



THE NATIONAL ASSOCIATION FOR CHILDREN OF ALCOHOLICS

'I know from experience that drink is one of the hidden sufferings in families. As a child I was lonely and frightened. I remember feeling unsafe and unloved. There was literally no one to turn to – we all conspired to keep 'the secret'.

I talk about my mother's drinking today because I want children living with alcohol-dependent parents to know that they are not alone, that they are not responsible for their parent's drinking and that they can do more than just survive. They can, with Nacoa's help, build happy and successful lives for themselves.'

Geraldine James OBE, Nacoa Patron 2004 to date

**CONSULTANCY
2010 – 2013**

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1. Executive Summary

In many ways the process of putting together the plan has been as important as the final product. It proved to be a way of cohering volunteers, management and trustees, whilst at the same time reminding ourselves of the vast distance that we have traveled over the last twenty years. The exercise has forced us to be more outward looking than at any time before, to see NACOA as other agencies do, and to re-examine and challenge our original aims and objectives as we enter the second decade of the twenty first century.

Section 2 of the plan describes in some detail the internal review that was conducted during the process, covering *inter alia*, history, key values, strengths and weaknesses, goals and current structure. This analysis has led to the recognition that in order to continue to succeed we must provide for two new development roles, one fulfilling a training, networking and evaluation role, and the other a funding, marketing and research role.

Even without the cost of these new positions, funding is difficult, as is discussed in Section 3, which describes the erosion of cash income over the last two years, necessarily mitigated by keen cost control. The financial projection is shown at Appendix 8, and depicts a deficit in income over expenditure throughout the plan period even before funding new staff. It also describes some of the fundraising opportunities that have been identified and which will be pursued. Included within the finance section is a review of the major risks that confront the charity, and it is plain that a shortfall in income is the most immediate threat.

In section 4 we describe the external review that formed part of the plan process. During this exercise we contacted key agencies, testing their awareness of NACOA, willingness to refer clients, and to work in partnership. Complementing this is a review of current training provision in the field, and the results of research into perceptions of the use of the word 'alcoholic'.

The internal, external and financial reviews come together in Section 5 – aims and objectives, which translates the outcomes of these reviews into thirteen distinct objectives, each with milestones, targets, and desired outcomes. This is the heart of the plan, and is perforce detailed. It is this work that will enable us to measure progress against agreed outcomes.

It would be wrong to pretend that the plan is fully complete. Two major challenges remain to be tackled. The first is to wrap the plan in a suitable governance structure, making use of the work that has gone into building the detailed aims and objectives. The second is to complete a realistic financial plan that provides for the sustainability of the charity and the execution of the plan. It is these twin tasks that will now pre-occupy the management and trustees of the charity.

2. Internal review

Background

The National Association for Children of Alcoholics, Nacoa, was founded in 1990 to address the problems of children growing up with parental alcoholism or a similar addictive problem. Nacoa aims to reach children of all ages, many of whose problems only become apparent in adulthood.

The need for Nacoa's services

Nacoa's latest research indicates that there are 2.8 M adult children of alcohol-dependent parents and 920,000 people under the age of eighteen in the UK today living with one or both parents who have a problem with alcohol.

The effects of growing up in a family with parents who suffer with alcoholism are extremely wide-ranging. Although many children grow up to be successful, others develop serious problems both as children and in later life.

They include:

Alcoholism 5% as children (2% control) 13% as adults (4% control)	Eating disorders 15% as children (3% control) 20% as adults (6% control)	Trouble with the police 20% as children (9% control) 11% as adults (6% control)
Drug addiction 4% as children (2% control) 12% as adults (4% control)	Considered suicide 29% as children (9% control) 42% as adults (14% control)	

These problems are particularly worrying in light of the recent reported increase in consumption of alcohol, particularly amongst young people: According to a government report into the economic costs of alcohol abuse (September 2003), the average Briton drank 51% more, in terms of alcoholic content, in 2001 than in 1951. Furthermore, those under the age of 16 drank twice as much in 2007 compared with 10 years previously.

The effects of parental alcoholism on the family

A number of key areas in which alcoholism affects a family unit have been identified:

- Families are likely to suffer a lack of money, frequently due to over-expenditure on alcohol.
- Children live with parents displaying unpredictable behaviour, which often results in a lack of structure in their daily lives. Wild mood swings and inconsistent behaviours can leave children confused, scared of the consequences of their actions and unlikely to seek help as they hide their problems from the outside world in an effort to keep the family together.
- Children and other vulnerable family members describe themselves as "guessing at 'normality' ", feeling guilt, shame and responsible for the family's problems.
- These children are six times as likely to experience aggression and domestic violence and more likely to attempt to resolve parental violence.
- Silent withdrawal is a common mechanism for coping with violence and aggression, which often leads to anxiety and depression. Perhaps the most profound and distressing finding is that these children are three times as likely to consider suicide as children and adults.

History and timeline 1990 to 2009

Since 1990 Nacoa has responded to over 172,000 helpline calls, 3,000 helpline emails with the help of over 1,000 trained volunteers; and registered over 450,000 visits to the website.

