

Ehara taku toa
i te toa takitahi
Engari, he toa
takitini

Success is not the work of one,
but the work of many





Acknowledgements

E mihi ana mātou ki te kāhui kaumātua i hāpai nei i ēnei mahi whakahirahira. Ki te komiti Pasifika hoki, he kaha katoa koutou ki te whakatika i te hoe o te waka.

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This document has also had input from a wide range of groups and individuals throughout the country and we thank you all.



our strategic direction
2008-2013

our vision

A New Zealand drinking culture that supports the moderate use of alcohol so that whānau and communities enjoy life, free from alcohol harms

We will know we are on track when New Zealanders share responsibility for:

- minimising harm that results from alcohol misuse in our communities, families and whānau
- a culture where all aspire to moderate consumption and reject drunkenness, or choose abstinence if that is best for them
- widespread understanding of the harms associated with the misuse of alcohol
- supporting the measures that control the environments where alcohol is consumed
- ensuring that those who do have problems with alcohol consumption will have access to appropriate support and treatment for themselves, their whānau, families and communities.

our mission

To lead a change in New Zealand's
drinking culture

We will know we are on track when:

- moderation is encouraged and expected by everyone
- drunkenness is seen as socially unacceptable and its occurrence is significantly reduced
- whānau, hapu and iwi exercise rangatiratanga over oranga in their communities
- young people delay drinking until they are older
- there is an active involvement of communities, families and whānau in the prevention and reduction of alcohol-related harm
- there is compliance with the law, and responsible behaviour, by suppliers and providers of alcohol.


ALAC will undertake this mission by:

- sharing responsibility for changing the drinking culture – with individuals, communities, NGOs, the liquor and hospitality industries, national and local government and their agencies
- working to identify, implement and monitor programmes to meet the specific needs of Māori, Pacific and young people
- ensuring that those with established alcohol problems receive appropriate treatment
- putting in place programmes and support, with the help of others, that contribute to change, so that a new drinking culture can emerge
- recognising our unique relationship with Māori and ensuring our Treaty of Waitangi obligations are reflected in all we do
- ensuring that people who are beginning to experience problems as a result of alcohol misuse are identified and assisted.

how

we

lead



Mā te tika o te mahi i roto i te pono me te aroha
Ka eke ki ngā taumata o te ora
Integrity, honour and passion will ensure success

Our key role is that of leadership... facilitating and effecting action by individuals, communities and people who can influence change in the drinking culture.

We are committed to exercising leadership that is:

Authoritative... using our knowledge and expertise to effect understanding and change, and be supportive of our partners.

Challenging... taking informed, assertive stances and ensuring they are communicated well. Ensuring that the “big conversations” are had about issues relating to New Zealand’s drinking culture, within families, whānau, communities and organisations.

Dedicated... committed to making a difference to New Zealand’s drinking culture, through our own actions and our support of others.

Inspirational... providing a positive vision, and using our knowledge and expertise to bring others along with us.

Inclusive... being committed to strong, honest, productive relationships with a wide range of communities. Supportive of partners, consultative and facilitating engagement.

Informed... about the issues, the environment, the people in New Zealand.

Respectful... seeking advice on the most appropriate ways in which to engage with a wide range of cultures – respecting that there are many ways to engage with communities.

Non-judgemental... we do not point the finger. We accept that people will recognise and judge behaviour for themselves.

Strategic... we will assist with building sustainable community capability to support long-term solutions.



Ole ala ile pule, Ole tautua
The way to authority is through service

priority
populations,
priority
settings

We will continue to have a strong commitment to three groups who experience disproportionate alcohol-related harm compared with the rest of the population. They are:

