

2018 Evaluation of the Aboriginal Drug and Alcohol Council's *Makin' Tracks* Program



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Preventing harmful drug use in Australia

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Executive Summary

Introduction

This report documents the findings from the 2018 evaluation of the *Makin' Tracks* project, operated by Aboriginal Drug and Alcohol Council (ADAC), South Australia (SA). The evaluation was undertaken by the National Drug Research Institute (NDRI), in collaboration with ADAC staff. The purpose of this evaluation was to provide advice to ADAC and its governance and funding bodies as to whether *Makin' Tracks* is operating effectively and meeting its key project objectives. Since its inception, it was intended that the program would be evaluated at regular intervals to inform funding bodies and provide recommendations for continued service improvement. To this end, *Makin' Tracks* was evaluated during 2004, 2007 and 2011. This report constitutes the fourth formal evaluation and builds on the three previous evaluations.

Evaluation Methods

Multiple methods were used to inform the evaluation of *Makin' Tracks* activities against performance indicators and to document activities and practices. Data relating to *Makin' Tracks* activities and outcomes were obtained from a combination of qualitative research and a desktop review of existing documents and data. The evaluation methodology was grounded in principles of cultural integrity and good practice methodology for evaluation of programs for Aboriginal people.

Key methods included:

- Identification of performance indicators from current and previous funding agreements, which were used to inform the evaluation framework, and provide background and context to the consultations.
- Service mapping exercise which identified government and community services accessed by *Makin' Tracks* in the evaluation period.
- Review of ADAC documentation, including operational guidelines and policies.
- Analysis of data from various *Makin' Tracks* reporting documentation, including progress reports, Annual Reports and others.
- Culturally appropriate interviews with ADAC management and staff to inform both process and outcome aspects of the evaluation.
- Culturally appropriate interviews with community services and stakeholders to understand the impact of the *Makin' Tracks* project in addressing harms from alcohol and other drug (AOD) use in target communities.
- Observations of *Makin' Tracks* activities in various locations.

Summary of *Makin' Tracks* services considered in the evaluation

Makin' Tracks regularly works collaboratively with communities and organisations to provide a range of alcohol and other drug services in metropolitan, rural and remote Aboriginal communities in SA, with the aim of reducing substance use and harm associated with substance use. *Makin' Tracks* achieves this in three main ways:

1. Working with local Government and non-government service providers and community leaders to support the development of a sustainable community-based response to issues or concerns around alcohol and other drug use by groups or individuals in the Aboriginal community.

2. Providing education, training, resources and support to local workers to improve their own capacity to provide appropriate interventions, supports and treatments.
3. Providing culturally appropriate activities in the wider community which include targeted health promotion and harm reduction education and resources.

Specific activities undertaken by *Makin' Tracks* in collaboration with SA rural and remote communities are listed below.

Workshops – *Makin' Tracks* is frequently invited to speak at formal professional development workshops organised by individual services. Workshops are usually dedicated to a specific topic, and are focused on professional development and/or cultural awareness for community workers or other professionals.

Education – A core *Makin' Tracks* service is culturally-appropriate education sessions run for young people, accessed through schools and community organisations. The format for these sessions ranges from short, in-class presentations to day trips or one to four day camps.

Community awareness – *Makin' Tracks* frequently runs sessions for adults about awareness of harms from alcohol and other drug use. These sessions vary in format, with some conducted as formal talks in a staff meeting or other organisational event, or informal question and answer sessions with local families and community members, often over a barbeque.

Community engagement – Broader community engagement is undertaken by *Makin' Tracks*, including working directly with remote SA communities to develop plans to address harms from alcohol and other drug use.

Community participation – *Makin' Tracks* sets up information stalls at various community events across SA run by ADAC or other organisations and communities.

Diversion – ADAC and *Makin' Tracks* run or are involved in various alcohol and drug-free sports, music and community events.

Support – *Makin' Tracks* provides support to community organisations through education programs, assistance with local events and activities (such as camps), advice on referrals and interventions for AOD workers, and respite for workers conducting service delivery.

Treatment – Individual community members may at times seek advice or treatment from *Makin' Tracks* for their own addiction. Due to intermittent contact with clients, this treatment is limited, and largely focuses on ensuring that clients have more long-term, local support, treatment and links to appropriate services or case management.

Camps and cultural activities – *Makin' Tracks* frequently runs or attends camps for Aboriginal young people in SA at the request of communities concerned about harms from alcohol and other drug use. *Makin' Tracks* also runs a range of shorter cultural activities, including day trips fishing or hunting, art activities and others.

Harm minimisation – *Makin' Tracks* operates as a mobile arm of the Clean Needle Program run centrally by ADAC and funded by DASSA to reduce the spread of blood borne viruses in SA.

Referrals – *Makin' Tracks* frequently assists Aboriginal communities in identifying appropriate services for them to refer individual clients. It also works directly with clients and makes referrals as required.

Where necessary, *Makin' Tracks* refers to other professionals or guides, including the website, maintained by DASSA, of locally available counselling, support and other alcohol and other drug services.

Prevention – In most instances, *Makin' Tracks* focuses on vulnerable young people. However, on some occasions, *Makin' Tracks* works with young Aboriginal people who are flourishing, and provides an opportunity to attend a camp or event as a reward.

Assessment – *Makin' Tracks* Project Officers are trained in the use of evidence-based screening tools and assessment tools used by ADAC alcohol and other drug treatment services, and other screening tools such as the Indigenous Risk Impact Screen (IRIS) (see Schlesinger, Ober, McCarthy, Watson & Seinen, 2007), the World Health Organization's Alcohol Use Disorders Identification Test (AUDIT) (Babor, Higgins-Biddle, Saunders & Monteiro, 2001), and others.

Crisis intervention – *Makin' Tracks* operates as a crisis intervention response to AOD issues in communities. This is in response to outbreaks of use of particular substances, such as sniffing, or supporting a vulnerable community going through challenging times.

Treatment support – *Makin' Tracks* provides a supportive role for other ADAC services, including client transport, cultural activities for clients, remote intervention, promotion of services, support to workers, and cultural competency advice.

Summary of findings

The evaluation confirmed the consistent feedback to *Makin' Tracks* that Aboriginal people are much more likely to engage with services when they are conducted in a culturally appropriate way. This includes the information, the nature of the activity, the person or organisation providing the service, and the way this person implements the curriculum and conducts the activities. *Makin' Tracks* has a unique service model, providing a dedicated, passionate, culturally appropriate service that supports workers across SA. The assessment of *Makin' Tracks* against the performance indicators showed that overall the service met or exceeded the indicators, although many indicators were not appropriate to *Makin' Tracks*.

Performance indicators

Acknowledging that the timing of the evaluation meant that performance indicators were not fully aligned to the reporting period, there is strong evidence that *Makin' Tracks* met the majority of its 2017–2019 performance indicators, despite many of these indicators not being entirely appropriate to the service. Many of the strengths of *Makin' Tracks* lie outside of these indicators, with substantial evidence that its key strengths are not in the services it provides, but in its culturally appropriate approach operated from a highly supportive organisation. Strengths include the quality and efficacy of *Makin' Tracks* workshops, and support for communities. Similarly, many of the barriers faced by *Makin' Tracks* and areas for improvement are outside the measurement of the performance indicators.

In the process of conducting the evaluation, additional findings outside of the performance indicators were noted. These relate to the following aspects of the program:

1. Client outcomes outside of the reporting structure;
2. Service provision outside of the reporting structure;

3. Aspects of the organisation that promote success of the program; and
4. Aspects of the service delivery that promote the success of the program.

These are elaborated below.

Further client outcomes

The varied and sporadic nature of interventions provided by *Makin' Tracks* makes it difficult to quantify individual client outcomes resulting from the program. However, many stakeholders interviewed noted additional evidence of outcomes. These include: individual specific behaviour changes around AOD use following *Makin' Tracks* interventions; stakeholder reports of clients being positively impacted by camps or activities, and enjoying and relating to sessions; and changes in communities, with increased willingness to engage. Other outcomes included external recognition, invitations to speak at conferences and participate in policy roundtables and other activities, and community successes in reducing some harms from AOD use. Overall, *Makin' Tracks* would benefit from a more rigorous assessment of key client outcomes as they relate to *Makin' Tracks* services.

Additional services provided by *Makin' Tracks*

Makin' Tracks provides a variety of services from a harm minimisation perspective. While the workshops, camps and education sessions are included in the performance indicators, several services are not, specifically: respite for community-based workers; the discreet mobile syringe program; resources development; the crisis intervention response; and support to research and policy-makers.

Aspects of the organisation that promote success

Multi-service, holistic program – *Makin' Tracks* supports the other ADAC programs, including the two Stepping Stones Day Centres in Ceduna and in Port Augusta, the Footsteps Residential Rehabilitation Centre in Port Augusta, and the head office ADAC team, with education and advocacy. In recent years, *Makin' Tracks* has become more of a direct support to the rehabilitation centre and the day centres.

Service sustainability and funding stability – *Makin' Tracks* has received (mostly) continual funding since 1999, built on ADAC's standing in the community and well-established governance and accountability systems, *Makin' Tracks'* strong relationships, and ongoing evaluations of the *Makin' Tracks* project. However, short government funding cycles make long-term planning and job security difficult, and the possibility of a reduction or loss of funding is an ongoing concern.

Nevertheless, past funding and longevity has enabled extended and consistent involvement by *Makin' Tracks* in some programs over many years. Recurring invitations to communities are a result of *Makin' Tracks'* long-term collaboration with each community.

Staffing and personnel – *Makin' Tracks* has a stable team consisting of two senior Aboriginal men who are well-connected and passionate. These *Makin' Tracks* Project Officers flexibly respond to identified needs in very remote areas of SA and travel to these locations for many days at a time. The personality and skills of the Project Officers are highly regarded by stakeholders, as is their ability to flexibly adapt to different environments, situations, age groups and knowledge levels.

The fact that both *Makin' Tracks* Project Officers are male does provide challenges at times when a situation requires different approaches for men and women. Aboriginal women may prefer to discuss

certain issues with other women, or prefer different activities to the camping, fishing, hunting types of activities offered by *Makin' Tracks*. This represents an area of unmet need.

Governance and financial accountability – ADAC and *Makin' Tracks* have a range of structures in place to ensure appropriate governance and accountability for their activities and finances, including a Board, a Quality Assurance system, regular audits, regular evaluations, reporting and community accountability.

Promotion of the service – *Makin' Tracks* relies heavily on informal and personal networks to undertake their work, however this may disadvantage those who rely on more formal means of communication. The *Makin' Tracks* program would benefit from increased use of social media to communicate availability, upcoming events, success stories, and promote other activities and services.

Aspects of the service delivery that promote success

Collaboration and partnership – Many remote communities do not have sufficient resources to undertake, on their own, the activities that *Makin' Tracks* can provide. As such, *Makin' Tracks* addresses a service gap by providing culturally-specific AOD support for clients, local workers and community members. *Makin' Tracks* actively engages in developing and maintaining ongoing relationships, leading to repeat invitations to return to communities. *Makin' Tracks* works with and supports workers in remote and regional areas to strengthen, support and add value to the work of its programs.

Flexibility and responsiveness – As a mobile service, *Makin' Tracks* can provide professional development and education to community members within their own communities, where they are more likely to feel comfortable. However, this flexibility and responsiveness means that the *Makin' Tracks* Project Officers are not consistently in one location, can spend long hours travelling, or may be on location at a camp at any given time. This can sometimes make it difficult for other services within ADAC to plan events with *Makin' Tracks*, and it may deter community members from contacting the Project Officers as they may be concerned about bothering them.

Responsivity to differing groups – *Makin' Tracks* Project Officers are qualified, equipped and willing to meet the specific needs of differing groups, including adults and youth. *Makin' Tracks* works with communities to identify individuals with complex AOD needs and determine an appropriate intervention. In providing this support, *Makin' Tracks* develops the capacity of local community stakeholders to respond appropriately in future situations.

Commitment to Culture, Country and Family – The considerate and culturally appropriate approach taken by *Makin' Tracks* Project Officers is key to repeat requests for support from Aboriginal communities. Their approach is respectful and appropriate to the group they are working with. *Makin' Tracks* incorporates many cultural elements in its services, including hunting, fishing, camping and caring for the country. *Makin' Tracks* also supports other services to become more culturally appropriate in their approach, including use of culturally appropriate screening tools and development of resources.

Sustainability – *Makin' Tracks* works to promote the sustainability of community-level projects through building capacity among local workers, Elders, Council and community members to increase awareness and skills relating to reducing potential harms from alcohol and other drugs in their local

community. It provides resources, tools and support to assist leaders to undertake ongoing prevention activities in their community and add value to their own services and programs.

Community Ownership – The *Makin' Tracks* policy of only working with a community when invited demonstrates respect, and gives agency and power to communities to address any issues that arise after *Makin' Tracks* have left.

Conclusion and recommendations

The *Makin' Tracks* Project has been operating for more than 15 years and has stable, highly qualified and experienced Project Officers that are responsive to the needs of Aboriginal communities in SA. *Makin' Tracks* is highly valued by the Aboriginal communities, service providers, policymakers and academics alike.

The evaluation report includes a series of recommendations, relating to:

- The continuation of the service;
- Improved services to Aboriginal women;
- Improved communications, including social media and online calendar;
- Development of policies relating to interaction with other ADAC services;
- Development and implementation of ongoing impact measures of *Makin' Tracks* activities;
- Review of operational guidelines and service policies; and
- Review of project objectives and performance indicators to improve alignment to *Makin' Tracks* activities.

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1. Introduction

1.1 Background

This report documents the findings from the 2018 evaluation of the *Makin' Tracks* project, operated by the Aboriginal Drug and Alcohol Council (ADAC), South Australia (SA). The evaluation was undertaken by Dr Monica Cass of the National Drug Research Institute (NDRI), Curtin University, in collaboration with ADAC staff. The purpose of this evaluation was to provide advice to ADAC and its governance and funding bodies, as to whether *Makin' Tracks* is operating effectively and meeting its key project objectives. Since its inception, it was intended that the program would be evaluated at regular intervals to inform funding bodies and provide recommendations for continued service improvement. To this end, *Makin' Tracks* was evaluated during 2004, 2007 and 2011 at intervals broadly reflecting the contracting and reporting periods. This report constitutes the fourth formal evaluation and builds on the three previous evaluations, however does not align with the reporting and contracting period.

1.2 The *Makin' Tracks* program

ADAC is an independent community-controlled peak body, representing SA Aboriginal communities in relation to Aboriginal alcohol and other drug services and policies. Since its inception in 1991, ADAC has been responsible for various initiatives and resources, with small, targeted programs and training services. Currently ADAC operates four main services: the *Makin' Tracks* mobile alcohol and other drug education service; the Footsteps Rehabilitation centre in Port Augusta; the Stepping Stones Day Centres in Ceduna and Port Augusta; and participates in a state-wide needle exchange program. In addition, ADAC represents the Aboriginal community on a range of committees and boards, and provides advice to government, services and the media in relation to Aboriginal alcohol and other drug issues. Each of the ADAC services works collaboratively, with the administrative and management functions for each service, including *Makin' Tracks*, performed by ADAC head office staff.

Makin' Tracks is a mobile alcohol and other drugs education service to assist SA Aboriginal communities to combat alcohol and other drugs problems through education, support, diversion and training. Established in 1999, the program initially sought to develop a program to address petrol sniffing in regional SA Aboriginal communities, but has since been refined to meet the changing and complex needs of Aboriginal communities in SA. *Makin' Tracks* is funded under the Australian Government SA Primary Health Network (formerly funded by the Australian Government Department of Health).

The current *Makin' Tracks* program specialises in addressing harmful use of alcohol and other drugs within the SA Aboriginal community, providing a culturally appropriate system of education and community support that may assist Aboriginal communities to address the various underlying issues and factors related to problematic alcohol or other drug use.

Makin' Tracks staff travel to schools and Aboriginal communities only after express invitation by services and community leaders to assist with a specific issue or problem. At times, Government departments and research institutions will approach *Makin' Tracks* Project Officers for assistance with their own services or programs. *Makin' Tracks* operates as a flexible and adaptable mobile outreach program that supports and enhances alcohol and other drug treatment interventions and education

in selected rural and remote Aboriginal communities. The mobility of *Makin' Tracks* enables interventions, training and education to take place within the community, or in a nearby location where the community members are more likely to feel comfortable and open to discussing challenging issues. *Makin' Tracks* works in partnership with a range of local service providers to encourage and support community responses to harms from substance use utilising a range of resources and types of interventions to address the particular issue in each community, including presentations, community forums, diversionary activities and camps, participation in community events, one on one interventions and cultural activities.

Since its inception, the *Makin' Tracks* program has employed two Project Officers, who support and enhance alcohol and other drug treatment interventions and education in selected rural and remote Aboriginal communities in three main ways:

1. Providing education and resources in the area of alcohol or other drug issues to Aboriginal communities, including adults and young people, men and women. Working with a range of service providers to encourage and support community responses to harmful substance misuse;
2. Training, support and capacity building of local Elders and community workers to help; and
3. Undertaking targeted health promotion and early intervention activities in the communities with a particular focus on youth. This includes a range of activities, including: community workshops to provide information, or help a community develop and implement their own strategies, diversionary camps and activities, including day trips, bush care, fishing, art activities, hunting and cooking traditional meats, community events and football or sporting clinics.

In addition, since 2018, funding agreements for *Makin' Tracks* have re-directed the focus of services towards more treatment-based activities as part of a region-wide stepped care model. This includes the potential for a range of services such as counselling, early intervention, withdrawal management, relapse prevention, rehabilitation support, post-treatment support, and associated data collection activities.

Makin' Tracks provides services to communities across SA, and occasionally to communities in neighbouring states and territories where communities interconnect. Communities where *Makin' Tracks* Project Officers have undertaken projects include the following: Amata, Ceduna, Coober Pedy; Copley; Ernabella, Finke, Fregon, Indulkana, Kingoonya, Leigh Creek, Marree, Mimili, Nepabunna, Oodnadatta, Port Augusta, Port Lincoln, Port Pirie, Whyalla and Yalata (see Figure 1).

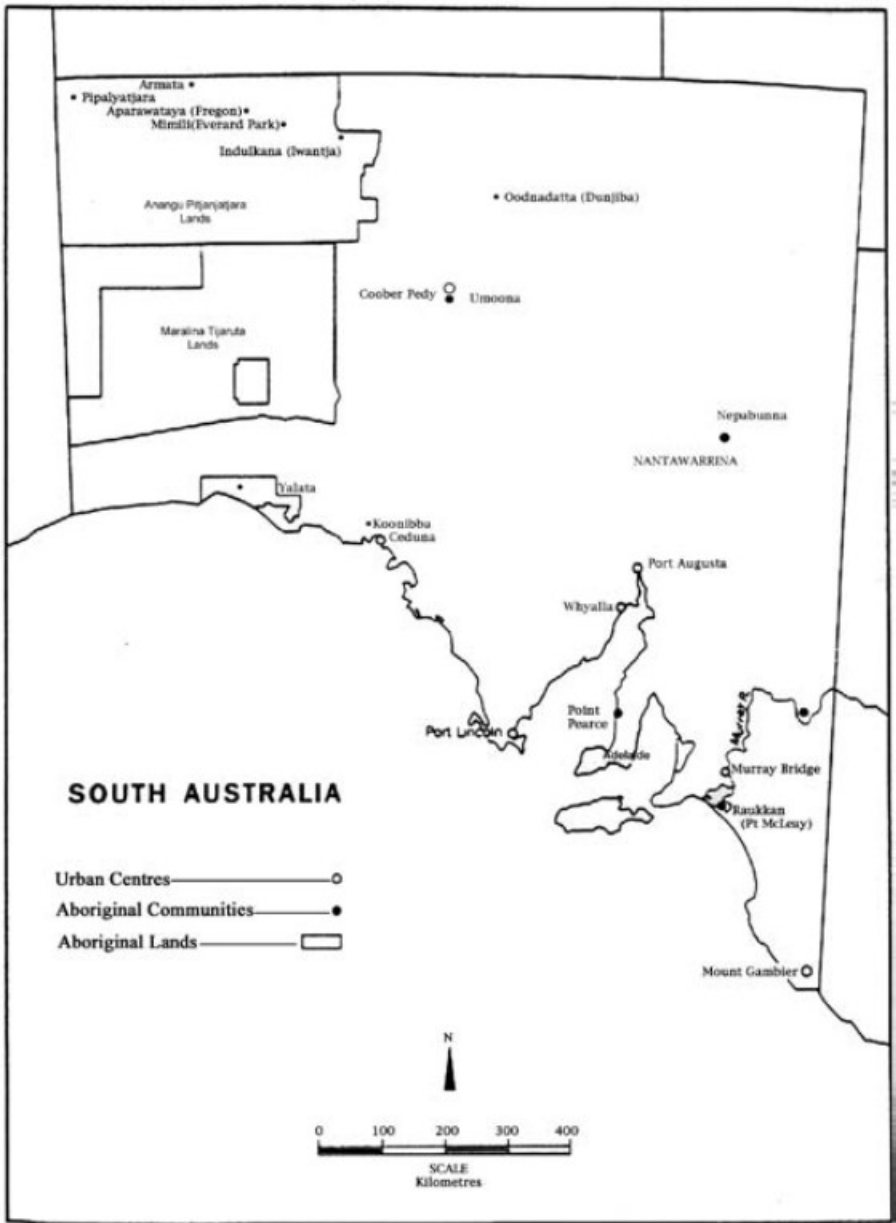


Figure 1: Map of key communities regularly visited by *Makin' Tracks*

1.3 Program Performance Indicators

Funded community services are usually developed with a government and public expectation that they will meet a specific purpose, and as such they are held to high expectations. Consequently, it is important that any Aboriginal community education and outreach service effectively achieves client and community outcomes to maintain community, government and public confidence and support for specialist services. Although limited, there are multiple ways in which the success of a community intervention can be measured. Each method has benefits and challenges, making it particularly important to consider a range of outcome measures when establishing the success of a specialist AOD intervention such as *Makin' Tracks*.

Makin' Tracks is accountable to a series of objectives and performance indicators, which are reported to the funding body. The project objectives, as outlined in the 2015–2017 Contracted Services Schedule, are as follows:

1. Deliver a drug and alcohol treatment service and reduce drug related harm for individuals, families and communities;
2. Provide a high quality alcohol and drug treatment service, including maintaining existing capacity within the organisation;
3. Ensure the service meets the specific needs of target groups (such as women, youth, families with children, and Aboriginal and Torres Strait Islander people);
4. Support clients through their treatment journey through both internal services provided and referral pathways/linkages (such as legal, employment, medical, child and family care, housing, etc.); and
5. Enhance service capacity to deliver appropriate services and treatment to clients with complex health and social needs including mental illness.

Recently, these project objectives were revised, and are outlined in the 2017–2019 Contracted Services Schedule as follows:

1. Support drug and alcohol treatment services across Australia to reduce the impact of substance misuse on individuals, families, carers and communities;
2. Support prevention and early intervention activities and promote evidence-based information about drug and alcohol through education;
3. Support the development of drug and alcohol data to support evidence-based treatment national policy and service delivery; and
4. Support service linkages between drug and alcohol treatment services and mental health services, as well as with social, education and vocational long-term support services.

Although some performance indicators are a direct reflection of *Makin' Tracks* activities, it has been noted in previous evaluations that not all performance indicators align directly with *Makin' Tracks* activities. Specifically, much of the time and negotiation involved in gaining permissions to enter some Aboriginal countries or communities, as well as activities to accommodate the unique geographical and physical nature of the work are not acknowledged. This disparity has been partly addressed with the revised performance indicators built into the most recent Contract, as they include a more dedicated treatment, assessment and screening role for *Makin' Tracks*.

The core activities of the *Makin' Tracks* program are supporting workers and communities that are working to address alcohol and other drug issues for Aboriginal clients in rural and remote communities. This creates a further reporting challenge as – although *Makin' Tracks* may organise and facilitate a community diversion activity – the primary responsibility for client outcomes is usually held by a local worker or service. Outcomes for clients of these services are not monitored by *Makin' Tracks*, and are more appropriately attributable to the local service. This constitutes a further challenge with respect to performance indicators, as these include some clinical outcomes that are not within the scope of the work of the *Makin' Tracks* team, nor are they easily measured. To date, due to client confidentiality, as well as limited resources of the *Makin' Tracks* team and researchers to follow up and collect other service data, other outcomes such as satisfaction with the service, or changes in knowledge or capacity in a community have not been measured.

As noted earlier, this evaluation is not synchronous with the contracting and reporting period. Therefore, this evaluation report incorporates a detailed description of how *Makin' Tracks* meets each of the 2017–2019 performance indicators (see table 1 below), but referencing activities from the period 2015–2018. With some exceptions, these most recent performance indicators are identical to the 2015–2017 performance indicators. As some of the 2017–2019 performance indicators are very similar, and because many activities meet multiple performance indicators, to avoid repetition in the report some activities are reported in detail under a single performance indicator only, with a shorter description in subsequent performance indicators.