1990	<p>Founders, Hilary Henriques, Valerie McGee, Maya Parker, Diana Samways and David Stafford formed steering group Aims and objectives clarified 0800 helpline established, funded by John Dane First office in a bedroom in the home of co-founder 150 helpline calls received, mostly from adult children of alcohol-dependent parents (ACOsAs) calling for themselves and their own children</p>
1991	<p>Constitution written Guiding ethos – to provide information, advice and support for children growing up with familial alcoholism or similar addictive problem 250 helpline calls received</p>
1992	<p>Simon Ward recruited as a trustee, bringing expertise on governance Nielsen Consumer Research commissioned to obtain a measure of the size and scale of the problem; finding 2.05 M ACOAs in the UK, 1.26 M reported significant problems as children and in adulthood Charitable status granted Committee of trustees formed 350 helpline calls received</p>
1993	<p>Karyna Gilvarry recruited as a trustee, specialising in research into profile and related problems of COAs and ACOAs 450 helpline calls received</p>
1994	<p>Funds secured to employ full time co-ordinator Included in the Home Office Drug prevention initiative as only alcohol group Funds secured to produce poster and leaflets 673 helpline calls received</p>
1995	<p>First external project to be invited by University of Bristol to take part in Student Community Action Initiative to recruit volunteers - 43 volunteers sign up First training programme delivered for potential volunteer helpline counsellors John Fenston and Robert Maguire recruited as trustees 969 helpline calls received 23 volunteers</p>
1996	<p>Moved to Wyndham Court – office and services provided pro bono The Rt. Hon. Dr Mo Mowlam MP recruited as first Patron Keith Hall recruited as trustee Publications produced including ‘Information for children of alcoholics’, annual report and information leaflets 1,104 helpline calls received 28 volunteers</p>
1997	<p>Co-founder and Chair of trustees, David Stafford dies John Fenston takes over as acting Chair Volunteers work with dedicated helpline, no longer shared with admin calls Initial work on new study with Professor Martin Callingham to investigate the extent and nature of the problems of adults who grew up with parental alcoholism</p>

	<p>Kate Harris recruited as trustee New publication and poster 'Some mums and dads drink too much' 2,043 helpline calls received 32 volunteers</p>
1998	<p>Work with medical students to promote and develop helpline service. Rhian Huxtable prepares first helpline evaluation, supervised by Professor Deborah Sharp, Division of Primary Health Care, University of Bristol David Stafford memorial lecture established Two year funding gained for administrator costs Membership scheme extended and promoted Deirdre Boyd recruited as trustee First website established by IT volunteer 3,540 helpline calls received 35 volunteers</p>
1999	<p>Change in helpline work Calls also received from parents, grandparents, carers etc seeking help and support for children in their care. Evaluation by Dr Rhian Huxtable, supervised by Professor Deborah Sharp 4,602 helpline calls now including children 35 volunteers</p>
2000	<p>Published initial findings of the largest UK survey exploring the extent and nature of the problems of growing up with parental alcoholism prepared by Professor Martin Callingham - 2.8 million ACOAs and 920,000 COAs (0-18 years) Survey also compared lives of COAs with children of parents with a mental health problems and control group Ron Bristow recruited as trustee with special links to fellowship and other groups Nacoa moves to new premises – no longer pro bono - including separate accommodation for helpline and administration Volunteers organise Ball to celebrate Nacoa's tenth birthday New website created by volunteer webmaster 1,649 visits to website 4,851 helpline calls received 35 volunteers</p>
2001	<p>Volunteer of the year award established and Dr Katy Loble is the first to receive the award Consultative council established to support best practice, and director Anna Sohlman establishes admin protocols and procedures manual Peter Irwin recruited as Hon. Treasurer 3,500 visits to website 5,547 helpline calls received 48 volunteers</p>
2002	<p>Volunteer of the year – Clare Davey and Lianne Straus Jenny Palmer recruited as part time administrator David Trotman recruited as trustee Move to new premises with dedicated helpline area, training room and admin offices Fergal Keane OBE and Tony Adams MBE recruited as Patrons Foundation training programme reorganised into weekend and evening sessions 8,715 visits to website 7,284 helpline calls received 69 volunteers</p>

<p>2003</p>	<p>Volunteer of the year – Dr Anna Saunders Introduced induction and mentoring programme for volunteer helpline counsellors Ongoing training programme and support group introduced Geraldine James OBE recruited as Patron Jeff Walker and volunteer helpline counsellor, Clare Adams recruited as trustees Jessica Zettler establishes helpline protocol and procedures manual Development of individual information packs for callers Volunteering expanded to include other areas of work in addition to helpline New poster – ‘I get so embarrassed when I see my dad drunk in the street’ Poster project – 27,000 posters and leaflets despatched to schools, FE and HE colleges and GP surgeries Information files for young people, parents, teachers and other professionals produced 21,088 visits to website 8,780 helpline calls received 79 volunteers</p>
<p>2004</p>	<p>Volunteer of the year – Mike Andrews Move to current premises with a dedicated areas for volunteers (with separate helpline room), training and administration Poster campaign leads to an increase in calls from children under the age of 11- 655 in 2004 compared to 68 in 2003 Establish UK resource database of agencies working with children of alcohol-dependent parents 28,437 visits to website 13,092 helpline calls received 80 volunteers</p>
<p>2005</p>	<p>Volunteer of the year – Dr Isabelle Eardley voted The Telephone Helplines National helpline worker of the year Funding work increases to meet the yearly increase in demand for services CEO receives MBE in recognition of her work with COAs and families and Bristol Lord Mayor’s Medal for working with over 400 young people Receive Comic Relief funds to cover volunteer helpline co-ordinator and 25% of the helpline cost + consultancy money Volunteers support group established to support volunteer helpline counsellors working with younger callers on a regular basis 24% of helpline calls from children 0-7 years, 4% from 8-11 and 47% from 12-18 Volunteer helpline counsellor Jessica Zettler recruited as trustee 120 volunteers covering all areas of our work throughout UK, including newly established media and research panels 37,593 visits to website 14,404 helpline calls received 120 volunteers</p>
<p>2006</p>	<p>Volunteer of the year - Ruth Alban Nacoa receives Guardian Charity Award 2006 Helpline evaluation indicates calls received proportionally across the UK 62% of helpline calls from young people enquiring not just for themselves but also for younger brothers and sisters Efforts focussed on responding to problems highlighted in helpline evaluation, i.e. bereavement, self harm, suicidal thoughts, eating problems etc. Email helpline established 82,231 visits to website 346 helpline emails received 15,242 helpline calls received 130 volunteers</p>