Māori

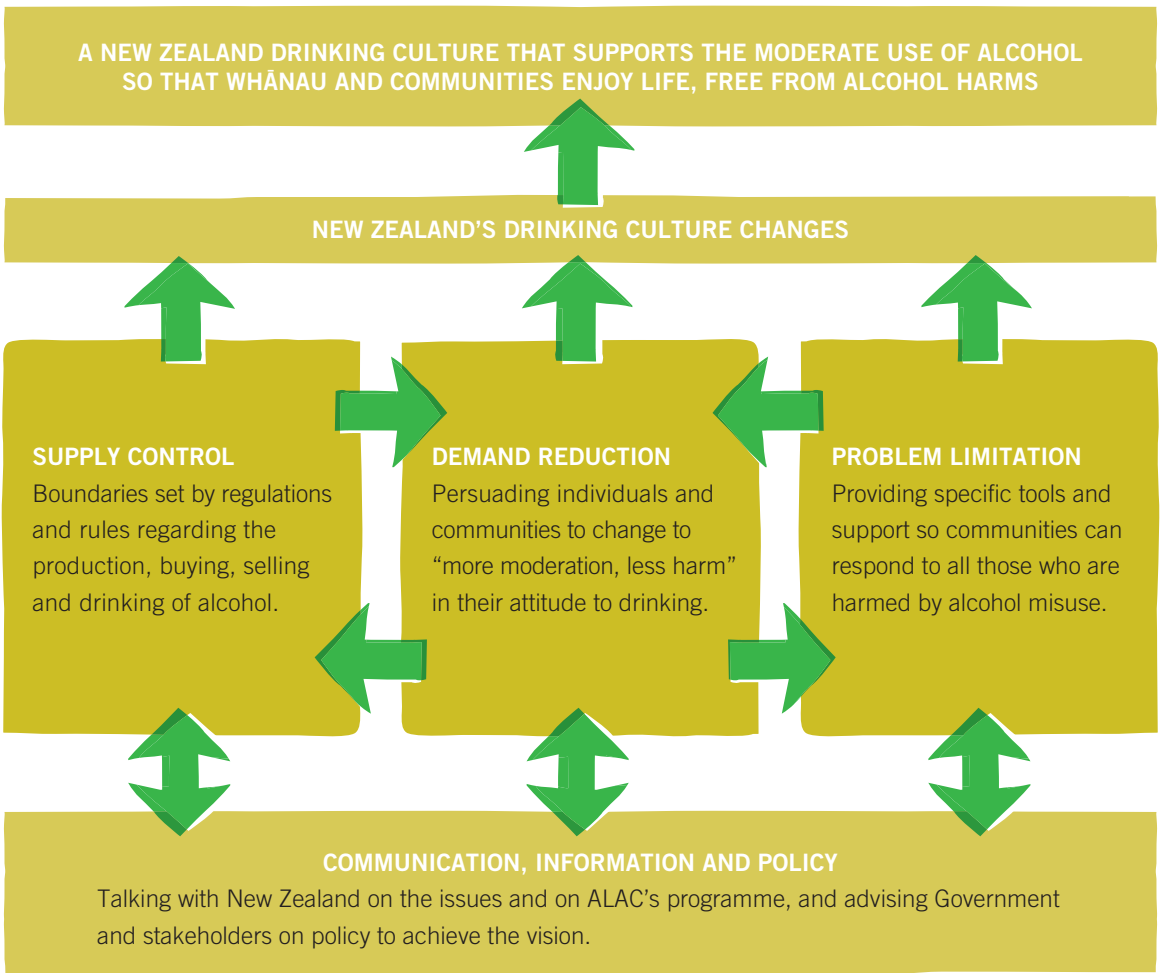
Young people (aged 12 to 24)

Pacific peoples

We will use a participatory approach with these communities and with our partners over the next five years. Our participatory approach will involve work with these groups to quantify and measure whether we are achieving the outcomes and changes that we all want.

