



ENRICHING LIVES SINCE 1973

ANNUAL REPORT

2023 – 2024





THE BUTTERY

2023 – 2024

VISION

At The Buttery we believe that everybody should have the opportunity to live their best possible life.

MISSION

We support people to improve their lives through timely and effective services, concentrating on the person's individual needs. We specialise in the care and support of people with mental health and alcohol and other drug conditions.



First Nations Acknowledgment

The Buttery acknowledges the traditional custodians on the land in which we work and live. The Buttery has services on the lands of the Bundjalung, Gumbaynggirr Biripi, Yaegl and Dhanggati peoples. We pay respects to these and all First Nations clans, and to their elders, past and present, and we acknowledge the continuing connection to land, sea, and community. We acknowledge the contribution to our service design and delivery of those with lived experience and living experience of substance use disorders and mental ill-health and those who love, have loved and care for them.

We acknowledge those who have died by suicide and the bereavement experienced by their loved ones.



Diversity Acknowledgement

The Buttery staff are committed to embracing diversity and eliminating all forms of discrimination in the provision of health and other services.

We welcome all people irrespective of ethnicity, lifestyle choice, faith, sexual orientation and gender identity.

Registered Charity 10766. Public Benevolent Institution. ABN: 53 130 812 994



THE BUTTERY

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Chairperson Report

I'm pleased to present to you the Buttery's 2023/24 Annual Report. Highlights this year include important diversification of our service mix, improvements in management systems, strengthening of co-design and inclusive decision making and completion of key infrastructure works at our Binna Burra site.

I stepped into the Chair position in April 2024, preceded by Sandy Lockhart, who resigned at that time after 8 years of dedicated and tireless oversight of the Buttery's journey. We have created a Bursary for Buttery staff in his name, to be launched early next year, to recognise his valuable contributions.

The Buttery has achieved much in the last year. I am forever impressed by the Buttery's Leadership Team. They continually apply their skills, knowledge and creativity passionately to help improve the lives of the people who come to the Buttery's services. Many thanks to CEO, Leone Crayden, who has done an exceptional job growing and diversifying our service provision and also strengthening the Buttery's internal operations and infrastructure. Leone is supported by very talented deputies in Ari Soemardi and Frances Pidcock and my thanks to them and also to the teams they oversee.

The reputation of the Buttery has continued to grow positively over the year through a focus on clinical and psychosocial service outcomes, relationship building with providers and community members, and also strong engagement with the policy framework in NSW for the mental health and drug and alcohol community sectors. Leone is currently the Chair of NADA (Network of Alcohol and Other Drug Agencies) and this peak body involvement provides the Buttery with important insights and connections across the social service sectors.

Like many providers, The Buttery is increasingly focused on supporting people in the context of their broad health and social situations. Recognition that drug and alcohol problems, more often than not, exist alongside social upheaval and mental health conditions, means the Buttery Staff and Board have to oversee an increasingly diverse service portfolio to help support people in our core catchment area of Northern NSW.

The success of the Buttery's Safe Haven Hubs, established after the Lismore Floods, demonstrates the value of a service that opens its doors to anyone in need, working with the complexities of people's lives, exploring drug and alcohol, mental health, housing and social risks to help people get their lives back on track. The Buttery has been very actively communicating with Mental Health Minister, Rose Jackson, and Healthy North Coast about the benefits and outcomes of the program. The program has now successfully been extended until the end of 2025.

Six new programs were commenced this year. Three are focused on extending the Buttery's ability to support specific demographic groups: young people, parents and people leaving prison who have drug and alcohol and associated problems. The other three new programs include in-home withdrawal management; psychoeducational support for people experiencing mental ill-health; and establishment of a drop-in centre providing broad based care coordination for the people of Nimbin. Full description of these new programs, together with progress and outcomes in the Buttery's long-standing range of services and programs, are detailed in this report.

As evidenced in the Financial Report, the Buttery is in good financial shape with growth



over the last 5 years exceeding \$10 million. Our relationship with government funders, both state and national, is very healthy. In the coming year, we will be looking at increasing our variable funding streams to value add to The Buttery's core activities. Our main challenges looking ahead will be access to the quality of staff the Buttery is known for. Without full staffing, programs cannot operate at capacity. In such a tight employment market, budget measures for clinical supervision and access to training become additionally important. Another challenge is the future of the Binna Burra site.

The buildings are old and despite new bathrooms being installed recently the years have taken their toll and decisions on maintenance, rebuilding or repurposing will need to be made soon.

The Buttery Board has recently been strengthened with the diversity of attributes needed to ensure our organisational purpose is effectively, efficiently and compassionately progressed. The Board is very engaged with increased capacity to meet the challenges and opportunities ahead.

The heart and soul of the Buttery will always be the people who work, volunteer, support and access its services. On behalf of the Board, I commend this report to you and thank everyone who has contributed to the work of the Buttery over the 2023/24 year.

A handwritten signature in white ink, reading 'Jenna Bateman', located below the text of her report.

Jenna Bateman | Chairman

CEO Report

On behalf of myself and all The Buttery staff, we want to thank our Board of Directors who guide and support the work we all do. We could not do this work, without a strong and effective Board who understands that community managed organisations, such as The Buttery, must continue to work in uncertain funding environments.

The security of tenure and the continuation of short-term government contracts can lead to staff feeling unsettled in their roles. However, The Buttery's Directors and their continued investment in the professional development of staff, clinical supervision and employee assistance programs, ensure staff feel valued and acknowledged. This also addresses the work of supporting people with lived and living experience in alcohol and other drugs and people with mental health conditions. Whilst extremely rewarding, it can be difficult at times.

I have had the honour of working with two exceptional Chairs, Sandy Lockhart, who stepped down early in 2024 and Jenna Bateman, who has taken on the role of Chairperson and is leading the organisation at a time of growth and change. Their vision, expertise, and tireless efforts have been instrumental in advancing our mission and achieving our goals. We would like to extend our deepest gratitude to the Board of Directors for their unwavering commitment and exceptional leadership throughout the year.

As you will read in the achievements of The Buttery, the 2023-24 financial year outcomes listed below have been significant. We have expanded our service offerings to ensure our continuum of care occurs prior, during and after treatment, and the variety of programs we now offer ensures less people will fall through the gaps and have a choice in the type of support or treatment they need to lead their best lives.

We have guaranteed all our clinical support and treatment services are supported by new robust business protocols which has included adopting new software and corporate services practices. Without a dedicated corporate services team, it would not be possible for the residential and



community outreach teams to continue with the great work they do. Many thanks to all the Corporate Services team under the leadership of Ari Soemardi who has transformed our team and consolidated their skills into a well-oiled and very slick machine, indeed.

The Buttery is one of the leaders in providing evidence-based practice in our clinical work. We are known for the work we do, not only in our residential services, but in our community outreach programs. There has been tremendous growth in our clinical services team, and we are involved in many activities to enhance our services and enable people to get the support they need, when they need it most. We have been very fortunate to have the strong, capable and adept stewardship of Frances Pidcock overseeing all clinical programs. Fran is now leading 18 programs with the support of our brilliant clinical leads, program managers and coordinators. How she juggles all the oversight of the programs plus remains well networked and always calm is astounding, many thanks Fran.

I sincerely thank all staff employed by the Buttery. The service you provide the community on the front line and behind the scenes is exemplary. I am so proud of our reputation, our commitment to therapeutic excellence, our culture and our history. Its been a year of change again and again but you make it seamless.

In conclusion, thanks to all our stakeholders, sponsors, volunteers and funders who continue to support The Buttery in a variety of ways. Whether it is through donations, funding programs or community support, it makes a difference to an organisation, such as The Buttery. We rely on your continued support and take pride in your appreciation of what we do.

A handwritten signature in blue ink, reading 'Leone Crayden'.

Leone Crayden | CEO

About The Buttery

Founded in 1973, The Buttery has provided services to over 10,000 participants in its residential programs and 20,000 participants in its outreach programs. The Buttery has been integral to the Alcohol and other Drug (AOD) sector for over 50 years and is acknowledged as a leader in its field. By adopting a co-design approach, it has enabled The Buttery to identify the community's needs and respond to the ever-growing complexity of the people we serve.