<p>2007</p>	<p>Volunteer of the year - David Madge and Samantha Rawlings Interviews conducted for pilot research project into COAs most at risk of becoming alcohol-dependent themselves Scott McCormick recruited as trustee to help with financial planning Tracey Smith and Michelle Nadler Roffe recruited as trustees to help with raising awareness Consultancy work begins to establish a 3 year plan reviewed by trustees with further developments requested Memorial lecture re-established, sponsored by The Serve All Trust Youth group project rolled out across UK Vintners' Company Charitable Foundation hold high profile fundraising dinner New publication – 'Making a difference, how you can help' Consultation includes work on use of the word "alcoholic" /external consultation 67,902 visits to website 679 helpline emails 18,502 helpline calls received 154 volunteers</p>
<p>2008</p>	<p>Volunteer of the year – Laura Bradshaw Price Consultation work continues Use of word 'alcoholic' reviewed and changed to 'alcohol-dependent' Mentor UK Certificate of merit awarded to Nacoa Helpline volunteer, Sam Rawlings voted runner up in The Telephone Helplines national helpline worker of the year award Media coverage including Channel 5 The Wright Stuff, Radio 4 Woman's Hour, The Guardian, Daily Mirror, Mail on Sunday, Drink and Drug News, You Magazine, Essentials Magazine and She Magazine Lauren Booth presents David Stafford Memorial Lecture and recruited as Patron SongSmith Festival invites Nacoa to be charity of the year UPfest invites Nacoa to collaborate with urban artists to raise funds 78,783 visits to website 814 helpline emails 37,165 helpline calls received 196 volunteers</p>
<p>2009</p>	<p>Volunteer of the year – Lesley Waldron First Children of alcoholics awareness week 8 to 14 February First Benefit Night with volunteers' bands, The Pocket Twos and Shell Shoqued Nacoa's work featured on BBC Comic Relief's Red Nose Day broadcast Nacoa's work featured on BBC Children in Need film with Calum Best Trustee Maya Parker speaks about Nacoa's work at UKESAD 2009 Trustee Marion Ohlson represents Nacoa at All party meetings on alcohol at HOC Nacoa's written evidence published in HOC Health committee Alcohol and reported in HOC Health committee Alcohol First report Nacoa's work featured and funded at the Women of the Year Lunch CEO awarded Outstanding Achievement Award by Women of the Year Media coverage including BBC Radio 4 Today programme, The Guardian, Dear Deidre column in The Sun, Essentials Magazine, Drink and Drug News, BBC Radio 4 Woman's Hour, BBC Radio Bristol, Points West, Marie Claire, The Daily Express, LBC Radio and Radio 5 Live. SongSmith Festival invites Nacoa to be charity of the year for the second time UPfest invites Nacoa to collaborate and raise funds for the second time Calum Best recruited as Patron Bill Gallagher presents David Stafford Memorial Lecture and recruited to write children's book 77,148 visits to website 972 helpline emails 35,537 helpline calls received 220 volunteers</p>

Findings from face to face all day session with staff, volunteers and trustees

Key values

Key values to guide our development	How these values shape/ limit what we do
<ul style="list-style-type: none"> ➤ The needs of the caller is at the centre of what we do ➤ Empowerment ➤ We build trust with each other and with callers ➤ Consistency ➤ Every contribution is value ➤ Ongoing support ➤ Not time limited ➤ Diversity ➤ Non judgmental ➤ Creating safe space ➤ Just being there – empathy ➤ Respect 	<ul style="list-style-type: none"> ➤ Open door to the CEO ➤ Sympathy and supportive ➤ People select in and out of the organisation ➤ We practice what we preach ➤ We do not “do things” to people ➤ No time limits on calls ➤ Don’t find out how the story ends when people stop calling ➤ Service offered in supportive environment for all involved ➤ Young volunteers and we lose some of them in summer

Key strengths and weaknesses of service

Strengths	Weaknesses
<ul style="list-style-type: none"> ➤ No compromise of service model ➤ Protected core service – helpline ➤ Website ➤ Resource access ➤ UK Resource database ➤ Diverse volunteering opportunities ➤ Diverse and dedicated team delivering services ➤ Excellent training programme ➤ Excellent support and supervision 	<ul style="list-style-type: none"> ➤ Turnover of volunteers ➤ Lack of updates on info on the website ➤ Low frequency of press releases to raise Nacoa’s profile ➤ No online network or forum for volunteers

Key strengths and weaknesses of organisation

Strengths	Weaknesses
<ul style="list-style-type: none"> ➤ Staff dedication and commitment ➤ Training course ➤ Policy and support for volunteers ➤ Recognition of Nacoa’s key strengths ➤ Do not compromise core values for funding or publicity ➤ Creative acquisition of necessary materials where funding is limited ➤ Policies and procedures ➤ Number of dedicated trustees ➤ Number of dedicated volunteers 	<ul style="list-style-type: none"> ➤ Staff shortages affecting helpline opening times ➤ Staff shortages affecting frequency of policy and procedure updates ➤ Some out of date equipment (due to funding) ➤ Long term and lack of contingency funds