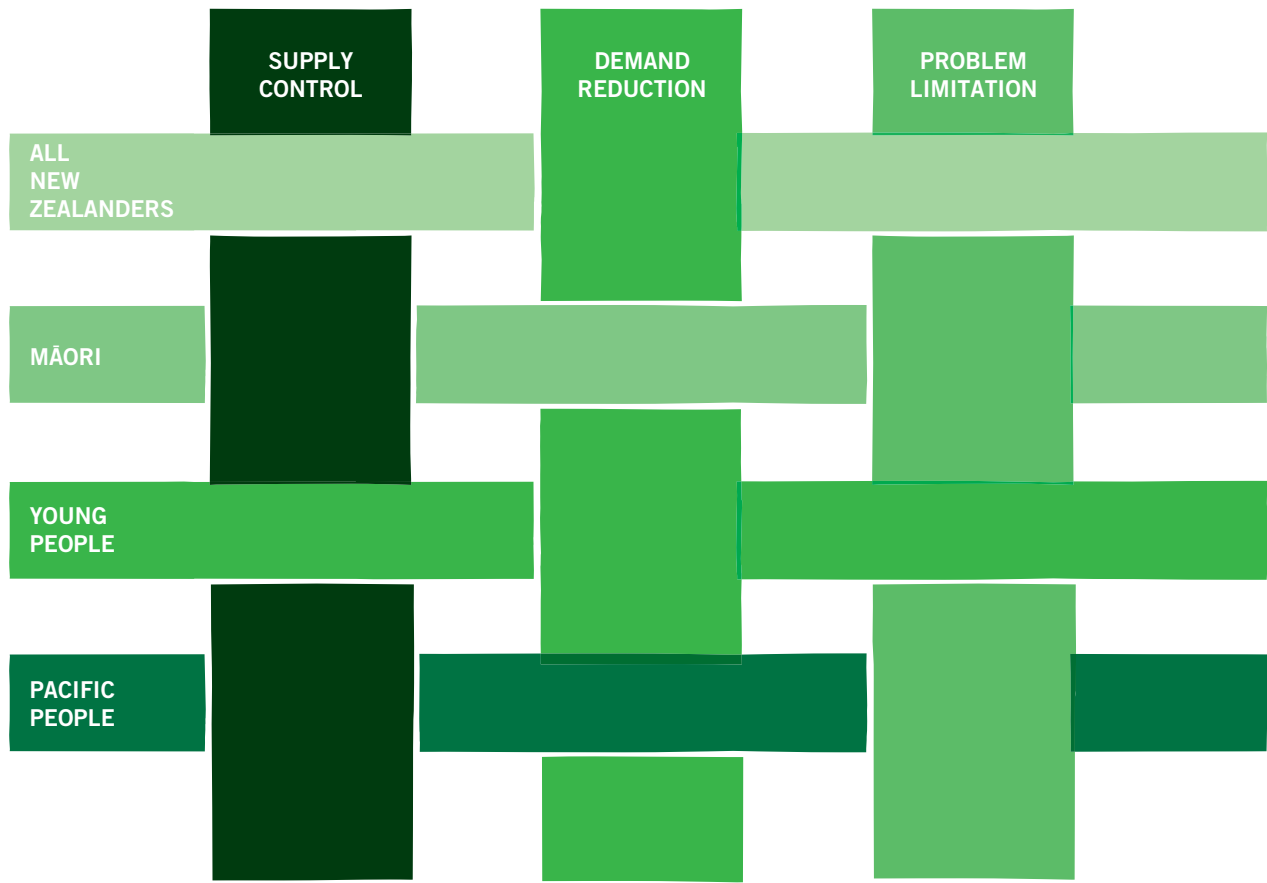
We recognise that gains for the priority populations will be achieved through changing the drinking culture of our whole society. So, at the same time as we focus on the three priority populations, we seek to address the issues of the wider population.

three-strand
strategy -
to change
the drinking
culture



the way we work

In preparing this document, we received strong affirmation for the way in which we have been working over the past five years, 2002-2007. Over the next five years we will continue to build on and refine existing programmes aimed at changing New Zealand's drinking culture.



Te Tiriti O Waitangi/The Treaty of Waitangi

ALAC is a Crown-Owned Entity, so shares the Treaty responsibilities of the Crown.

ALAC has adopted a principles-based approach to its work with Māori, covering the delivery of all the strategies described in this document. These principles mean ALAC will deliver its programmes in such a way that:

- whānau, hapu, iwi and Māori communities are involved in the development of strategies for Māori
- Māori are involved in the planning, development and delivery of programmes
- services reflect and safeguard Māori cultural concepts, values and practices
- whānau, hapu, iwi and Māori communities are adequately resourced by ALAC when undertaking ALAC projects.

Relationships and partnerships



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Almost every aspect of our work is done through partnerships, or by supporting others, or through achieving support for our strategic direction and our programmes.

We work in collaboration with government departments and agencies, as well as NGOs, liquor and hospitality industry groups, community organisations, the treatment sector, public health agencies, researchers and individuals.

Nurturing strong relationships and focusing on excellent communication and discussion at many levels is important to us. We need to grow and sustain our relationships. One of the ways we will do this is to increase Kanohi ki te Kanohi contact between ALAC and the communities we serve.