Staff and program participants hold a strong heart-felt connection to The Buttery. This connection is grounded in The Buttery's heritage and in many cases intertwined with individuals' personal experiences and identity.

The Buttery delivers evidence-based long and short-term residential rehabilitation and outreach programs to support people living with alcohol and substance misuse and mental health conditions to achieve recovery and rebuild their lives. The organisation also provides a unique counselling support program for families and carers. We continue to provide the Safe Havens in the flood affected areas of Lismore, Woodburn, Mullumbimby and Murwillumbah. The Safe Havens have provided life-saving services to people who are still feeling the effects of the devastation that the 2022 floods caused.

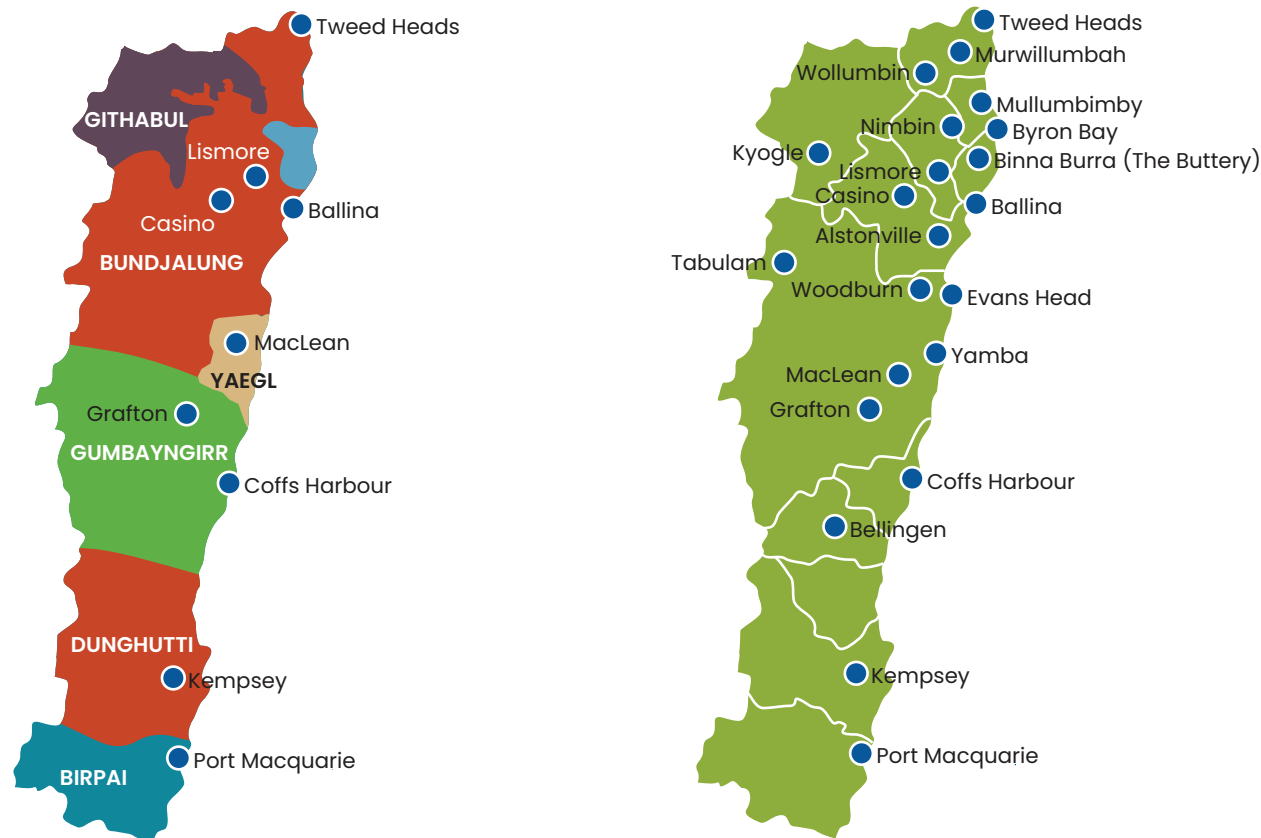
This year, The Buttery commenced six new programs with the support of and funding from the NSW Government. All six programs aim to reduce AOD use related harm by delivering client-centred, high quality and safe care, to improve the health, wellbeing and social outcomes of clients. Delivering these comprehensive AOD support interventions, embedded in the AOD Clinical Care Standards, improves clients access to and engagement with AOD health and social services to meet their individual needs.

As a charity, The Buttery relies on the generous donations from the community, donors, several foundations, philanthropists, trusts, families and individuals. The Buttery is sincerely grateful for the financial support it receives from the NSW State and Commonwealth Governments: NSW Health, and Department of Health (Commonwealth).



Areas We Serve

The Buttery has services on the lands of Bundjalung, Gumbaynggirr, Biripi, Yaegl, Githabul and Dunghutti peoples. Our head office is in Binna Burra. The footprint of The Buttery covers Tweed Heads in the north to Port Macquarie in the south and Kyogle to the west.



A Snapshot of Achievements

NADA Research and Evaluation Grant

Project Officer at The Buttery, Theresa Caruana, leads an internal committee aimed at enhancing The Buttery's research and evaluation capacity. The cross-organisational committee members have upskilled with training from the University of Queensland's Institute for Social Science Research and will develop an organisational Evaluation Framework alongside a flagship program evaluation.

2024 Roll out of the Dried Blood Spot Trial

The Buttery, together with Nigel Carrington DBS Study Coordinator, from the Sydney Sexual Health Centre and BBV & STI Unit, NSW Health, awaits ethics approval to commence providing access to HIV and HEP C testing throughout North and Mid North Coast NSW. The Buttery plans for this to be rolled out with the Post Custodial Support and Nimbin AOD Hub in 2024.

Expansion of the Take-Home Naloxone program

The program now extends to Kempsey and Grafton, ensuring all participants of The Buttery, and their families and friends in the Mid-North Coast and North Coast have access to and training in this lifesaving intervention.

Launch of the AOD Clinical Care Standards Workforce Pilot

The Buttery has volunteered to be part of this pilot which sees Annie Malcolm (Nurse Educator AOD Value Based Health Care Program, Centre for Alcohol and Other Drugs, NSW Ministry of Health) provide The Buttery with training as assessors against the standards. These staff, alongside Annie, will test staff competency against standard 5: Monitoring treatment progress and outcomes. As a result, The Buttery will now have clinically trained assessors within it's facility.

New Members join The Buttery's Clinical Governance Committee

The Buttery's Clinical Governance Committee which provides external and internal expertise and oversight into all elements of clinical service provision, experienced a significant shift in membership this term.

This committee is set to commence in the following financial year welcoming new members: Alex Harris, Clinical Lead Youth Enhanced Service and Headspace Youth Mental Health with Each, Emma Schubert, Clinical Operations Manager, Open Minds Lismore Head to Health, Jac Grose, Associate Director, Integrated Wellbeing Healthy North Coast and Dr Patricia Collie, Clinical Director Northern NSW Local Health District (NNSWLHD) to the Committee.

Growing Participation in Industry Advisory and Working Groups

The Buttery continues to increase its involvement in a number of Advisory and Working groups including NADA Practice Leadership Group, NADA AOD Nurses Network, Suicide Prevention Collaborative, MH Partnership Meetings, AOD NGO-LHD Group, Child Protection Roundtable NADA and DCJ, NADA Youth Committee, TRISP (Targeted Regional Initiatives for Suicide Prevention), Value Based Health Care (Advisory Group, Clinical Care Standards Working Group and Community of Practice) and Lived and Living Experienced Community of Practice. Additionally, The Buttery had an appointment on the NADA Panel on Long-Acting Injectable Buprenorphine for opioid treatment.

This was facilitated by NADA Clinical Director Michele Campbell, Frances Pidcock from the Buttery presented alongside Kevin Street, Professor Nick Lintzeris, and Carolyn Stubley.

Launch of The Buttery’s Research and Evaluation Committee (REC)

The Buttery’s Research and Evaluation Committee (REC) was formed in 2024, following a successful grant from the national peak body for non-government AOD services (NADA) and the appointment of a part time research officer. The Committee consists of twelve staff from across the organisation who have a range of lived and professional experience in the AOD and mental health sectors. The purpose of the REC is to oversee, guide, and undertake research and evaluation activities at The Buttery, with the aim of strengthening organisational research capacity.