Key achievements and improvements

What we do well	Need for improvement
<ul style="list-style-type: none"> ➤ Provide specialist telephone support for a hard-to-reach group ➤ Provide thorough training and mentoring to helpline counsellors ➤ We are very good at listening, and providing a service that is non-judgemental of children's situations ➤ Training is excellent, as is support for helpline counsellors ➤ The office is a lovely place to work and be ➤ Helpline practices and procedures are all efficient and made very clear to volunteers ➤ I think counsellors and other volunteers work together well to provide good support to helpline users ➤ Supporting volunteers, encouraging, openness, kind and caring environment, making volunteers feel valued, initial training programme, running on limited resources ➤ We work well as a team ➤ The helpline ➤ Recruitment and training of volunteers ➤ Website ➤ Mobilising pro-bono support ➤ Surviving! ➤ Train volunteers brilliantly and offer a helpline where you can count on someone being there 	<ul style="list-style-type: none"> ➤ Collaborative multi-agency working and advocacy, similar to NACoA USA ➤ I don't think it is done less well as such, but I think we could do with more support on ongoing caller issues ➤ Support to volunteers dealing with ongoing callers – often the relationship is more of a counsellor then helpline and feel that don't have the more in depth training to properly manage that ➤ National publicity and marketing strategy ➤ Building of membership and use of members ➤ Fundraising from wealthy individuals ➤ Procuring long-term financial support ➤ PR and media has not been courted as well as it might have been

Improvements and new ideas

How to bring about improvements	New ideas
<ul style="list-style-type: none"> ➤ Make stronger links and engage with related services and policy-makers ➤ Focus on different community groups for volunteering (e.g. older people) ➤ Flexible shifts for volunteers ➤ Through a combination of more focused volunteer counsellor discussions, perhaps more than just one a month so that we can generate some agreed policies for specific callers rather than just offloading each time ➤ And perhaps also make it specifically for those who speak to the ongoing callers as volunteer monthly meetings should involve everyone, but often end up being about ongoing callers leaving some volunteers not able to contribute. So maybe create two different meetings ➤ Ongoing training to include talks by trained counsellors about the therapeutic relationship ➤ Developing a marketing strategy – to help get Nacoa more funding and also new callers ➤ We (volunteers) need to recognise our own limits and that we do not have formal counselling/psychology training and most of us lack parental experience so therefore we need to be more willing to ask for advice outside of our peer group ➤ I am going to volunteer a little more time to these matters, but it could really do with somebody keeping their finger on the pulse once or twice a week 	<ul style="list-style-type: none"> ➤ Become a national voice for children of alcohol-dependent parents as opposed to a point of contact, i.e. act more as an advocacy body ➤ Further use of technology to reach younger people (who often prefer e-communication, as it provides a further degree of anonymity) ➤ Not sure I'm afraid! More publicity stuff? Though what I don't know ➤ If the funding was available we could be more proactive in schools and community groups ➤ Possibly raise awareness of Nacoa by approaching Social Services to do 'work experience' with them. This may also act as informal training for volunteers to be involved in traumatic family experiences such as homelessness, domestic violence etc. Although these are not covered in our remit I find that many of our callers have other disadvantages than a proximity to alcohol abuse ➤ We don't do any campaigning at present ➤ Perhaps offer an email service where we can reply to people's problems, or even just have a FAQ section on the website – if the former, this would of course need to be staffed and herein lies the problem

Key goals

Preserve	Achieve
<ul style="list-style-type: none"> ➤ Volunteer team and helpline cover ➤ Policies and procedures ➤ Passion and commitment ➤ Valuing team members ➤ Resources, helpline, website ➤ Knowledge base, database ➤ Mutual support amongst peer organisations ➤ Acceptance of change and new ideas ➤ Variety of access to information, advice and support ➤ Quality of training programmes ➤ Avoidance of bias from current public issues 	<ul style="list-style-type: none"> ➤ Long-term financial security ➤ A larger team of staff ➤ Permanence and consolidation ➤ Media strategy ➤ Increase number and diversity of volunteer team ➤ Permanent owned space ➤ More active management committee
Eliminate	Avoid
<ul style="list-style-type: none"> ➤ Misuse of Nacoa's training and resources ➤ Emergency workloads ➤ Unfilled shifts ➤ Lack of public awareness ➤ Stigma around alcoholism ➤ Reliance on goodwill for important tasks needing long term input ➤ Alcoholism and abuse 	<ul style="list-style-type: none"> ➤ Compromising core values for funding ➤ Losing connection between volunteers and staff ➤ Change for change sake ➤ Being reticent about growth and development ➤ Getting bogged down in paperwork ➤ Pointless connections ➤ Duplicating work done elsewhere ➤ Losing sight of COAs needs ➤ Bad advice ➤ Guilt over asking for money, help etc ➤ One person feeling the ultimate burden of responsibility for everything

Overview of current services

Helpline: The Nacoa helpline was set up in 1990 to provide information, advice and ongoing support. Since then the service has received over 170,000 helpline calls and emails. The vast majority of calls are from children under the age of eighteen, some as young as seven years old. See Nacoa helpline model of care below.

Information packs: Nacoa also responds to requests for help by providing information specific to individual callers, including young people, parents, carers, extended family members and others who are concerned for the welfare of these vulnerable children.

Volunteering: Nacoa's services are provided with the help of a team of trained volunteers who contribute to all aspects of Nacoa's work.