Table 1: 2017 - 2019 Performance Objectives and Performance Indicators

2017-2019 Objective	2017-2019 Performance indicator	Source of information
1. Deliver a drug and alcohol treatment service and reduce drug related harm for individuals, families and communities.		
1.1 Provide an effective AOD service to rural and remote SA communities.	1.1.1 <i>Makin' Tracks</i> is actively involved in AOD work within communities. 1.1.2 <i>Makin' Tracks</i> will conduct at least 12 AOD awareness workshops in rural and remote communities.	Progress reports Interview with Project Officers Activity reporting Observations of project
1.2 Provide support and assistance to the local substance misuse workers in the delivery of their treatment programs	1.2.1 AOD/Mental health awareness is improved within communities to enable them to be better able to address. 1.2.2 Due to increased awareness communities are better able to address the complex issues of AOD/Mental health. 1.2.3 Estimated 24 face-to-face in communities, or more episodes of support to be provided to Indigenous health and AOD workers in a 12 month period.	Interview with Project Officers Activity reporting Observations of project
1.3 Ensure families and carers have access to information and/or support in relation to substance use.	1.3.1 Families regularly attending AOD camps such as father and son camps. <i>Makin' Tracks</i> is planning to conduct at least 6 camps throughout the year. 1.3.2 Family and community members are satisfied with outcomes. 1.3.3 Families with support from community AOD and <i>Makin' Tracks</i> programs will be more confident in providing support.	Progress reports Interview with Project Officers Activity reporting Observations of project
1.4 Provide information on harm minimisation, infectious diseases, drug overdose prevention and relapse prevention	1.4.1 Number of workshops on addressing harm minimisation 1.4.2 Estimated 12 or more AOD awareness programs planned to be delivered across the State. E.g. school programs, youth groups.	Progress reports Activity reporting
2. Provide a high quality alcohol and drug treatment service, including maintaining existing capacity within your organisation.		
2.1 Ensure the project has a quality improvement system in place	2.1.1 <i>Makin' Tracks</i> staff participation in the Quality Improvement	Interview with Project Officers Activity reporting Observations of project

	processes to ensure ADAC maintains its ISO 9001:2008 Accreditation.	
2.2 Collect relevant data on all <i>Makin' Tracks</i> activities	2.2.1 NDRI conducts an evaluation every 3 years and the 2014-2017 report will be provided to the funding body in 2018/2019. 2.2.2 Recommendations from the evaluation are acted upon.	Progress reports Interview with Project Officers
2.3 Maintain a high quality workforce.	2.3.1 List and number of training and development opportunities attended 2.3.2 <i>Makin' Tracks</i> staff trained in data collection	Progress reports Interview with Project Officers Activity reporting
2.4 Provide training and general backup for all organisation and workers providing substance misuse programs in their local community	N/A	N/A
2.5 Ensure effective financial monitoring of the project	2.5.1 All NGOTGP staff have knowledge and skills of ADAC contractual obligations.	Interview with Project Officers Activity reporting
2.6 Ensure compliance with relevant evidence based guidelines and models of good practice	2.6.1 Evidence that staff is familiar with and utilising relevant evidence based treatment guidelines.	Interview with Project Officers Activity reporting
2.7 Provide health and AOD workers, particularly Indigenous workers, with support in the delivery of treatment, education and preventative measures within their community	2.7.1 Number of communities actively participating and inviting the <i>Makin' Tracks</i> team back. 2.7.2 <i>Makin' Tracks</i> will visit rural and remote South Australian communities at least 20 times throughout the 2018/2019 financial year.	Progress reports Interview with Project Officers Activity reporting Observations of project
3. Ensure your service meets the specific needs of target groups (such as women, youth, families with children, and Aboriginal and Torres Strait Islander people).		
3.1 Provide culturally appropriate AOD prevention, harm minimisation and treatment models/options for Indigenous clients	3.1.1 Communities are constantly requesting <i>Makin' Tracks</i> to visit and help with programs that are being developed. <i>Makin' Tracks</i> will conduct 12 AOD workshops/information days at community events such as sporting carnivals and health days. 3.1.2 AOD workers, health workers and youth workers regularly attend <i>Makin' Tracks</i> workshops. Estimated 12 or more AOD awareness programs planned to be delivered across the State eg school programs, youth groups.	Progress reports Interview with Project Officers Activity reporting Observations of project
3.2 Increase the capacity of the organisation to effectively screen, assess and treat the target group.	3.2.1 Clients have improved access and utilisation of current services available to them with their region. 3.2.2 <i>Makin' Tracks</i> staff will be actively involved in the Footsteps Road to Recovery Residential Rehabilitation Service. 3.2.3 Evidence that staff have increased skills/confidence.	Progress reports Interview with Project Officers Activity reporting Observations of project
4. Support clients through their treatment journey through both internal services provided and referral pathways/linkages (such as legal, employment, medical, child and family care, housing, etc).		
4.1 Support clients to participate in training, education, employment, volunteering, recreation and social	4.1.1 Number of clients engaged in training/employment at end of program and three months later	Progress reports Interview with Project Officers Activity reporting

support activities and find secure housing	4.1.2 Partnerships are developed.	Observations of project
4.2 Ensure communities are aware of any transition care, aftercare and support services that are available.	4.2.1 That all services within the regions are aware of and know what can be done in supporting clients that have been involved in interventions 4.2.2 <i>Makin' Tracks</i> will actively support and promote the Footsteps Road to Recovery Residential Rehabilitation Service.	Progress reports
5 Enhance service capacity to deliver appropriate services and treatment to clients with complex health and social needs including mental illness.		
5.1 Ensure the project links effectively to other services to maximise client/community outcomes.	5.1.1 Evidence of types of network/s and referral pathways that have been developed and their effectiveness. 5.1.2 <i>Makin' Tracks</i> will actively promote the Footsteps Road to Recovery Residential Rehabilitation Service.	Progress reports Interview with Project Officers Activity reporting Observations of project
5.2 Ensure community policies and procedures are in place to better support the identification and management of community members with complex needs	5.2.1 Community members with complex needs are included onto community chronic disease registries.	Interview with Project Officers
5.3 Advocate for community staff to be appropriately trained to assist with the treatment and management of community members with complex needs.	5.3.1 Communities are better equipped to deal with community members with complex needs.	Progress reports Interview with Project Officers Activity reporting

1.4 Evaluation of *Makin' Tracks*

Makin' Tracks has been evaluated three times in the past, with each evaluation demonstrating success in the areas of working collaboratively with communities and in building networks to address problematic alcohol and other drug use. Each of these evaluations has focused on contractual performance indicators as, due to the diverse work and varied clientele of *Makin' Tracks*, reporting against client outcomes has not been appropriate as the project is not able to obtain follow up data from the community or service.

The aim of the current evaluation is to consider ADAC's *Makin' Tracks* program against performance indicators set out by the funding body, and where possible extend the methodology to incorporate assessment against standards of good practice, as identified by the relevant academic literature. Following the recommendations of Gray et al. (2000) implemented in earlier evaluations, the evaluation has focused on a strong collaboration with ADAC, and on improving service delivery in addition to addressing the needs of the relevant funding and governance bodies.

The objectives of this evaluation are to:

1. Provide advice to ADAC and the funding body regarding the status and progress of *Makin' Tracks* in achieving its previous and current performance objectives;
2. Make recommendations as to how the *Makin' Tracks* program can be improved, to assist with future planning; and

3. Consider broader aspects of the *Makin' Tracks* program, to enable identification of the strengths of the program and areas for improvement or development and identify the barriers faced by the program.

1.5 Evaluation questions

The key questions addressed by this evaluation are as follows:

1. Does *Makin' Tracks* meet program objectives as set out by the funding body?
2. What measurable impacts does *Makin' Tracks* achieve, to individuals, other agencies and the AOD sector?
3. What areas for improvement can be identified for the *Makin' Tracks* program?

Each of these questions is addressed under each of the performance indicators in turn.

2. Methods

2.1 Overall methodology and approach

2.1.1 Methodology

Multiple methods were used to inform the assessment against performance indicators and evidence-based practices. Data relating to *Makin' Tracks* activities and outcomes were obtained from a combination of qualitative research and a desktop review of existing documents and data. The evaluation methodology was grounded in principles of cultural integrity and good practice methodology for evaluation of programs for Aboriginal people. The key activities undertaken to gather information for the evaluation are summarised below and elaborated further in sections 2.2 and 2.3.

Desktop review

- Performance indicators from the current and previous funding agreement were identified. These were used to inform the evaluation framework, and provided background and context to the consultations.
- Service mapping exercise which identified government and community services accessed by *Makin' Tracks* in the evaluation period.
- Review of ADAC documentation, including operational guidelines and policies.
- A timeline developed of the various changes that have taken place for the duration of *Makin' Tracks*.
- Analysis of data from various *Makin' Tracks* reporting documentation, including progress reports, Annual Reports and others.

Qualitative research

- Culturally appropriate interviews with ADAC management and staff to inform both process and outcome aspects of the evaluation.
- Culturally appropriate interviews with community services and stakeholders to understand the impact of the *Makin' Tracks* project in addressing harms for alcohol and other drug use in target communities.
- Synthesis of findings from interviews, observations and documentation and analysis of these against the performance indicators.
- Observations during *Makin' Tracks* activities in various locations.

2.1.2 Scope and definitions

The scope of the project included the following.

1. The evaluation focused on the *Makin' Tracks* program, including all of the core associated activities. The evaluation focused specifically on the components of services implemented by *Makin' Tracks*. Components managed by other agencies, such as their ongoing services to clients, or the organisation of specific activities that *Makin' Tracks* attends were considered only in relation to the integrated nature of the services. Specific evaluation of financial obligations of the service were outside the scope of the evaluation.
2. The terms 'Aboriginal', 'Indigenous' and 'Aboriginal and Torres Strait Islander' have all been used within this report. In formal definitions, these terms usually refer to persons who:

- identify as Aboriginal and or Torres Strait Islander;
- are of Aboriginal and or Torres Strait Islander descent; and
- are accepted as Aboriginal and or Torres Strait Islander by their local community.

The term 'Aboriginal' has been mostly used in this report in reference to the cultural background of *Makin' Tracks* clients, to reflect the local usage and in acknowledgement of the diversity of Aboriginal cultural groups that reside in SA. The term 'Indigenous' has been used in some instances to reflect the use by specific sources, similarly 'Aboriginal and Torres Strait Islander' is also used.

3. The timeframe for the evaluation is based on the period included within the 2015–2017 Contracted Services Schedule, but including activities up until the end of 2018 to include a consideration of the transition to a revised funding model.
4. The various activities and services performed by *Makin' Tracks* are referred to inconsistently and interchangeably in the performance indicators using a range of terms, including 'workshops', 'talks', 'information sessions', 'education sessions', 'awareness sessions' and 'training'. Essentially, all of these terms refer to a similar activity, that is, a presentation by *Makin' Tracks* Project Officers in front of an audience, but varying in audience, topic, format and purpose. This report distinguishes between these activities according to definitions contained in the section relating to Performance Indicator 1.1.1. These may not necessarily reflect definitions in previous evaluation reports or other ADAC publications.
5. Broader areas of good practice in service delivery not specifically referred to in the Performance Indicators were derived from a range of sources which identified good practice in Indigenous alcohol and other drug programs, notably Strempel, Saggors, Gray and Stearne (2003), Gray and Saggors (2005), Preuss and Brown (2006), Gray, Stearne, Wilson and Doyle (2010), Vimpani (2005), Gray, Stearne, Bonson, Wilkes and Butt, et. al. (2014) and Gray, Wilson, Allsop, Saggors, Wilkes, et al. (2014).

2.1.3 Principles underpinning the evaluation

In undertaking this evaluation, there were a number of important considerations specific to this project that called for a unique approach, including the following:

1. *Geographic issues* – as the researcher was Perth-based and undertaking an evaluation of a project in regional and remote SA, the evaluation needed to allow for input at the local level, and ADAC head office level in Adelaide. This was achieved through four visits to SA, and ongoing communications via e-mail, telephone and Skype.
2. *Cultural integrity* – acknowledging that Aboriginal people, culture and community are central to the establishment and day-to-day running of *Makin' Tracks*. To ensure the cultural integrity of the project and report throughout, specific acknowledgement and awareness of the potential for cultural and linguistic differences for Aboriginal participants was required. This was achieved through a range of activities by the researcher, including visits to SA Aboriginal information centres and galleries, background reading, attendance at community events in SA and direct guidance and advice from the *Makin' Tracks* Project Officers and other ADAC staff. Further discussion about how the evaluation of *Makin' Tracks* incorporates principles of cultural integrity is provided in Appendix 1.
3. *Cultural barriers* – acknowledging the limitations and barriers potentially resulting from a non-Aboriginal, Perth-based, female researcher conducting the evaluation and the need for additional

support and advice on local Aboriginal cultural and community aspects and issues. Similar to above, this was achieved through a range of activities by the researcher.

4. *Independence of evaluations and good practice in evaluation governance* – consideration of the need to maintain compliance and research standards with the agreed University and agency-specific processes and protocols around governance and independence of program evaluations; and maintaining the confidentiality of all participants. Although project governance, ethics, confidentiality and data security were maintained appropriately, there was no dedicated governance committee or group developed for this project. Approval to conduct this project was granted by the Curtin University Human Research Ethics Committee (RDHS-28-15/AR01) and the Aboriginal Human Research Ethics Committee (SA) (AHREC) (Ref: 04-16-665). The project was conducted within the framework provided by the National Health and Medical Research Council (NHMRC) 'Ethical conduct in research with Aboriginal and Torres Strait Islander peoples and communities: Guidelines for researchers and stakeholders' (2018).
5. *Safety of the researcher* – taking appropriate safety precautions when travelling to remote areas. This was achieved through being accompanied by *Makin' Tracks* or other ADAC staff during all visits to locations in rural and remote SA.

2.2 Document review

2.2.1 Service mapping

A service mapping exercise was undertaken for this evaluation using ADAC documentation, websites and interview information. This comprises a comprehensive list of organisations that have collaborated with *Makin' Tracks* during the reporting period. This exercise was undertaken to support the assessment of the availability of services working with *Makin' Tracks*, and to document the partnerships, links and networks established and maintained by *Makin' Tracks*. A summary of these organisations is contained at Appendix 5.

2.2.3 Timeline

A timeline of key events in *Makin' Tracks* history was undertaken for this evaluation using ADAC documentation, websites and interview information. This exercise was undertaken to document some of the key changes that have occurred during the history of the *Makin' Tracks* project. This timeline is contained at Appendix 2.

2.2.4 Analysis of service data

Makin' Tracks does not currently maintain dedicated service data collection. Therefore, existing *Makin' Tracks* service data published in annual reports and performance reporting were analysed to determine the nature and breadth of activities undertaken during 2015–2018. As many activities are used to indicate achievement of more than one performance indicator, and because some events are repeated frequently, this information was only able to be used as a guide to the number and type of activities. The specific number of activities could not accurately be counted using these sources.

2.3 Qualitative research

2.3.1 Stakeholder interviews

Community and service stakeholders were selected for interview to reflect a spread of organisations and perspectives, including: *Makin' Tracks* staff, staff of the relevant government and non-government agencies involved with *Makin' Tracks* and ADAC staff from other services. Clients of *Makin' Tracks* were not interviewed directly for the evaluation; rather the community service providers and stakeholders who support the clients provided an insight into client outcomes.

All interviewees were provided with an information sheet describing the project, and agreed to sign an informed consent form. All participants received a copy of their informed consent form. Copies of the information sheet and consent form are contained in Appendix 3. Interview questions are contained in Appendix 4.

A total of 12 stakeholders were interviewed for between 20 minutes and two hours, either in person or by telephone between May and November 2018, as follows:

1. *Makin' Tracks* Project Officers (2);
2. ADAC head office (2);
3. Other ADAC services staff (3);
4. Staff in government services (2); and
5. Non-government service providers (3).

The *Makin' Tracks* Project Officers were interviewed and consulted multiple times during the evaluation, to gain further understanding on a range of factors concerning the service. This included further clarifications on details by telephone and e-mail. All interviews were transcribed and analysed using NVivo 12 software. Qualitative analysis was both deductive, considered for evidence against the performance indicators, literature and project outcomes, and inductive, where general themes were noted.

2.3.2 Observations

The researcher observed one instance of a formal *Makin' Tracks* education session, and eight instances of informal interactions between *Makin' Tracks* staff and community members at community events and other ADAC services and events. A further three scheduled formal observations were not undertaken due to changes in scheduling.

The formal observation took place at a High School in Adelaide, where *Makin' Tracks* had been invited to present to a group of Aboriginal students in years 10–12 as part of a broader diversion course being run by the Aboriginal Secondary Education and Transition Officer. The students had made kangaroo sausage rolls, and shared them with the group while the Project Officer showed two short videos to stimulate discussion around alcohol and other drug use. The Project Officer developed rapport with the students, and a range of harm and risk reduction strategies were discussed, with students engaged in learning about how to help themselves and friends to reduce risk and harm from alcohol and other drugs. Students were provided with culturally appropriate resources at the end of the session.

The informal observations took place while the researcher accompanied one of the *Makin' Tracks* Project Officers to ADAC services in Ceduna and Port Augusta. A range of interactions between the Project Officer and ADAC clients were observed, including: wellbeing checks of clients and their

relatives, brief discussions around drinking, catch up following from previous camps or activities, answering questions regarding *Makin' Tracks* activities, referrals to and/or providing of alcohol and other drug resources, general rapport-building and practical assistance such as passing on donated clothing or providing transportation. These interactions were not analysed specifically; rather they provided the Evaluation Officer with general context around how *Makin' Tracks* interacts with clients, and support for others' statements regarding the skills of the Project Officers.

3. Evaluation findings – performance indicators 2017–2019

Goal 1: Deliver a drug and alcohol treatment service and reduce drug related harm for individuals, families and communities

Objective 1.1: Provide an effective AOD service to rural and remote SA communities

Performance Indicator 1.1.1: Makin' Tracks is actively involved in AOD work within communities

This performance indicator is considered to be achieved. Makin' Tracks regularly works collaboratively with communities and organisations to provide a range of AOD services in metropolitan, rural and remote Aboriginal communities in SA with the aim of reducing substance use and harm associated with substance use. Makin' Tracks achieves this in three main ways:

1. Working with local Government and non-government service providers and community leaders to support the development of a sustainable community-based response to issues or concerns around alcohol and other drug use by groups or individuals in the Aboriginal community.
2. Providing education, training, resources and support to local workers to improve their own capacity to provide appropriate interventions, supports and treatments.
3. Providing culturally appropriate activities in the wider community which include targeted health promotion and harm reduction education and resources.

A list of the full range of activities undertaken by *Makin' Tracks* in collaboration with a number of SA rural and remote communities is below. Note that some of these activities are further discussed in relation to other performance indicators later in this report.

Workshops – *Makin' Tracks* is frequently requested to speak at formal professional development workshops organised by individual services. Workshops are usually dedicated to a specific topic, and are focused on professional development and/ or cultural awareness for community workers or other professionals. These are usually organised collaboratively, with *Makin' Tracks* or ADAC contributing resources or assistance towards event management and catering. Other speakers may also present information in some instances. One example of this is *Makin' Tracks* presented at a methamphetamine (ICE) workshop at Nunkuwarrin Yunti held in Port Augusta which was attended by approximately 300 people from the region.

Feedback from the stakeholder interviews indicated that most participants felt the workshops were useful and interesting.

Community Forums – *Makin' Tracks* frequently speaks at community forums organised by local communities and services. Forums are usually dedicated to a specific topic, and are focused on professional development and/or cultural awareness for community members or other professionals. These are usually organised collaboratively, with *Makin' Tracks* or ADAC contributing resources or assistance towards event management and catering. Some examples of these include the following.

- *Makin' Tracks* conducted a community education session in Ceduna around methamphetamine use, which was attended by approximately 55 local community workers and health professionals.
- Similarly, Tullawon Health organised a community workshop in Yalata, where *Makin' Tracks* spoke about methamphetamine use. Around 50 local people attended, representing community

members, the local council, the school health service and others. This talk took approximately two and a half hours and was centred on an app relating to ICE use. *Makin' Tracks* answered questions posed by locals and distributed relevant ADAC resources. This was followed by a community barbeque provided by *Makin' Tracks*.

Training – *Makin' Tracks* has in the past conducted training for community workers in specific skills or curriculum areas, leading to a certificate or qualification. For example, *Makin' Tracks* has facilitated the Strong Minds Strong Spirit training. This was previously run by ADAC, but since transferred to DASSA and then recently discontinued. Currently *Makin' Tracks* does not offer any specific training modules using dedicated curriculum.

Education – A core part of *Makin' Tracks* services are culturally-appropriate education sessions run for young people accessed through schools and community organisations. These are often set within a targeted community intervention, or constitute a protective function for vulnerable youth. The format for these sessions ranges from short, in-class presentations, to day trips or one to four day camps.

Community Awareness – *Makin' Tracks* frequently runs awareness sessions for adults about awareness of harms from AOD use. This content and delivery style is targeted at the specific audience, which may include local businesses, non-AOD community workers, Aboriginal community leaders and families. These sessions vary in format, with some conducted as formal talks in a staff meeting or other organisational event, or informal question and answer sessions with local families and community members, often over a barbeque.

Community engagement – Broader community engagement is undertaken by *Makin' Tracks*. For example, working directly with remote SA communities to develop plans to address increased use of methamphetamine through diversion, early intervention and referrals to alcohol and other drug treatment services.

Community participation – In addition, *Makin' Tracks* sets up information stalls at various community events across SA run by ADAC or other organisations and communities. These can simply be a stall with a person and pamphlets, or involve games or activities to engage participants, however it usually includes a barbecue to attract and have informal discussions with people regarding alcohol and drug use, harms, concerns or issues. The purpose is largely to have a consistent presence at these events, so that when they come back into a community they are known and recognised. However, where requested, *Makin' Tracks* also provides information or intervention to people who approach them at these events.

ADAC, including *Makin' Tracks*, regularly attends or organises events in relation to key national events for Aboriginal communities such as:

- barbeque in Victoria Square, Adelaide for National Sorry Day;
- barbeque with Port Adelaide Council at Port Adelaide for the Anniversary of the Apology for Stolen Generations;
- barbecue in Victoria Square, Adelaide for NAIDOC week for approximately 1500 people;
- barbecue in Ceduna for NAIDOC week (note, 2018 event did not go ahead as another organisation had also planned a barbecue for the same day); and
- participation in Sober Walk Day, Adelaide.

Diversion – ADAC and *Makin' Tracks* run or are involved in various alcohol and drug free sports, music and community events. Some examples include:

- *Makin' Tracks* attended the Aboriginal Football and Netball Carnival in Port Augusta (for many years previously run by ADAC) and hosted an information stall with ADAC AOD resources; and
- ADAC assisted with the Strong Aboriginal Children's Health Expo run by Nunkuwarrin Yunti.

Makin' Tracks has been involved in a diversionary program run by the Watto Purrinna Aboriginal Primary Health Care Service in Port Adelaide. *Makin' Tracks* Project Officers provide AOD sessions to participants to complement other programs such as a Men's Group, painting and walking groups and others.

Support – *Makin' Tracks* provides support to community organisations through education programs, assistance with local events and activities (such as camps), advice on referrals and interventions for AOD workers, and respite for workers conducting service delivery.

... our role is we're in there to support. Sometimes it's respite for the workers that are in there, that have been there for years and find it hard to take a break because it's 24 hours a day. They might say they work from nine till five, well yeah they do. But they can't escape it because they're out in the communities. Yeah it's about – and also making the communities aware of what the latest trend is...

It's like sometimes we do camps where if there's a really – you know where things are going pretty bad, we'll go into that community and this is where it comes for respite for the workers and the community out there. We'll come along and we'll take these kids out, or adults sometimes, we'll take them out to a camp. Whether it's fishing, whether it's camping, whether it's cleaning up waterholes. You know again feeding respect back to what they should be about. That's where our continued contact happens.

Treatment – People may at times seek advice or treatment for their addiction from *Makin' Tracks*. *Makin' Tracks* staff are qualified and equipped to provide brief intervention, advice, resources, assessments and referrals, depending on the situation. Due to intermittent contact with clients, this treatment is limited, largely focusing on ensuring that clients have more long-term, local support, treatment and links to appropriate services or case management. A key focus for *Makin' Tracks* is supporting local workers to appropriately treat and case manage their own clients.

Camps and cultural activities – *Makin' Tracks* frequently runs or attends camps for Aboriginal young people in SA at the request of communities concerned about harms from alcohol and other drug use. Usually a formal education session around AOD is given during the camp, but this is supported by informal brief interventions and engagement during the camp. *Makin' Tracks* also runs a range of shorter cultural activities, including day trips fishing or hunting, art activities and others. Although commonly included in other cultural activities, music and dance are not usually included in *Makin' Tracks* events.

Often camps are used as a way to temporarily engage particularly vulnerable youth, away from their community and other influences. In these situations, alcohol and other drug education is targeted at addressing existing problems and harm minimisation. At times youth are chosen to go on camps to develop leadership qualities, and in these cases, the education focuses more on preventing or delaying the use of alcohol and other drugs.

So, because of the affiliation I had with them and the great work that I feel they do, that's just another program in the evenings for Jim to run some educational videos and speak on substance misuses.

Under that initiative, we [embedded] in the educational – the suicide prevention educational sessions. We also provided an opportunity for the 15 plus students to undertake team building stuff. Also, we incorporated in this particular program, other sessions such as the Makin' Tracks session. Which, to me, facilitated around drug and alcohol.

... because the kids responded to Jimmy so well at the camp, which they did. He was absolutely amazing, like he really engaged them and you know he not only talked about smoking, he talked about yarndi as well, which is very important. At the camp, he actually engaged them very well and actually taught them about – obviously there was yarndi users in the room and – marijuana, for all of us and he actually talked about how they mix their tobacco. So they really got a lot out of that because what he's actually – he's taught them that they not only got an addiction, they're getting two by actually doing that.

Harm minimisation – *Makin' Tracks* also operates as a mobile arm of the Clean Needle Program run centrally by ADAC and funded by DASSA to reduce the spread of blood borne viruses in SA. The program is discretely advertised, such that only people who are aware of the program and view the sticker on the *Makin' Tracks* vehicle know they can exchange syringes, needles, swabs or dirty packs if they require. *Makin' Tracks* also hands out pamphlets to clients around appropriate vein care. These were developed by ADAC and include culturally appropriate language and information. This service is run in a deliberately discreet way by *Makin' Tracks*, as some remote communities would have concerns if injecting equipment is seen to be distributed locally. If individuals who need the information and equipment approach *Makin' Tracks* Project Officers, these are provided.

