultation.





# Note from the Chair of the Board of Governance and the CEO

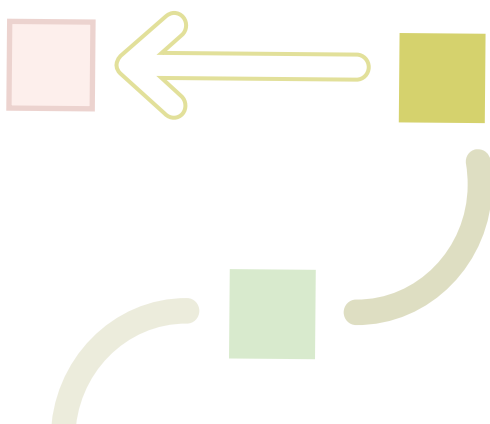
The NUAA mission – to advance the health, human rights and dignity of people who use or have used drugs in NSW – never wavers. The values, developed for this plan through consultation with NUAA staff and Board members: solidarity, service, honesty, respect, learning and courage – do not change. The fundamentals of our work, providing life-saving and harm reduction services and community building through meeting people where they're at and connecting as peers - does not change. These qualities are the foundation of NUAA the organisation, remain rock-solid and will not change.

What we hope to accomplish through the guidance of this Strategy is to expand our reach and provide greater support for the community. In the time since the previous plan was written in 2018, NUAA has gone from a staff team of 26 to one of 46. Our revenue has increased from \$2.3 million to \$4.2 million. Our hope for this new plan is to take NUAA to a new level where we reach more communities and touch more lives.

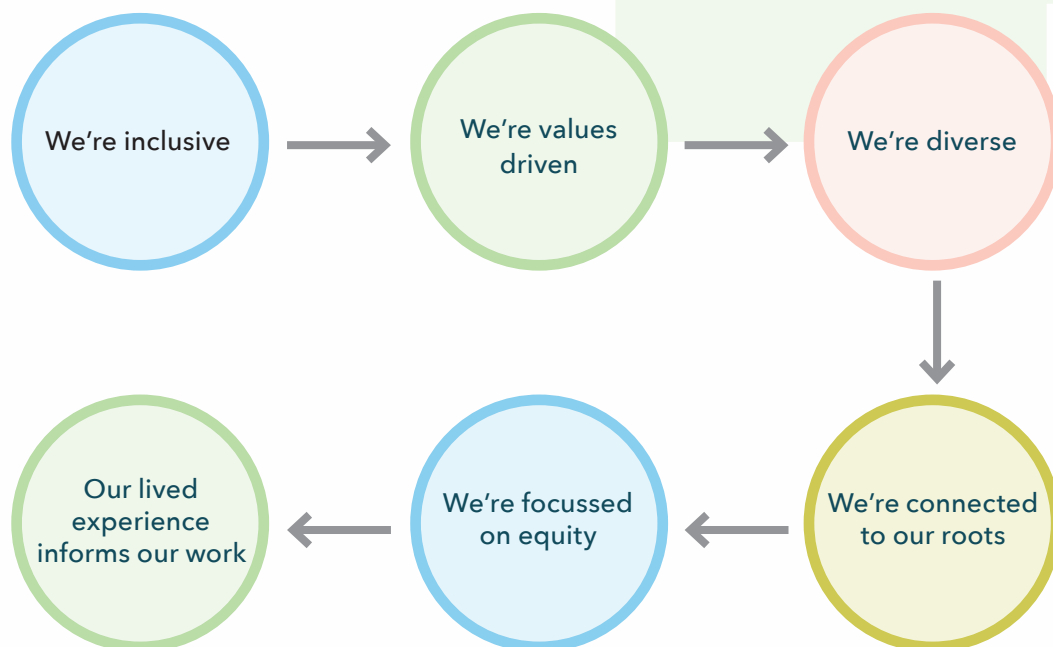
This strategy has been based on a series of conversations with NUAA staff, Board, members and key stakeholders. It has undergone an extensive consultative process and reflects the shared aspirations of our community. We will continue to monitor our progress against this plan and commit to releasing an annual report card against the Strategy to our members.

Many thanks to everyone who has participated in this process and has supported this important organisation over the past 35 years.