Training: Nacoa is contacted by an increasing number of callers every year, but many do not get through. To respond to these children and to the annual increase in calls, Nacoa provides at least three foundation training programmes each year, to provide further counselling support.

Training involves an intensive foundation programme followed by induction and mentoring and ongoing support through volunteers peer groups and an ongoing training programme. These programmes have been designed specifically to address the needs of children of alcohol-dependent parents and to support volunteers who work with them.

Website: Nacoa's website is continually developing, and now includes an area of personal experiences. Since 2000, the Nacoa website has received over 400,000 visits.

Nacoa UK Resource database: Nacoa continues to network with other agencies and to develop the Nacoa UK Resource database of agencies throughout the UK.

Publications: Nacoa's publications are continually revised and improved and now also include information files for parents, young people, teachers and other professionals.

Research: Nacoa supports many research projects, including those investigating specific problems faced by children of alcohol-dependent parents, and also those looking at the prevention of alcoholism developing in this vulnerable group.

Membership: The Nacoa membership scheme encourages service users and those who wish to support them to become involved with the development of Nacoa's work and the governance of the charity.

Nacoa helpline model of care

In a family struggling with alcoholism, parenting can be chaotic and inconsistent, and is often characterised by secrecy and lies in an effort to keep family problems concealed from the outside world. This leaves children confused and unlikely to reach out for help, often in fear of not being believed or of betraying the family.

Children frequently establish a cover story to explain their situation and excuse irregular behaviours. They may therefore be embarrassed and afraid of the consequences of subsequently revealing the truth. Often the immediate and extended family comply with the cover story to keep the family and their secret 'safe' from the outside world. Conversely this compounds their isolation, and distances them from people who could support them.

Some alcohol services offer family-based therapies, but there are few that serve the far greater number of children who suffer from the alcohol-dependence of parents who do not acknowledge their problems. These children find themselves with no one obvious to turn to for support.

Why a helpline?

Reports into the problem of parental alcohol-dependence commend the benefit of helplines in victim support. Alcohol Concern's report 'Under the Influence: coping with parents who drink too much' states:

'There are enormous advantages for children in having helplines, and unlike other services, they do not depend on the child being able to get there. Unlike most services, which usually require some degree of adult involvement, access to a helpline is largely within the control of the child. Obviously, this is the one service where a child's wish for secrecy can be safeguarded absolutely, and there need be no concerns about confidentiality.'

What callers need

A recent government consultation with young people reported that children said they want to:

- Be treated as individuals
- Have a say and be listened to
- Have choices in decisions affecting them
- Have services that do what they think is important

The Nacoa helpline has developed by listening and taking account of what children and young people want and need. They are the true architects of Nacoa's services and model of care.

Confidentiality concerns

Calling a helpline or accessing other services, is a daunting experience, especially for children living with a 'code of silence'.

'Is this confidential?' is often the first question. Calls are completely confidential; they can not be traced and do not appear on a phone bill. Consequently no one else will know about them unless the caller decides to talk to someone else or wants Nacoa to approach another agency on their behalf.

However, there are times when duty of care and professional codes of practice support breaching confidentiality. This information is given clearly to callers, who are advised that if they disclose identifying information and there is concern for their safety, a statutory report will be filed. Being honest and open is essential to honour and encourage trust.

Breaking the silence

Callers are often breaking their family's 'code of silence' for the first time and may feel they are putting themselves at risk, or that they are being disloyal to their parents.

Callers need to know that they can remain anonymous. Nacoa helpline counsellors give callers a route out of the secrecy, in that they are calling for themselves, and not to betray their families.

Nacoa helpline counsellors focus on the individual caller, encouraging them to look at their own practical wants and needs, rather than those of the family. Callers tell their stories to more than one volunteer helpline counsellor, allowing them to benefit from a variety of social interactions, and to be able to call at any time comfortable with seeking help from anyone. They are often closed down to their own emotions, distancing themselves from what's happening in their everyday lives.

By recounting experiences, callers begin to feel less overwhelmed and begin a process of looking at issues one at a time, tackling life a day at a time, an hour at a time, or simply between calls.

Important messages include:

You are not alone

You are not responsible for your parent(s)' drinking

You did not cause it and you can't control it

You are not responsible for your parent(s)' behaviour

Coping strategies

Callers are often overwhelmed by their situations and use drink, drugs, or other behaviours as a means of surviving difficulties at home, problems at school and other social situations. These seemingly self-destructive behaviours, which can also include self-harm and eating disorders, become the solution to the problem. Callers explain that they drink because *'It numbs the pain'*, *'I want to forget what's happened'*, *'I drink with mum, it's the only good times we have'*, and *'The only time I'm happy is when I'm out of it'*.

Nacoa counsellors do not criticise callers or their parents, but instead provide factual information about the possible causes of their problems, and encourage callers to find positive ways to express themselves and cope with difficulties.

Staying in the present, and concentrating on practical solutions and the callers' choices can lead to triumphs in both planning, thinking things through and informed choice making. For what may be the first time a caller can experience any positive outcomes for themselves – a powerful lesson, and one which may lead to future greater positive choices.

Social support

Nacoa helps callers to talk about their relationships with teachers, friends and other family members. These topics may be difficult because there is often a fear of being taken away from home and feeling of 'telling on' their parents.

For some callers there is no one to confide in, for others they simply need help to rehearse what to say, how to ask for help and what to ask for.

Nacoa helpline counsellors are often the only adults callers feel able to ask for help about growing up in today's world. They help callers to make informed choices for themselves without feeling that they are responsible for their parents' problems. Age-appropriate information is provided so they can explore their options. The call is always about the caller, relevant to their individual situation, directed by the caller and at his or her own pace.