Launch of The Buttery’s Six New Programs

This year, The Buttery launched six new programs: the Nimbin AOD Drugs Hub, Withdrawal Management Program (WMP), Community Rehabilitation for Young People (CORE-Y), Community Rehabilitation for Parents (CORE-P), Post Custodial Service (PCS) and Counselling Support Service (CSS).

The Buttery Binna Burra Site Infrastructure Upgrades

The Buttery Binna Burra site underwent significant water and sewer connection infrastructure upgrades and is now connected to Rous Council water mains and Byron Shire Council sewer mains. Earlier this year, The Buttery’s residential houses were also upgraded with new bathrooms for the first time since the structures were built, significantly improving the living conditions of participants.

New Systems Upgrade

The Buttery implemented new systems DoneSafe and Employment Hero, to better streamline and improve efficiencies for HR, Payroll and WHS processes.



Partnerships Update

The Buttery would like to sincerely thank its co-location partners for their ongoing support of The Buttery, including Nimbin Neighbourhood and Information Centre, Headspace Lismore, and Tweed Heads, together with Social Futures, Headspace Coffs Harbour, together with Health Voyage, Aboriginal Community Housing, Rainbow Lodge, Head2Health Lismore, Port Macquarie TAFE and Kyogle Together, for their in-kind support and services, to equip our communities with the tools they need to better their lives.



Donors & Volunteers

Our donors play an integral role in enabling The Buttery to positively impact the community. Over the last 50 years, The Buttery's donor commitment has helped to sustain the organisation.

A very special thanks to the Flannery Foundation and R & L Uechtritz Foundation for their continuing and invaluable support of The Buttery. During the year, several other foundations and trusts supported specific projects of The Buttery, and we sincerely thank our donors for their kindness and generosity. Your support is a beacon of hope for The Buttery and the brave people we serve.

Volunteers

We acknowledge the selfless efforts of volunteers who support The Buttery's work. We sincerely thank our volunteers for their generosity of time and spirit and contribution to the organisation.



Governance & Funding

The Buttery is governed by a volunteer Board of Directors who receive no remuneration for their invaluable services. The Buttery relies on government funding and philanthropic support to achieve its life-changing mission.

As a Deductible Gift Receipt, donations to The Buttery are fully tax deductible.

The Buttery gratefully acknowledges the generous philanthropic support of its donors, and the continuing support of the NSW State Governments, NSW Department of Health (Commonwealth), Healthy North Coast Primary Health Network and The Network of Alcohol and other Drugs Agencies (NADA).

The Buttery's Committees

LEAG Committee

“Nothing about us without us” is the principle that services and policies should involve the engagement and participation of members of groups affected by that policy. The Buttery's Lived Experience Advisory Group (LEAG) exists for this purpose.

As a formal advisory group to The Buttery Board and CEO, the LEAG brings a lived experience/carer perspective to service delivery and decision-making processes including the development, planning, delivery and evaluation of The Buttery services.

Following completion of the NADA Consumer Participation audit, the LEAG was born in 2023. As a new initiative, it was essential to develop inclusive processes to ensure its success. This included developing policies and procedures including Terms of Reference and the Expression of Interest process, onboarding members and supporting them to gain the knowledge, skills and understanding of the AOD/MH system so that meaningful change can be affected. Empowerment of LEAG members has been pivotal to the success of the group so far.

RJ has firsthand experience as a participant in the Therapeutic Community in 2019.



“I joined the LEAG to be involved in something bigger than myself and be part of a team”, said RJ.

“The LEAG has been a meaningful experience for me.”

RJ Menzies
LEAG Member

LEAG activities are guided by the Consumer Participation Action Plan. In the past 12 months, LEAG members have participated in:

- 5 staff interview panels
- The development of a new day program
- The development of the Buttery's Strategic Plan 2025-2027
- Media events with 3 state and national MPs, including the Prime Minister, to discuss service gaps from a lived experience perspective.
- 2 internal committees, including the QA Committee

The LEAG meets monthly and members are remunerated for their attendance. Secretariat and additional support is provided by the Project Officer.

The Buttery understands the importance of diverse perspectives and the power of lived experience in shaping meaningful change.



Every experience is worthy and valuable,”said CEO, Leone Crayden. “That is why we are committed to supporting the LEAG to help us provide the best possible experience for all who use our services.”

Rainbow Committee

The Buttery's Rainbow Committee includes LGBTQIA+ staff and allies who meet monthly to provide advice that ensures The Buttery services are safe and inclusive for LGBTQIA+ and other vulnerable communities. The group has grown to be a safe, inclusive space where people feel welcomed and are able to be open and validated.

The Buttery has invested in training via PRIDE in diversity and upskilled all arms of the organisation, assuring inclusivity remains at the heart of our organisation. This ensures staff know how to ask clients/families about their needs and how they wish to be engaged with and addressed (i.e. pronouns request). In 2024, The Buttery recognised that our committees require more project officer resource and, as a result, will dedicate more secretariat support to the Rainbow Committee.

Reconciliation Action Plan (RAP) Working Group

The Buttery is committed to reconciliation and reinforcing our local connections with Aboriginal and Torres Strait Islander peoples and organisations for the mutual benefit of our communities. Over the last three years, The Buttery has launched it's RAP Working Group to assist the organisation with altering our approach to our service delivery, our responsibility to engage meaningfully with Aboriginal and Torres Strait Islander peoples, and our commitment to reconciliation.

The RAP Working Group is dedicated to doing and learning more about how we can contribute to all people's recovery by the adoption and implementation of our first Reconciliation Action Plan (RAP). This RAP also recognises the benefits of working toward an Australia where Aboriginal and Torres Strait Islander peoples are empowered to achieve their potential.

It is our belief as a predominately non-Indigenous organisation, that we will not only become a culturally competent organisation, but we will strive to be culturally safe, sensitive, aware and endeavour to continually learn from First Nations peoples so that we can support the healing of the atrocities of the past and the inadequacies of today.

We remain inspired by the remarkable strength and resilience of Aboriginal and Torres Strait Islander peoples enabled through traditional cultural practice, kinship ties, connection to land and Country, art, song and ceremony, dance healing, spirituality, empowerment, ancestry, belonging and self-determination.

Participant Story

When Deb Fisher found herself directly impacted by the 2022 flood, her life was turned upside down. Deb lost her home of 30 years, was rehoused an hour away from where she called home and, as a result, her mental health began to suffer.

Deb's journey has been challenging, but thanks to the Safe Haven Hub in Woodburn, and her fellow participants for their support, Deb has been able to rebuild her life, one step at a time.

"After the flood, I faced not only the destruction of my home but also a deep struggle with my mental health. I was in desperate need of support in a safe environment. Thankfully, the incredible staff at Safe Haven have supported me through my recovery over the past two and a half years."

Deb says that her experience, the support she continues to receive and the community she has built around her, has inspired her to do what she can to help others in similar situations.

"Moving an hour away from the community where I had spent most of my life was difficult, but Safe Haven gave me the sense of belonging I was missing. It provided a space where I could feel part of something again, and now, I'm able to give back."

"I've begun volunteering at the local food pantry and at Vinnies in Evans Head. After years of neglecting my health following the flood, I'm finally getting my teeth fixed, wearing makeup again, and taking care of my nails. These little things may seem small, but they're huge steps for me."

Fiona Lynch, Clinical Lead at Safe Haven, says, "Safe Havens not only aim to provide a safe space for participants to use in a time of need, but also to enable them to build connections with others in their community. We hope that by providing these spaces, it will empower participants to take control of their recovery journeys and allow them to live a fulfilled life."

Like Deb, we hope that participants not only see Safe Havens as a place to come for a cuppa and a friendly chat, but also a place to learn new skills when feeling distressed in the community."

Deb is one of the founding members of The Buttery's LEAG Committee and we are sincerely honoured to have Deb as an active member of this Group.



I'm also proud to now be part of two committees: the Lived Experience Advisory Group with The Buttery and a mental health forum. **I'm in a position to help others, and that, for me, is the most meaningful part of my journey.**



Deb Fisher

Safe Haven participant and LEAG Committee Member.