Referrals – *Makin' Tracks* frequently assists Aboriginal communities in identifying appropriate services for them to refer individual clients. *Makin' Tracks* Project Officers also work directly with clients and make referrals as required. The type of referral depends on the individual and situation, however based on their networks and longevity in the field, they are particularly skilled at matching individual needs to services. Where necessary, *Makin' Tracks* refers to other professionals or guides, including the website maintained by DASSA of locally available counselling, support and other alcohol and other drug services.

Prevention – Although in most instances, *Makin' Tracks* focuses on vulnerable young people, on some occasions, *Makin' Tracks* works with young Aboriginal people who are flourishing, and provides an opportunity to attend a camp or event as a reward. For example, the Annual Power Cup Aboriginal Australian Rules Football Carnival ran in 2018 for the 11th year running, including 450 students from 70 schools. Participants must meet strict guidelines to participate (i.e. 80% school attendance and academic/behavioural targets). *Makin' Tracks* regularly delivers an AOD presentation to smaller groups during this event. Another example was a camp run in Mt Ive by Centacare for around ten young people who were vulnerable, but not experiencing any other particular issues. The group of young people requested the camp, having seen their peers attend fun camps to address inappropriate behaviour such as AOD use, but having missed out despite continuing appropriate behaviour. One of the *Makin' Tracks* Project Officers attended one of the nights and gave a talk on AOD issues, which was well received.

Assessment – The most recent funding model includes a greater emphasis on assessment within an integrated service. *Makin' Tracks* Project Officers are trained in the use of evidence-based screening tools and assessment tools used by ADAC Alcohol and other Drug treatment services and other screening tools such as the Indigenous Risk Impact Screen (IRIS) (see Schlesinger, Ober, McCarthy, Watson & Seinen, 2007), the World Health Organization's Alcohol Use Disorders Identification Test (AUDIT) (Babor, Higgins-Biddle, Saunders & Monteiro, 2001), and others. They carry copies of many

relevant screening tools, or have them available to download and utilise. Nevertheless, *Makin' Tracks* does not conduct many clinical assessments, and usually makes referrals to a specialised clinical service, ADAC treatment service. *Makin' Tracks* supports local workers to utilise culturally appropriate assessment and screening tools, such as the IRIS, and promotes any suitable training or workshops that become available. At times, *Makin' Tracks* staff are asked to follow up with individuals by phone, and they will use the IRIS to assess the individual, then direct them to appropriate local services.

Crisis intervention – *Makin' Tracks* operates as a crisis intervention response to AOD issues in communities. This is in response to outbreaks of use of particular substances, such as sniffing, or supporting a vulnerable community going through challenging times. Around two to four times per year, commonly in school holidays or at Christmas, *Makin' Tracks* is asked to assist in these kinds of situations. The following quote from one of the Project Officers illustrates how they respond to this kind of situation.

... there was a few kids that were – I think we lost three in the first two weeks or something like that. So that's one of the times when we drop everything. No matter what we're doing we just apologise, we're off. Sometimes we don't even have time to apologise because we'll go straight from here, straight to our homes, pack a kit and get on that highway.

In a recent example related by one of the Project Officers, *Makin' Tracks* was asked by a local teacher to assist with an outbreak of petrol sniffing in a remote community. The Project Officer attended at the township, and discussed the situation with local community leaders and workers. It was decided that best intervention was a camp with the support of a local worker, which gave brief respite to the community, and a brief period of abstinence and diversion for the young people. The young people received an education session using a short film as a discussion point in the evening, as well as informal discussions throughout the camp. At the end of the camp, the community was provided with some referrals and resources and was supported by *Makin' Tracks* to reunite some displaced children with their families in other locations.

Treatment support – With the recent shift of ADAC into further service provision with the ADAC alcohol and other drug treatment services, *Makin' Tracks* provides a supportive role for all three services, including client transport, cultural activities for clients, remote intervention, promotion of the services, support to workers, occasional staff relief and cultural competency advice.

Performance Indicator 1.1.2: Makin' Tracks will conduct at least 12 AOD awareness workshops in rural and remote communities

This performance indicator is considered to be achieved. Awareness sessions are regularly conducted by *Makin' Tracks* around substance use and harm associated with substance use in rural and remote SA communities. These were referenced briefly in section 1.1.1. For the purpose of this evaluation, awareness sessions are defined as being distinct from 'education' or 'workshop' sessions as they are targeted mainly to family and community members, or non-AOD specific services. The purpose of the sessions is to raise awareness of the impacts of AOD use and general suggestions around supporting others, rather than professional development, or education or interventions for clients.

Some recent examples of awareness sessions include the following:

- ADAC, including *Makin' Tracks*, gave a presentation to around 50 Whyalla community members about ICE.

- During the most recent NAIDOC Week event in Ceduna, *Makin' Tracks* supported several local events, and was available to talk with community members about any concerns they had around AOD.
- *Makin' Tracks* provided AOD education in the classrooms on the APY Lands (five communities) as part of the APY Sports Day in Ernabella with Port Adelaide Football Clubs' WilPower program.
- *Makin' Tracks* hosted a stall at the Leigh Creek Health Promotion Day, distributing resources and providing AOD information as required. This included a radio interview with local media station on AOD issues.
- *Makin' Tracks* provided event support and AOD education sessions for the students attending the two-day basketball and cricket competition held by the SA Aboriginal Sports Training Academy (SAASTA). Over 250 students and Aboriginal Education Workers (AEWs) from across the state attended sessions over both of the days.
- Umoona Tjutagku Health Service invited *Makin' Tracks* to present at their second Drug Forum. After a successful presentation previously, *Makin' Tracks* was invited again to present to the community workers and community members attending about *Makin' Tracks*.

Objective 1.2: Provide support and assistance to the local substance misuse workers in the delivery of their treatment programs

Performance Indicator 1.2.1: AOD/Mental health awareness is improved within communities

This performance indicator is considered to be achieved within the scope of the Makin' Tracks program. Makin' Tracks regularly conducts workshops with rural and remote service providers, AOD workers, and community members to increase AOD awareness and assist them to address specific concerns in their own community. Service providers attending sessions often come from a range of agencies within a location, and may include AOD workers, health workers, youth workers, corrections officers, paramedics, housing officers, employment agencies and many others. The topic and content of the sessions vary depending on the specific issue the community is hoping to address, and the knowledge, skills and experience of the attendees of the workshop, however broad themes usually include health and wellbeing and AOD harm minimisation. Workshops assist individuals within communities to build their own knowledge and capacity around AOD issues, and also to connect with each other and build professional and personal support networks. Workshops tend to be delivered with a strong cultural focus, giving many non-Aboriginal workers an opportunity to learn more about how to provide a culturally appropriate service to Aboriginal clients.

In addition, *Makin' Tracks* provides education sessions for local people who may be clients of these services. The topics for the training sessions vary according to the specific needs of the community and the particular audience. AOD awareness and education is at the core of each session. Although alcohol and other drug issues are commonly associated with or a consequence of mental health issues, overall, mental health issues are not a priority for communities as AOD issues are more visible and prevalent. Therefore, although elements of mental health education and awareness are frequently included, this is not usually to a great depth. For example, the issue of trauma experienced following the death of family members, removal from country, experience of violence or other traumatic events are frequently raised during education sessions.

Clinical or social outcomes for the clients of the individual services and communities who receive *Makin' Tracks* education are not measured by ADAC or *Makin' Tracks*, nor is it feasible to do so.

Nevertheless, based on stakeholder feedback, it is presumed that most clients will receive some level of additional awareness of these issues as a result of the intervention. Furthermore, workshops with service providers and community members also raise awareness, create a shared language and stronger networks around addressing AOD and mental health issues in the community.

One example where support and assistance is provided to local substance misuse workers in the delivery of their treatment programs and to improve AOD and mental health awareness are support for prisons. *Makin' Tracks* Project Officers visit prisons for two main purposes. From time to time, *Makin' Tracks* conducts AOD workshops in prisons where a culturally appropriate addictions program is not currently available in more remote prisons. Additionally, workers or community leaders sometimes approach *Makin' Tracks* to visit past clients to check on their wellbeing, as families are concerned about their mental health in jail. In these cases, the Project Officer advocates for assistance to be provided internally, and links up with existing prisoner support services. Occasionally, *Makin' Tracks* is asked to perform a similar service for past clients in hospital.

Similarly *Makin' Tracks* supported the Live Long, Live Strong Youth Program during 2016, which is a suicide prevention program for Aboriginal youth from SA provided by Centacare. Around 15 young people from several high schools were taken to a dedicated youth camp facility. *Makin' Tracks* provided education sessions around AOD, to complement the leadership, team building, suicide prevention and other sessions provided by Centacare and others.

Performance Indicator 1.2.2: Due to increased awareness, communities are better able to address the complex issues of AOD/mental health

This performance indicator is considered partially achieved. Although there is anecdotal evidence that improved awareness of AOD and mental health issues following a *Makin' Tracks* workshop or education session may positively impact on individual clients' lives, the assessment of communities' ability to address AOD and mental health issues are outside the scope of this evaluation.

Nevertheless, both *Makin' Tracks* Project Officers noted that in the weeks and months following their attendance at a community to provide awareness sessions or other support, they often receive an increase in telephone requests for assistance with referrals from that community, or requests from neighbouring communities that have noted an impact and would also like to engage or re-engage with *Makin' Tracks*. In addition, the day centres in Ceduna and Port Augusta and the rehabilitation centre in Port Augusta receive referrals from communities that have strong engagements with *Makin' Tracks*.

Performance indicator 1.2.3: Face-to-face support provided to Indigenous health and AOD workers

This performance indicator is considered to be achieved. *Makin' Tracks* regularly provides face-to-face support to Aboriginal health and AOD workers in rural and remote SA communities. This support is provided in a range of ways, depending on the needs of the local worker. Common activities include:

- running education programs for the clients of that worker;
- assistance with local events such as sports days, community events or others;
- assistance with running culturally appropriate activities, such as day trips and camps;
- advice on referrals and interventions that may be suitable for clients;
- assistance with engaging specific clients; and
- occasional respite for workers conducting service delivery.

Often, local workers are limited in their capacity and resources to undertake intensive activities, such as camping, fishing or hunting. *Makin' Tracks* is equipped and experienced to host these kinds of activities for their clients. In addition, local workers can sometimes take on additional burdens in the community, and may find it difficult to debrief to other local workers around specific cases or situations. *Makin' Tracks* officers at times offers debriefing sessions to local workers, to ensure their continued well-being.

Some specific examples of this during the reporting period include the following:

- *Makin' Tracks* assisted AFSS with supporting children in out-of-home care, through camps, talks and activities; recently this included support for a specific AFSS client to address their AOD issues;
- support for staff at Stepping Stones in Ceduna and Port Augusta; and
- attendance at Yalata Community Strong Fathers camps and Plaza Youth camps and general support to these organisations.

Objective 1.3: Ensure families and carers have access to information and/or support in relation to substance use

Performance Indicator 1.3.1: Families regularly attending AOD camps such as father and son camps

This performance indicator is considered to be achieved. Prior to 2013, *Makin' Tracks* attended Father and Son camps organised by the Mt Gambier, Yalata and Coober Pedy Communities. This specific type of camp is no longer offered by these services. However, the *Makin' Tracks* Project Officers work with various agencies to provide a dedicated AOD program to the youth and men's camps within the Strong Men, Strong Families program at Yalata and Coober Pedy, and in October 2018 at Kingoonya. Although the specific AOD education program might be one component of the camp, the *Makin' Tracks* team usually supports the entire camp, giving opportunities for brief interventions and building rapport to ensure the AOD message is more likely to be received. *Makin' Tracks* works with other service providers, such as Families SA, Centacare and Tullawon Health to organise various camps.

At a recent camp held in 2018, the Adelaide Health Council, in collaboration with SAHMRI, Tullawon Health Services, Umoona Tjutagku Health Service and *Makin' Tracks*, organised a camp near Kingoonya for around 20 father and son pairs under the 'Shedding the Smokes' campaign run by AHCSA. The camp lasted for two days and included bush camping, hunting for kangaroo and wombat and visits to Scotts Beach and Fowlers Bay near Yalata. The *Makin' Tracks* Project Officer attended for the duration of the camp and provided a portable barbeque, a generator and other supplies, as well as assisting with managing the event. He conducted a short discussion session about AOD issues around the campfire on one of the evenings, hosted a barbeque, distributed resources and interacted with participants to enable individual discussions around personal AOD concerns where possible.

Recently, *Makin' Tracks* attended and presented at the Strong Fathers SA Statewide Forum funded by the Lowitja Institute in Coober Pedy, Ceduna and Port Lincoln.

Performance Indicator 1.3.2: Family and community members are satisfied with outcomes

This performance indicator is considered partially achieved. As detailed earlier, *Makin' Tracks* undertakes a range of activities especially targeted to ensure that families feel supported and are given opportunities to engage and receive information and support that they need. However measurement of service providers and clients' satisfaction with the *Makin' Tracks* project, and the

communities and families of those clients is not routinely undertaken. This type of accountability could potentially be partially measured by *Makin' Tracks*, and has been recommended in previous evaluations, however to date it has not been implemented. It should be noted that there are instances where it is not appropriate to survey family and community members following an intervention by *Makin' Tracks*, and individuals may not be willing to provide an opinion on a service provided to another family or community member. In the absence of a flexible and appropriate tool, and guidelines to support decisions when *not* to survey community members, the implementation of satisfaction survey has been challenging for *Makin' Tracks* to implement. As such, this is considered partially achieved, not because of a lack of satisfaction, but lack of measurement of satisfaction.

Nevertheless, community satisfaction has been measured in three more indirect ways.

1. *Repeat invitations from communities.* Evidence relating to invitations from communities to provide repeat services is discussed in more detail in the section relating to performance indicator 3.1.1.
2. *Evaluations undertaken by other service providers who included Makin' Tracks in their services.* For example, one stakeholder reported that *Makin' Tracks* was rated highly compared to other services that were included in a series of interventions to young people.

They basically delivered a session around drug and alcohol. From my evaluations, post that initiative, certainly, they responded to the drug and alcohol session quite pleasantly. Quite well. Last time, I asked the participant how they rated each session and got a response that way with the session... I haven't got it with me at the moment. It's in my computer. But the drug and alcohol session that Jimmy provided ... I think he rated third amongst all the sessions.

3. *Discussions with stakeholders interviewed for the evaluation.* Stakeholders who participated all expressed praise and satisfaction for the *Makin' Tracks* project. Some examples include the following:

So, I have a great respect for the program and I've used them for a lot of years. I think it's a hell of a program.

The Makin' Tracks program is very valuable.

All stakeholders made similar positive comments regarding the value and impact of *Makin' Tracks*.

Performance Indicator 1.3.3: Families with support from community AOD and Makin' Tracks programs will be more confident in providing support

Within the scope and responsibility of Makin' Tracks this performance indicator is considered to be achieved. Makin' Tracks are not primarily a family support service, and does not generally undertake family-level interventions. Nevertheless local family support workers and communities are able to access *Makin' Tracks* workshops and awareness and education sessions. In this way, families can access the range of educational material often distributed by *Makin' Tracks*, and their local family support workers are supported to incorporate improved AOD information, services and supports in their day-to-day services and case management. Where appropriate, *Makin' Tracks* also works to support the families of clients in the Footsteps Rehabilitation Centre to be involved in their loved one's treatment. This might include transporting personal items from communities to Port Augusta, assurances of wellbeing to family members and providing detailed information about the nature of the treatment being received by the client.

Similar to the issues relating to the measurement of satisfaction (as noted above in performance indicator 1.3.2), the measurement of confidence in providing support is not routinely undertaken by the *Makin' Tracks* team. This is not a straightforward concept to measure, and is not fully within the scope of *Makin' Tracks*.

Notwithstanding, as noted in previous evaluations, *Makin' Tracks* has noted that families and communities are increasingly confident in addressing AOD issues, as evidenced by the following:

1. *Makin' Tracks* often runs dedicated awareness sessions for family members to complement education sessions for young people in communities. This often takes place in an informal question and answer style meeting, and appropriate resources are handed out. It is intended that the increased awareness and education will increase the confidence of the family and community members in providing support for their family or community.
2. Communities previously strong in their belief that an abstinence approach is the most appropriate model of treatment for AOD in their community, are increasingly accepting the harm minimisation approach advocated by *Makin' Tracks*. As one of the Project Officers pointed out:

They wanted to go abstinence. But often you'll find that those same communities, no, no you're talking the wrong thing, right. They will call us back months later and say can you come back in and have another yarn with their workers, their people that are going to deliver this or try and get it happening. They've now said hey hang on, hang on, our way definitely isn't working. We can see over the road there in these other communities it's working.

3. *Makin' Tracks* Project Officers and ADAC Management report that workers in communities are now more confident to implement interventions independently. Where previously, *Makin' Tracks* would be asked to come in and run an entire camp, they are now more frequently asked to come and support a camp that is being run by the community worker.

Objective 1.4: Provide information on harm minimisation, infectious diseases, drug overdose prevention and relapse prevention

Performance Indicator 1.4.1: Number of workshops on addressing harm minimisation

This performance indicator is considered to be achieved. For the purpose of this evaluation, the term 'workshops' refers to professional development activities on a specific AOD topic delivered to community workers, leaders and other professionals (see performance indicator 1.1.1). Each year during the period July 2015–June 2018, *Makin' Tracks* delivered an average of 50 workshops and other types of talks to communities and stakeholders addressing harm minimisation. Aimed at improving community awareness of knowledge and risks, these were attended by between five and four hundred participants and took place in remote communities, at organised events and activities. The topics discussed included general alcohol and other drug issues and specific discussions on tobacco, alcohol, cannabis and methamphetamines. Harm minimisation information is always tailored to the specific audience, depending on the particular substance, the group of users and the setting, as illustrated by stakeholder comments.

He adapts the sessions accordingly to the people's needs or the audience needs. Prior to the roll out of the initiative, though, I provide him with all the details. Such as the target audience and what I really – what I'm really after in terms of content delivery. He structures his session accordingly, so he's very adaptable.

Yeah, I actually have a chat with them when they pull up. Well we meet at the initial - when we get to the camp site we meet up sort up, just let them know that there's a vulnerable kid ... Then you sort of whisper and say, sort of tell them if you're dealing with that kid just be a bit more, I don't know, gentle on him because he's had a, you know - it's normally the case they've given themselves a hiding on bloody dope and that and take them out camp and get them off it, so they're a bit edgy because they haven't had a fix.

In the rural and remote areas, workshops are focused as much on information as getting people talking together and building their networks. One workshop was organised by the Stepping Stones Day Centre Manager in Ceduna on the topic of petrol sniffing and volatile substance use. The uptake was particularly successful, and required a last minute change of venue to accommodate around 55 people from 22 different services for the two hour session. As well as providing useful information to participants, this had the benefit of enabling the new Stepping Stones manager to liaise with the local community workers and for local service providers to get to know each other better.

Makin' Tracks curriculum is usually focused around harm minimisation. However, it is acknowledged that some communities are less supportive of a harm minimisation approach, compared to abstinence, as it is seen to have potentially negative consequences to individuals within the community. This difference of opinion can limit or delay *Makin' Tracks* providing education sessions or workshops in a particular community, as evidenced by this example provided by one of the Project Officers.

We don't stay staunch to abstinence. We leave the door open with harm minimization about the people you could say they're left aside because they won't accept abstinence. So they then are disregarded if you wish like sniffers and that being pushed out of the community and into another community which starts the ball rolling over there.

In these instances, *Makin' Tracks* follows the wishes of the community, insofar as full abstinence is a form of harm minimisation. Specific strategies for abstinence are usually discussed, depending on the community, the specific substance and the particular situation.

Performance indicator 1.4.2: Estimated 12 or more AOD awareness programs planned to be delivered across the State. e.g. school programs, youth groups

This performance indicator is considered to be achieved. For the purpose of evaluating this performance indicator, the term 'awareness programs' is re-defined as 'education sessions', as it applies to the use of AOD by young people, and is delivered in youth groups and schools (see performance indicator 1.1.1 for service definitions). During 2017–2018, *Makin' Tracks* conducted 15 AOD education sessions across SA at Coober Pedy, APY Lands, Whyalla, Port Augusta, Port Pirie and Ceduna. These included youth groups as well as High Schools such as Salisbury High School and Mount Barker High School.

Each year during the period July 2015–June 2018, *Makin' Tracks* delivered an average of 15 education sessions to high school students addressing prevention and harm minimisation for themselves and their peers. Aimed at improving students' knowledge of the potential risks, and risk mitigation strategies, these sessions are always specifically tailored to the specific audience. *Makin' Tracks* Project Officers are aware that depending on the group, some information can be harmful, as it can educate young people on how to expand their drug use.

Tiny tots you can't really say too much except that it could be dangerous. That sort of thing you know, and you have a choice to walk away. You have a choice to say no.

Again, it's whether they're tiny tots or a little bit older, young teenagers. Again, it's about how much information you give, whether you're giving them information to engage with bad practices. So it's about age appropriate and gender appropriate.

The topics discussed included general alcohol and other drug issues, as well as specific discussions on tobacco, alcohol, cannabis and methamphetamines and promoting well-being.

At the formal education session observed by the researcher, a range of harm and risk reduction strategies were discussed, with students engaged in learning about how to help themselves and friends to reduce risk and harm from alcohol and other drugs. Students were provided with culturally appropriate resources at the end of the session, including a *Makin' Tracks* USB device with further AOD information and a comic book featuring Aboriginal characters, including the *Makin' Tracks* Project Officer. At a later (unobserved) session with the same group several months later, the Project Officer spoke directly with the young men from the group about Foetal Alcohol Spectrum Disorder. The teacher involved reported that this was well-received by the students.

Goal 2: Provide a high quality alcohol and drug treatment service, including maintaining existing capacity within your organisation

Objective 2.1: Ensure the project has a quality improvement system in place

Performance indicator 2.1.1: Makin' Tracks staff are active participants in the Quality Improvement processes to ensure ADAC maintains its ISO 9001:2008 Accreditation

This performance indicator is considered to be mostly achieved. ADAC (including *Makin' Tracks*) implemented an ISO 9001 Quality Improvement System in December 2014, utilising the Qudos software system. The new programs Stepping Stones and Footsteps were included in July 2015. This is due to be renewed in January 2021. All *Makin' Tracks* program staff were trained in the use of the software, and have received ongoing training in the system. ADAC undertakes regular internal audits of the ISO system, using a dedicated task calendar, with certain requirements such as occupational health and safety monitored and reported monthly, and others six-monthly or annually as required. *Makin' Tracks* Project Officers are required to store and access policies, forms and reporting templates in Qudos, however this is not done as consistently as other ADAC services.

Each year the accreditation body, the Institute for Healthy Communities Australia (IHCA), conducts an audit of the Quality Improvement System of one to two of ADAC services in either Adelaide, Port Augusta or Ceduna. As part of this process, various policies are updated from time to time. Some examples of policies relevant to *Makin' Tracks* include:

1. Remote Driving Policy;
2. Occupational health and Safety; and
3. Code of Conduct.

A plan is in place to review and update specific policies and guidelines relating to *Makin' Tracks*, however this process is ongoing and currently not completed.

Objective 2.2: Collect relevant data on all *Makin' Tracks* activities

Performance Indicator 2.2.1: NDRI conducts an Evaluation every 3 years and the 2014–2017 report will be provided to the funding body in 2018/2019.

This performance indicator is considered to be on track to be achieved. All previous evaluation reports have been submitted to the funding body. ADAC have agreed to submit this current report to the funding body by 30 June 2019.

Performance Indicator 2.2.2: Recommendations from the evaluation are acted upon.

This performance indicator is considered to be partially achieved. The previous three evaluation reports have provided several specific recommendations, many of which have been acted upon. A table of previous recommendations is below. It should be noted that some recommendations are not achievable without the provision of additional resources.

Table 2: Recommendations from previous evaluations

Evaluation report	Recommendation key words	Recommendations
2004 – 2007 Summary Evaluation	Project administrative support	A system be developed for the <i>Makin' Tracks</i> project officers to record the activities of the team, but also record the all requests for the team that they were not able to participate in. This will enable a truer indication of the demand for the team, and speed up the reporting processes for the funding agency. Ideally, positive feedback and results could be recorded as well as the needs of communities.
2004 – 2007 Summary Evaluation	Expansion of the project	The project be expanded to meet the greater need of the community, including that of the female clients and workers.
2008–2011 Evaluation Report	Expansion of the program	The <i>Makin' Tracks</i> project is expanded, to better cover the needs of the Aboriginal communities in SA. The inclusion of a female team of project officers on the project would increase the capacity of the program while addressing the needs of the Aboriginal women in a culturally appropriate manner.
2008–2011 Evaluation Report	Clear program goals and direction	The <i>Makin' Tracks</i> project develops internal goals and directions in line with the needs of the communities, and the strategic direction of the Aboriginal Drug and Alcohol Council of SA.
2008–2011 Evaluation Report	Recording of program data	In partnership with the <i>Makin' Tracks</i> evaluation team, an internal evaluation and monitoring system be developed, to demonstrate the extent of the activities of the <i>Makin' Tracks</i> project officers, including the unmet demand for the program.
2015 Progress Report	Additional funding for the inclusion of female project office	Additional funding for the inclusion of female project office, and/ or team. This has always been a desire for the project, and efforts should be continued to attain this goal.
2015 Progress Report	Increased profile/ messages to reduce the AOD harms	Increased profile/ messages to reduce the AOD harms.
2015 Progress Report	Explore opportunities for	Explore opportunities for value adding to ADAC's other programs – Footsteps and Stepping Stones. There is strong potential to improve the outcomes for

	value adding to ADAC's other programs	those clients seeking respite and post-treatment, through contact with the <i>Makin' Tracks</i> .
2015 Progress Report	Review objectives and performance indicators	Review objectives and performance indicators. Consideration should be given to the current performance indicators, to bring them into line with the activities of <i>Makin' Tracks</i> or change the role of the team. Some of the indicators are very specific, but do not reflect the true activities of <i>Makin' Tracks</i> . Some of them are simply not achievable with the current capacity of the project – time and funding are scarce resources.
2015 Progress Report	Develop measures of satisfaction and record evidence of changes.	Develop measures of satisfaction and record evidence of changes. Many of the current performance indicators require evidence of success or satisfaction, a basic assessment form for events, could assist in documenting events, and assessing satisfaction with the session. Only a couple of questions are required.