Ongoing support

Callers ring or email for as long as they want. The work revolves around what the caller wants to discuss, providing help when needed and sometimes at times of and during crisis. Regular callers are given support with practical issues, which might ordinarily come from parents or carers.

No two calls are the same. Callers talk about a wide range of problems and sometimes contact Nacoa out of concern for their younger siblings. In some cases the roles of child and parent have become interchangeable adding to the caller's sense of responsibility for what is happening.

Learning to manage change is an opportunity for callers to learn their capacity for forward planning to support themselves in times of stress.

Nacoa works to assist callers in planning for a more positive future. Positive experiences lead to higher self-esteem, a sense of autonomy and independence, and the ability to perceive experiences constructively.

Engaging in and becoming involved with Nacoa, for example by contributing a personal experience on the website, or becoming a member, also helps callers to have positive vision of life ahead. This brings Nacoa's work full-circle as callers can help others to help themselves.

Other agencies and services

Being heard and having found words to ask for help often opens the way for callers to speak to people in their local areas. Nacoa may conduct research on their behalf, including checking other agencies' confidentiality issues. Nacoa also shares how callers may research other services, so that they can seek and access information and support for themselves.

Callers can continue to call Nacoa when they find help elsewhere. Sometimes there is a period when callers continue to use the helpline services until feeling safe and secure with their new support network. There is no time limit and continued support does not depend on their contacting other recommended agencies or groups.

'If you feel bad
Or if you feel sad
You can call Nacoa
And then you won't feel as bad
You can talk to someone
You can trust
Nacoa is there for all of us
Remember whatever it is
It's not your fault
Nacoa will help you if you are in danger
Because Nacoa are your friend not a stranger

So call Nacoa today
We are here to help you on
Freephone 0800 358 3456'

Helpline caller

Current charity structure

The charity has adopted a disciplined approach to manage its affairs. The office is staffed by two full time and four part time staff members. The charity also benefits from the help and support of 269 volunteers who provide the services listed above.

Staff and volunteers are support by the following:

Patrons

- Mr Tony Adams MBE
- Mr Calum Best
- Ms Lauren Booth
- Ms Geraldine James OBE
- Ms Elle Macpherson
- Dr Diana Samways MB BS
- Mrs Suzanne Stafford-Nolan CQSW

Trustees

- Mr Simon Ward, Chair of trustees
- Mr Scott McCormick, Hon. treasurer
- Dr Clare Adams
- Mr John Fenston
- Mr Peter Irwin
- Mrs Michelle Nadler Roffe
- Ms Marion Ohlson
- Mrs Maya Parker
- Mrs Tracey Smith
- Miss Emma Spiegler
- Mr Jeff Walker

Consultative council

Child and vulnerable adult protection	Captain Kate Watson
Clinical advice	Dr Peter V Taberner
Clinical psychology and family therapy	Mr John Friel
	Dr Tony Humphreys
	Mr Jerry Moe
Counselling and therapy	Ms Lois Evans
Fiscal probity	Mr Keith Hall
GP liaison	Dr Jacqueline Chang
	Dr Gordon Ridding Morse
Helpline supervision	Dr James Galloway

Legal	Dr Jessica Munafo
Press and communications	Mrs Valerie McGee
	Mr William Ayot
	Ms Julia Goodwin
	Ms Virginia Ironside
	Ms Deidre Sanders
Research	Professor Martin Callingham
	Dr Catherine Gilvarry

Permanent staff members

Paid staff

Full-time

Chief executive	Hilary Henriques
Volunteer co-ordinator	Cassandra Ohlson

Part-time

Administrator	Jenny Palmer
Evaluation administrator	Frances Irwin
Helpline assistants	Stephanie Dowdle
	Rebecca White

Unpaid permanent staff

Part-time

Administration assistants	Sally Sterland
	Diane Yearsley
Chief technical officer	Peter Irwin
Helpline supervisor	Maya Parker
Internet researcher	Anna Sohlman
Website management	David Madge

See also Appendix 1 Organisational chart

Appendix 2 Trustees' profiles

Appendix 3 Trustees' skills audit

Appendix 4 Organisational chart including new posts

New key development roles

Development officer Training , networking and evaluation	Supervising following volunteer teams
<p>Develop training packs for use by other agencies, with CEO</p> <p>Restructure training programmes with CEO</p> <p>Set up training with external agencies</p> <p>Deliver training as required</p> <p>Deliver training for volunteers not involved with helpline, e.g. presentation skills</p> <p>Outreach: deliver talks, stands at events, presentations</p> <p>Develop qualitative and quantitative evaluation tools</p> <p>Undertake evaluation of specific areas of work e.g. helpline</p> <p>Focus group management and support</p> <p>Shared tasks, led by CEO</p> <p>Skills audits</p> <p>Data analysis</p> <p>Lead for supporting volunteers involved in the work above</p>	<p>Speakers</p>

See also Appendix 5 Funding proposal for Development officer role, training, networking and evaluation