Program Highlights

CORE-Parents

The CORE-Parents AOD Dayhab Program is a comprehensive, non-residential initiative designed to support parents and caregivers dealing with problematic alcohol or drug use. Offered by The Buttery, this seven day rehabilitation program includes four months of aftercare support to ensure sustained recovery. Specifically tailored for parents, it operates two days a week during school hours, making it accessible for those with family responsibilities.

The program rotates through different locations in the Northern Rivers region four times a year, including Byron Bay, Lismore, and Tweed, providing medium-level support for individuals who may not require intensive residential treatment but still need structured assistance. By providing this mobile, community-based recovery option, the CORE-Parents Program fills a crucial gap in the continuum of care for parents seeking support on their recovery journey across the Northern Rivers region.

Program Performance and Community Response

Since its launch, the CORE-Parents AOD DayHab Program has demonstrated strong performance and engagement. The program has effectively served 24 participants across three Northern Rivers locations, with minimal need for alternative referrals. This success stems from its targeted approach, prioritising access for vulnerable groups such as single parents, Aboriginal and Torres Strait Islander individuals, pregnant women, and parents involved with the criminal justice system.

By offering a flexible, community-based option, CORE-Parents has successfully bridged critical gaps in support services, reaching individuals who might otherwise struggle to access traditional rehabilitation services. This approach has expanded the continuum of care in the region, providing essential support for parents struggling with alcohol and other drug issues while allowing them to maintain their family responsibilities.

The program's ability to meet the diverse needs of its target audience, coupled with its strong engagement rates, highlights its effectiveness in addressing a crucial need in the community. By focusing on those with the greatest need for support, CORE-Parents is making a significant impact on families across the Northern Rivers region.

Key Outcomes and Impact

The CORE-Parents AOD Dayhab Program has achieved notable results for its participants:

- Mental Health Improvement: 81% of participants reported lower levels of mental distress.
- Parenting Stress Reduction: 88% showed reduced parental stress.
- Substance Use Reduction: 84% achieved improvements in their substance use.

These outcomes highlight the program's effectiveness in tackling mental health issues, alleviating parenting stress, and fostering recovery from substance use.

Long-term Vision and Goals for CORE-Parents

In the long term, The Buttery envisions the CORE-Parents AOD DayHab Program as a cornerstone in providing accessible, flexible recovery support for parents. Its adaptable, roving structure and step-up/step-down care capabilities make it an essential service for parents who cannot commit to residential programs but still require focused recovery support. Through this approach, The Buttery aims to help parents foster healthier family environments, build resilience, and create lasting change that will benefit both parents and children for years to come.

Redress Support Service (RSS)

The Redress Support Service (RSS) provides timely and seamless access to specialist trauma-informed and culturally appropriate support to help those who have experienced institutional child sexual abuse engage with the National Redress Scheme.

In the past year, RSS has provided over 1,500 episodes of care to almost 50 clients. Of these participants, 78% have been supported to complete and submit an application form to the National Redress Scheme (NRS). The RSS has completed 150 counselling occasions of services with 66% of participants.

NRS provides access to psychological counselling, financial compensation and the option of a direct personal response from the institution.

The Family Support Program (FSP)

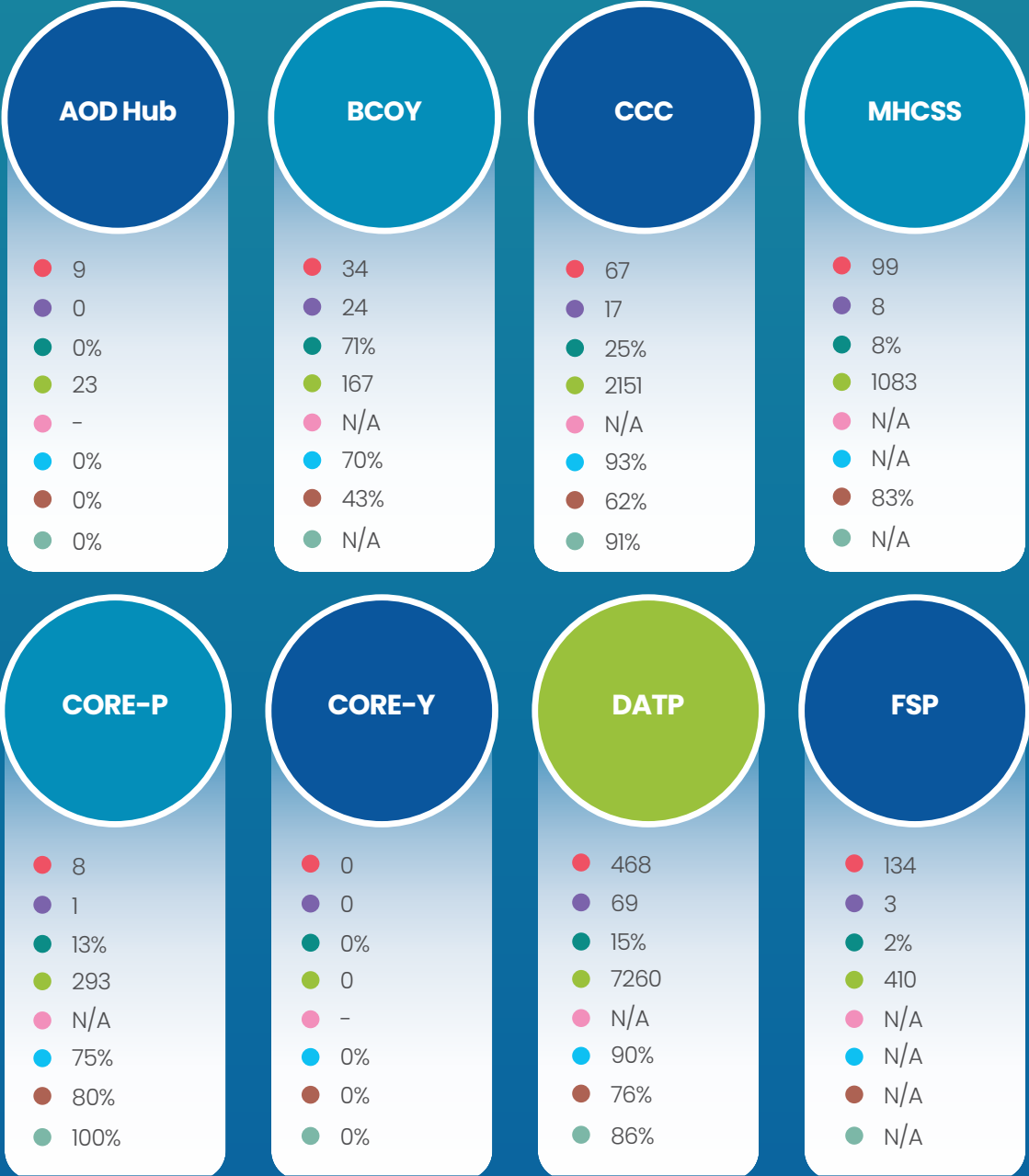
The Family Support Program (FSP) provides support and counselling for loved ones of people with a substance use disorder. This includes parents, children, partners, friends or carers.

This year, the FSP provided over 400 counselling sessions (episodes of care) to over 140 clients. On average, clients received four counselling sessions per treatment episode (ranging from 1 to 24 sessions).

The program aims to provide psychoeducation and counselling about substance use/misuse and the process of recovery, support the development of boundaries and communication skills with loved ones. It provides person-centred emotional support without judgement or blame, supporting the concerned other, to look at what feels right for them rather than imposing prescriptive ideas of what they should do.



Outcomes of Our Support



STATISTICS KEY

- Number of Participants
- Number of Participants identifying as Indigenous
- % of Participants identifying as Indigenous
- Occasions of Service
- Occupancy
- AOD Improvements
- MH Improvements
- Psychosocial Improvements



● **Number of participants:** The number of individual participants enrolled in each program in the last financial year.

● **Number of Participants identifying as Indigenous:** The number of Indigenous participants enrolled in each program in the last financial year.

● **Occasions of service:** The number of each service delivery session provided in each program in the last financial year. This could be a group intervention (counselling, activity, support, case review or psychoeducation), individual intervention (counselling, support, assessment, review, care planning, discharge planning).