Objective 2.3: Maintain a high quality workforce

Performance Indicator 2.3.1: List of training & development opportunities attended

This performance indicator is considered to be achieved. ADAC provides ongoing skill development opportunities for their staff around the delivery of alcohol and other drug services, but also personal development, team building, occupational health and safety and personal health and wellbeing. ADAC management provide appropriate and regular staff supervision for all services, including external clinical supervision for counselling staff. The *Makin' Tracks* team has continually attended a range of training and development opportunities. This continued professional development contributes towards the maintenance of a high quality of ADAC service over time. In the case of *Makin' Tracks*, both of the Project Officers are qualified in alcohol and other drugs, with postgraduate degrees in Indigenous Health Substance Use, Master of Indigenous Health (Substance Use).

In addition to training, *Makin' Tracks* Project Officers regularly attend conferences in the areas of AOD and Aboriginal health as delegates, presenters and workshop leaders. Some of these include the following:

- National Indigenous Drug and Alcohol Conference (2016, 2018);
- The Australasian Professional Society on Alcohol and other Drugs (2015, 2016, 2017);
- Australian Winter School, presented by the Queensland Network of Alcohol and Other Drug Agencies (QNADA) in partnership with Lives Lived Well (2015, 2016);
- Alcohol, Tobacco and other Drugs Forum, DASSA (2015, 2017); and
- Australia and New Zealand Addictions Conference (2018, 2017).

Overall, ADAC has a very strong training culture and is very supportive of workers to undertake training and development, as noted by one of the Project Officers.

Like ADAC, how we educate people, workplace development is an important thing here. Any conferences or anything that are going on, we're made aware. We're given access to go.

A list of the training undertaken by *Makin' Tracks* Project Officers is provided in Table 3 below.

Table 3: Training undertaken by Makin' Tracks project officers

Course	Attendee	Provider	Completion Date	Outcome
Alcohol and Other Drugs In The Workplace	JP	e3Learning Open Universities	08/03/2018	Certificate
Bullying and Harassment For Employees	JP BW	e3Learning Open Universities	06/03/2017	Certificate
Cert 1V ATSI Primary Health Care (Practice)	JP	Aboriginal Health Council of South	21/03/2014	Statement
Clean Needle Program Information Session	JP BW	Drug and Alcohol Services South	16/04/2014	Certificate
Fire Warden and Extinguisher Training	JP BW	Chubb Fire & Security Pty Ltd	02/10/2014	Attended
Fire Warden and Extinguisher Training	JP	Chubb Fire & Security Pty Ltd	20/06/2017	Attended
First Aid	JP BW	Firstaid Pro - First aid Courses	15/07/2014	Statement
Indigenous Risk Impact Screen & Brief Intervention	JP	Drug and Alcohol Service South Australia	30/03/2017	Certificate
Internal Auditing Quality Management Systems	JP	Qudos Management	13/03/2018	Certificate
Manual Handling Training	JP BW	Aboriginal Drug and Alcohol Council	12/11/2014	Attended
Manual Handling Training	JP BW	Firstaid Pro - First aid Courses	24/05/2017	Statement
Master of Indigenous Health (Substance Use)	JP	The University Of Sydney	30/06/2012	Degree
Diploma of Indigenous Health (Substance Use)	BW	The University Of Sydney	30/06/2012	Degree
Mental Health First Aid Training	BW	Natalie Botroff & Associates PTY	16/10/2014	Certificate
Provide an Emergency First Aid Response In an Educ	JP	Firstaid Pro - First aid Courses	19/09/2018	
Provide CPR	JP BW	Firstaid Pro - First aid Courses	12/09/2016	Certificate
Provide CPR	JP BW	Firstaid Pro - First aid Courses	19/09/2018	
Provide First Aid	JP BW	Firstaid Pro - First aid Courses	12/09/2016	Certificate
Provide First Aid	JP BW	Firstaid Pro - First aid Courses	19/09/2018	
Quality Management Systems and Internal Auditing	JP BW	ECAAS Certification & Training	27/06/2014	Certificate
Risk Management for Workers	JP	e3Learning Open Universities	08/03/2018	Certificate
Treatment Engagement Trial	JP BW	Drug and Alcohol Service South	12/07/2016	
Understanding ISO9001 and Internal Auditing	BW	ECAAS Certification & Training	27/04/2018	Attended
Workplace Bullying and Harassment	JP BW	Pinnacle HR Workplace Solutions	09/07/2013	Certificate
Workplace Drug Testing	BW	Drug and Alcohol Testing Institute	01/03/2016	

Performance Indicator 2.3.2: Makin' Tracks staff trained in data collection

This performance indicator is considered to be partially achieved. Makin' Tracks staff are trained in the collection of summary statistics for ongoing reporting purposes. These are reported through the Qudos system and included in Annual Reporting and reports to the community and funding body.

Historically, data has not been systematically or consistently collected in a centralised repository. Rather, reporting is usually undertaken via a process of periodic counting of diary and calendar events. This can create challenges at reporting periods or for evaluation activities and represents a clear area for improvement.

Previous evaluation reports have reported on activity data using ongoing routine data collected. Unfortunately the practice of routinely recording activity data has lapsed in recent years, making reporting challenging for this evaluation. *Makin' Tracks* does not currently collect information on impacts of its service, such as satisfaction, suitability, improved knowledge, awareness or service utilisation.

Objective 2.4: Provide training and general backup for all organisation and workers providing substance misuse programs in their local community

No performance indicators are associated with this objective, and so has not been assessed. Note that this aligns closely with performance indicators 1.4.1 and others.

Objective 2.5: Ensure effective financial monitoring of the project

Performance Indicator 2.5.1: All staff have knowledge and skills of ADAC contractual obligations

This performance indicator is considered to be achieved. Financial monitoring of the *Makin' Tracks* program is conducted by ADAC, making use of the ISO 9001 Quality Assurance standards. This process is aimed at improving and increasing the service capacity at ADAC through effective financial management. Financial governance is achieved through an annual audit process, the annual reporting process, and regular reporting to the funding body.

The contractual obligations specific to finance are integrated into the Qudos system and are maintained by ADAC central office staff. *Makin' Tracks* staff have undertaken training regarding this system, and utilise the Qudos document control system to undertake their day-to-day work. The *Makin' Tracks* team is aware of contractual obligations and assist with reporting as required by ADAC management and administrative officers.

Objective 2.6: Ensure compliance with relevant evidence based guidelines and models of good practice

Performance Indicator 2.6.1: Evidence that staff is familiar with and utilising relevant evidence based treatment guidelines

This performance indicator is considered to be achieved. *Makin' Tracks* does not specifically follow clinical guidelines or practice such as the Australian Department of Health and Ageing (2007) *Alcohol Treatment Guidelines for Indigenous Australians*, but is very familiar with them and refers to them as required. This is largely due to inapplicability of mainstream standards to *Makin' Tracks* style of service (i.e. it does not provide a clinical service) and the cultural needs of clients.

As one of the Project Officer pointed out:

... we might not necessarily agree with accredited stuff either. We might think again going back to culturally appropriate, we might think yeah but that's not right. So we might change that just a little, bit a little bit softer on that component which seems again that you're waving the stick or pointing

the finger. They're not going to – well it doesn't matter who you are – people don't take on board if you're telling them and pointing at them...

As *Makin' Tracks* does not undertake clinical alcohol and other drug treatment, the program is not required to comply with specific clinical treatment guidelines, although it does utilise evidence based tools and practices, when required.

Makin' Tracks and other ADAC staff are supported to remain up-to-date with evidence-based AOD treatment and assessment guidelines through ongoing training, attendances at conferences and a budget available for purchasing relevant resources such as textbooks, and resource material. Potential new information, methods, tools or materials are discussed with community members or other professionals, to ensure that practices remain culturally appropriate. Over time, materials and day-to-day practices are adjusted to reflect changes in knowledge for evidence-based practice. This is reinforced through *Makin' Tracks* and ADAC collaboration with academics in the AOD field. *Makin' Tracks* staff are currently Associate Investigators on two NHMRC grants, specifically: "Supporting Alcohol Treatment Study in Aboriginal Community Controlled Health Services and the "Grog Survey App", leading to various co-authored peer-reviewed articles.

Over the past 20 years, ADAC has produced many culturally-specific resources, including a workers guide, which are targeted to specific AOD issues in Aboriginal communities. Each of these have been developed based on current evidence-based practice to meet a particular need, or address a specific issue, where existing resources are not available nor appropriate to the ADAC target audience. The program content and resources utilised by *Makin' Tracks* projects are based on a culturally appropriate adaptations of current evidence-based practice. This is reinforced through regular targeted consultation of relevant literature and newly-published resources. *Makin' Tracks* staff regularly attend conferences and forums, which often exposes them to other new practices and services which are not included in academic literature. As guidelines are updated periodically, resources and presentations need to be re-evaluated and updated from time to time.

Makin' Tracks Project Officers collaborate with other ADAC staff and stakeholders to research, develop and produce a range of resources to support *Makin' Tracks* and ADAC clients, community members and AOD workers. ADAC itself published a range of toolkits, posters and other resources in the areas of petrol sniffing, methamphetamine, general alcohol and other drug use, cannabis and alcohol use appropriate for both younger and older Aboriginal people. They ensure these acknowledge that some people may have poor literacy skills and are culturally appropriate so that the examples include Aboriginal people, including cartoon stories. Some of the key resources include the following:

- Don't Mess with Meth (ADAC);
- Uncle Cyril's Magic (Naltrexone) (ADAC);
- Petrol Sniffing & Other Solvents Manual (ADAC);
- Alcohol Guidelines to reduce the lifetime health risks from drinking alcohol (ADAC);
- Handbook for Aboriginal Alcohol and Drug Work (Australian Government Department of Health);
- Meth Monster (ADAC);
- Grief and loss pamphlets (ADAC); and
- Currently working with Sydney University on the 'Grog App'.

One interviewee noted that resources handed out by *Makin' Tracks* are perceived as more credible by clients.

The kids raved about him and like we said, they loved the fact that he was in the booklet. For once the booklets actually left the room because you know when you give kids' stuff; they tend to leave it behind if they're not interested. But these kids took them. We've literally got none left.

As discussed earlier, *Makin' Tracks* utilizes a range of resources often in collaboration with *Makin' Tracks*. For example, other resources developed and published by DASSA, in collaboration with ADAC include:

- Yarndi - cutting down or quitting it's your choice (cannabis) poster and wallet card;
- Nukkan – what it does to you (speed) poster and wallet card; and
- Muthan – Its effects on me and my family (alcohol) poster and wallet card.

Makin' Tracks Project Officers often recommend to workers that they avail themselves of the practical and freely downloadable *Handbook for Aboriginal Alcohol and Drug Work* developed by the University of Sydney in collaboration with *Makin' Tracks* and others.

Objective 2.7: Provide health and AOD workers, particularly Indigenous workers, with support in the delivery of treatment, education and preventative measures within their community

Performance Indicator 2.7.1: Number of communities actively participating and inviting the Makin' Tracks team back

This performance indicator is considered to be achieved. Makin' Tracks operates on a clear policy of only attending a community if specifically invited, irrespective of whether a community has ongoing AOD issues. This policy is based on an acknowledgement of the importance of Aboriginal communities maintaining control of their own business. It also ensures that AOD workers in the community are not undermined in their own work, no offence is given to elders in stepping in where not invited, and no unintended consequences result from entering culturally significant locations. The requirement for a specific invite is an important consideration, as it is essential that *Makin' Tracks* respect the ownership and autonomy of each community to decide whether they need assistance. This need for an invitation was noted by several stakeholders, for example:

I still invite Jimmy out quite regularly. He comes out and Byron. So, because of the affiliation I had with them and the great work that I feel they do.

One of the Project Officers also discussed this requirement.

... they might ask us to come back mainly if it's an overall problem like when the petrol was pretty bad there for a while. We might sort of attend several times, then we might come back ourselves and engage with the community when they might have some sort of event happening. If it's somewhere where we can come along.

On this basis, invitations back into communities are considered a key indicator of success for the *Makin' Tracks* program. *Makin' Tracks* Project Officers are invited to work regularly with the following communities: Ceduna; Coober Pedy; Gerard; Koonibba; Mount Gambier; Oak Valley; Oodnadatta; Penong; Port Augusta, Port Lincoln; Port Pirie; Whyalla; and Yalata. *Makin' Tracks* visits most of these communities at least twice in a year. *Makin' Tracks* will run a range of different activities in these locations, and communities are supported to actively participate. This in turn assists with improvements to service delivery on the ground once *Makin' Tracks* leaves.

Makin' Tracks has built a strong network of service providers in Government and non-Government agencies and service providers throughout SA. Some of the key agencies that *Makin' Tracks* has worked with in the reporting period include the following:

- Office for Recreation, Sport and Racing;
- Department of Education Aboriginal Education Directorate;
- Ceduna-Koonibba Health Service (Ceduna);
- Drug and Alcohol Services of SA (DASSA);
- Tullawon Health Service (Yalata);
- Umoona Community Council and Umoona Tjutagku Health Service (Coober Pedy);
- Centacare;
- SAMHRI;
- AHCCSA; and
- Nunkuwarrin Yunti.

Performance Indicator 2.7.2: Makin' Tracks will visit rural and remote South Australian communities at least 20 times throughout the 2018/2019 financial year

This performance indicator is considered to be on track to be achieved. As described in detail in performance indicator 2.7.1 above, thirteen rural and remote SA communities have ongoing relationships with *Makin' Tracks* and are visited at least twice yearly. Seven other communities are also visited intermittently depending on community events, support requirements and availability.

Goal 3: Ensure your service meets the specific needs of target groups (such as women, youth, families with children, and Aboriginal and Torres Strait Islander people)

Objective 3.1: Provide culturally appropriate AOD prevention, harm minimisation and treatment models/options for Indigenous clients

Performance Indicator 3.1.1: Communities are constantly requesting Makin' Tracks to visit and help with programs that are being developed. Makin' Tracks will conduct at least 12 AOD awareness workshops in rural and remote communities

This performance indicator is considered to be achieved. A detailed description of *Makin' Tracks* awareness sessions is included in the discussion relating to performance indicator 1.1.2. As discussed earlier, awareness sessions are defined as being targeted mainly to family and community members, or non-AOD specific services. Awareness sessions for adults are regularly conducted by *Makin' Tracks* around substance use and harm associated with substance use in rural and remote SA communities, with the content, format and delivery style targeted at the specific audience. Broadly, the purpose of the sessions is to raise awareness of the impacts of AOD use and general suggestions around supporting others, rather than professional development, or education or interventions for clients.

Performance indicator 3.1.2: Makin' Tracks will conduct 12 AOD workshops/information days at community events such as sporting carnivals and health days

This performance indicator is considered to be met. Based on their networks, the *Makin' Tracks* team is frequently invited to create partnerships in addressing harmful substance use. This often is

operationalised as *Makin' Tracks* participating in and attending community events, including the following key national events for Aboriginal communities:

- barbeque in Victoria Square, Adelaide for National Sorry Day;
- barbeque with Port Adelaide Council at Port Adelaide for the Anniversary of the Apology for Stolen Generations;
- barbecue in Victoria Square, Adelaide for NAIDOC week for approximately 1500 people;
- barbecue in Ceduna for NAIDOC week (note, 2018 event did not go ahead as another organisation had also planned a barbecue for the same day); and
- participation in Sober Walk Day, Adelaide.

ADAC and *Makin' Tracks* run or participate in various Alcohol and Drug free sports, music and community events. Some examples include:

- *Makin' Tracks* attended the Aboriginal Football and Netball Carnival in Port Augusta (for many years previously run by ADAC) and hosted an information stall with ADAC AOD resources; and
- ADAC assisted with the Strong Aboriginal Children's Health Expo run by Nunkuwarrin Yunti.

Regular participation in these events allows *Makin' Tracks* to build relationships with community members and gives them opportunities to provide brief counselling services in non-traditional settings. *Makin' Tracks* also promotes ADAC resources and services, and provides referrals as part of this process.

Two examples of events that *Makin' Tracks* regularly attends include the Finke Desert Race and the Spinifex Sports Day. Each year, the *Makin' Tracks* team is invited to support the Finke Community during the Finke Desert Race, an 800km round trip motorcycle race from Alice Springs to Finke and back which takes place over the long weekend in June. Residents from more than 16 communities, including the APY Lands and Yalata in SA converge on Finke in Central Australia for the larger organised event. Each year the *Makin' Tracks* Project Officers provide support to the Aboriginal communities. The support differs each year, depending on the needs of the community and the availability of facilities, but usually includes a barbeque with AOD resources available and support for the associated football and softball carnival and battle of the bands disco.

Another regular annual event attended by *Makin' Tracks* is the Spinifex Sports Day, which hosts students from Tjuntjuntarra and Coonana in Western Australia and Oak Valley and Yalata from SA to compete in a range of sports competitions over several days. During the day *Makin' Tracks* will share information and get involved with the sports, then in the evenings give a presentation and information session on AOD.

Performance indicator 3.1.3: AOD workers, health workers and youth workers regularly attend Makin' Tracks workshops. Estimated 12 or more AOD awareness programs planned to be delivered across the State. E.g. school programs, youth groups

This performance indicator is considered to be achieved. As discussed in performance indicator 1.4.1, the term 'workshops' refers to dedicated information sessions delivered by *Makin' Tracks* that have a more professional development focus and are delivered to AOD workers, health workers, youth workers and other community workers, leaders and professionals. *Makin' Tracks* regularly conducts workshops with rural and remote service providers, AOD workers and community members to increase AOD awareness and assist them to address specific concerns in their own community. These constitute general professional development and no qualification is received after attending.

During the period July 2015–June 2018, *Makin' Tracks* delivered an average of fifteen workshops per year to workers on a range of topics, with between five and four hundred participants. The topic and content of the sessions varied depending on the specific issue the community is hoping to address, and the knowledge, skills and experience of the attendees of the workshop, however broad themes usually included health and wellbeing and AOD awareness and harm minimisation. These are aimed at improving community awareness of knowledge and risks, specific topics included general alcohol and other drug issues and specific discussions on tobacco, alcohol, cannabis and methamphetamines.

Workshops assist individuals within communities to build their own knowledge and capacity around AOD issues, and also to connect with each other and build professional and personal support networks. Workshops tend to be delivered with a strong cultural focus, giving many non-Aboriginal workers and opportunity to learn more about how to provide a culturally appropriate service to Aboriginal clients. For example, they may give information on how to modify brief solution therapy to be culturally appropriate.

Objective 3.2: Increase the capacity of the organisation to effectively screen, assess and treat the target group

Performance Indicator 3.2.1: Clients have improved access and utilisation of current services available to them with their region

This performance indicator is not able to be achieved within the scope of Makin' Tracks services.

Overall, clients' access and utilisation of services is primarily dependant on the availability of services, which varies from region to region, and over time and reflecting changing needs. *Makin' Tracks* works to improve the access and utilisation of existing services through their standard range of activities, including: training, workshops, support and mentoring for service providers; inclusion in networks developed and maintained by *Makin' Tracks* within the AOD sector to support workers; formal referrals for clients; and discussions with clients which may include verbal endorsement, description or myth busting about specific services.

However, as *Makin' Tracks* does not provide AOD treatment services, nor do many of *Makin' Tracks* partners, it is not possible to assess whether this indicator has been achieved. As the *Makin' Tracks* service is targeted and intermittent, it is beyond the scope of *Makin' Tracks* to improve clients' access to services currently available to them in the region.

However, as discussed earlier, *Makin' Tracks* does assist both Footsteps and Stepping Stones services to support their clients and promote their service. Details of this assistance are included in Performance Indicators 3.2.2, 4.2.2 and 5.1.2.

Performance Indicator 3.2.2: Makin' Tracks staff will be actively involved in the Footsteps Road to Recovery Residential Rehabilitation Service

This performance indicator is considered to be achieved. Since the establishment of both the Footsteps and Stepping Stones services, *Makin' Tracks* has become more of a direct support to the rehabilitation centre and the day centres, taking clients from the day centres on a day trip from Port Augusta or Ceduna. This was described by one ADAC employee.

For example, if the service has a non-Aboriginal worker or no experience taking people bush, it's very useful to have the Makin' Tracks guys available to be able to do that. There is an incentive to the Stepping Stones guy to participate. They will need to abstain from drinking or taking drugs for the

day. If they do, they will be allowed to go on the trip out bush. People do abstain for the day because they'd like to be able to be involved. This is largely around diversion; not prevention. This helps their wellbeing, their self-esteem.

Makin' Tracks supports the Footsteps program in a number of other ways, as follows:

1. *Referrals* – Prior to ADAC's introduction of the Footsteps and Stepping Stones services, *Makin' Tracks* would refer clients to appropriate local support services. For clients outside Ceduna and Port Augusta, *Makin' Tracks* continues to refer clients to local or the Footsteps program. Clients in or near Ceduna or Port Augusta are encouraged to attend the Stepping Stones Centres and may be personally introduced to the service by the *Makin' Tracks* Project Officers.
2. *Assessments* – *Makin' Tracks* Project Officers are trained in the use of screening tools and assessment tools used in Footsteps and in generic screening tools such as the Indigenous Risk impact Screen (IRIS), the World Health Organization's Alcohol Use Disorders Identification Test (AUDIT), and others. They carry copies of many relevant screening tools, or have them available to download and utilise. Nevertheless, *Makin' Tracks* does not conduct many assessments, and would usually make referrals to other appropriate local service if the hospital or Stepping Stones have not already undertaken the assessment.
3. *Transport* – *Makin' Tracks* Project Officers regularly transport clients from detoxification facilities in Adelaide to the Footsteps residential rehabilitation facility. This activity adds value to both services and to the client. *Makin' Tracks* will also regularly transport office equipment and resources from Adelaide to Footsteps.
4. *Aftercare* – With one of the Project Officers now co-located in Port Augusta, he is able to attend Footsteps staff and client meetings regularly. In the case of client meetings, this promotes a long-term relationship with the client, and in the case of staff meetings, this allows *Makin' Tracks* to advise Footsteps on current and future visits to communities which enables them to capitalise on these visits.
5. *Staff relief* – From time to time, ADAC uses the *Makin' Tracks* team to backfill for other services. This helps to maintain collaborative links between ADAC services and develop additional skills within these services. Both Project Officers have spent time working at Footsteps in Port Augusta, as well as the Stepping Stones Day Centres in Ceduna and in Port Augusta.
6. *Cultural activities* – *Makin' Tracks* has hosted several outings where clients from Footsteps and clients from the Stepping Stones Day Centre meet and have lunch together in the bush and discuss AOD issues. The staff and clients at Footsteps and Stepping Stones have both enjoyed and learnt from this experience. In particular, peer group support to Stepping Stones can provide insight into the rehabilitation program and clients may then consider further treatment.
7. *Resources* – *Makin' Tracks* Project Officers have access to a range of sporting and camping equipment that is utilised by Footsteps for various activities.
8. *Implementation* – Both *Makin' Tracks* Project Officers were closely involved in the implementation of the Footsteps alcohol and other drug rehabilitation environment and program, in particular providing on-site cultural advice and support to the project managers during the building and renovation phase, and providing advice on appropriate networks and cultural sessions and activities to incorporate into the program.

Overall, the level of involvement is increasing rapidly, particularly with the co-location of one of the Project Officers at Footsteps. Nevertheless, the relationship would benefit from some clear protocols

around service and communication expectations, both to enhance the relationship and to maintain service boundaries where needed.

Performance Indicator 3.2.3: Evidence that staff have increased skills/confidence

This performance indicator is considered to be achieved. It is assumed for the purpose of this evaluation that 'staff' referred to in this Performance Indicator refers to *Makin' Tracks* staff. This evaluation did not specifically measure or assess the increased skills and/or confidence of the *Makin' Tracks* Project Officers. Given the length of service for *Makin' Tracks* Project Officers is nine and fifteen years, and their high level of education, it is implicit that the Project Officers are already working at a high level of skills in the area of alcohol and other drug intervention. Notwithstanding, *Makin' Tracks* has undertaken training in a range of administrative, health and safety, information technology topics, as well as ongoing education in their field of expertise. Following the implementation of the quality assurance system and associated training, there has been an increase in *Makin' Tracks* Project Officers' awareness and use of a range of ADAC guidelines, policies and procedures.

The evaluation also did not assess the level of skills or confidence of local workers who collaborate with *Makin' Tracks*, or attend their workshops. As discussed earlier, there is anecdotal evidence of increased skills and confidence of AOD workers in the communities in general, and specifically following *Makin' Tracks* activities. This is evidenced by a change in expectations by service providers in relation to the organisation of camps and activities. Where previously *Makin' Tracks* was expected to organise camps and other events, increasingly communities and local AOD workers are confident to organise the event, with *Makin' Tracks* included for additional support and their specific AOD education role. One of the Project Officers attributed this to: improved skills in running camps based on increased experience; local workers being able to more clearly articulate what they want to achieve and how they would like to do this; and increased flexibility from the Department of Education in relation to the camps directed at youth.

Both *Makin' Tracks* Project Officers and several other stakeholders noted that the expectations of communities around AOD education has changed to reflect more contemporary views around harm minimisation, rather than expecting an abstinence model.