Policy, advice and advocacy

- ALAC provides up-to-date information and evidence-informed policy on alcohol at both a national and local government level.
- We proactively develop policy positions, inform public debate on alcohol issues and provide advice to the Minister.
- Our advocacy work arises out of dealing with practical issues in partnership with others.
- Included in our advocacy activity is our work with the alcohol treatment sector. We focus on sharing information, facilitating action and supporting their autonomous networks.

Communication and marketing

- We aim to keep lively and constructive debate alive in the public arena. We generate and welcome conversation at both national and local level.
- We provide information to enable stakeholders and the public to reach informed positions themselves, and we advocate for effective policy and programmes to support changing the drinking culture.
- We find ways to persuade people in New Zealand to change their behaviour, running campaigns to promote the benefits of change.
- We ensure that our messages are inclusive of, and resonate with, the world view of Māori, Pacific and young people.

Community programmes



**Nā tō rourou, nā taku rourou
Ka ora ai te iwi**

*With your food basket and my food basket
the people will thrive*



- We work with communities to find local solutions for local issues that will achieve change in their environments.
- “Whānau ora” will underpin our work with Māori communities.
- We will continue the work we are currently doing with young people.
- We will expand our work with local councils.
- We will support the growth of leadership in community-based treatment networks.

Research

- We undertake research so that all our programmes and our advice are based on solid evidence. We make sure that our work and that of our partners is monitored and evaluated.
- We support and undertake research specific to New Zealand, especially our priority populations. We use Māori research paradigms that reflect and understand Māori experience and world views. Māori frameworks underpin our thinking, strategies and research.
- In our research within Pacific communities we will draw on research guidelines for Pacific people, including those developed by the Health Research Council.

International liaison

We want to grow our relationships with other indigenous nations around the world, in particular through ongoing involvement in the Healing Our Spirit Worldwide conferences and network.

We recognise the importance of establishing and maintaining our relationships with the Pacific region, in particular Samoa, Cook Islands, Tonga, Niue, Fiji, Tokelau and Tuvalu. Our relationships with these nations will support our work with Pacific communities in New Zealand. We work closely with the World Health Organization and other countries to share experiences and to create programmes that will most effectively meet New Zealand's needs. We have strong links with Australian state and federal agencies and the United Kingdom.

Our staff

We are a small organisation of only 30 people and our staff are our most valuable resource. We want them to feel supported, respected, to find their work enjoyable and challenging, and have a sense of purpose in working towards our vision.

the future

Our vision is for a New Zealand drinking culture that supports the moderate use of alcohol so that whānau and communities enjoy life, free from alcohol harms.

We have made progress in the past five years. People in New Zealand are now aware and a lot better informed about the problem.

There is a mindset and readiness for change.

Our next job is to better articulate our vision, so that we are able to present the people in New Zealand with an idea of a drinking culture that they can aspire to and take steps to achieve.

In the early stages of this new five-year strategy we will undertake work to describe a positive culture around alcohol use in New Zealand, and work with communities to identify how this might look for our country.

It is important to us that we are not imposing change on a population that may already feel overloaded with social and health messages. Rather, it is our aim that change is seen as desirable by people.

With conversations about alcohol being pursued across New Zealand, our next challenge is to drive those discussions into action, particularly in local communities, where substantial traction can be achieved.

ALAC has a role in facilitating and encouraging this action, but local ownership of the issues, and tailoring of solutions to meet the needs of each community, will be a key to success.

In our work we are committed to using evidence-supported programmes, and constant monitoring, so that the outcomes for New Zealanders can be measured and met. We are currently developing a range of outcome indicators, which we will use to measure and monitor New Zealand's progress towards a healthier drinking culture, and reduced alcohol-related harm.

Among other things, the indicators will measure and monitor:

- changes in drinking environments, both licensed and private
- shifting attitudes and behaviour around both consumption and supply

- numbers relating to the consumption of alcohol, the types of alcohol being consumed, and alcohol-related harms
- increasing stakeholder and community support and action, particularly among priority populations
- effective early intervention and the availability of treatment
- action by central and local government that support changes in the drinking culture
- changes by industry groups in alcohol promotional practices.

We will continue to measure and report to our stakeholders on the incremental steps we take to achieve widespread change, so that our stakeholders see what we are doing, what we are achieving, and so hold us accountable.

We will honestly face up to the trends that the indicators will reveal. If the indicators show that our aspiration for a new drinking culture is not being achieved, we will acknowledge this and reconsider our strategies.