● **MH Improvements:** The percent of participants who showed a significant improvement in their mental health through a reduction in distress level as measured by the K10/K5.

● **AOD Improvements:** The percent of participants who showed a significant improvement in their substance use (frequency and amount) as measured by the ATOPs.

● **Psychosocial Improvements:** The percent of participants who showed a significant improvement in their psychosocial recovery (including but not limited to achievements in safe housing, employment, family reunification, cultural connection, connection to community, legal and financial) as measured by the WHOQoL8 and RASDS.

● **Satisfaction Rates:** Percentage of participants who reported satisfaction with the service provided as measured by the TPQ.

Diversity & Culture of Participants



Residential rehabilitation program

We use our expertise in data management and program logics to evaluate programs, ensuring we adapt, as necessary, in collaboration with our funders and participants. Hence, our service continually achieves program objectives and KPIs and meets the needs of the people we serve.

- 86.8% of participants have improved their Australian Treatment Outcomes Profile (ATOP).
- 76.2% of participants have improved their mental health scores across outreach and residential programs per the Kessler-10 (K10).
- 84.2% have shown a psychosocial improvement as per the World Health Organisation Quality of Life (WHO-QoL8).

The Buttery’s models of care include formal and informal partnerships, linkages and consortia arrangements.

We recognise the need to provide a tailored approach that ensures a ‘no wrong door approach’ to service delivery. We adopt ongoing supports and service navigation with an integrated approach to enable holistic, collaborative case management.

The Buttery’s approach to ensuring staff can appropriately respond to the needs of priority and vulnerable cohorts includes the following training and cultural strategies.

LGBTQIA+

The Buttery has invested in training via PRIDE in diversity and upskilled all arms of the organisation, assuring inclusivity remains at the heart of our organisation. This ensures staff know how to ask clients/families about their needs and how they wish to be engaged with and addressed (i.e. pronouns request). The Buttery’s Rainbow Committee is made up of LGBTQIA+ staff and allies and meets monthly to provide advice that ensures Buttery services are safe and inclusive for LGBTQIA+ and other vulnerable communities.

First Nations Peoples

In 2016, The Buttery integrated the National Cultural Respect Framework to build a culturally respectful health approach and provide a collaborative, culturally sensitive, strengths-based, family-inclusive treatment approach. For example, we train our staff to ensure sessions are at an appropriate length with time to develop rapport and ensure the environment is suited to Aboriginal culture (e.g. sessions at AMS).

When appropriate, we provide an Aboriginal support person, communicate before tasks, and leverage culturally specific materials. First Nations identified roles within the Workplace Relations System (WRS) offer an Aboriginal staff member as an initial point of contact. We support family and extended kin, as defined by the consumer, to align Aboriginal people. For the WRS, we have aligned our service delivery with the Qld Health Cultural Capability Framework 2010–2033.

People from culturally and linguistically diverse communities (CALD)

We use evidence-based tools and the Framework for Mental Health in Multicultural Australia (MHMA) to support reintegration. We provide culturally sensitive materials that are respectful of religious practices (such as prayer time, Ramadan, The Jewish Sabbath, and dietary requirements), language services, collaborate with bilingual staff, recruit culturally competent staff, engage with peak bodies for external referrals, and engage with specialty services.

Pregnant women and mothers

The Buttery recognises the foundational need for a stable future for mother and child, focusing on supporting health and wellbeing. This approach will integrate relationship/parenting/life skills as key, including pre/peri/post-natal healthcare access. Reintegration Workers build relationships with social supports/peer networks for connection to mentorship programs and mother-to-mother support groups. Screening will be provided for Foetal Alcohol Spectrum Disorders (FASD) for mothers and children, with psychoeducation and referrals to treatment provided where required.

Young people (18+)

Referrals for people 25yrs and under are catered for as an at-risk cohort. To successfully engage, increased preparatory work with these individuals is undertaken with a motivational interviewing approach to enhance engagement. This may include a flexible amount of individual counselling sessions pre-release to develop rapport/commitment to change. Given the complex needs of incarcerated young people, psychosocial support and care coordination will be pivotal to support them.

Acquired Brain Injury & People with Low Literacy

We assess participant literacy to ensure materials are set at appropriate literacy levels. Our conversational format of assessments and our no-forms policy removes program commencement barriers. Prepare for Release Group facilitators check women’s understanding of materials and adjust as necessary (e.g. graphics). Screening for Alcohol Related Brain Damage (ARBD) is undertaken, as a lack of identification of these deficits may prevent good engagement, with support modified, as appropriate.

People with a Disability

The employment of an Occupational Therapist with the ability to provide functional assessments to support the staff and WRS women to make applications to the NDIS to ensure the provision of appropriate disability supports are available. Staff are trained in the National Standards for Disability Services and the NDIS Practice Standards and Quality Indicators (Quality and Safeguards Commission) to ensure competency in service provision to people with disabilities. The Buttery’s policies, procedures and documentation are aligned with these standards.



Our Programs

Therapeutic Community(TC)

Longer term alcohol and other drugs residential rehabilitation for people aged 18+. Utilises the Community as Method model to support people with substance use disorder to find lasting recovery.

Maintenance to Abstinence (MTA)

Mid-term opiate replacement withdrawal residential rehabilitation for people aged 18+. Utilises the Community as Method model and medical supervision to support people with opiate use disorder to find lasting recovery.

Continuing Coordinated Care Program (CCCP)

Provides case management to coordinate care for people aged 18+ experiencing alcohol and other drug (AOD) and other significant health and social issues that cannot be addressed by their AOD treatment alone.

Drug and Alcohol Treatment Program (DATP)

Provides stepped care for people aged 12+ experiencing alcohol and other drug concerns. This includes brief interventions, case management, counselling (individual and group), day rehabilitation and withdrawal management.

Family Support Program (FSP)

Provides support and counselling for loved ones of people with a substance use disorder. This includes parents, children, partners, friends or carers.

The FSP is open to the loved ones of participants engaged in The Buttery programs or loved ones of those with a substance use disorder within The Buttery’s regional footprint (from Tweed Heads in the north, to Port Macquarie in the south).

Safe Haven (SH)

Provides mental health, wellbeing and suicide prevention supports for all members of the community in four drop-in centres. Supports include counselling, group activities and peer support.

Redress Support Service (RSS)

Provides timely and seamless access to specialist trauma-informed and culturally appropriate support to help those who have experienced institutional child sexual abuse engage with the National Redress Scheme (NRS).

The NRS provides access to psychological counselling, financial compensation and the option of a direct personal response from the institution.

Buttery Community Outreach Youth (BCOY)

Provides individual and group counselling and activity support to young people aged 10-19 with focus on those who identify as Aboriginal and/or Torres Strait Islander and involved with Justice Health.

Housing Accommodation and Support Initiative Plus (HASI+)

The Buttery works in collaboration with the Mental Health Local Health District to provide 24/7 support for participants who have significant mental health illness, cognitive impairments and a significant history of accessing community mental health supports.



24/7 support

HASI+ provides support for those with mental health, illness and cognitive impairments.



4 Drop-in centres

Safe Haven provides mental health, wellbeing & suicide prevention for members in the community.



10-19 years

BCOY provides individual and group counselling for those who identify as Aboriginal and/or Torres Strait Islander.

Nimbin Alcohol and Other Drugs Hub

Alcohol and other drugs drop-in service, operating out of the Nimbin Neighbourhood and Information Centre, providing all people and their families in Nimbin and surrounds with counselling (individual and group), case management and care coordination.

Withdrawal Management Program (WMP)

Provides participants with access to safe, high-quality, medically supervised, in-home detoxification from alcohol and other drugs. Supports include family and carer support and assertive aftercare.

Community Rehabilitation for Young People (CORE-Y)

CORE-Y is an AOD day rehabilitation including counselling and case management for young people in the Mid North Coast. There are three streams: 12-17yrs and engaged in school, 12-17yrs and disengaged in school and 18-24yrs.

Community Rehabilitation for Parents (CORE-P)

CORE-P is for parents with dependent children and meets the needs of those, who due to carer responsibilities, cannot access AOD residential services. CORE for parents supports people in their journey to recovery from substance use disorders and empowers them to develop essential skills for self-care, parenting, and family dynamics. The Buttery commenced services in Lismore and will mobilise CORE for Parents to provide access throughout Northern NSW.