Goal 4: Support clients through their treatment journey through both internal services provided and referral pathways/linkages (such as legal, employment, medical, child and family care, housing, etc)

Objective 4.1: Support clients to participate in training, education, employment, volunteering, recreation and social support activities and find secure housing

Performance Indicator 4.1.1: Number of community members engaged in training/employment at end of program and three months later

This performance indicator is not able to be achieved within the scope of Makin' Tracks services. Assisting community members to gain and maintain employment is outside the scope and responsibilities of *Makin' Tracks*. As such, this is not measured. *Makin' Tracks* does directly provide recreation activities as part of their core services, as a facilitator for alcohol and other drug education and other interventions. In addition, should clients and community members express a need, or desire, they are encouraged to participate in the range of training, education, employment and

volunteer activities that are available in their own community. These activities promote community wellbeing, address social isolation and increase social connectedness. Clients may agree to be referred by *Makin' Tracks* to appropriate services in their community or elsewhere in SA. However, the ongoing support for clients and community members to achieve these goals is usually undertaken by local workers and case managers and is not within the scope of the *Makin' Tracks* project.

Nevertheless, several stakeholders related instances of individuals who, following intervention by *Makin' Tracks*, went on to achieve successful employment.

I've got a couple of kids from XX that have gone on to bigger things, and they were regulars on my camps. You know they were on drugs, and on alcohol, and abusing substance, pills, and all this shit. A couple of them have given it all up and they've moved into Adelaide, and they're now playing footy in the SANFL, which is the South Australian National Football League.

Makin' Tracks does contribute to the success of some of the Stepping Stones and Footsteps clients, either through encouraging them to enter rehabilitation or supporting them while they are there. The Footsteps and Stepping Stones centres in turn have all had some successes in assisting their clients to engage in training or successfully return to paid work.

Performance indicator 4.1.2: Partnerships are developed

This performance indicator is considered to be achieved. As detailed in performance indicator 2.7.1, *Makin' Tracks* maintains a strong network across SA services, which contributes to the social network of the AOD service providers in communities. This takes the form of specific introductions and connections where appropriate, and through the organising of workshops and attendance at events. *Makin' Tracks* also provides advice to local AOD workers regarding emerging support networks, referral pathways, ADAC services, assessment and screening tools or other resources, relevant events and training.

Partnerships are developed with relevant Aboriginal-specific and mainstream agencies that assist clients to improve wellbeing and social connectedness, such as Aboriginal Community Controlled Health services Centacare, Life Without Barriers, Port Adelaide Football Club, and various High Schools.

Through the links to other services developed through the *Makin' Tracks* network, it is considered likely that clients' access to current services and social connectedness have improved, and services are more aware of other available services.

Objective 4.2: Ensure communities are aware of any transition care, aftercare and support services that are available

Performance Indicator 4.2.1: That all services within the regions are aware of and know what can be done in supporting clients that have been involved in interventions

This performance indicator is considered to be achieved within the scope of Makin' Tracks services. Although educating communities about relevant and available services is a core service provided by *Makin' Tracks*, it is not the responsibility of *Makin' Tracks* to ensure all communities are aware of other services that are available, nor is this easily measured.

As discussed earlier in this report, *Makin' Tracks* works directly with local workers to provide culturally appropriate education, awareness and diversion activities, primarily to larger groups. At times, *Makin' Tracks* provides one-on-one advice to local AOD workers regarding other relevant services or activities.

Where appropriate, specific advice and referral may be given to individual clients regarding services that may be applicable to them. When *Makin' Tracks* interacts with each community, they will provide information regarding other services available, including transition care, aftercare and support services. This information is also conveyed at community events where *Makin' Tracks* may set up a stall, or operate a barbeque. Through its state-wide network of local workers, *Makin' Tracks* makes a significant contribution towards improving the awareness of other services that are available in each region.

Makin' Tracks Project Officers are themselves highly knowledgeable in the range of services available. This is evidenced by the contribution of Mr Perry in the publication of the National Drugs Sector Information Service Guide Tips and Tricks for new players: A guide to becoming familiar with the Alcohol and other drugs sector, which includes, among other things, a directory of AOD services in Australia (Alcohol and Other Drugs Council of Australia, 2013). Most of the ADAC leaflets, pamphlets and other resources include a suggestion that individuals approach their local health worker or doctor for additional support for harmful substance use.

Performance Indicator 4.2.2 Makin' Tracks will actively support and promote the Footsteps Road to Recovery Residential Rehabilitation Service

This performance indicator is considered to be achieved. As discussed earlier, Makin' Tracks assists both the Footsteps and Stepping Stones services to support their clients and promote the service. Some activities that provide evidence of this include the following:

1. *Makin' Tracks* incorporates a brief overview of other ADAC services into each client presentation, including the Footsteps Residential Rehabilitation service. When Project Officers visit a community, they make contact with relevant local services. Through this process, local AOD workers are provided with more information around referral pathways, supports and treatment options through discussions and distribution of pamphlets and reference material.
2. *Makin' Tracks*, frequently attends community events, conferences, and other events to provide information and resources to individuals or services requiring information about ADAC services, including *Makin' Tracks*, Stepping Stones and Footsteps.
3. Overnight camp for Stepping Stones clients in Ceduna, including cultural activities, an AOD talk and a period of abstinence and break from daily life;
4. Day trip from Port Augusta with a mix of both Stepping Stones and Footsteps clients, which enabled Stepping Stones clients to learn more about the Footsteps experience, address any concerns or myths, and potentially attend in the future;
5. Driving a group of women from Ceduna Stepping Stones to Port Augusta to visit the Footsteps rehabilitation centre. Footsteps conducted a tour, and both the Footsteps manager and the *Makin' Tracks* Project Officer gave a presentation on AOD. The women returned to Ceduna with a better understanding of the benefits of Footsteps for themselves and their family members.
6. Where appropriate, *Makin' Tracks* may support the families of clients to be involved in their loved one's treatment. This might include transporting personal items from communities to Port Augusta, assurances of wellbeing to family members and providing detailed information about the nature of the treatment being received by the client.
7. *Makin' Tracks* Project Officers hand out resources, and provide information and referrals to Stepping Stones and Footsteps where they attend or hold stall at a community event.

Goal 5: Enhance service capacity to deliver appropriate services and treatment to clients with complex health and social needs including mental illness

Objective 5.1: Ensure the project links effectively to other services to maximise client/community outcomes

Performance Indicator 5.1.1: Evidence of types of network/s and referral pathways that have been developed and their effectiveness

This performance indicator is considered to be achieved. Over the duration of the *Makin' Tracks* program, the Project Officers have built networks and relationships with a large number and variety of organisations across SA and Australia and maintained strong and effective links with the majority of remote Aboriginal communities in SA. The professional networks are not confined to AOD, or Aboriginal services; rather they include agencies and service providers aimed at young people, sports, and health and community services. In this way, a broader population is able to access *Makin' Tracks* services, and the network becomes more effective at helping clients access additional services relevant to them, as they are introduced to other service providers through *Makin' Tracks*. *Makin' Tracks* provides an even more important role when the isolation of some communities means that *Makin' Tracks* is one of only several services that visits or they may be the only one. In these instances, *Makin' Tracks* may make referrals or provide support to a wider range of services, including health, housing, employment and education.

The effectiveness of the networks is difficult to measure objectively, however through the informal observations, the researcher was able to observe the *Makin' Tracks* Project Officers interacting with service providers on a number of occasions. For example, at the NIDAC conference, both Project Officers attended and presented, and took the opportunity to make key introductions between conference delegates, have discussions with service providers about past and future working partnerships and provide information to individuals who approached them directly with questions or comments about their service or presentation.

Evidence of referral pathways is difficult to report here, as service providers do not report to ADAC regarding effective *Makin' Tracks* referrals. Prior to ADAC's introduction of the Footsteps and Stepping Stones services, *Makin' Tracks* would refer clients to appropriate local support services. For clients outside Ceduna and Port Augusta, *Makin' Tracks* continues to refer clients to local or the Footsteps program. Clients in or near Ceduna or Port Augusta are encouraged to attend the Stepping Stones Centres and may be personally introduced to the service by the *Makin' Tracks* Project Officers.

Performance indicator 5.1.2: Makin' Tracks will actively promote the Footsteps Road to Recovery Residential Rehabilitation Service

This performance indicator is considered to be achieved. As detailed in Performance indicator 4.2.2, *Makin' Tracks* actively promotes the other ADAC programs, including the two Stepping Stones Day Centres in Ceduna and in Port Augusta as well as the Footsteps Residential Rehabilitation Centre in Port Augusta.

Objective 5.2: Advocate for community staff to be appropriately trained to assist with the treatment and management of community members with complex needs

Performance Indicator 5.2.1: Makin' Tracks staff and community organisational staff are trained in the areas of AOD/Mental Health

This performance indicator is considered to be achieved within the scope of Makin' Tracks services. For the purpose of this evaluation, it was determined that community organisations have the primary responsibility for ensuring that their staff are appropriately trained and qualified to conduct their work. The role of *Makin' Tracks* is to support these agencies as required. With respect to *Makin' Tracks* staff, both Project Officers hold post-graduate qualifications in AOD, as well as qualifications in Mental Health, having completed the Certificate III in Strong Spirits, Strong Minds. One of the *Makin' Tracks* Project Officers recently attended a twelve-hour Mental Health First Aid Course, which included the development of skills useful to provide appropriate initial help to people experiencing depression, anxiety, psychosis, substance use and other disorders or crises. The training focused on how to engage appropriately with people with mental health issues. The Project Officer has not gone on to conduct any specific training in this area to others.

The core business of *Makin' Tracks* is education in AOD and diversion and support activities. Mental health issues are discussed in the wider context of AOD-related complications, and not as a specific topic. Although Mental Health is an important component, due to the limited time available for the discussion, it is not usually a specific topic. Where a community indicates that they require more detailed information on mental health, other better-qualified or more appropriately resourced specialists are usually asked to assist. *Makin' Tracks* Project Officers have assisted community-based service providers in gaining AOD specific training through the training sessions and workshops that they provide.

5.3 Ensure staff are appropriately trained to assist with the treatment and management of clients with complex needs

Performance Indicator 5.3.1 Communities are better equipped to deal with community members with complex needs

This performance indicator is considered to be partially achieved. Although the *Makin' Tracks* Project Officers are well qualified to treat clients with complex needs, this is outside the scope of *Makin' Tracks* services. The short, irregular intervention style and wide geographical spread of the *Makin' Tracks* service prevents ongoing and regular support and assistance that is better suited to a local case management service. Nevertheless, where necessary, and within the scope and skills of the *Makin' Tracks* service, the Project Officers will assist through referrals or support to appropriate local services. Where an individual client has a chronic addiction disorder, *Makin' Tracks* is directly suited to provide brief intervention, with an appropriate referral. More appropriately, *Makin' Tracks* supports community-based workers to undertake their work, through the range of activities, presentations, workshops, support and other services provided and detailed throughout this report.

4. Additional evaluation findings

In the process of conducting the evaluation, the researcher noted additional findings outside of the performance indicators. These relate to the following aspects of the program:

1. Client outcomes outside of the reporting structure;
2. Service provision outside of the reporting structure;
3. Aspects of the organisation that promote success of the program;
4. Aspects of the service delivery that promote the success of the program; and
5. Poor alignment of performance indicators to *Makin' Tracks* activities.

These are elaborated below.

4.1 Further client outcomes

Due to the varied and sporadic nature of the interventions provided by *Makin' Tracks*, it is difficult to quantify the individual client outcomes that result from the program. Usually, the number of invitations back to a community event, or the number of workshops and education sessions delivered and the number of attendees are used to demonstrate success of the program. However, many of the stakeholders interviewed noted additional evidence of outcomes from the *Makin' Tracks* program, as follows.

1. Many stakeholders identified that they knew of individuals who have made specific behaviour changes around AOD use following *Makin' Tracks* interventions. For example:

But that guy is changed. He's now off the drink.

I know for a fact that a couple of them actually – from what I've heard in the community... two of them have actually stopped smoking marijuana since then.

*One of the kids who did posters as part of a competition that *Makin' Tracks* ran, he now is running a marathon and he wanted to let ADAC know that it was part of this poster competition that inspired him to take up running.*

2. Stakeholders also related that they had observed that their own clients been positively impacted by the camps or activities, or had reported back to them that they had enjoyed or related to the session. For example:

I feel that the kids get a lot of satisfaction out of what they do, you know.

3. Two stakeholders commented that the *Makin' Tracks* employees themselves have also benefited considerably from the program through advancing their education, standing in the community or cultural knowledge:

Other impacts are around the individuals involved. Byron left school in Year 8 and now he has a Graduate Diploma in Addiction. Jimmy now has a Masters in Addiction.

It's just a double sword for him where he's learning culture while he's out there and he's also doing what he loves, looking after kids, and educating kids. He's learning also as he does it, see.

4. As discussed earlier, over the years of *Makin' Tracks* services, ADAC has seen communities change, making it easier to engage. Communities are more confident providing their own services through

their experiences with *Makin' Tracks*. A broader knowledge base makes it easier for them to choose the right intervention for their own community.

5. *Makin' Tracks* was externally recognised, with Mr Perry being awarded APSAD First People Award in 2014. Both Project Officers are continually invited to speak at conferences, participate in policy roundtables and other activities.
6. Lastly, *Makin' Tracks* has been a part of a wider strategy to address harmful use of alcohol and other drugs, which has seen some successes over the years, in spite of changing use of alcohol and other drugs in the community. For example, *Makin' Tracks* was originally set up to address petrol sniffing, but due to the collaborative efforts of a range of services and policies, this practice has significantly reduced.

4.2 Additional services provided by *Makin' Tracks*

Makin' Tracks offers a range of services within the program from a harm minimisation perspective. While the workshops, camps and education sessions are included in the performance indicators, several services are not, specifically:

- the role they play as indirect respite for community-based workers or families;
- the discreet mobile syringe program;
- development of culturally appropriate resources;
- the crisis intervention response to AOD issues in communities;
- supporting research relevant to the Aboriginal AOD sector, including NHMRC research partnerships; and
- supporting policy-makers through participation in roundtables, consultations or discussions.

With respect to research partnerships, over many years, *Makin' Tracks* staff have developed research partnerships with alcohol and other drug research groups across Australia, including NDRI. More recently, *Makin' Tracks* has worked with the University of Sydney on the development of the 'Grog Survey iPad app', which is an alternative method to produce survey data on alcohol consumption accurately, reliably and anonymously.

4.3 Aspects of the organisation that promote success

4.3.1 Multi-service, holistic program

Makin' Tracks also supports the other ADAC client-directed programs, including Stepping Stones and Footsteps, and supports the ADAC head office team with educational, the needle exchange program, resource development and other services. More broadly, ADAC provides advocacy and voice to the Aboriginal alcohol and other drug sector. As one internal stakeholder pointed out:

I think it's a whole, it is ADAC. I mean people sort of try and single out our programs. We have a rehab centre, we have day centres, they try to isolate the programs. They don't understand it all comes from one circular component which is ADAC which keeps the whole thing functioning. Like even as far back into the front office there where we're out bush and we're stranded. So we've got to contact the girls in the office to get something done for us so we're not stranded.

Makin' Tracks incorporates a brief overview of other ADAC services into each client presentation, including the Footsteps Residential Rehabilitation service. When Project Officers visit a community, they make contact with relevant local services. Through this process, local AOD workers are provided

with more information around referral pathways, supports and treatment options through discussions and distribution of pamphlets and reference material.

ADAC head office, as well as other ADAC services, including *Makin' Tracks*, often attend community events, conferences, and other events specifically to promote ADAC services. Staff are on hand to provide information and resources to individuals or services requiring information about ADAC services, including *Makin' Tracks*, Stepping Stones and Footsteps. Similarly, Stepping Stones and Footsteps will provide relevant referrals and recommendations to their clients to make best use of *Makin' Tracks* services.

Makin' Tracks Project Officers regularly transport clients from detoxification facilities in Adelaide to the Footsteps residential rehabilitation facility. This activity adds value to both services and to the client. With one of the Project Officers now co-located in Port Augusta, he is able to attend Footsteps staff and client meetings regularly. In the case of client meetings, this promotes a long-term relationship with the client, and in the case of staff meetings, this allows *Makin' Tracks* to advise Footsteps on current and future visits to communities, which enables them to capitalise on these visits.

In addition, from time-to-time, ADAC uses the *Makin' Tracks* team to backfill for the other services. This helps to maintain relationships, and improves the skills of all staff involved. Both Project Officers have spent time working at Footsteps in Port Augusta, as well as the Stepping Stones Day Centres in Ceduna and in Port Augusta.

In recent years, *Makin' Tracks* has become more of a direct support to the rehabilitation centre and the day centres, taking clients from the day centres on a day trip from Port Augusta or Ceduna.

For example, if the service has a non-Aboriginal worker or no experience taking people bush, it's very useful to have the Makin' Tracks guys available to be able to do that. There is an incentive to the Stepping Stones guy to participate. They will need to abstain from drinking or taking drugs for the day. If they do, they will be allowed to go on the trip out bush. People do abstain for the day because they'd like to be able to be involved. This is largely around diversion; not prevention. This helps their wellbeing, their self-esteem.

4.3.2 Service sustainability and funding stability

Makin' Tracks has received continual funding since 1999, with the exception of a three-month break in funding during 2012. This longevity has been largely due to several factors, including: ADAC's standing in the community; ADAC's well-established governance and accountability systems; strong relationships between the *Makin' Tracks* team and government services; and ongoing evaluations of the *Makin' Tracks* project. Nevertheless, similar to other Aboriginal community services, *Makin' Tracks* is still impacted by the short government funding cycle, making long term plans and job security challenging, and the possibility of reduction or removal of funding an ongoing concern for ADAC and its employees and clients.

Your job security is sort of always rocky, you know.

Well the barrier is only being able to know that you've got stable employment, because of changing governments, changing attitudes within a government.

Makin' Tracks is now 18 years old and has been continually evaluated throughout this process. The initial focus of the program was around petrol sniffing however it has now moved focus.

Notwithstanding, this funding security and longevity has enabled *Makin' Tracks* to be involved in some programs over an extended number of years. The consistency of the Project Officers has encouraged communities throughout SA to place trust in the *Makin' Tracks* team to deal with important and sensitive issues and to engage with other communities. Recurring invitations are a result of long-term relationships with leaders and workers within each community.

Fortunately to me, once you've made that engagement, if you're going the right way that's engagement is always there. Jimmy will say the same things. We speak to kids that say hello to us and we're looking and they're yarning and they're so glad to see us. Then you realize they know you really well and you're thinking who the bloody hell are you. You're trying to get a clue to who this person is that's so glad to see you. Well it's one of these young ones that you've dealt with over the years that has now grown up and he's near six foot. He hasn't changed, he still thinks you're a great bloke but you haven't seen him for three months or six months.

For some of these communities, *Makin' Tracks* have provided the most consistent and appropriate support over the years, providing greater presence and support for some communities than even their local workers.

One example of a long-term relationship is the Don McSweeney Aboriginal Lands Challenge Cup, which the *Makin' Tracks* team has been involved in for over 13 years. During this event, the Maralinga and the APY Lands football teams come to Adelaide to compete in a well-attended AFL match. The *Makin' Tracks* team complements this cup by providing alcohol and drug education to participants and through dedicated formal information and education sessions while the teams are in Adelaide. However, through informal relationship building while being embedded in the organisation and facilitation of the event, they are able to provide one-on-one counselling where appropriate.

There is no other group that will travel and give this service. A lot of the programs in the past that we had were all sort of band aid programs. They came, they saw, and they went. Whereas the Makin' Tracks program has got a bit of longevity. Like I said I've worked with them five or 10 years. They've been great, and I think they're a successful program.

Wider uncertainty of funding in the AOD and Aboriginal Services sectors continues impact on the *Makin' Tracks*, particularly following the break in service in 2012. Stakeholders highlighted the potential impact of the project ceasing, including:

- potential community confusion about where to go for information;
- likelihood of a long lead time to create another scheme to effectively share similar information to the target group;
- difficulty for most other services to physically access geographically remote areas and to flexibly accommodate transient groups and cultural obligations of communities;
- difficulty for most other service providers to develop sufficient relationships to enable services to be performed in many communities; and
- difficulty for Adelaide-based services to receive intelligence of issues occurring in communities.

4.3.3 Staffing and personnel

The *Makin' Tracks* team has maintained a highly stable workforce for the duration of the project. One Project Officer has been with *Makin' Tracks* since 2002, and the other since 2012, who replaced another long standing team member, who had only left due to service disruption following temporary loss of funding.

Both Project Officers are senior Aboriginal men with some Aboriginal language knowledge, although not fluent. Both are well-connected and bring significant energy and commitment to the program. One particular requirement of *Makin' Tracks* is that they are able to flexibly respond to the need in very remote areas of SA and as such are willing to travel to these locations for many days at a time. They are also willing to rough it by camping, sleeping outdoors, and making use of whatever food is available to the local community or planning ahead to bring appropriate food to contribute to a camp. *Makin' Tracks* Project Officers work all hours of the day and week, often with extended periods away from home and long distance driving of over 100,000 kilometres per year. To succeed in these conditions and reduce risk, the Project Officers ensure that their vehicles and other equipment are regularly and properly maintained, and regular communication with communities is maintained to circumvent any potential issues or cancellations.

All stakeholders consulted mentioned the personality and skills of the specific Project Officers as a key strength of *Makin' Tracks*. Their abilities to flexibly adapt to different environments and situations, varying age groups, levels of knowledge various age groups was noted. They anticipate community needs, for example if attending a very remote community, the Project Officers will bring meat or fresh fruit, as this is difficult to source locally. Both Project Officers were considered to be highly passionate, professional, well-connected and well-liked.

I think they're secret to success is the fact that you've got blokes like Jimmy who is passionate about what he does.

Because if you've got a problem you get on to these guys, they're out there to try to help. They're passionate about trying to help. Not just because they're on a wage to come and do it. They're passionate when they come out to the communities. My association with them has shown that anyway.

This represents a risk as well as a strength, as one stakeholder pointed out.

Makin' Tracks is very person based. Therefore if a person, either Byron or Jimmy, wants to leave there might be difficulty in continuing the project.

Others were of the view that the *Makin' Tracks* model was strong enough to support a new team member should one of the current Project Officers choose to leave ADAC.

If Jimmy and Byron were to leave or if a new team was to be developed elsewhere, a new team might take some time but Makin' Tracks has a good name and model and the team is reliable and the brand would help. But it's important to employ the right personality to start with.

Makin' Tracks project officers are both male, and make every effort to support clients of other programs, however they acknowledge that there are times when female workers are necessary to support differences in approaches to men and women. Aboriginal women may be reluctant to talk about certain issues with a man, particularly an Aboriginal man. Furthermore, *Makin' Tracks* activities tend to support male-oriented activities, such as camping, fishing, hunting, etc. Women may prefer a different type of activity, as well as a female worker. As a result, there are instances where female clients are unable to access the levels of support and assistance provided to males by *Makin' Tracks*.

But there should be a female group. As much as we get on with both sides, both male and female, there's still barriers there. There's still barriers where I could be with a client who is unable to share with know. So there should be – but mind you it'd be a really hard one to keep employed because it's bush and risk situations as well.

The inclusion of a female member of the team has been previously identified as an area for development for the *Makin' Tracks*. Acknowledging the potential challenges in recruiting a woman who may be interested in the role, rather than recruiting a dedicated female Project Officer, ADAC may consider a broader, strategic approach, more actively utilising several community leaders in specific regions or communities. It is acknowledged that this would likely require additional, dedicated funding.

The leader at ADAC is widely respected by the sector, the community and staff, and provides leadership and support to the *Makin' Tracks* program. As one Project Officer pointed out:

He gets wind of something that's not right he's on your back. Don't worry, he'll be in here like a flash. It won't matter who you're talking to because it's about the care of ADAC.

4.3.4 Governance and financial accountability

Makin' Tracks reports to a governing body which includes a range of full and associate members from organisations in the Adelaide region as well as all around SA, including Port Lincoln, Ceduna, Whyalla, Coober Pedy, and other locations. The Board of Directors meets five times per year, including the annual general meeting, and is kept regularly informed of *Makin' Tracks* activities. Other regular discussions include: conflict of interest, financial reporting, compliance, delegations, staff and projects, quality improvement, document control, results of internal and external audits and training and development. The Board is governed by a constitution, which includes a series of rules regarding membership and responsibilities of the Board. Board members attend regular training in areas such as board governance, quality assurance, first aid and others. Initially *Makin' Tracks* was governed by its own working party. However after the service was better established, it was determined that it was more economical to have a single ADAC Board that incorporated governance of *Makin' Tracks*. Members of the Board will act as an intermediary from time to time, asking *Makin' Tracks* to assist in various matters and events in their community.

Currently the Board membership includes leaders from the following thirteen member organisations:

- Aboriginal Sobriety Group Indigenous Corporation;
- Bungala Aboriginal Corporation;
- Ceduna Koonibba Aboriginal Health Service Aboriginal Corporation;
- Dunjiba Aboriginal Community Inc.;
- InComPro Aboriginal Association Inc.;
- Kalparrin Inc.;
- Nipapanha Community Inc.;
- Nunyarra Aboriginal Health Service;
- Plaza Youth Service;
- Port Lincoln Aboriginal Health Service;
- Turkindi Inc. SA;
- Umoona Community Council Inc.; and
- Independent Community Elder.

The board of management also includes the following four associate members:

- Adelaide Day Centre for Homeless Persons Inc.;
- Brian Burdekin Clinic;
- Port Augusta City Council Substance Misuse Service; and

- Sex Industry Network.

An audit of annual expenses is undertaken by an independent auditor, overseen by the ADAC Board Chair, to determine the extent to which income and expenditure is managed in a financially appropriate manner.

The 2017–2019 Contracted Services Schedule specifies that the *Makin' Tracks* Project Officers should hold professional registration with the Australian Health Practitioner Regulation Authority (AHPRA), where applicable; suitability to work with children and vulnerable people; and criminal history checks. Both officers hold a relevant working with children and vulnerable people check and criminal history checks, current first aid certificate and a boat operational licence. Neither Projects Officer is required to obtain AHPRA registration. Both Projects Officers possess Firearms Licences, and a Boat Licence.

