

Program Manager – Local Drug Action Teams (LDAT)

Work Unit	National Community Programs (NCP) – Program Delivery
Employment type	Continuing, Full time
Classification	4
Work location	ADF State office
Reporting line	National Community Program Manager
Supervisory Responsibilities	Program Coordinator
Date document created or updated	27/03/2025

Position purpose

Funded by the Australian Government, the Local Drug Action Team (LDAT) Program brings community-based organisations together to reduce the harmful effects of alcohol and other drugs (AOD) in their communities. The ADF works with LDATs to build capacity, strengthen partnerships, and deliver impactful evidence-informed prevention activities. The program supports LDATs located in each state and territory across Australia.

The Program Manager – LDAT is responsible for strategy and business plan development, budget management and reporting against key metrics and deliverables. In addition to program quality assurance, improvement and delivery, the Program Manager is responsible for engaging with community to understand local needs. The Program Manager also ensures high quality data collection and reporting is conducted to provide the ADF with meaningful program performance measures and insights. Working closely with key internal stakeholders such as the National Community Programs (NCP) Manager, National Strategic Programs (NSP) Manager and the Program Delivery Leadership Team, the Program Manager - LDAT ensures internal collaboration and commitment to continuous improvement activities that strengthen program outcomes.

Organisational context

Our purpose is to prevent and minimise harm from alcohol and other drugs across Australia.

Celebrating more than 60 years of service to the community, the Alcohol and Drug Foundation (ADF), formerly the Australian Drug Foundation, is Australia's leading body committed to preventing alcohol and other drug harms in communities around the nation.

The organisation's work reaches millions of people in local communities through sporting clubs, health care settings and schools, offering educational information, drug and alcohol prevention programs and advocating for strong and healthy communities. The ADF is proudly independent and not-for-profit.

For further information, please go to our website: <http://www.adf.org.au/>

Key Relationships

Internal Relationships:

- NCP Manager and team
- State Managers and Senior Leaders Group
- LDAT Working Group
- Program Delivery team
- LDAT Steering Group

External Relationships:

- Funding and program partners
- Commonwealth Government contacts,
- State and Territory government
- Corporate, NGO and philanthropic contacts
- Contractors and consultants
- Other appropriate key stakeholders

Responsibilities

Leadership and Management

- As a leader, contribute to the strategic development of the ADF through the provision of expert advice on the LDAT Program.
- Develop, monitor, and deliver annual work plans, roadmaps, and delivery timelines to support alignment and prioritisation across the program team.
- Ensuring internal collaboration supports successful delivery of the business plan, ensuring other responsible people deliver on operational requirements.
- Provide leadership, mentoring and supervision to direct reports building collaborative relationships and ensuring that staff are appropriately supported, motivated and high performing.
- Lead the ADF's Community of Practice (CoP) model for the LDAT program by engaging with key stakeholders to identify knowledge management needs and growth opportunities, including managing the Community Advisory Council (CAC) as the external advisory mechanism to ensure alignment with the evolving needs of local communities, program objectives, and CoP priorities
- Proactively role model behaviours that support the ADF's values and goals.

Program Development and Delivery

- Lead the delivery of the LDAT program ensuring delivery aligns with program procedures, funder deliverables and the evaluation plan.
- Develop, implement, and manage systems to ensure ongoing development, continuous improvement, and quality assurance of the LDAT program.
- Develop and maintain processes to support shared visibility of program activities, deliverables and timelines and prioritisation according to strategic objectives.
- Embed quality and other effective ways of working across the program team, providing training, mentoring and guidance to support the achievement of program objectives.
- Develop and operationalise documentation and guidance materials to support the consistent application of program management practices.
- Ensure that the LDAT program reflects the diverse needs of the communities the ADF supports.
- Collaborate with the NCP Manger, the Research & Evaluation Manager and other relevant ADF staff to explore program evaluation outcomes and opportunities for program enhancement.

- Work with the NCP Manager and the Program Delivery Leadership Team to ensure program delivery staff have the necessary resources, tools, training, and development to achieve success in delivery of the program.
- Develop and refine processes and tools to measure and report on program implementation, cadence and performance.
- Coordinate the preparation of relevant LDAT reports for funding partners, ensuring that the ADF fulfils its contractual requirements to funders and program partners.

Financial management & reporting

- Develop the program budget in consultation with the NCP Manager.
- Monitor and manage the program budget ensuring high levels of financial accountability.
- Lead resourcing, risk management and reporting for the LDAT Program including government reporting and funding submissions.
- Ensure contractual requirements are met including ensuring high quality reports and acquittals are delivered on time.
- Complete monthly monitoring and reporting on performance KPI's to all levels of management.

Program Evaluation

- Work with the ADF research and evaluation team and external research partners to ensure ongoing evaluation of the LDAT program.
- Work collaboratively with internal and external stakeholders to implement evaluation recommendations, ensuring ongoing continuous improvement of the program.
- Ensure funders are aware of evaluation outcomes and the evidence-base behind the LDAT program.