Development officer Funding , marketing and research	Responsible for following volunteer teams
<p>Develop funding proposals</p> <p>Develop funding strategy lead with CEO</p> <p>Manage funding</p> <p>Income generation strategy lead, including pricing policy for training</p> <p>Report writing including annual report</p> <p>Develop leaflets and publicity</p> <p>Media lead</p> <p>Research lead, identifying and supporting researchers</p> <p>Presentations of research in media and other agencies – reports etc</p>	<p>Fundraising, sponsored events, local support group volunteers</p> <p>Information sharing volunteers</p> <p>Media</p> <p>Nacoa news</p> <p>National and local news, article clipping</p> <p>Research panel volunteers</p> <p>Model of support profiler, updating stats and data</p> <p>Develop bank of evidence to support the model of care</p> <p>Production of PDF information for website</p>
<p>Shared tasks, led by CEO</p>	
<p>Application form filling once proposals written by CEO</p> <p>FR research</p> <p>Skills audits</p> <p>Data analysis</p> <p>Lead for supporting volunteers involved in the work above</p>	

See also Appendix 6 Funding proposal for Development officer role, funding, marketing and research

Helpline manager (development of existing post)	Responsible for following volunteer teams
<p>Lead responsibility with CEO for all volunteers training and support</p> <p>Helpline management</p> <p>Participate in the development and delivery of the foundation and ongoing training programmes</p> <p>Facilitate monthly support group to ensure telephone answering skills, listening skills and knowledge of Nacoa resources are maintained</p> <p>Ensure consistent support is provided for volunteers</p> <p>Oversee and develop the issue information packs</p> <p>Research and analyse current literature and publications to update volunteers and to develop the Nacoa UK Resource Database</p> <p>Liase with SCA, Millennium Volunteers and other volunteering bodies</p> <p>Network with local and national organisations, in order to promote and support the work of the helpline and volunteers</p> <p>Respond to PR need and raise the profile of Nacoa and its volunteers through submitting to national voluntary award schemes</p> <p>Shared tasks, led by CEO</p> <p>Skills audits Data analysis</p> <p>Lead for supporting volunteers involved in the work above</p>	<p>Helpline counsellors</p> <p>Helpline researchers</p> <p>Nacoa UK resource database</p> <p>Display and information available to volunteers in helpline room</p>

Other volunteer teams to be led by

CEO	Administrator
<p>Personal experience sharing</p> <p>Web supervisor overseeing and managing website</p> <p>Web data volunteer, to pull off information and present results on a quarterly basis</p> <p>Expert librarian setting up library system for cross referencing all resources, information materials (on-line and paper based)</p>	<p>Ongoing management of the library system</p>

3. Funding and Finance

Financial background

Nacoa receives no statutory funding and since 1990 has maintained and developed a wide range of services, relying entirely on the generosity of charitable trusts, corporations, groups, individuals and members. Holding fundraising events also generates income and encouraging sponsored events from external supporters.

In line with most charities, Nacoa includes gift in kind to provide a realistic account of the true cost of running the charity.

Income source 2008	Amount	Percentage
Trusts	67,869	24%
Corporates	16,309	6%
Groups	4,012	1%
Individuals	51,547	18%
Gift in kind	144,249	51%
Total	£283,986	

Without gift in kind:

Income source 2008	Amount	Percentage
Trusts	67,869	49%
Corporates	16,309	12%
Groups	4,012	2%
Individuals	51,547	37%
Total cash donations	£139,737	

The current difficult world economic conditions have impacted negatively on the charity's income, although the percentages above are still accurate. In common with prior recessions, we expect that direct cash charitable income across many charities will continue to fall until donors feel ready once again to reinstate or increase donations.

In anticipation of the worsening economic environment, greater effort has been paid to making sure that donors' assistance is acknowledged appropriately either by letter, personal contact or invitation to charitable events. In addition, the trustees and management of the charity have continued to keep a very keen eye on cost control, and have maintained costs broadly in line with revenues year-on-year.

Underlying cash income has contracted by 5% in the past two years, which has been partly offset by an increase in the level of commitment shown by the volunteer base. Income from membership subscriptions and in proceeds from individual sponsorship events has also increased. The latter includes many individuals with whom we have had no prior contact, which is testament to the increase in media profile Nacoa has enjoyed over the past few years.

To continue to provide core services, the charity requires an annual income of approximately £150,000, plus gift in kind and cash income has regularly met the financial outgoings of the charity since 1990.

Control of costs is strong, with less than 10% of direct income being used on the management and administration of the charity. This reflects the very strong emphasis placed on making every pound count towards core services.

The trustees review the balance of skills available within the board of trustees, and actively seek to recruit further trustees where individuals demonstrate tangible benefit to the organisation.

Risks

Four main risks exist to the future wellbeing of the charity.

Volunteers

Nacoa relies heavily on the passion, dedication and freely given time of the volunteer team, both in relation to providing core services and in the administration and management of the charity. If unable to renew volunteer numbers, the level of service would be impaired.

However, Nacoa mitigates against this risk by maintaining a close dialogue and support network for existing volunteers, recognising that retaining existing volunteers is less costly for than recruiting and training new volunteers. This has been reflected in recent increases of overall volunteer numbers and, in particular, volunteer retention rate. The active training programmes for both new and existing volunteers enables personal development within the organisation and enhances the services for service users.

Property and premises

Although Nacoa benefits from a discounted rent from Bristol and Mendip Estates and partial concession from Bristol City Council, the current premises do not allow the staff and volunteer team to work together. The premises are shared and confidentiality issues mean that volunteers often work on their own behind closed doors. The trustees consider it prudent to establish sufficient reserves in the medium to long term to purchase a secured leasehold or freehold premises.

CEO and management

The charity continues to rely heavily on the personal commitment of the CEO and co-founder, Hilary Henriques. If she were unable to continue in her role, the charity would be impacted significantly in the short to medium term. The trustees are mindful of the need continue to discuss contingency and succession arrangements.