4.3.5 Values-based service

ADAC and *Makin' Tracks* operate from a clear set of principles that guide their services. In particular, the cultural approach taken by *Makin' Tracks*, including the intervention by invitation only, the careful avoidance of involvement in local issues and stated neutrality where possible. ADAC more broadly has a strategic vision, which is operationalised by *Makin' Tracks*.

4.3.6 Promotion of the service

Informal and personal networks are a key feature of *Makin' Tracks* networks, however the converse aspect of this is that those who rely on more formal means of communication are less aware of the service. *Makin' Tracks* could potentially make better use of social media and other communication methods to let people know when and where they are available. In addition, social media could also be used to capture successes, as this currently is not done.

4.3.7 Addressing service gaps

Currently there are very few formal courses available in SA that are suitable for Aboriginal AOD workers living outside Adelaide. Currently, courses are available through Centacare (Diploma of Alcohol and Other Drugs), and DASSA (Aboriginal-specific training for Aboriginal health professionals in alcohol and other drugs, assessment (specifically the IRIS), brief intervention, motivational interviewing, methamphetamine and naloxone). Although potentially workers could access courses in Adelaide, the costs of transport, accommodation and backfill make this prohibitive for most agencies. Online courses are also available, however these may potentially be challenging to complete for many Aboriginal workers, who often prefer to learn in practical, or face-to-face learning environment. *Makin' Tracks* frequently inform their network about any upcoming seminars run by ADAC, DASSA, Nunkuwarrin Yunti and others.

Overall, this lack of formal courses does impact the Aboriginal AOD sector, as it is difficult for workers to attain qualifications that are transferable. In the past, *Makin' Tracks* has formally mentored students undertaking qualifications. While this may not be within the resources of *Makin' Tracks* going forward, it still represents a service gap that should be addressed. The other ADAC services, would benefit particularly from improved access to qualifications in rural and remote SA.

4.4 Aspects of the service delivery that promote success

4.4.1 Collaboration and partnership

Being culturally appropriate and accountable gains trust of other local Aboriginal workers to access the community, but also leading to ongoing relationships and invitations to return. *Makin' Tracks* works with and supports workers and programs in remote and regional areas, and the work and assistance that they provide is seen as a strength of the project by their stakeholders. Where local services are focused on their own town and their own services, *Makin' Tracks* is able to provide a wider perspective. This approach is strengthening, supporting, and adding value to the work of other programs and agencies.

In the early years of *Makin' Tracks*, when a community wanted to work in partnership with *Makin' Tracks*, a formal contract was drawn up which was used to outline the ongoing relationship between *Makin' Tracks* and communities. The purpose of this was to reinforce an equal partnership between *Makin' Tracks* and the community, and clarify expectations from both sides. However, this has not been used for some time, as the communities are now more confident that *Makin' Tracks* will operate collaboratively, and communities will be able to contribute fully and equally with the planned intervention. *Makin' Tracks* publishes a pamphlet outlining their service, with key expectations and service boundaries explicitly stated.

The activities of *Makin' Tracks* are valuable to communities as they meet a specific service gap in Aboriginal-specific AOD support for local workers and community members. Notwithstanding the value of the educational materials, many remote communities lack the resources to undertake the kinds of activities that *Makin' Tracks* can offer.

Makin' Tracks provides a great level of undocumented and unmeasured support that adds greater value to the programs provided, easing the impact on the services with which they are working. Many stakeholder commented that the *Makin' Tracks* Project Officers consistently exceed the narrow role of AOD educator, and support communities in a broader way. For example, *Makin' Tracks* will frequently transport equipment to remote areas for other programs, provide barbeques and food to participants in community events, transport participants to events, provide sports equipment, such as balls, goals, uniforms, fishing snorkelling and camping equipment. Stakeholders noted that such assistance supports the overall functioning of community-based services and events.

Like many aspects of *Makin' Tracks*, this good working relationship is both a strength and a barrier. Long-standing relationships, and expectations from communities around crisis response can create situations or periods where the *Makin' Tracks* team needs to prioritise one community over another, and some planned events don't proceed.

4.4.2 Flexibility and responsiveness

Makin' Tracks operates as a mobile service, to enable training and education to take place within the community, or in a nearby location where the community members are more likely to feel comfortable and open to discussing challenging issues. Each Project Officer is equipped with a four wheel drive vehicle, with a range of camping, hunting, fishing and cooking gear, as well as resources to respond to a community's needs, such as a 'bush projector', and various pamphlets and promotional items.

The flexibility of *Makin' Tracks* allows it to be responsive to requests for assistance from communities all over SA. Many activities are planned well in advance, but are often changed at short notice due to a range of reasons, including: a death in the community; weather and road conditions; changes in local AOD workers; travelling by clients and families or local elders. During the lead up to an event, *Makin' Tracks* Project Officers communicate regularly with communities to ensure that the arranged programs are able to run, or if it needs to be cancelled, that it rescheduled to an alternative date.

In addition to planned or regular activities, *Makin' Tracks* also operates as a rapid response or crisis intervention service to communities in need. From time to time, communities identify a problem that requires an immediate intervention. In these instances, *Makin' Tracks* rearranges other events or activities if possible to travel to the community to provide support to the community.

After discussion with the community leaders, *Makin' Tracks* might take a number of people on day trips or a camp, to give them an opportunity to provide culturally-appropriate harm minimisation information. This information may be targeted at a specific individual or a smaller group, however all community members receive the intervention. This has several advantages, as not only does the individual not feel singled out, but the community is able to utilise a shared language and appropriate resources to deal with issues at a local level.

He's prepared for various eventualities. He has a bush cinema and manages well with what he's got.

I think the fact that when I call on them I don't think I've been knocked back once. You know they've always made themselves available. What we do is we let them know three months out, two months out, or eight to 10 weeks out that we're running a camp and what's their chances of being involved. I don't think they've ever let me down once.

You know they're decked out with just about everything they need to bring when they come out. You know we've gone out in the middle of the Nullarbor plains Jimmy and I with the kids and he's just set up a bloody movie theatre out in the middle of the never-never. So, as far as the IT and all that stuff, they've got it all.

*Another thing that *Makin' Tracks* do with respect to culturally appropriate is that their aware of the cultural norms in any area. For example, if there's been a death then you just support these people instead and give them food instead of giving an alcohol and drug lecture. They need to be flexible to deal with changes in communities.*

This flexibility and responsiveness also has the consequence that other services may not know their plans and will need to ring around to find out where they are at any given time, which can at times be difficult. Dedicated communication and service agreements between *Makin' Tracks* and other ADAC services are not currently in place. As one stakeholder pointed out:

*They work autonomously, so you don't necessarily have a sense of their workload. It's difficult to ask them to do something as a result. You can't plan in advance for *Stepping Stones*, because you don't know what *Makin' Tracks* have in the pipeline.*

4.4.3 Responsiveness to differing groups

A key strength of the *Makin' Tracks* project is the capacity and willingness to meet the specific needs of differing groups, including adults and youth. *Makin' Tracks* works with communities to identify individuals with complex AOD needs and determine an appropriate intervention. This might include a dedicated *Makin' Tracks* activity; however it may be that an individual may also benefit from referral to other dedicated and/or local services, such as rehabilitation, trauma counselling or other mental

health services or health services. In providing this information, *Makin' Tracks* develops the capacity of local community stakeholders to make their own referrals in future situations.

He adapts the sessions accordingly to the people's needs or the audience needs. Prior to the roll out of the initiative, though, I provide him with all the details. Such as the target audience and what I really – what I'm really after in terms of content delivery. He structures his session accordingly. So, he's very adaptable.

To assist with this, *Makin' Tracks* utilises a range of resources to suit the needs of all of their clients. For young people, there is a range of small gifts and items that help to reinforce the alcohol and other drug education that they provided. These might be items such as rulers, erasers, USB sticks, which also include resources, and cartoon based or comic based stories that reinforce the high minimization and seeking help messages. Other resources include a storybook that talks about dementia, a range of toolkits, pamphlets, branded beanies and mugs, and other resources.

The flexibility of *Makin' Tracks* allows it to be responsive to requests for assistance from communities all over SA. As *Makin' Tracks* is a mobile service, it can conduct training and education on country or within the community, helping community members to feel more comfortable and amenable to discussing challenging topics. As discussed earlier, each Project Officer is equipped with a four wheel drive vehicle, with a range of equipment and resources to respond to the specific community's needs.

Many activities are planned well in advance, but are often changed at short notice due to a range of reasons, including: a death in the community; weather and road conditions; changes in local AOD workers; travelling by clients and families or local elders. During the lead up to an event, *Makin' Tracks* Project Officers communicate regularly with communities to ensure that the arranged programs are able to run, or if it needs to be cancelled, that it rescheduled to an alternative date.

In addition to planned or regular activities, *Makin' Tracks* also operates as a rapid response or crisis intervention service to communities in need. From time to time, communities identify a problem that requires an immediate intervention. In these instances, *Makin' Tracks* rearranges other events or activities if possible to travel to the community to provide support to the community. After discussion with the community leaders, *Makin' Tracks* might take a number of people on day trips or a camp, to give them an opportunity to provide culturally-appropriate harm minimisation information. This information may be targeted at a specific individual or a smaller group, however all community members receive the intervention. This has several advantages, as not only does the individual not feel singled out, but the community are able to utilise a shared language and appropriate resources to deal with issues at a local level.

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This flexibility and responsiveness does at times make it difficult to plan events from within ADAC. *Makin' Tracks* may benefit from better communication of their plans, as the flexibility and responsiveness does at times make it difficult to plan events from other services within ADAC. Additionally, other community members may also assume the Project Officers are busy and not want to bother them.

Another area for improvement raised in previous evaluations is gender. Although Aboriginal women appreciate the culturally appropriate service provided by *Makin' Tracks*, they may prefer instead to undertake activities relating to bush medicine or bush food, rather than hunting and fishing. They may also need to discuss issues around sensitive topics such as child protection, family violence, alcohol, but this may be inappropriate to do with a man present, or in a group situation. They may prefer a female *Makin' Tracks* worker, and opportunities to have a one-on-one discussion.

4.4.4 Commitment to Culture, Country and Family

A key reason for repeat requests for support from Aboriginal communities is the considerate and culturally appropriate approach taken by *Makin' Tracks*. The approach is respectful, and appropriate to the group it is working with. Many stakeholders highlighted the approach as a key strength of *Makin' Tracks*.

I found that Makin' Tracks doesn't bolt in there and tell these people what they need to do and what they should do and what they shouldn't do. It's about that conversation

He talks to the kids the way we would talk to them. How uncles and aunties and family would talk to them. He talks to them at their level as well. Not trying to tell them what to do, just tell them – giving them the facts. He's calm as well and that's what they need because a lot of these kids have been through hell or they're traumatised and all that sort of stuff. That's what they need, they need someone that comes in with that energy, that calm and yeah, responsive. That's the thing that I noticed about him, it's just like, when he walks in the room, they instantly engage. I think just because he's just got a calming influence, like a relative [laughs]. I can't really explain it's like having a relative in the room.

So, it's not just the educational side of things with drugs and alcohol, but it's just their presence at the camp where they get involved and they talk to the kids. They're constantly talking to kids about looking after themselves, making the right choices in life, et cetera, et cetera.

Makin' Tracks also incorporates many cultural elements to its services, including hunting, fishing, camping and caring for the country.

Well, all of the programs when they come out bush with me, they're always culturally appropriate because we sit around a fire, you know. Or Jimmy, we've just had a hunt and we're [pulling up] now to do our gutting and our skinning, and cutting up of our meats. While we've got all the kids around we find ourselves a little cluster of trees where we'll hang the kangaroos up – there's an example, where we hang the kangaroos up and we'll be teaching the kids how to skin them and that. While we're learning them that, Jimmy is constantly, or Byron, is constantly talking in their ears about the effects of drugs and alcohol and this sort of stuff. We don't overdo it. I join in on the conversations with them also because, like I said, I'm pretty much trained up also with this sort of stuff. So, we just constantly talking to them. Giving them positive messages and these sort of things without overdoing it. Because when you start overdoing it, the kids lose the interest and wander off. That's where we're doing our cook ups and that sort of stuff.

To the local people... in terms of the appropriateness, he allows for group discussion. So, even though we have this man delivering a content around drug and alcohol, he certainly delivers it in a way that allows his participants to be able to relax and be able to participate in a group discussion so much. It's not a structured session like you would have with I suppose, a mainstream service.

So again, that's about how you conduct yourself in society you know. So that's where I might do the painting for that sort of – it's another part of engagement I think about in how someone conducts themselves. Whether it be drug use, whether it be just the general manners because you need that in life, some sort of guidance.

The camp isn't for nothing if you know what I mean. It's not about so much it's for nothing, you know you're out here bludging. In the first part it's about giving respite for the community from the effects of drugs that they might be doing around the community. It's taking them out of there and it gives everybody even the people that are on the camp and it's their job and you worry about burnout for them as well, but it's so they understand this is not just an open party.

And while we're out here we should slip around and make sure that this place is alright

But one of the big groups had come in. So it was about – we cooked on the barbie but again people said oh yeah but you're just cooking the barbie. No, we're making ourselves approachable, available to anybody new that wants to ask a question within the community or people that we've already spoke with. So it's building a rapport, a trust if you wish.

They have a presence at events that are put on by a range of communities. They will often put on a barbecue. That's largely to have a face at these events, but also so that when they come back into a community they are known and recognized. Also they will provide interventions to people who approach them at these events.

4.4.5 Sustainability

Makin' Tracks has a range of policies that promote sustainability of community-level projects. It works to build capacity among local workers, Elders, Council and community members to improve the awareness of the potential harms from alcohol and other drugs, and increase their skills in improving health and social outcomes for their local community. It also provides a range of resources and tools to assist leaders with ongoing prevention and support for alcohol and other drug issues in the community. Where a community needs assistance to seek funding for programs or resources, *Makin' Tracks* refers to a relevant officer at ADAC to assist.

Communities view this approach as supportive and adding value to their own service and program. As discussed earlier, *Makin' Tracks* provides considerable support, assistance and resources that are not measured through performance indicators, but are of significant value to the programs themselves and assist them to meet their service goals.

So our role – I found our role is where in there to support. Sometimes it's respite for the workers that are in there, that have been there for years and find it hard to take a break because it's 24 hours a day. They might say they work from nine till five, well yeah they do. But they can't escape it because they're out in the communities.

It's like sometimes we do camps where if there's a really – you know where things are going pretty bad, we'll go into that community and this is where it comes for respite for the workers and the community out there. We'll come along and we'll take these kids out, or adults sometimes, we'll take them out to a camp. Whether it's fishing, whether it's camping, whether it's cleaning up waterholes, you know again feeding respect back to what they should be about. That's where our continued contact happens.

Really, Jimmy is a part of a bigger plan so, working on health outcomes, working on social and emotional outcomes and also cultural outcomes. He's part of a big picture, with our people basically. We want to start with the young ones.

Conversely, *Makin' Tracks* is also very clear regarding its policies of what it will *not* do, including: becoming involved in or resolving disagreements or politics in the community; undertaking work that could otherwise be completed by a community member; prolonged stays or long-term interventions; and providing funding.

4.4.6 Community Ownership

Makin' Tracks is clear in its policy only to work with a community when invited in to assist them to address a particular issue relating to alcohol or other drug use in the community. If invited, *Makin' Tracks* travels to the community and engages in discussion with elders, Council, AOD or other workers, and/or potentially the whole community, to gain a brief understanding of the issue. It then provides information on potential activities that it can run, then lets the community decide whether *Makin' Tracks* is appropriate for them. If the community is agreeable to proceed, then *Makin' Tracks* will work together with a community to develop a strategy to address the specific concerns of the community, in a way that will suit them.

He always acknowledges the traditional Aboriginal custodians wherever he is. So, that is about this man being respectful to whatever country he's on.

Because the communities have their own health workers. So not only does it interfere it sort of makes a conflict within the community about us being in the community, because we're interfering with other people's jobs.

It's the way I look at it. I think because we're foreigners really when we come into people's lands. Although they've known us for a while and we get called back, invitations to come back and have a bit of a yarn or contribute while an events going on because that's when you can catch up with somebody. Even if it's only a game, even if it's just a little brief intervention and they come over and say hello. I might ask how you're travelling, how you're doing. Are you staying out of strife, you know things are better for you.

He provides - he always acknowledges the traditional aboriginal custodians wherever he is. So, that is about this man being respectful to whatever country he's on.

Project Officers are mindful that many local services are community-initiated, supported and managed and operate with limited resources (often from within the community). Part of the value of *Makin' Tracks* participating in community-run events, activities and services is a recognition of the importance of reciprocity in Aboriginal culture. Where community members see *Makin' Tracks* Project Officers working for the benefit of their community, they are more willing to engage with services provided by *Makin' Tracks* or their partners.

4.5 Poor alignment of performance indicators to *Makin' Tracks* activities.

A key challenge in undertaking this evaluation was a poor match between the performance indicators set out in the progress reporting framework and the actual work undertaken by *Makin' Tracks*. Some issues included:

1. Indicators are repetitive, for example:
 - *Makin' Tracks* staff will be actively involved in the Footsteps Road to Recovery Residential Rehabilitation Service (3.2.2);
 - *Makin' Tracks* will actively support and promote the Footsteps Road to Recovery Residential Rehabilitation Service (4.2.2); and
 - *Makin' Tracks* will actively promote the Footsteps Road to Recovery Residential Rehabilitation Service (5.1.2).
2. Indicators require measurement of aspects beyond *Makin' Tracks* control, for example:
 - *Due to increased awareness, communities are better able to address the complex issues of AOD/mental health (1.2.2).*

- *Numbers of clients engaged in training/employment at the end of program and three months later (4.1.1).*
 - *Makin' Tracks staff and community organisational staff are trained in the areas of AOD/Mental Health (5.2.1).*
3. Indicators are too broad and therefore not achievable within the resources of *Makin' Tracks*, for example:
 - *That all services within the regions are aware of and know what can be done in supporting clients that have been involved in interventions (4.2.1).*
 4. Indicators are too specific, and don't reflect the wider service, for example:
 - *Families regularly attending AOD camps such as father and son camps (1.3.1).*
 5. Indicators do not align appropriately with the stated goals and objectives, for example:
 - *Clients have improved access and utilisation of current services available to them within their region (3.2.1), under Performance objective 3.2 – Increase the capacity of the organisation to effectively screen, assess and treat the target group.*
 6. Indicators are unclear, for example:
 - *AOD/Mental health awareness is improved within communities to enable them to be better able to address (1.2.1).*
 7. Indicators are unclear regarding the specific activity, with the terms '*workshop*' '*awareness workshops*', '*AOD awareness programs*', '*visits*' and '*AOD workshops/information days*' all used somewhat interchangeably. On balance, *Makin' Tracks* and ADAC staff also use various different words to describe the same activity, therefore for this evaluation the definitions of the various activities are operationalised as described in Performance Indicator 1.1.1.

Overall, the performance indicators would benefit from being re-scoped using the following considerations:

- more closely resemble the contracted services agreement;
- ensure alignment between goals, objectives and indicators;
- more closely align with the aims of the funding body and government initiatives;
- reflect activities undertaken by *Makin' Tracks* and acknowledge historical reasons for undertaking certain activities;
- more clearly define the type of activity; and
- consider good practice identified by academic literature in the provision of services such as *Makin' Tracks*.

5. Discussion

5.1 Summary of findings

The *Makin' Tracks* Project has been operating for more than 15 years and has stable, highly qualified and experienced Project Officers that are responsive to the needs of the Aboriginal community in SA. *Makin' Tracks* is valued highly by the Aboriginal communities in SA, and by service providers, policymakers and academics alike. The evaluation confirmed the consistent feedback to *Makin' Tracks* that Aboriginal people are much more likely to engage with services which are conducted in a culturally appropriate way. This includes the information, the nature of the activity, the person or organisation providing the service and the way this person implements the curriculum and conducts the activities. *Makin' Tracks* has a unique service model, providing a dedicated, passionate, culturally appropriate service that supports workers across SA in Adelaide and the remote and regional areas of SA. The assessment of *Makin' Tracks* against the performance indicators showed that overall the service met or exceeded the indicators, although there are many indicators that were not appropriate to *Makin' Tracks*.

Acknowledging that the timing of the evaluation meant that the performance indicators were not fully aligned to the reporting period, there is strong evidence that *Makin' Tracks* has met the majority of the 2017–2019 performance indicators, despite many of these indicators not being entirely appropriate to the service. Many of the strengths of *Makin' Tracks* lie outside of these indicators, with substantial evidence that the key strengths of *Makin' Tracks* lie not in the services it provides, but in its culturally appropriate approach operated from a highly supportive organisation. These include the quality and efficacy of its workshops, and support for communities. Similarly, many of the barriers faced by *Makin' Tracks*, and its areas for improvement are outside the measurement of the performance indicators.

In the process of conducting the evaluation, the researcher noted additional findings outside of the performance indicators. These relate to the following aspects of the program:

1. Client outcomes outside of the reporting structure;
2. Service provision outside of the reporting structure;
3. Aspects of the organisation that promote success of the program; and
4. Aspects of the service delivery that promote the success of the program.

These are elaborated below.

5.1.1 Further client outcomes

The varied and sporadic nature of the interventions provided by *Makin' Tracks* makes it difficult to quantify the individual client outcomes that result from the program, however many of the stakeholders interviewed noted additional evidence of outcomes. These include: individuals who have made specific behaviour changes around AOD use following *Makin' Tracks* interventions; stakeholders reporting that their own clients have been positively impacted by the camps or activities, or had reported back to them that they had enjoyed or related to the session; communities change, making it easier to engage. Other outcomes included external recognition, invitations to speak at conferences and participate in policy roundtables and other activities and community successes in reducing some

harms from AOD use. Overall, *Makin' Tracks* would benefit from a more rigorous assessment of key client outcomes as they relate to *Makin' Tracks* services.

5.1.2 Additional services provided by *Makin' Tracks*

Makin' Tracks provides a variety of services from a harm minimisation perspective. While the workshops, camps and education sessions are included in the performance indicators, several services are not, specifically: respite for community-based workers; the discreet mobile syringe program; resources development; the crisis intervention response; and support to research and policy-makers.

5.1.3 Aspects of the organisation that promote success

Multi-service, holistic program - *Makin' Tracks* supports the other ADAC programs, including the two Stepping Stones Day Centres in Ceduna and in Port Augusta, the Footsteps Residential Rehabilitation Centre in Port Augusta and the head office ADAC team with educational and advocacy. In recent years, *Makin' Tracks* has become more of a direct support to the rehabilitation centre and the day centres.

Service sustainability and funding stability – *Makin' Tracks* has received (mostly) continual funding since 1999, built on: ADAC's standing in the community and well-established governance and accountability systems; *Makin' Tracks'* strong relationships; and ongoing evaluations of the *Makin' Tracks* project. However, short government funding cycles make long-term plans and job security difficult, with the possibility of reduction or loss of funding an ongoing concern.

However, this funding security and longevity has enabled extended and consistent involvement by *Makin' Tracks* in some programs over many years. Recurring invitations to communities are a result of *Makin' Tracks'* long-term collaboration with each community.

Staffing and personnel – *Makin' Tracks* has a stable team consisting of two senior Aboriginal men who are well-connected and passionate. *Makin' Tracks* Project Officers flexibly respond to identified needs in very remote areas of SA and travel to these locations for many days at a time. The personality and skills of the Project Officers are highly regarded by stakeholders, as is their ability to flexibly adapt to different environments, situations, age groups and knowledge levels.

Having both *Makin' Tracks* Project Officers as male does provide challenges at times when a situation requires different approaches for men and women. Aboriginal women may prefer to discuss certain issues with other women, or prefer different activities to the camping, fishing, hunting types of activities offered by *Makin' Tracks*. This represents an area of unmet need.

Governance and financial accountability – ADAC and *Makin' Tracks* have a range of structures in place to ensure appropriate governance and accountability for their activities and finances, including a Board, a Quality Assurance system, regular audits, regular evaluations, reporting and community accountability.

Promotion of the service – *Makin' Tracks* relies heavily on informal and personal networks to undertake their work, however this may disadvantage those who rely on more formal means of communication. The *Makin' Tracks* program would benefit from increased use of social media to communicate availability, upcoming events, successes and promote other activities and services.

5.1.4 Aspects of the service delivery that promote success

Collaboration and partnership – Many remote communities do not have sufficient resources to undertake activities that *Makin' Tracks* is able to provide (e.g. camps). As such, *Makin' Tracks* addresses a service gap in culturally-specific AOD support for clients, local workers and community members. *Makin' Tracks* works hard on developing and maintaining ongoing relationships, which leads to repeat invitations to return to communities. *Makin' Tracks* works with and supports workers in remote and regional areas to strengthen, support and add value to the work of their programs.

Flexibility and responsiveness – As a mobile service, *Makin' Tracks* is able to provide professional development and education within the community where the community members are more likely to feel comfortable. This flexibility and responsiveness does at times make it difficult to plan events from other services within ADAC, or may deter community members from contacting them out of concern for bothering them.

Responsivity to differing groups – *Makin' Tracks* Project Officers are qualified, equipped and willing to meet the specific needs of differing groups, including adults and youth. *Makin' Tracks* works with communities to identify individuals with complex AOD needs and determine an appropriate intervention. In providing this support, *Makin' Tracks* develops the capacity of local community stakeholders to respond appropriately in future situations.

Commitment to Culture, Country and Family – The considerate and culturally appropriate approach taken by *Makin' Tracks* is key to repeated requests for support from Aboriginal communities. The approach is respectful, and appropriate to the group it is working with. *Makin' Tracks* incorporates many cultural elements to its services, including hunting, fishing, camping and caring for the country. *Makin' Tracks* also supports other services to approach their service in a more culturally appropriate way, including culturally appropriate screening tools and developing resources.