Post Custodial Service (PCS)

PCS provides integrated case management for people with harmful use or concerns relating to drugs and alcohol. This program supports adults being released from prison. Support can commence in a correctional setting up to three months pre-release, or within four weeks of being released from a correctional centre. The program can support people for up to 12 months.

Counselling Support Service (CSS)

CSS provides counselling support for people 16 years and older who are experiencing mental ill-health and live in the Northern Rivers of NSW. All CSS counsellors are PACFA qualified and provide a range of MH psychoeducational supports. The CSS program works in collaboration with the MH therapeutic alliance ensuring a trauma informed, client centred, and recovery orientated best practice model.





Safe Haven

Operated by The Buttery and, established and funded by Healthy North Coast through the NSW Government's Northern NSW Flood Recovery Program, Safe Havens are located at Mullumbimby, Murwillumbah, Woodburn and Lismore. They provide all community members with safe and welcoming mental health and wellbeing supports under a suicide prevention framework.

Earlier this year, it was announced that the funding for these vital Havens has been extended to the end of 2025, enabling ongoing support to over 1,200 people who visit each month.

Since opening the doors to the four Safe Haven services in 2022, The Buttery has provided over 15,600+ hours of counselling to over 14,400 participants.

Experienced mental health clinicians will continue to be available at each of the four sites to support anyone who arrives and needs urgent mental health support.



"It is so much more than a Safe Haven, it is a loving space."

"I think it's great news that the Safe Havens are being continued in the heavily flood-affected communities that we work in. Mental health services are both valued and needed.

The refreshing approach of a drop-in, no appointment needed space that people can access without referral is something that mental health has long needed, especially with easy access to Peer Workers."

Dee | Peer Worker at the Safe Haven.

"I have immense gratitude for the many services the wonderful staff of Mullumbimby Safe Haven have provided me with. As a direct result of these services, I find myself in the unique position of being eighteen months sober for the first time since I was sixteen. The staff's gentle encouragement got me to detox, which got me to GoldBridge, which eventually got me to The Buttery. In the months since leaving The Buttery, the staff have played a crucial role in my continued sobriety. It is so much more than a Safe Haven, it is a loving space."

Participant at the Mullumbimby Safe Haven.

Events Update

NAIDOC Week Trivia Night, Bangalow Bowling Club

During NAIDOC Week this year, The Buttery's Reconciliation Action Plan Committee hosted a free 'Blak, Loud and Proud' Trivia night at the Bangalow Bowling Club.

The sold-out event opened with a Welcome to Country by local Arakwal woman, Nicola Clarke. Co-hosted by Comedian, Mandy Nolan and, First Nations woman and Councilor, Michelle Lowe, the night was filled with equal parts laughter and shared knowledge. The questions and discussions highlighted the wonderful and amazing contributions of Indigenous Australians in all areas of arts, sports, film, music, culture and politics.

The event was a great success and saw an incredible turnout from the local community and organisations, stakeholders, staff and The Buttery's Board Members.



50th Anniversary Staff Conference and Dinner Event

In celebration of The Buttery's 50th anniversary, in September 2023, the organisation hosted a one-day staff conference, followed by a celebratory dinner event at Twin Towns, Tweed Heads.

An interactive day with presentations from key staff members and training workshops, the conference provided staff with great opportunities for learning and development.

That evening, The Buttery hosted the 50th anniversary dinner event. In keeping with The Buttery's inception during the Aquarius Festival in 1973, the event was 1970's dress theme and emceed by Comedian and friend of The Buttery, Mandy Nolan. The event also saw the official launch of The Buttery's podcast, 'To Their Door'.

Guests at the event included former participants, Buttery staff, Board Members, donors, funders, politicians, patrons and local counsellors, with a special performance by Rick Grossman, from the Australian band, Hoodoo Gurus.



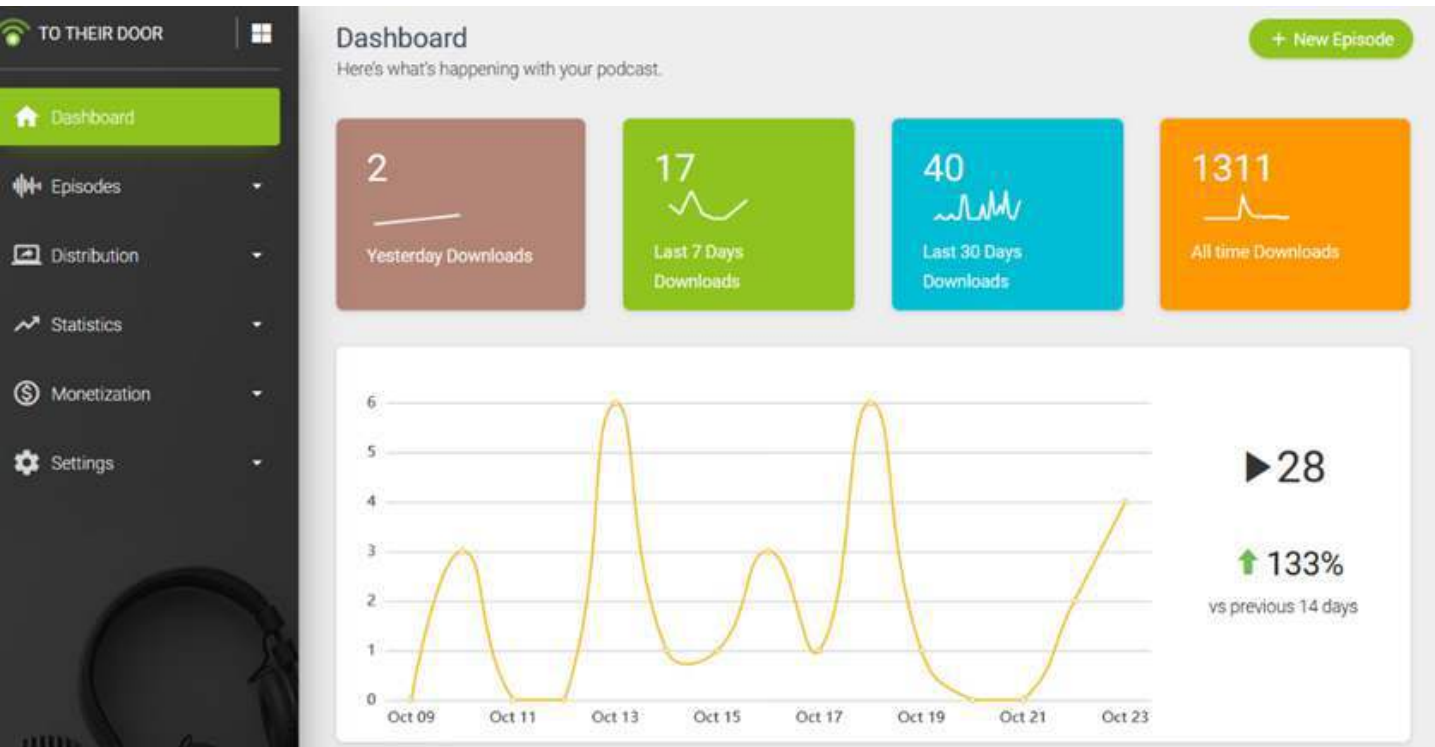
'To Their Door' Podcast

In late 2023, we saw the launch of The Buttery's six-part podcast series, To Their Door, which chronicles The Buttery's 50-year history.

Hosted by podcasters, Mandy Nolan and Dr George Catsi, the podcast series reflects on the organisations growth and looks to the future of AOD, mental health and The Buttery, and includes interviews with former participants, reputable industry experts and staff, past and present.

Mandy and George researched and documented The Buttery's story from its humble beginning in 1973 to its evolution as one of Australia's most iconic and longest running drug and alcohol and mental health rehabilitation services.

12 months on, To Their Door's success continues to grow, with opportunities to further promote the series into the future.



Corporate Services Update

Binna Burra Infrastructure Upgrades

Sewer connection

In 2024, water and sewer connection infrastructure upgrades were undertaken at The Buttery's Binna Burra site. The site is now connected to Rous County Council water mains and Byron Shire Council sewer mains.