Stakeholder engagement and program sustainability

- Engage with community, local government, and established LDATs to understand the issues and complexities facing community and how the LDAT program can support and build capacity.
- Develop strategic relationships with government agencies that support the ADF to secure funding for ongoing delivery of the LDAT Program at a national level.
- Successful management of the funder relationship including timely communication of project/program status, risks and risk mitigation status, and program successes.
- Represent the LDAT program at a range of Steering Groups, Advisory Bodies, and working groups.
- Investigate development opportunities for the LDAT Program at a national level.
- Develop fully costed funding proposals, when required, for the continuation or expansion of the LDAT Program at a national level.
- Complete a range of funder and service provider contract negotiations in consultation with NCP Manger, State Managers and Head of Program Delivery.
- Ensure the Customer Relationship Management System (SalesForce) effectively supports the LDAT program and work with the Business Enablement team to address any limitations or issues.

Capability Profile

Formal Education

- Undergraduate (essential) and postgraduate qualifications (or equivalent industry experience) in business, sports administration, health or social sciences relevant to community programs management (e.g. Social Work, Public Health, Health Promotion, Public Policy and Management, Business Management).
- Considerable program development experience and extensive relevant experience at a senior level.

Skills and Knowledge

Essential

- Demonstrated successful leadership of a large-scale community program.
- Understanding of diverse communities across Australia and the importance of place-based approaches.
- Significant experience of evidence-informed practice in program management, design and development, taking good ideas with a health focus, investigating the evidence and translating this into a practical solution for communities and building the solution to scale.
- Strong knowledge of and significant experience leading design and implementation of effective program management systems for trans-disciplinary teams in complex environments, including significant experience with program quality, principles, implementation practices and processes.
- Demonstrated experience coaching, mentoring and supporting teams to adopt new program management practices and embed a culture of agility, collaboration and innovation as well as proven experience in change management, risk identification, management, and mitigation.
- Outstanding planning and organisational skills, with experience establishing priorities, managing competing demands, allocating resources and meeting deadlines in a large, complex program.
- Demonstrated leadership and management experience with the ability to motivate and promote high performance, interdisciplinary groups.
- Exceptional stakeholder management and engagement skills with a proven ability to represent and negotiate with Government, funding bodies and other key stakeholders and build and maintain strong collaborative partnerships.
- Advanced problem-solving skills, anticipating and addressing challenges, removing barriers to facilitate streamlined, integrated and timely program delivery.
- Highly developed analytical and conceptual skills including demonstrated ability to quickly assimilate new concepts and information and deliver innovative solutions
- Highly developed report writing, presentation, public speaking, interpersonal, and negotiation skills.
- Demonstrated success developing and evaluating program models and selecting and successfully operationalising innovative programs.
- Demonstrated experience in creating and managing program budgets and acquiring funding through government and other sources.
- Ability to occasionally travel interstate.
- Willingness to undergo police and working with children checks.

Desirable

- Knowledge/Interest in alcohol and other drug issues
- Understanding of research and evaluation methodologies

Key Competencies (See table below)

Competency	Definition	Importance
Strategic Perspective	Takes a long-term view and thinks on a broad canvas. Helps to chart the long-term course of the business by evaluating key options, capabilities, threats and opportunities. Establishes and implements operational plans aligned with the strategic vision.	Essential
Judgement and Problem Solving	Makes rational, realistic and sound decisions. Considers all facts and alternatives available. Looks for causes, not just symptoms, and selects appropriate courses of action to solve problems.	Essential
Drive & Initiative	Enthusiastic and committed. Demonstrates capacity for sustained effort and hard work over long time periods. Highly motivated to achieve goals. Pro-active and self-starting. Seizes opportunities and acts upon them. Originates / takes action so as organisational goals can be met.	Essential
Influence and Negotiation	Persuades, convinces and negotiates to gain acceptance of ideas and/or courses of action.	Desirable
Continuous Improvement & Innovation	Seeks opportunities to improve processes and productivity. Continually looking for ways to get better rather than being satisfied with the status quo. Comes up with new and imaginative ideas. Looks at things from different perspectives and recognises novel alternatives or solutions. Identifies fresh approaches and is willing to break away from tradition.	Desirable
Leading & Developing Others	Actively seeks to improve others' skills and talents. Provides constructive feedback, coaching, training opportunities, and challenging assignments. Encourages development. Monitors performances and provides relevant feedback and advice.	Essential
Building & Maintaining Relationships	Able to establish and maintain relationships with people at all levels. Values and protects effective relationships with employees, customers and suppliers as appropriate. Builds harmonious and positive alliances with relevant professional contacts.	Essential
Communication	Establishes open communication channels. Able to express own ideas and opinions in an appropriate manner. Receptive to others' communications.	Essential
Management Control & Direction	Establishes clear priorities. Schedules activities to ensure optimum use of time and resources. Monitors performance against objectives. Provides team with a clear sense of direction. Takes charge, organises resources and steers others towards successful task accomplishment.	Essential
Quality & Compliance Focus	Performs duties in a consistent and reliable manner. Demonstrates attention to detail and standards of excellence. Committed to the achievement and maintenance of quality.	Essential