Sustainability – *Makin' Tracks* works to promote sustainability of community-level projects through building capacity among local workers, Elders, Council and community members to increase awareness and skills relating to reducing potential harms from alcohol and other drugs in their local community. It provides resources, tools and support to assist leaders to undertake ongoing prevention activities in their community and add value to their own services and programs.

Community Ownership – The *Makin' Tracks* policy of only working with a community when invited demonstrates respect, and gives agency and power to the communities to address any issues that arise once *Makin' Tracks* has departed.

5.2 Recommendations

Recommendation 1 – The *Makin' Tracks* program is unique and overall successful, due to its cultural focus, reach and adaptability to meet the needs of Aboriginal communities. With no other such project of its kind in Australia, the continuation and expansion of the *Makin' Tracks* program is recommended.

The following areas were assessed as likely to benefit from improvements, additions or adjustments to the service model.

Recommendation 2 – *Makin' Tracks* to investigate sustainable options to increase the number of cultural activities offered to Aboriginal women in remote SA. Acknowledging cultural norms around appropriate gendered services, and the fact that both *Makin' Tracks* project officers are male, this

may include a dedicated female Project Officer or team, or a more integrated and strategic approach utilising expertise from a range of other agencies and communities.

Recommendation 3 – *Makin' Tracks* to develop and implement a social media strategy, including a Facebook page and others, to enable *Makin' Tracks* to share event information, as well as provide links to alcohol and other drug information and resources for stakeholders and Aboriginal clients.

Recommendation 4 – *Makin' Tracks* to investigate appropriate and suitable options to publish an online calendar, to enable community members to plan for local events, and to encourage stakeholders to make contact with *Makin' Tracks* without the concern of disturbing them, or assuming they will be travelling or on location.

Recommendation 5 – *Makin' Tracks* to consult with Footsteps and Stepping Stones management to develop a formal strategy for collaboration and value-adding between these services, and others. There is potential to improve the outcomes for Footsteps and Stepping Stones clients pre and post-treatment, through contact with *Makin' Tracks*.

Recommendation 6 – *Makin' Tracks* to develop and implement ongoing impact measures for *Makin' Tracks* events, such as satisfaction, success or impact.

Recommendation 7 – *Makin' Tracks* to formally review operational guidelines and service-specific policies to ensure that they consistently comply with evidence based and quality standards.

Recommendation 8 – Funding bodies to review objectives and performance indicators. Consideration should be given to the current performance indicators, to more closely align with the activities of *Makin' Tracks* and reflect an appropriate service model that meets the SA Aboriginal community needs.

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Appendices

Appendix 1: Cultural integrity

Researchers have become increasingly aware of the need to adopt more effective practices for evaluation of programs for Indigenous Australians, and have responded by developing good practice models for evaluation. These good practice models generally incorporate principles and methodologies that have a basis in 'cultural integrity'; a construct that is also relatively new in the field of good practice service provision. Morris (2010) describes 'cultural integrity' as a broad recognition that services cannot continue to provide culturally-neutral services and therefore need to adapt to the individual needs of different cultural groups. This construct incorporates principles of mutual respect and collaboration, recognition of diversity, and a commitment to improve cultural accessibility of services through changes to the core knowledge, skill, attitudes, and awareness held by service providers (Morris, 2010). These same principles are generally reflected in good practice literature on evaluation of Aboriginal programs, including the NHMRC Ethical conduct in research with Aboriginal and Torres Strait Islander Peoples and communities: Guidelines for researchers and stakeholders.

Respect: Researchers should respect and appreciate the importance of historical, socioeconomic and psychological context, and recognise cultural richness and diversity of Indigenous communities. This generally involves developing an awareness of these issues, and incorporating understandings into evaluation design and interpretation of results.

Reciprocity: Researchers should utilise strong engagement and seek to produce useful and useable evaluation findings that and feed results back to the Aboriginal community in a culturally appropriate and accessible way.

Responsibility: Researchers act with responsibility to ensure that they develop culturally sensitive and culturally appropriate interpersonal and communication skills to allow for effective communication, and consultation.

Cultural continuity: Contribution towards maintaining bonds and relationships that underpin individual and collective identities.

Equity: Commitment to showing respect, fairness and justice regarding culture, history and status of Aboriginal people.

Spirit and Integrity: Consideration of the ongoing connection and continuity of Aboriginal and Torres Strait islander's past, current and future generations, as well as the behaviours and beliefs that underpin values and cultures.

Strategies towards cultural integrity

The current evaluation of *Makin' Tracks* incorporates these above principles of cultural integrity and good practice methodology for evaluation of Aboriginal programs. In particular, these principles and good practice have been adopted as part of a culturally appropriate evaluation approach that also meets the need to effectively evaluate an alcohol and other drugs program in a regional location. These principles, along with a discussion of how the researchers met these principles, are discussed further below.

A) Including Aboriginal people in the governance process

As many of the parameters for the evaluation were set up prior to the appointment of the evaluation consultant, including ethics, a specific governance structure was not utilised for this project.

B) Acknowledging Aboriginal cultural groups

As the evaluation was concerned with Aboriginal issues within SA, it was important that all aspects of the project, including individuals working on the project, acknowledged the Kurna people of the Adelaide region, the Nunkunu and, Banggarla people of Port Augusta and the Wirangu people of Ceduna, and the geographical and cultural characteristics and history that are unique to these groups. It was also important that the project acknowledged the cultural diversity of other Aboriginal cultural groups that reside and work in SA. Acknowledgement was achieved through regular engagement and consultation with the *Makin' Tracks* team, researchers' participation in cultural orientation, and ensuring that the final report included a statement to acknowledgement of the traditional custodians of the land.

C) Seeking support and advice from Aboriginal people

At all stages of the project, advice was sought from Aboriginal stakeholders from SA to inform on: the evaluation plan; consultation process; data analysis; interviews; and the communication of findings.

D) Culturally appropriate interviews with Aboriginal people

Advice and support was sought from the various stakeholders of *Makin' Tracks*. Culturally appropriate interviews were undertaken based on the following recommendations:

Acknowledging that certain issues, when discussed with Aboriginal people, might be considered 'women's business' or 'men's business', and taking steps to accommodate that;

Steps were taken to ensure that interviewees were informed of interview questions and what will be expected of them prior to conducting interviews. Informing interviewees about what the interviews involved also included an explanation of what the interviews were not about, to avoid confusion;

Information provided to interviewees was provided in an easy to read format;

Where possible, interviews were conducted in a neutral, convenient, and culturally appropriate location;

Steps were taken to minimise communication barriers, such as: talking slowly; allowing plenty of time for participants to respond; using plain English; incorporating questions into a 'yarn'; using third person perspective when explaining the research consent process to avoid confusion; and engaging interviewees by referring to familiar people, events, or similar experiences;

Acknowledging differences in non-verbal behaviour/communication e.g. eye-contact, handshakes and silence; and

Researcher ensured that dress standards did not intimidate interviewees.

E) Cultural competence of researchers

It was important that the researcher had a well-developed understanding of Aboriginal culture and issues specific to the region that was being evaluated. This was a necessary component of cultural integrity of the evaluation as it demonstrated that the evaluation acknowledged the diversity of Aboriginal people and communities in Australia. Cultural competence of researchers was developed

and maintained through cultural awareness training; regular discussions and meetings with Aboriginal stakeholders; and site visits to develop a good understanding of the land, history, local people and services.

Appendix 2: Timeline of key events and changes to *Makin' Tracks*

The following timeline presents some of the key events that have contributed to the establishment of *Makin' Tracks*.

1993	Aboriginal Drug and Alcohol Council of South Australia established.
1999 – 2004	<i>Makin' Tracks</i> Phase 1: Project establishment and pilot
2000	<i>Makin' Tracks</i> commenced operations
2002	Jimmy Perry commenced as <i>Makin' Tracks</i> project officer
2004 – 2008	<i>Makin' Tracks</i> Phase 2
2009 – 2012	<i>Makin' Tracks</i> Phase 3
2012 – 2015	<i>Makin' Tracks</i> Phase 4
2012	Byron Wright commenced as <i>Makin' Tracks</i> project officer
July 2012	Project funding ceased for three months
2017-2019	<i>Makin' Tracks</i> Phase 5
2018	Jimmy Perry relocated to be based at Port Augusta

Appendix 3: Information sheets and consent forms used in the consultations

PARTICIPANT INFORMATION STATEMENT

(Interview Only)

Curtin HREC approval Number:	RDHS-28-15/AR01
AHCSA HREC approval Number:	Ref. No: 04-16-665
Project Title:	Evaluation of <i>Makin' Tracks</i>
Principal Investigator:	Dr Monica Cass
Version Number:	Version 4
Version Date:	12 June 2018

The Aboriginal Drug and Alcohol Council (ADAC) of South Australia's *Makin' Tracks* project has been running throughout South Australia since 1999. *Makin' Tracks* is a mobile support project that aims to support and enhance alcohol and other drugs treatment interventions in selected rural and remote Aboriginal communities by: working with a range of service providers to encourage and support community responses to substance misuse and increase the effectiveness and capacity of substance misuse workers and organisations to provide appropriate interventions and treatments by providing resources, training and support. The National Drug Research Institute (NDRI), Curtin University, has been recruited to evaluate the impact and outcomes of the *Makin' Tracks* project. This evaluation is important for both the *Makin' Tracks* project, ADAC, and the wider alcohol and other drug sector. The evaluation will assist in the ongoing improvement of *Makin' Tracks* and be used as evidence in the ongoing process of securing funding to continue the project.

This is an independent evaluation of the *Makin' Tracks* project being conducted by Dr Monica Cass of NDRI for ADAC.

There will be no costs to you and you will not be paid for participating in this project. Your participation is completely voluntary and you are under no obligation to participate.

Why am I being asked to take part and what will I have to do? You have been identified by ADAC and the *Makin' Tracks* team as a stakeholder or collaborator with the *Makin' Tracks* project. I would like to speak to you about your involvement or collaboration with the *Makin' Tracks* team. The interview will take about 20–40 minutes and can be done in-person or over the phone depending on your availability.

The interview is semi-structured, focusing on:

- your involvement and collaboration with *Makin' Tracks*;
- your knowledge or experience;
- evidence of the outcomes and impact of the program; and,
- ways the program can be improved.

With your permission I will be recording the interview, so I can concentrate on what you have to say and not create a distraction by taking notes. After the interview I will make a full written copy of the recording.

Are there any benefits to being in the research project? There may be no direct benefit to you from participating in this research; however, the findings from the study will assist ADAC and *Makin' Tracks* in improving their program and be used to seek further funding. In addition to this, we hope the results of this research will allow us to develop and improve other similar services and add to the knowledge base in the alcohol and other drug sector.

Are there any risks or inconveniences from being in the research project? There are no foreseeable risks from this research project. Apart from you giving up your time, we do not expect that there will be any risks or inconveniences associated with taking part in this study.

Who will have access to my information? The information collected in this research will be re-identified (coded). This means that the stored information will remove any identifying information on any data or sample and replace it with a code. Only the research team have access to the code and related identifying information to match your interview with your name if it is necessary to do so. The codes will be kept separate from the transcripts. Any information we collect will be treated as confidential and used only in this project unless otherwise specified. The researcher and the Curtin University Ethics Office (for auditing purposes) are the only people who will have access to the data. The transcripts and other raw data will not be made available to the Program.

Electronic data will be password-protected and hard copy data (including audio recordings) will be in locked storage, or stored on a password-protected server. The information we collect in this study will be kept under secure conditions at Curtin University for seven years after the research has ended and then it will be destroyed/kept indefinitely.

You have the right to access, and request correction of, your information in accordance with relevant privacy laws. The results of this research may be presented at conferences or published in professional journals. You will not be identified in any results that are published or presented.

Will what I say be private and confidential? Yes, however some of the things you may say may reveal your identity. Every effort will be made to protect your identity and everything that you say will be private and confidential. All identifying details will be removed from the reports to *Makin' Tracks*; *however due to the nature of the evaluation it might be difficult to maintain absolute anonymity in order to rectify issues and problems identified through the evaluation.* If this is the case, you will be contacted prior to the report being submitted to the *Makin' Track* for your approval to include information that *may* identify you or your service, this is why we will use the identity codes to identify you and make contact. No identifying information will be released or included in externally released publications or presentations.

Will you tell me the results of the research? You will be able to request a copy of the final report from ADAC.

Do I have to take part in the research project? *Your participation is completely voluntary.* It is your choice to take part or not. If you decide to take part and then change your mind, you can withdraw from the interview. You do not have to give us a reason; just tell us that you want to stop. Your relationship with ADAC, *Makin' Tracks* or the University will not be affected by your decision either way. ADAC and the *Makin' Tracks* staff will not know if you have participated or not. If you chose to

leave the interview early, or change your mind afterwards, we will use any information collected until that unless you tell us not to.

What happens next and who can I contact about the research? If you decide to take part in this research we will organise a time to meet and ask you to sign the consent form. Your signing of the form tells us that you understand what you have read and what has been discussed. Signing the consent indicates that you agree to be in the research project. Please take your time and ask any questions you have before you decide what to do. You will be given a copy of this information and the consent form to keep.

For more information regarding this project: please contact:

Dr Monica Cass, Research Fellow

National Drug Research Institute, Curtin University

Phone: 08 9266 1644

Email: m.cass@curtin.edu.au

Curtin University Human Research Ethics Committee (HREC) has approved this study (HREC number RDHS-28-15/AR01). Aboriginal Human Research Ethics Committee (South Australia) has reviewed and approved this study (Ref. No: 04-16-665). Should you wish to discuss the study with someone not directly involved, in particular, any matters concerning the conduct of the study or your rights as a participant, or you wish to make a confidential complaint, you may contact the Ethics Officer on (08) 9266 9223 or the Manager, Research Integrity on (08) 9266 7093 or email hrec@curtin.edu.au

CONSENT FORM

Curtin HREC approval Number: RDHS-28-15/AR01
AHCSA HREC approval Number: Ref. No: 04-16-665
Project Title: Evaluation of *Makin' Tracks*
Principal Investigator: Dr Monica Cass
Version Date: 15 April 2016

I have read the information statement attached and believe I understand its contents.
I believe I understand the purpose, extent and possible risks of my involvement in this project.
I voluntarily consent to take part in this research project.
I have had an opportunity to ask questions and I am satisfied with the answers I have received.
I understand that this project has been approved by Curtin University Human Research Ethics Committee and will be carried out in line with the *National Statement on Ethical Conduct in Human Research (2007) – updated May 2015*.
I understand I will receive a copy of this Information Statement and Consent Form.
I DO/ DO NOT give permission for the interview to be recorded for transcription purposes.

Participant Name _____
Participant Signature _____
Date _____

Declaration by researcher:
I have supplied an Information Letter and Consent Form to the participant who has signed above and believe that he/she understands the purpose, extent and possible risks of their involvement in this project.

Researcher Name Dr Monica Cass _____
Researcher Signature _____
Date _____

Appendix 4: Interview questions

INTERVIEW SCHEDULE – DISCUSSION PROMPTS

1. Please tell me a bit about your role and what your program and service does.
2. How do you know the about the *Makin' Tracks* program (Jimmy and Byron)?
3. What do you see as the role of *Makin' Tracks*?
4. What has been your involvement/collaboration with the *Makin' Tracks* program?
5. The aim and objectives of the *Makin' Tracks* project are:
6. To support and enhance drug and alcohol treatment interventions in selected rural and remote Aboriginal communities by:
7. Working with a range of service providers to encourage and support community responses to substance misuse;
8. Training and supporting local workers to improved their capacity to provide appropriate interventions and treatments; and
9. Undertaking targeted health promotion and early intervention activities in the communities with a particular focus on youth.
10. Have you seen or experienced any of these objectives in operation, please provide an example where and when this occurred?
11. What impact/ difference has the Makin' Track project made:
 - For your program/service?
 - For the wider sector?
12. What do you see as the needs/ barriers/ areas for development or improvement?
13. What do you see as the strengths of the *Makin' Tracks* Program/ team?
14. What impact would the cancelling/ defunding of the *Makin' Tracks* program?
15. For your program/service?
16. For the wider sector?
17. How well do you think *Makin' Tracks* does in terms of the following:

Collaboration	Strong networking, established partnerships, e.g. inclusion on State and national committees.
Commitment to family and culture	Strong focus on traditional Aboriginal culture. Promotes self-esteem and a sense of cultural identity among staff and clients.
Culturally-appropriate service	Indigenous workers who have family connections in the local area, and who speak local languages.
Effective service delivery	Regular training in relevant practices and protocols set out in a workers' manual.
Flexibility	Adapts appropriately to the specific needs of the community and clients. Flexibility of time and geography.

Good governance	Sound management structure; established policies and procedures; good communication between staff, management and governing bodies.
Multi-service program	Service is one component of a wider program
Qualified staff	The best-qualified staff, while endeavouring to include a high proportion of Aboriginal employees.
Secure funding	Adequate funding that is stable across time.
Self-improvement	Clearly defined realistic objectives aimed at the provision of appropriate services that address community needs in an effective and accountable manner. Strives to improve; participates in an ongoing quality assurance program.
Social accountability	Information about programs and activities are made available through newsletters, websites, social media and community engagement activities.
Staff training & support	Trained staff and effective staff development programs. Basic training is mandatory for all staff. Encourages employees to undertake further formal training.
Strong leadership & staff development	A committed and energetic leader who encourages staff members to further their skills and knowledge.
Sustainability	Focus on sustainable interventions in communities.

Appendix 5: Service mapping

The table below presents the various services that work in collaboration with *Makin' Tracks* in SA. Identified services include agencies and organisations working in the field of addressing alcohol and other drug problems for Aboriginal people and communities, services that link in directly with ADAC or *Makin' Tracks* specifically, and other services that provide social, housing, education and welfare support more broadly.

Organisation/Agency	Service Type	Service Description	<i>Makin' Tracks</i> involvement
Aboriginal Family Support Services (AFSS)	Support Service	AFFSS is an Aboriginal community-based and community controlled organisation, which works to ensure that Aboriginal communities and organisations are involved in matters relating to child protection. They provide support, assistance and advocacy to Aboriginal children and youth and their families.	<i>Makin' Tracks</i> supports camps run by AFSS for children in out-of-home-care.
Aboriginal Health Council of South Australia (Adelaide)	Peak Body	AHCSA works with communities through its members to act as a 'watchdog' to ensure government and health services appropriately consider community needs.	Makin Tracks participated in a recent camp organised for around 20 father and son pairs under the 'Shedding the Smokes' campaign run by AHCSA. AHSA provides training to ADAC Staff.
Aboriginal Males Shedding the Smokes	Health Program	Program funded by the Australian Government Department of Health, as part of the Tackling Indigenous Smoking Innovation Grants, run by AHCSA in the communities of Yalata and Cooper Pedy, SA. It consists of a multi-faceted holistic tobacco cessation program.	ADAC is a member of the Committee for the campaign, run by AHCSA
Aboriginal Sobriety Group Indigenous Corporation	Non for Profit Organisation	The Aboriginal Sobriety Group Indigenous Corporation is a non-for-profit organisation dedicated to the sobriety and healing of Aboriginal people. They support pathways away from grief, loss, trauma and abusive lives.	Member of the ADAC board
Aboriginal Substance Misuse Connection Advisory Group (DASSA)	Advisory Group	Advisory Group formed by DASSA.	ADAC is a member of the group
Adelaide Day Centre for Homeless Persons Inc.	Support Service	Adelaide Day Centre for Homeless Persons Inc. provides a range of services, including: rehabilitation activity program, information and referral for housing and welfare needs, emergency assistance, mobile soup kitchen and support for	Associate member of the ADAC board.

Organisation/Agency	Service Type	Service Description	Makin' Tracks involvement
		financially disadvantaged or frail aged people who are homeless or living in insecure accommodation.	
Adelaide Primary Health Network (Adelaide)	Peak Body	Adelaide PHN is a membership-based organisation focussed on improving health outcomes, and the experience of primary health care within the Adelaide metropolitan region.	ADAC is a member of the AOD Working Committee.
Adelaide Recovery and Rehabilitation Based Managers Meeting (Adelaide)	Advisory Group	Managers meeting for service providers	ADAC is a member of the committee
Alcohol Management Steering Committee (DASSA)	Advisory Group	Advisory Group formed by DASSA.	ADAC is a member of the steering committee.
Alcohol Related Brain Damage/ Dementia State Steering Committee	Advisory Group	Advisory group relating to alcohol-related brain damage.	ADAC is a member of the steering committee.
Alinytjara Wilurara NRM Board	Aboriginal Community	Natural resources management (NRM) is an approach that aims to work together with the community, industry and three tiers of government to manage the environment in a way that achieves a balance between a collective need for resources and the needs of the environment. In the Alinytjara Wilurara region, the NRM and caring for country approaches are blended to achieve the best outcomes for the environment and communities.	Service Contract - Employment of clients to work on country
Aputula (formerly Finke) Community	Aboriginal community	Aputula (formerly Finke) is a remote Indigenous Australian community in the Northern Territory of Australia, south of Alice Springs.	Makin' Tracks provides support to the community of Finke during the Finke Desert race.
Arabunna Peoples Committee Inc.	Aboriginal Corporation/Resource Centre	Aboriginal community in the Arabunna region.	

Organisation/Agency	Service Type	Service Description	Makin' Tracks involvement
Aroona Aboriginal Council	Aboriginal Corporation/Resource Centre	Aroona Aboriginal Council	
Association for Prevention and Harm Reduction Programs Australia (ANEX)	Peak Body	ANEX is the national organisation representing needle and syringe programs and advocates on behalf of the sector, encouraging best practice through events, publications and training.	ADAC is a member of the ANEX board.
Australasian Therapeutic Communities Association (ACTA)	Peak Body	ACTA comprises 44-member agencies who provide more than 70 Therapeutic Communities (TCs) and associated services across Australia and New Zealand.	ADAC is a member of the ACTA Board
Australian Harm Reduction Network	Peak Body		ADAC is the Co-Chairperson of Australian Harm Reduction Network
Australian Red Cross	Support Service	International disaster relief agency.	MoU - Footsteps program activities
Blood Borne Virus Program Steering Committee	Advisory Group		ADAC is a member of the steering committee.
Brian Burdekin Clinic (Adelaide)	Health Service	Brian Burdekin Clinic Health and Welfare Services is a not-for-profit organisation, based in a medical general practice, which is committed to providing primary health care to homeless and marginalised people in inner city Adelaide.	Associate member of the ADAC board.
Bungala Aboriginal Corporation	Aboriginal Community Organisation	Bungala is an Indigenous community organisation which works with local community, public organizations and education providers to: provide employment programs and opportunities; promote social, cultural and economic well-being of Aboriginal people; and runs a Resource Centre.	Member of the ADAC board.
Ceduna Koonibba Aboriginal Health Service Aboriginal Corporation	Aboriginal Corporation	Ceduna Koonibba Aboriginal Health Service Aboriginal Corporation is a non-profit community controlled Aboriginal Health Service which provides culturally appropriate services, preventative care, education programs and a clinical service to the Aboriginal community.	Member of the ADAC board. -Footsteps client services.