The sewer project included the design and construction of a private sewer pump station to the Byron Shire Council sewer pump station, the installation of a 1.9km sewer rising main to the Byron Shire Council sewer pump station in Dudgeons Lane (privately owned and maintained by The Buttery) through the Bangalow rail corridor and the design and construction of an onsite Trade Waste and decommissioning of the septic system.

The project was made possible by the support of Byron Shire Council who approved the connection via a Council resolution and enablement of the associated infrastructure was granted via a Licence for infrastructure Works from Transport for NSW via their manager UGL Regional Linx.

The Buttery has greatly benefitted from this work as the Binna Burra site does not have suitable land for a replacement septic system. Without the sewer connection, The Buttery would no longer be able to operate from the site.

The sewer pump station features a bespoke detail whereby 3 x septic tanks were repurposed into emergency storage delivering over 10 x times the required emergency storage allowance. This was a business continuity measure to keep the site operational as a 24/7 AOD rehabilitation in the event of a natural disaster or other events that may result in the site becoming inaccessible or experiencing loss of power for a prolonged period.

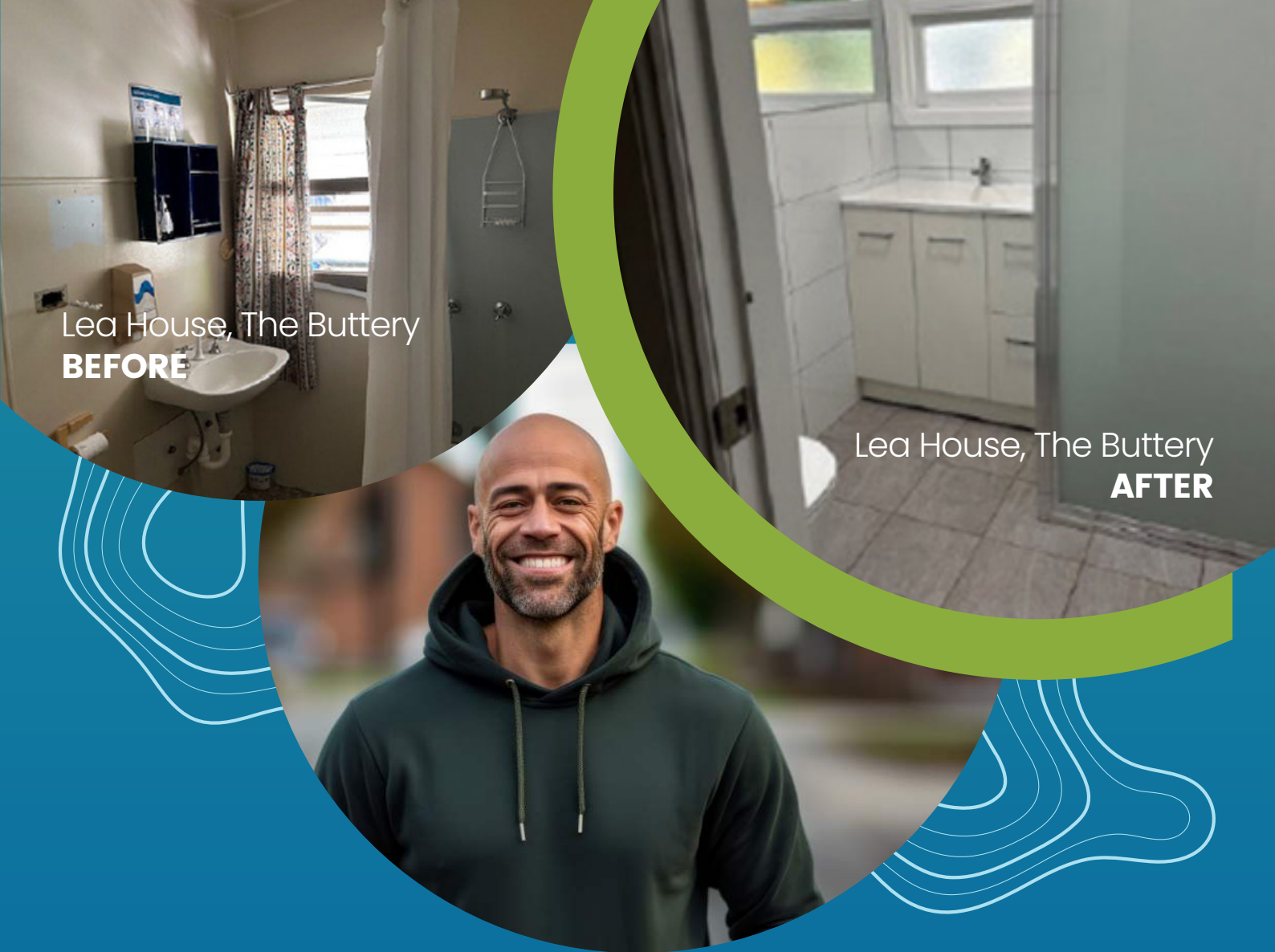
Water connection

The Buttery's water connection project included the design and installation of a 100mm fire service and 50mm metered water service via a take-off from the water mains supply owned by Rous County Council. As a result, The Buttery Binna Burra site is no longer reliant on bore water and now has access to sustainable, potable mains water.

The water meter includes a 100mm unmetered fire service which is the only one of its kind in Binna Burra enabling NSW Fire and Rescue and the Rural Fire Service to refill their pumps without having to travel to Bangalow.

The water renewal component of this project signals a move away from reactive maintenance and has enabled The Buttery to optimally and sustainably manage the site's water infrastructure over its life cycle, in achievement of The Buttery's strategic plan.

These upgrades are the beginning of a broader Site Infrastructure Management Plan that has identified crucial capital works required to continue to operate the long standing AOD residential services currently provided at the Binna Burra site.



Bathroom upgrades

Last year, The Buttery was awarded \$300,000 from the NGO Service Development Grant Program sponsored by The Network of Alcohol and other Drugs Agencies (NADA) and funded by NSW Health. These funds were used to renovate the bathrooms in all the residential houses at The Buttery's Binna Burra site.

In early 2024, works commenced to refurbish 5 x toilets, 3 x shower rooms and 2 x combined toilet/shower rooms, together with the complete renovation of 2 x toilets, 1 x shower room and 2 x combined toilet/shower rooms. This also included the installation of a new box gutter to the Community Room in the main facility, to prevent flooding in heavy rains, additional hot water in the amenities block and the renewal of all copper water pipes in all houses caused by long term degradation from exposure to bore water.

The Buttery's residential houses where our AOD rehabilitation participants live were built in the 1970's and, as The Buttery is not funded for site capital repairs and maintenance, the state of the bathrooms had significantly deteriorated over the last 20 years.

The initial design was not built for longevity and lacked adequate ventilation leading to persistent mould issues, and the copper pipework has been extensively damaged by long term exposure to bore water. The refurbishment and renovation of the bathrooms at The Buttery have been well received by the participants, drastically improving their living conditions by removing the risk of mould toxicity. The upgraded amenities have provided bright and clean spaces around the facility and have helped our participants to develop a sense of self-worth and pride in their home environment during their stay in AOD rehabilitation.



Systems Update

Payroll

This year, The Buttery implemented Employment Hero, a centralised business management platform that integrates HR, payroll and employee engagement. The system has enabled a more streamline process to pay staff under multiple awards simultaneously and will enable the organisation’s payroll function to up-scale at very little notice as and when new service contracts are obtained.

WHS

In October 2023, The Buttery implemented a new Safety Management Solution system called Donesafe. Unlike other services of its kind, Donesafe is a no-code cloud platform that delivers superior user adoption and data intelligence to drive smarter actions to streamline efficiencies across the organisation.

Donesafe was introduced at The Buttery to cover both Workplace Health & Safety incidents and hazards, clinical incidents and hazards, and as a tool to manage our safety meetings. It has significantly improved efficiencies by automatically providing notifications that are overseen and monitored by our QA Manager. We have also seen a significant uptake of the system from our staff across the organisation.

Our Supporters & Partners

Government Supporters

The Buttery gratefully acknowledges the financial support it receives from the NSW State and Commonwealth Governments: NSW Health, and Department of Health (Commonwealth).