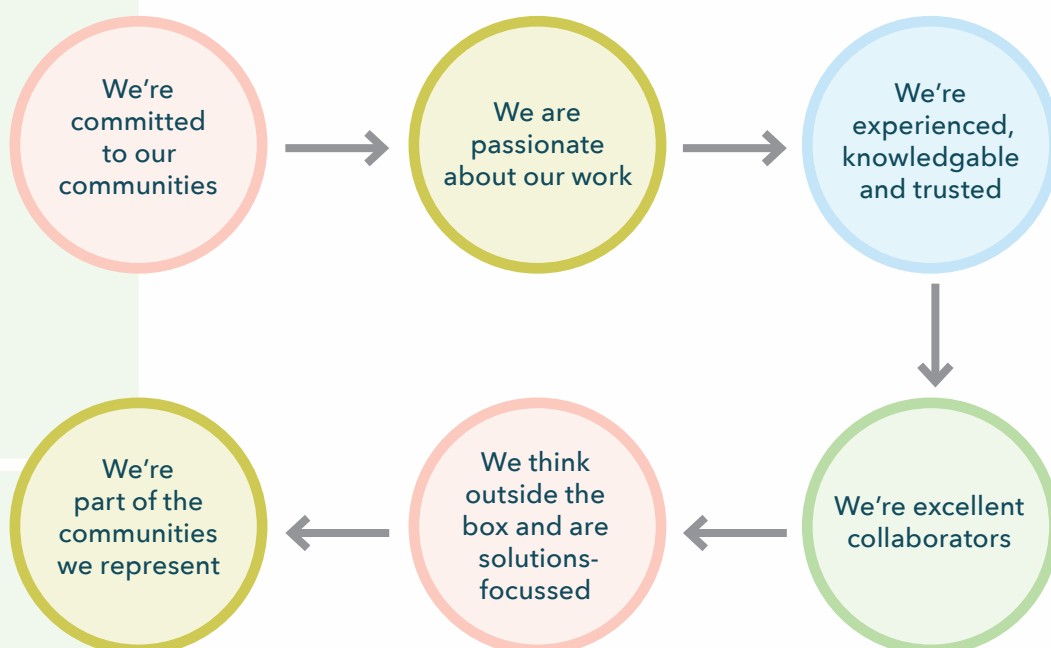
Andrew Heslop, Chair, NUAA Board of Governance  
Mary Ellen Harrod, CEO, NUAA.



## Our Identity:



## Our Strengths:



# Our Values:



## Solidarity

We believe that people who use drugs have one common interest. Advocating for the most disadvantaged supports the human rights of all community members



## Service

We care for our community and each other



## Honesty

We are truthful and transparent in actions, words and decisions



## Respect

We accept you as you are and will treat you with dignity. We will honour your opinions and value your life experience



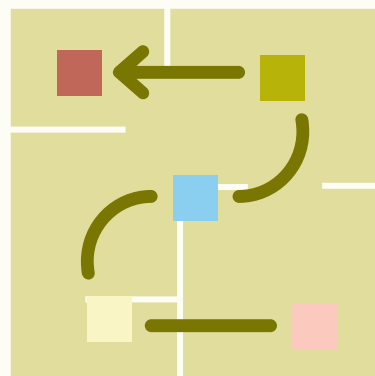
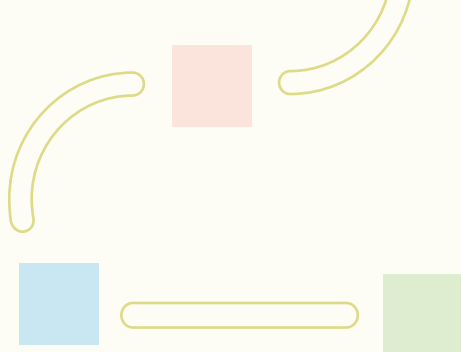
## Learning

We are committed to adapting, changing and growing with our community and our environment



## Courage

We stand up for our community and work to overcome systemic and internalised stigma



# Strategic Priority 1:

NUAA will deliver and foster excellence in service delivery led by people with lived and living experience of drug use.

## What we will do

Continue to trial and evaluate innovative harm reduction projects

Develop NUAA-led clinical services and expand all of our services geographically

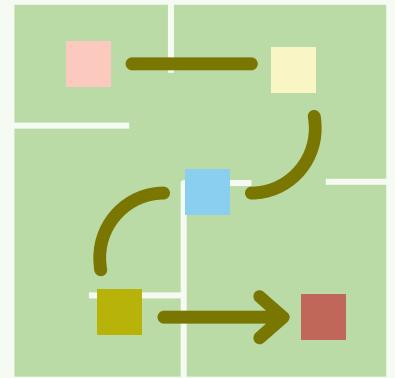
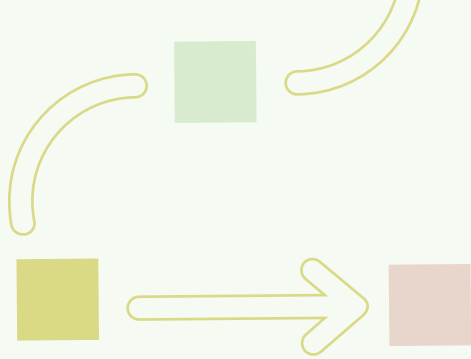
Support the development of the LGBTQ+ community of people with lived and living experience of drug use