Organisation/Agency	Service Type	Service Description	<i>Makin' Tracks</i> involvement
Ceduna Service Reform - Ceduna Leadership Group	Advisory group	The Ceduna Service Reform is a local collaborative service response, creating new ways to provide better service responses to promote safety and wellbeing in Ceduna.	ADAC is a member of the group.
Ceduna Service Reform - Ceduna Local Working Group	Advisory Group		ADAC is a member of the group.
Ceduna Service Reform - Ceduna Vulnerable Persons Group	Advisory Group	The Ceduna Leadership Group developed the Vulnerable Person Framework to identify and create holistic, integrated service responses for those individuals and families most at risk in the area.	ADAC is a member of the group. <i>Makin' Tracks.</i>
Centacare	Support Service	Centacare Catholic Family Services support people in the community who have been marginalised and who are experiencing hardships and challenges in their lives. Services include: disability, homelessness, domestic violence, children's, relationship support, youth, and community, training and intervention services.	Attendance at the Live Long Live Strong youth suicide prevention program.
Centre for Alcohol Policy Research, University of Melbourne	Academic Research Collaboration	The Centre for Alcohol Policy Research (CAPR) is an innovative, world-class research facility at the forefront of informed alcohol policy development, examines alcohol-related harms and the effectiveness of alcohol-related policies.	
Centre for Research Excellence in Indigenous Health & Alcohol	Academic Research Collaboration	The CRE aims to create the best opportunities for Aboriginal and Torres Strait Islander peoples to find solutions to alcohol problems through research.	Co-Director and Executive and Chair and member of the Indigenous advisory group.
City of Port Pirie	Local Council	Port Pirie Regional Council is situated on the Spencer Gulf in SA.	
Coober Pedy Communities.	Aboriginal Communities	Coober Pedy is a cosmopolitan town with a floating population focused on opal mining. Located in the north of SA.	<i>Makin' Tracks</i> attended Father and Son camps organised by Coober Pedy communities.
Coober Pedy Interagency Group	Advisory Group.		ADAC is a member

Organisation/Agency	Service Type	Service Description	Makin' Tracks involvement
Coorong District Council	Local government	Coorong District Council is a local government area in SA located between the River Murray and the Limestone Coast region. The district cover mostly rural areas with small townships, as well as part of the Coorong National Park.	
Copley	Aboriginal community	Copley is a town in the Australian state of South Australia.	
Country and Outback Health	Support Service.	Country & Outback Health is a not-for-profit non-government organisation, who provide a wide range of mental health and general health support services to people in rural and regional areas of SA out of seven strategically located regional offices.	MoU under development- Shared services
Cracks in the Ice – Community Ice Toolkit Project 2016-2018		Cracks in the Ice is an online toolkit providing trusted, evidence-based, and up-to-date information and resources about crystal methamphetamine (ice) for the Australian community.	ADAC were Committee Members for the project.
Davenport Community Council (Port Augusta, SA)	Aboriginal Corporation	Davenport Community Council holds an Aboriginal Lands Trust Lease for land use and management, including a community living area with a population of around 100 people. Residents live at one major location on the property and are supported by the Davenport Community Council in a range of activities and industries aimed at generating paid work for community members.	Makin' Tracks visited clients in this area.
Department of Education Aboriginal Education Directorate	Government department	Aboriginal Education Directorate provides resources for introducing Aboriginal perspectives across the curriculum.	Makin' Tracks conducted school visits supported by this Directorate.
District Council of Orroroo Carrieton	Local Council	Orroroo is located in the mid north of SA, near Port Augusta and intersects two major transport routes from the eastern states of Australia and NT and WA.	Methamphetamine (ICE) workshops
Don McSweeney Aboriginal Lands Challenge Cup	Sports Event	The annual Don McSweeney Aboriginal Lands Cup is played between teams from the APY Lands and the MT Lands in Adelaide.	Makin' Tracks delivers AOD education to players and support personnel.
Drug & Alcohol Services South Australia (DASSA)	Government Department	Drug and Alcohol Services South Australia (DASSA) provides state-wide alcohol and other drug treatment services.	Makin' Tracks has an ongoing relationship with DASSA to provide a range of services.
Drug and Alcohol Prevention and Treatment Services Sector (DOHA)		Review of the Drug and Alcohol Prevention and Treatment Services Sector a review of the drug and alcohol prevention and treatment services sector to clarify Australian drug and alcohol treatment and prevention funding; current and future	ADAC is a committee member

Organisation/Agency	Service Type	Service Description	Makin' Tracks involvement
		service needs; identify the gap between met and unmet demand; and planning and funding processes for the future.	
Dunjiba Aboriginal Community Inc. (Oodnadatta)	Aboriginal Community Aboriginal/Resource Centre	Dunjiba Community Council includes members who are local Aboriginal people who live or have lived in Oodnadatta.	Member of the ADAC board
Ernabella Pukatja (formerly Ernabella)	Aboriginal community	Pukatja (formerly Ernabella) is an Aboriginal community in the Anangu Pitjantjatjara Yankunytjatjara Lands in SA, comprising one of the six main communities on "The Lands" (the others being Amata, Pipalyatjara, Fregon/Kaltjiti, Indulkana and Mimili).	Makin' Tracks visited this region.
Families SA	SA Government Department	Families SA is the government department responsible for Children, Youth and Family Services.	Camps focusing on AOD issues at Mt Gambier, Kangaroo Island and Riverland.
Fregon/ Kaltjiti	Aboriginal Community	Kaltjiti is an Aboriginal community in the Anangu Pitjantjatjara Yankunytjatjara Lands in SA, comprising one of the six main communities on "The Lands" (the others being Amata, Ernabella/Pukatja, Pipalyatjara, Indulkana and Mimili).	Makin' Tracks visited this region.
Gerard Reserve Council	Aboriginal Community Council	The Gerard Community Council is a small Aboriginal controlled local government area located in The Riverland, SA. The community is dependent on the River Murray, with some horticulture and grazing in the district. Traditional crafts are also produced in the community, with part of the community economy derived from the sale of these to tourists.	Makin' Tracks visited this region.
Grant High School	High School	Grant High School is located in Mount Gambier, SA.	Live Long Live Strong Youth suicide prevention camp.
Hello Sunday Morning Clinical Advisory Committee	Support Service	Since 2010 Hello Sunday Morning has grown to be the largest online movement for alcohol behaviour change in the world. They provide a combination of positive health promotion campaigns and behaviour change products, to support any individuals to change their relationship with alcohol.	ADAC is a member of the clinical advisory committee

Organisation/Agency	Service Type	Service Description	Makin' Tracks involvement
Homelessness and Violence against Communities Collaboration (Port Augusta)	Peale Body	Homelessness and Violence against Communities Collaboration Facilitates a coordinated, action-based approach to address homelessness and violence across the community, government and other service providers.	ADAC is a member of the collaboration.
InComPro Aboriginal Association Inc.	Support Service	InComPro was established in 2001 to provide a range of culturally appropriate services to the Aboriginal people, organisations and communities in SA. The name InComPro is an abbreviation of Indigenous Community Professionals.	Member of the ADAC board.
Indigenous Advisory Committee	Advisory Group	The Indigenous Advisory Committee (the Committee) is a statutory committee which provides advice, as requested by the Minister, to the Minister or Department of the Environment and Energy (the Department) on environment and heritage programs, policy and consultation strategies, to ensure better access and engagement for Aboriginal and Torres Strait Islander peoples.	ADAC is a member of the committee (Chairperson)
Indigenous Health/InfoNet Steering Committee	Advisory Group	Australian Indigenous Health/InfoNet provides support to those working in the Aboriginal and Torres Strait Islander health sector by making research and other knowledge readily accessible.	ADAC is a Committee Member
Indulkana (also known as Iwantja)	Aboriginal Community	Indulkana (also known as Iwantja) is an Aboriginal community in the Anangu Pitjantjatjara Yankunytjatjara Lands in SA, comprising one of the six main communities on "The Lands" (the others being Ernabella/Pukatja, Amata, Fregon/Kaltjiti, Mimili and Pipalyatjara).	Makin' Tracks visited this region.
Inner City Homeless Action Group	Advisory Group		ADAC involved as a member of the group
Intergovernmental Committee on Drugs	Advisory Group	The Intergovernmental Committee on Drugs is required to provide the Ministerial Council on Drug Strategy with an annual monitoring report dealing with the implementation of the National Drug Strategy.	ADAC consulted with this group.
Kalparrin Community, Inc.	Resource Centre	Kalparrin is a Ngarrindjeri word meaning 'helping with a heavy load'. This South Australian Aboriginal community controlled organisation was set up in 1975 by a group of Elders who were looking for an alternative to alcohol and other drugs.	Member of the ADAC board

Organisation/Agency	Service Type	Service Description	Makin' Tracks involvement
		Kalparrin Community Inc. offers a variety of programs and services for individuals with substance use and/or social and emotional wellbeing issues.	
Kingoonya	Aboriginal Community	Kingoonya Township is a small central town located in SA.	<i>Makin' Tracks</i> visited this region.
Koonibba Aboriginal Community Council	Aboriginal Community Council	Koonibba Aboriginal Community Council manage Aboriginal Lands Trust lease which includes a community living area providing a good place to live/recreate, develop skills, maintain and restore the natural environment and cultural heritage and links to the land, generate income and preserve culture for generations.	<i>Makin' Tracks</i> visited this region.
Leigh Creek	Aboriginal Community	Leigh Creek is situated on the traditional lands of the Adnyamathanha people in SA, located approximately 600kms north of Adelaide.	Leigh Creek a stall at the Leigh Creek Health Promotion Day.
Life Without Barriers	Support Service	Social purpose organisation working in more than 440 communities across Australia. Services currently support people living in their own homes or in residential houses managed by LWB. Supports children, young people and families, people with disability, older people, and people with mental illness, people who are homeless, refugees and asylum seekers.	
Lower Murray Nungas Club	Sports Club	The Lower Murray Nungas club provides a central focal point for Aboriginal people from the Lower Murray region and surrounding areas in order to strengthen the Aboriginal community.	<i>Makin' Tracks</i> assisted with an event.
Lowitja Institute	Academic Research Organization	The Lowitja Institute is Australia's national institute for Aboriginal and Torres Strait Islander health research. Undertaking high impact quality research, knowledge translation, and by supporting Aboriginal and Torres Strait Islander health researchers.	<i>Makin' Tracks</i> attended and presented at the Strong Fathers SA Statewide Forum.
Maringga Turtpandi Adelaide	Aboriginal Health Service	Aboriginal health service based in Adelaide.	Partners with ADAC to provide AOD education, prevention, health promotion activities.
Marree Community	Aboriginal Community	Marree (formerly Hergott Springs) is a small town located in the north of SA. The area is the home of the Dieri Aboriginal people.	

Organisation/Agency	Service Type	Service Description	Makin' Tracks involvement
Mimili Community	Aboriginal Community	Mimili is an Aboriginal community in the Anangu Pitjantjatjara Yankunytjatjara Lands in SA, comprising one of the six main communities on "The Lands" (the others being Amata, Ernabella/Pukatja, Fregon/Kaltjiti, Indulkana and Pipalyatjara).	
Minister's Dementia Advisory Group	Advisory Group	The Dementia Advisory Group was formed to provide the Minister for Ageing, and the Department of Health and Ageing with independent expert advice on dementia and options for future support.	ADAC is a Member of the Advisory Group.
Mount Barker High School Mount Barker, SA	High School	Mount Barker High School focuses on academic excellence, social engagement, sporting prowess and cultural enrichment.	AOD workshops
Mt Gambier, Communities.	Aboriginal Community	Aboriginal communities in the Mount Gambier region.	Makin Tracks attended Father and Son camps
National Aboriginal and Torres Strait Islander FASD Prevention Reference Group	Advisory Group	The National Indigenous Foetal Alcohol Spectrum Disorders (FASD) Resource Project worked closely with a National Aboriginal and Torres Strait Islander FASD Prevention Reference Group, the Western Australian Drug and Alcohol Office, health professionals and other key stakeholders throughout Australia. The project was funded by the Department of Health.	
National Aboriginal and Torres Strait Islander Peoples Drug Strategy Working Group	Advisory Group	The National Aboriginal and Torres Strait Islander Peoples' Drug Strategy 2014–2019 (the Strategy) is a sub-strategy of the National Drug Strategy 2010–2015 (NDS). The NDS aims to build safe and healthy communities by minimising alcohol, tobacco and other drug related health, social and Economic harms among individuals, families and communities.	Co Deputy Chairperson
National Advisory Council on Suicide Prevention	Advisory Group	Australian government established the National Suicide Prevention Strategy (NSPS) and an advisory committee, the National Advisory Council on Suicide Prevention (NACSP), drawn from the suicide prevention and human services sectors. NACSP convened the first National Suicide Prevention Planning Forum. As a direct result of this forum, the Australian government announced a range of initiatives and funding for suicide prevention, including support for national activities that target people bereaved by suicide.	

Organisation/Agency	Service Type	Service Description	Makin' Tracks involvement
Muna Paiendi (SA)	Aboriginal Community		Partners with ADAC to provide AOD education, prevention, health promotion activities.
National Centre for Training in Addictions (NCETA)	Academic Research	NCETA - is an internationally recognised research centre that works as a catalyst for change in the alcohol and other drugs field. NCETA is a collaborative venture between Flinders University, the Australian Government Department of Health and Ageing and the South Australian Department of Health.	ADAC is a Board Member
National Close the Gap Steering Committee	Advisory Group		ADAC is a Committee Member
National Health Medical Research Council (NHMRC)	Academic Research Funding Body	As the nation's leading expert body in health and medical research.	ADAC is a member of the Alcohol Working Committee
National Illicit Drug Diversion Program	Advisory Group		ADAC board member
National Illicit Drug Strategy	Advisory Group	The Strengthening and Supporting Families Coping with Illicit Drug Use (Strengthening Families) measure is an early intervention, family focussed component of the National Illicit Drug Strategy (NIDS). The measure is specifically directed towards family support rather than the health, education or criminal aspects of the Strategy.	State Reference Committee Framework Reference Committee Media Campaign Reference Committee Education and Training Reference Group
National Indigenous Drug & Alcohol Conference 2018	Conference	The 5th National Indigenous Drug and Alcohol Conference (NIDAC18) was held from 6 – 9 November 2018 in Adelaide, SA, with the, 'Responding to Complexity'.	Chairperson and Committee
National Indigenous Substance Misuse Council	Advisory Group		Chairperson ADAC is the secretariat for NISMC.
National Inhalants Abuse Task force	Advisory Group	The National Inhalant Abuse Taskforce (NIAT) was established by the Ministerial Council on Drug Strategy (MCDS) to consider existing initiatives, programs and strategies to address inhalant abuse in Australia.	

Organisation/Agency	Service Type	Service Description	Makin' Tracks involvement
National Treatment Outcomes Working Group	Advisory Group		ADAC is a member of the working group.
Nipapanha Community Inc. (Nepabunna)	Aboriginal Community	<p>The Nepabunna Community Council is a local government area situated on Adnyamathanha land in the remote north-east of SA.</p> <p>We are a remote Aboriginal community located seventy kilometres east of Leigh Creek in SA. We provide a range of social, economic, a safe working environment for our employees and a safe community offer help and assistance to disadvantaged and aged members in our community. We maintain a good standard of community housing for all community members and advocate and provide quasi legal advice to some community members with low levels of literacy and numeracy skills.</p>	Member of the ADAC Board
North West Region SA Consortium	Advisory Group	Group dedicated to addressing harms from alcohol and other drugs in the North West region of SA.	ADAC is a member.
Nunga Mi: Minar Women's & Children's Shelter	Emergency Accommodation Aboriginal Women's Shelter	Aboriginal women's shelter for Aboriginal women and their children escaping domestic violence. Provides cluster and transitional independent living, outreach crisis care supports, health care and well-being service.	
Nunkuwarrin Yunti of South Australia	Aboriginal Organisation	Nunkuwarrin Yunti provides programmes such as the Aboriginal Legal Rights Movement, Aboriginal Child Care Agency, Aboriginal Sobriety Group Inc., National Aboriginal Congress, Aboriginal Hostels Ltd, Trachoma and Eye Health Programme, WOMA, Aboriginal Housing Board, Aboriginal Home Care, and Kumangka Aboriginal Youth Service.	<p>Strong Aboriginal Children's Health Expo run by Nunkawarrin Yunti.</p> <p>Methamphetamine workshop at Nunkunwarring Yunti Aboriginal Councils AOD Forum</p>
Nunyarra Aboriginal Health Service (Whyalla, SA)	Aboriginal Community Health Service Aboriginal Medical Centre	The Nunyarra Aboriginal Health Service is located in Whyalla, integrates Indigenous holistic models of health care with western models.	Member of The ADAC Board

Organisation/Agency	Service Type	Service Description	Makin' Tracks involvement
Office for Recreation, Sport and Racing	Government department	The Office for Recreation, Sport and Racing (ORSR) is the lead agency for the Government's policy on sport and active recreation. ORSR supports sport and recreation through the development of policy, programs and resources, the provision of funding, recreation and sport planning, infrastructure development, elite sport pathways and programs, and the promotion of physical activity.	Inaugural Tour de Nunga - a combination of mountain bike rides and leadership development for young Aboriginal people - attracted 43 riders, including 8 ride leaders. Spinifex Sports Day - four traditional communities from the WA/SA border, Oak Valley, SA, Yalata, SA, Tjuntjuntarra, WA and Coonana ADAC board member
Oodnadatta Community	Community Council	Oodnadatta, in the Australian state of SA, is a small town in arid pastoral rangelands close to the Simpson Desert.	
Pangula Mannamurna Inc (Mt Gambier, SA)	Aboriginal Corporation	Pangula Mannamurna works with local partners in Mt Gambier to provide a range of programs and services, includes a "one stop shop" for health and services, including Healing Circles.	.
Pennington Institute		Strategy around needle and syringe programs (NSPs) to avert the rapid spread of HIV among injecting drug users.	ADAC is a Board Member
Pika Wiya Health Service (Port Augusta)	Aboriginal Corporation Aboriginal Community Health Service	Provides culturally appropriate primary health care and community services, including Care Plans for clients with chronic health problems. Aboriginal Health Workers act as an intermediary between clients and GP's, making clients feel comfortable and doctors receive the best information about clients.	MoU - Client health checks and case management re health
Plaza Youth Centre (Whyalla)	Support Service	Youth support service designed to enable young people to thrive through facilitating appropriate pathways & support, promote wellbeing, enable connection to family and culture and develop life skills to lead towards education and employment.	Member of the ADAC Board Makin Tracks attends Camps for at risk youth. ADAC is a member of the Plaza Youth Board
Port Adelaide Council	Community Council	The City of Port Adelaide Enfield in metropolitan Adelaide.	Barbeque with Port Adelaide Council at Port Adelaide for the Anniversary of the apology for stolen generations;

Organisation/Agency	Service Type	Service Description	Makin' Tracks involvement
Port Adelaide Football Clubs	Sports Club	Port Adelaide Football Club is a professional Australian rules football club based in Alberton, Port Adelaide, SA. The club's senior team plays in the Australian Football League (AFL), whilst its reserves team competes in the South Australian National Football League (SANFL).	WillPower program.
Port Augusta City Council Substance Misuse Service (Port Augusta)	Community Council	The Port Augusta Substance Misuse Service. It aimed at minimising the adverse harm to health, and the social and economic consequences resulting from excessive alcohol and other drug use to individuals and the general community, whilst striving for best practice in a culturally sensitive manner.	Associate member of the ADAC board Joint Case management.
Port Augusta Alcohol Management Group (Port Augusta)	Advisory Group	The Port Augusta Alcohol Management Group (PAAMG) is a multi-agency forum whose aim is to provide leadership in the planning, facilitation, monitoring implementation and action of holistic, coordinated initiatives and strategies in response to alcohol and other drug use and misuse within the community of Port Augusta.	ADAC is the member of the group
Port Augusta Combined Agency Vulnerable Persons Meeting	Advisory Group	Group of local Port Augusta service agencies.	ADAC is the member of the group
Port Augusta Stakeholders Group	Advisory Group	Group of local Port Augusta service agencies.	ADAC is the member of the group
Port Lincoln Aboriginal Health Service	Aboriginal Community Health Service	The Port Lincoln Aboriginal Health Service Inc. works with various other services including the Ceduna/Koonibba Aboriginal Health Service, Tullawon (Yalata) Health Service Inc., Oak Valley Aboriginal Health Service; Eyre Regional Health Services.	Member of the ADAC Board. Port Lincoln drug forum
Port Lincoln Prison	Prison	Port Lincoln Prison is considered a farm property. It accommodates male medium and low security prisoners.	Attend and provide support to an event.
Port Lincoln, community or Aboriginal corporation	Local Community	The city of Port Lincoln is the major service centre to the Eyre Peninsula.	Makin' Tracks visited this region.

Organisation/Agency	Service Type	Service Description	Makin' Tracks involvement
Port Pearce Aboriginal Corporation	Aboriginal Corporation/Resource Centre	Aboriginal corporation in the Port Pearce area	<i>Makin' Tracks</i> visited this region.
Port Pirie Aboriginal Community Centre	Aboriginal Community Centre	The Port Pirie Community Centre is a resource hub providing a range of services such as Room Hire; community garden - food cooperative; tax help	<i>Makin' Tracks</i> visited this region.
Port Power Cup	Sports event	<i>Annual Aboriginal Power Australian Rules Football Cup</i> carnival. 2018 was the 11th year running, including 450 students from 70 schools. Participants must meet strict guidelines to participate (i.e. 80% school attendance and academic / behavioural targets)	AOD education to students. Year 12 leadership forum, four workshops.
Positive Choices for young Indigenous Australians	Support Service	The Positive Choices for young Indigenous Australians. Their team are developing a culturally appropriate online portal which will act as a central access point for drug and alcohol information and prevention, developing a culturally appropriate school-based drug prevention program.	ADAC is an Advisory Group Member
Pukatja (formerly Ernabella)	Aboriginal Community	Pukatja (formerly Ernabella) is an Aboriginal community in the Anangu Pitjantjatjara Yankunytjatjara Lands in SA, comprising one of the six main communities on "The Lands" (the others being Amata, Pipalyatjara, Fregon/Kaltjiti, Indulkana and Mimili).	<i>Makin' Tracks</i> visited this region.
Raukkan Community Council Inc &	Aboriginal Community Centre	Raukkan Community Council aims to provide long term integrated sustainability for the local community, nurture the land to achieve a better condition for future generations and protect native vegetation and wildlife.	<i>Makin' Tracks</i> visited this region.
Responsibility Foundation	Peak Body		ADAC is a member of the Indigenous Advisory Committee
Review of the Drug and Alcohol Prevention and Treatment Service	Research Project	This project sought to clarify Australian drug and alcohol treatment funding; current and future service needs; the gap between met and unmet demand; and planning and funding processes for the future.	Committee Member
SA Aboriginal Sports Training Academy (SAASTA)	Aboriginal Training Centre	South Australian Aboriginal Sports Training Academy uses sport & recreation as a key driver for creating quality educational outcomes for Aboriginal & Torres Strait Islander students.	<i>Makin' Tracks</i> supported an event.

Organisation/Agency	Service Type	Service Description	Makin' Tracks involvement
SA Department Health – Port Augusta Hospital	Detoxification Centre	The Port Augusta Hospital and Regional Health Service provides acute services ranging from in-hospital care to outpatients and aged care beds. Staff work in close partnership with community health services and Aboriginal health providers.	MoU under development -Guaranteed detox beds, joint case coordination
Salisbury High	High School	Salisbury High School is located at Salisbury North SA.	AOD workshops across High Schools such as Salisbury High and Mount Barker High
Salvation Army – Common Ground (Port Augusta)		The Salvation Army Australia is a national organisation providing a range of services.	MoU under development -Priority accommodation.
SAMHRI	Academic Research Institute	SAHMRI is a health and medical research institute, In SA home to more than 700 medical researchers.	At a recent camp held in 2018, the Adelaide Health Council, in collaboration with SAHMRI, Tullawon Health Services, Umoona Tjutagku Health Service and <i>Makin' Tracks</i> , organised a camp near Kingoonya for around 20 father and son pairs under the 'Shedding the Smokes' campaign run by AHCSA
Sex Industry Network (SIN) (Adelaide)	Not-for-profit Organisation	SIN offers peer support, education, information, advocacy and referral services for sex workers, including: a safer sex shop outreach; safe community space; information, education and representation on behalf of sex workers in SA to the general public, media, government and educational institutions.	Associate member of the ADAC Board.
Tangglun Pilengi Yunti Aboriginal Corporation	Aboriginal Corporation /Resource Centre	Aboriginal corporation in regional SA.	<i>Makin' Tracks</i> visited this region.
The Foundation for Alcohol Research and Education (FARE), formerly the Alcohol Education & Rehabilitation Foundation (AERF)	Peak Body	The Foundation for Alcohol Research and Education (FARE) is an independent, not-for-profit organisation working to stop the harm caused by alcohol.	Deputy Chairperson
Tobacco Technical Reference Group –	Advisory Group		

Organisation/Agency	Service Type	Service Description	Makin' Tracks involvement
Department of Health and Ageing			
Tullawon Health Services (Yalata)	Aboriginal Community Controlled Health Organisation	Tullawon Health Service Inc. is an Aboriginal Community Controlled Health Organisation. It provides primary health care and chronic disease management to the local Aboriginal community of Yalata, SA. The health service provides a wide range of holistic health and well-being services, including; primary health care, Child and maternal health, Social Emotional Wellbeing, Alcohol and other Drugs Services, Aged Care, Disability services and more.	At a recent camp held in 2018, the Adelaide Health Council, in collaboration with SAHMRI, Tullawon Health Services, Umoona Tjutagku Health Service and <i>Makin' Tracks</i> , organised a camp near Kingoonya for around 20 father and son pairs under the 'Shedding the Smokes' campaign run by AHCSA
Turkindi Inc. SA	Training Organisation	The Indigenous Information Network of SA Inc. known as Turkindi is an informal group of Indigenous and non-Indigenous people, member and non-members who are directly involved in assisting Indigenous people in finding meaningful employment, training or information relating to Indigenous Service providers.	Member of the ADAC Board
Umoona Tjutagku Health Service	Aboriginal Health Service	Umoona Community Council Inc provides services under the Coober Pedy Alcohol Strategy such as: Mobile Assistance Patrol (MAP); the Nutritious Meals Program; Sobering Up Service(SUS) ; and an early intervention/detection/rehabilitation service to the community	At a recent camp held in 2018, the Adelaide Health Council, in collaboration with SAHMRI, Tullawon Health Services, Umoona Tjutagku Health Service and <i>Makin' Tracks</i> , organised a camp near Kingoonya for around 20 father and son pairs under the 'Shedding the Smokes' campaign run by AHCSA. <i>Makin' Tracks</i> presented at their second Drug Forum after a previous successful presentation. ADAC board member
United Communities SA	Support Service	Uniting Communities provides more than 90 community service programs, including: aged care, disability, youth services, homelessness intervention, foster care and family counselling. This support and engage with more than 30,000 South Australians each year.	Knowledge. Sharing. Case coordination

Organisation/Agency	Service Type	Service Description	<i>Makin' Tracks</i> involvement
Umoona Community Council Inc. (Coober Pedy)	Aboriginal Community	Aboriginal community in the Coober Pedy region.	Member of the ADAC Board
University of Sydney	University	Academic Research Collaboration on various projects	NHMRC grants, specifically: "Supporting Alcohol Treatment Study in Aboriginal Community Controlled Health Services"
Watto Purrinna Aboriginal Primary Health Care Service (SA)	Aboriginal Health Service	Watto Purrinna Aboriginal Primary Health Care Service provides a free comprehensive program of culturally sensitive services across Adelaide's northern and central regions. Clinics are run by Aboriginal Health Practitioners and Aboriginal Clinical Health Workers in partnership with doctors, registered nurses, allied health professionals, wellbeing workers and visiting specialists.	Diversionsary program – AOD sessions to participants to complement other programs such as a men's group, painting and walking groups.
Whyalla City Council	Community Council	Whyalla a city in SA, located on the east coast of the Eyre Peninsula.	<i>Makin' Tracks</i> visit to the region.
Wonggangga Turtpandi (Port Adelaide SA)	Aboriginal Health Service	Service provided by SA Health by providing leadership in health reform, public health services, health and medical research, policy development and planning, with an increased focus on well-being, illness prevention, early intervention and quality care.	Project partnership- AOD education, prevention, health promotion activities
Yalata Community	Aboriginal Community	Aboriginal community located in the Yalata region.	<i>Makin' Tracks</i> attended Father and Son camps organised by Yalata, Communities.



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