Our Partners

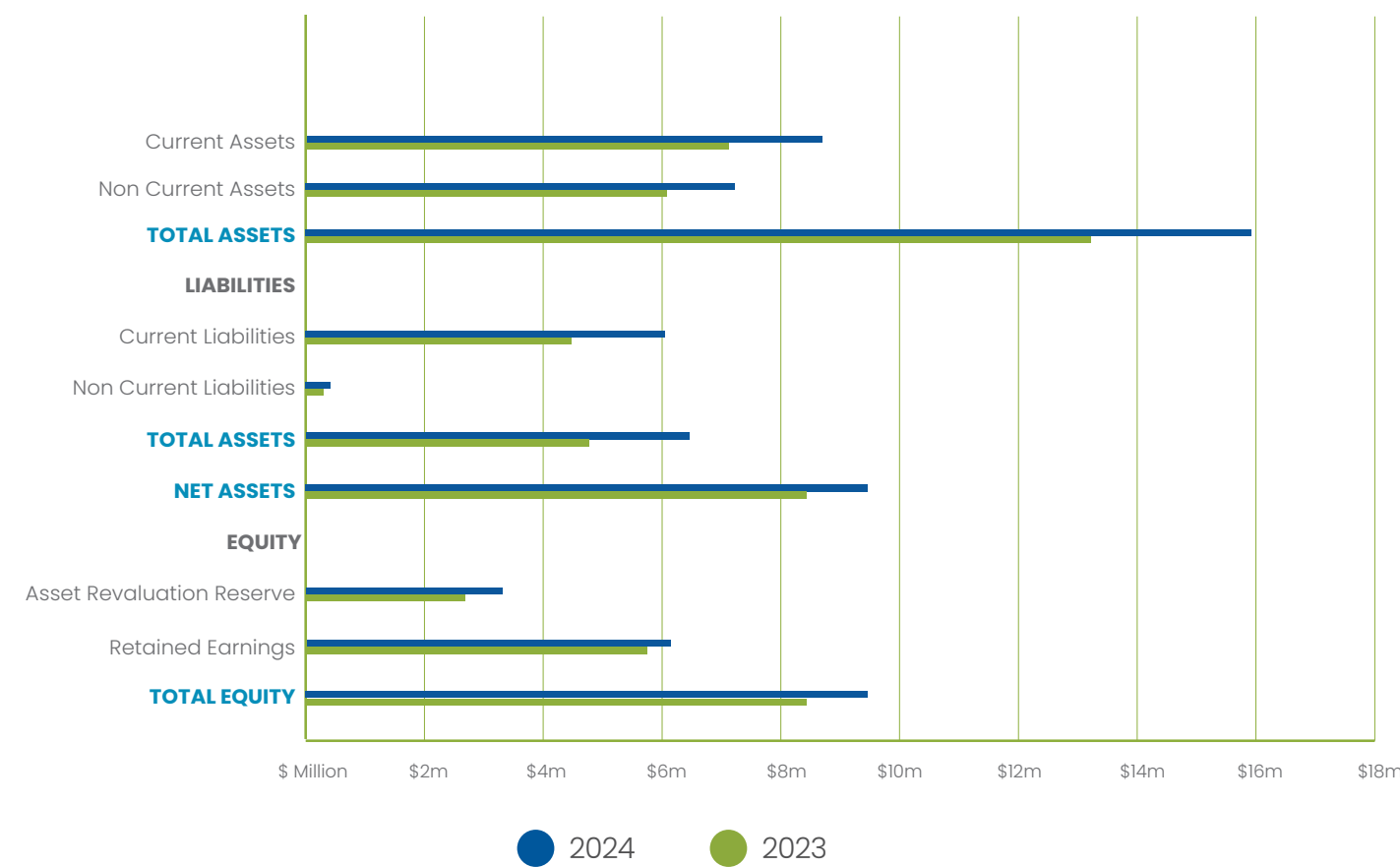
Thank you to our partners who are instrumental in supporting The Buttery in achieving key successes through our respective partnerships.



2023-2024 Financial Report

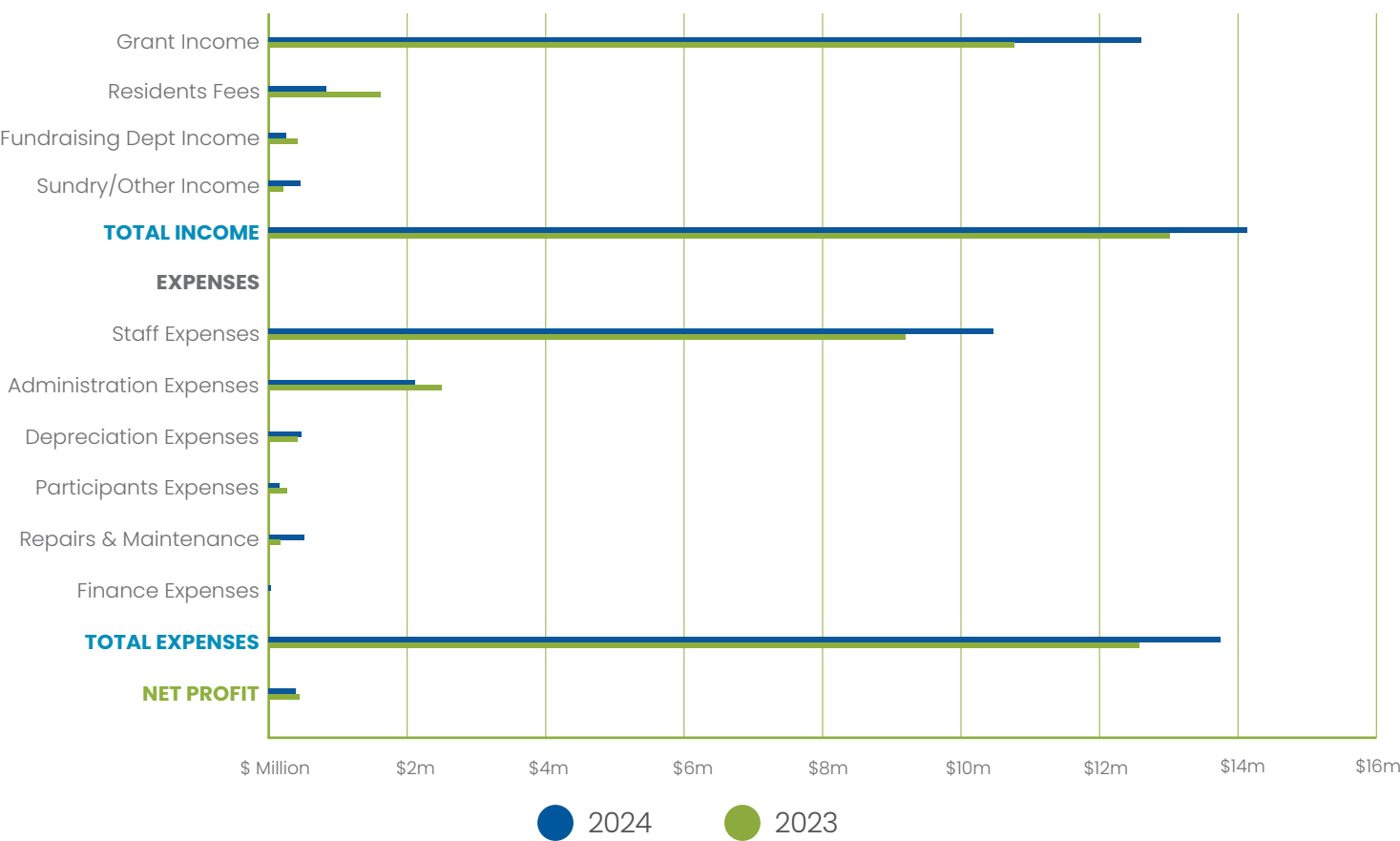
Balance Sheet

The Buttery Balance Sheet as at 30 June 2024 vs 2023



Profit and Loss

The Buttery Profit and Loss for the Periods Ending 30 June 2024 vs 30 June 2023





THANK YOU.

On behalf of The Buttery's Board, staff and the many participants we've helped this year, we sincerely thank you from the bottom of our hearts.

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Donations to The Buttery are tax-deductible
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