Work with CALD communities to promote culturally appropriate harm reduction resources and education

Support the development of Aboriginal and Torres Strait Islander community-led harm reduction services

Support harm reduction and peer education for people who use performance and image enhancing drugs





## Strategic Priority 2:

Establish NUAA as the leading organisation that represents and supports the aspirations and health of people with lived and living experience of drug use.

### What we will do

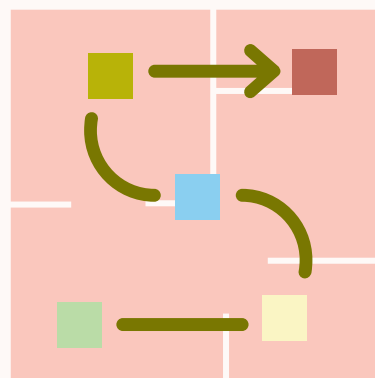
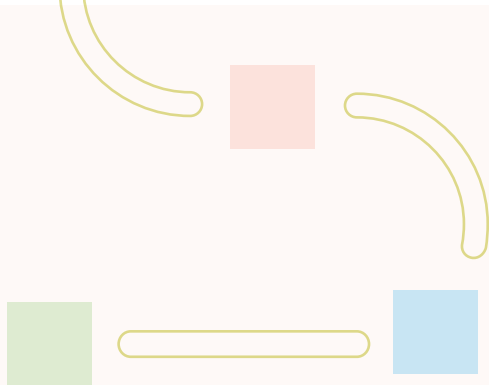
Establish NUAA as a peak body representing Lived and Living Experience workers (peer/consumer workers) in NSW

Build our statewide presence and increase service access by establishing a Western Sydney service hub

Develop a framework for the appropriate engagement of people with lived and living experience

Support people with lived and living experience of drug use to advocate within their own communities

Increase our focus on regional service access, community building and support



## Strategic Priority 3:

NUAA will promote systemic change.

### What we will do

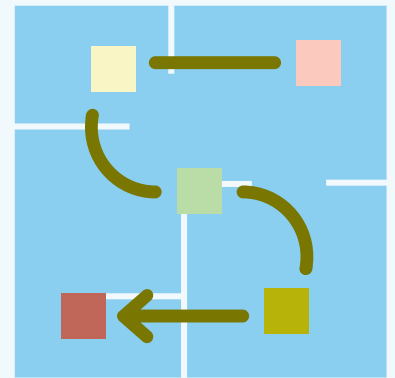
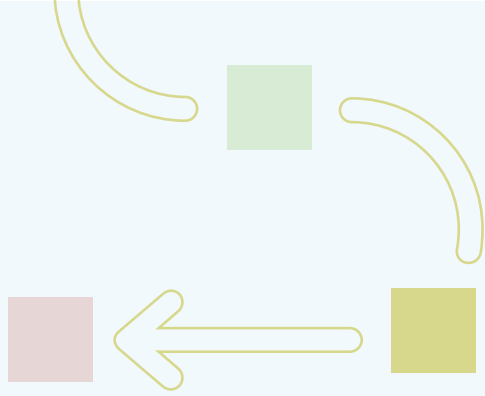
Engage with key advocacy opportunities as they arise and empower staff and community members to engage in advocacy

Coordinate with strategic research partners to advance clinical service delivery, support the evidence base for harm reduction and the Lived and Living Experience workforce and enhance peer research skills

Systemically address the harms caused by stigma and discrimination

Work towards harm reduction receiving appropriate funding under the harm minimisation model

Strategically partner with specific communities



## Strategic Priority 4:

NUAA will continue to thrive.

### What we will do

Promote a consistent narrative of NUAA's identity as an organisation and increase the visibility and clarity of NUAA's aims and mission

Increase connections between teams and support collaboration across programs

Develop an organisational framework for network and professional development in order to promote leadership across the organisation

Ensure strong governance by actively developing the capacity of Board members and supporting links between the Board and the organisation

Support Aboriginal and Torres Strait Islander engagement in the organisation through the development of a Reconciliation Action Plan