Income

The charity relies on voluntary donations and in-kind services from volunteers, in the absence of any statutory funding. Although the charity was able to expand core helpline services two-fold in recent years, without any increase in resources or aggregate cost, it is doubtful that it would be possible to do so again without an increase in paid staff and the related costs involved.

See also Appendix 7
Appendix 8

Financial projections
Funding review and research

4. External review

How Nacoa is perceived by other agencies

How Nacoa's services fit with other service providers

Telephone interviews with key external agencies

“Do you know about Nacoa? /What do you know about Nacoa? /Would you refer your clients to Nacoa and why or why not?”

Viv Evans – Adfam

I heard about Nacoa some time ago when a representative of the organisation spoke at a conference I attended. I have also met Hilary and one of her colleagues in the Nacoa office in Bristol. My understanding is that they are providing a helpline and e-mail advice to children and young people who have parents with an alcohol problem. We do not have clients here at Adfam but we do receive requests for advice and help; we would refer to Nacoa if appropriate

Amanda Thompson – Action on addiction

I know they are the national association of children of alcoholics. I think they do research and provide a helpline, I have not had cause to refer clients (due to my role probably) but have referred researchers who wanted to talk to children of alcoholics.

Sally Ball - Bristol Crisis service for women

It's a support service set up and run by children of alcoholics – adult children and I am aware of the helpline. We don't refer people as such. Our policies mean that we cannot and do not recommend anyone but we do have the information available. We just don't have the resources to go and check organisations out so we don't recommend anyone

Jo Holburn – Young Carers South Gloucestershire

I believe they work with kids from 8 years old. The name means the National association of children of alcoholics. They have a telephone support service and leaflets, [posters and a website. I looked up something on their website recently. I would refer clients and have done in the past. We now have a specific project to work with young carers on a face to face basis about substance misuse issues in the family and Nacoa means we can refer them to the specific telephone support. We cannot offer this level of support

Jo Morel – Connexions

I know it is a support and advice line for children who have parents who have issues with alcohol. I definitely would refer people and I know they provide confidential service, a direct service. Clients can go directly to them and there is a real need for it

Pete Saunders - NAPAC

Nacoa offer a vital service to children who are affected by alcoholic parents and carers. We run a helpline for adults affected by abuse as children and we have a link to Nacoa on our website. We do occasionally refer and it is a unique and much needed resource that we can refer our clients to for support.

Emily Frith – Turning Point National – Public affairs team

I have heard of Nacoa through the publication that we produced on parents and alcohol. There is definitely a need and our campaign showed this. It would be good to link up on our websites. Maybe we could work together to raise awareness of issues

“Where do you think Nacoa fits into the picture of provision? How does it compliment the work done by your organisation?” “What potential do you think there is for Nacoa to work in partnership with your organisation and if so what?”

Viv Evans – Adfam

My view is that Nacoa is a specialised service, providing a helpline for a specific target group whose needs may not be met elsewhere, although I wonder if ChildLine get calls from this group. Adfam is a national organisation which acts as the ‘voice’ of families affected by substance misuse... over the next year we aim to formalise this role by becoming an umbrella organisation for all groups and organisations working in this field so our work could complement Nacoa. We provide information via our website, run direct services for the families of prisoners and manage projects, which inform good practice and develop capacity in organisations and the workforce. We also act as a conduit between families and family organisations and Government, influencing policy and practice.

I am open to talking to Nacoa about working in partnership on a project/campaign, which would promote good practice or influence a policy issue.

Amanda Thompson – Action on addiction

They fill a gap in provision. We have parents who are alcoholics where as they are just for the children. It is possible that they don’t have a high profile and that you might only hear of them if you are working in the field. It is useful for our services to talk to each other and cross refer both ways so that clients get the best service and the best treatment.

We have referred researchers. Do they know that we have merged and now have a families plus department; we are keen to have open communication

Sally Ball - Bristol Crisis service for women

I am not sure how it fits into the picture of provision as most of what I know has been told me by someone else .We have expertise and info that we can share. It is hard to attend or go to all activities. I think we have a shared understanding that trauma and its consequences is sometimes routed in parental alcoholism

Jo Holburn – Young Carers South Gloucestershire

I pass the information on to other professionals and social workers etc. It is an additional source of support and could make all the difference. The details are on a sheet we give out to clients. They are not duplicating work done elsewhere. I have not met anyone from Nacoa so some sort of personal contact might be good to share what we are doing

Jo Morel - Connexions

It could work well with other services. The main thing is that it is a direct access service. There is immediate access to a helpline and no barriers for callers. We provide general advice but are able to signpost young people and recommend it as an option. It would be useful if someone came from Nacoa and talked to the locality teams on a Wednesday morning. Good also to have regular reminders.

Pete Saunders – NAPAC

It is a unique and much needed service. It is complimentary to our work. Lots of the abuse we hear about it related to alcohol and drug use. Our contact is a bit limited. I'd like to think that Nacoa refers to us too. More people need to know about both services

Emily Frith – Turning Point National – Public affairs team

Might be good for them to link with Harry Walker who is out senior worker involved with policy and public affairs and in particular alcohol policy re young people. He is new in post – details provided to the consultant

“Nacoa is thinking of changing its name – What are your thoughts on the current use of the word Alcoholic in the name of the organisation?”

Viv Evans – Adfam

I think changing the name is a good idea, as it does not immediately convey what the organisation does. The word alcoholic is not one, which we use at Adfam, preferring the term ‘problem drinker’ however, the term alcoholic tends to be one which most people understand.

Amanda Thompson – Action on addiction

I am torn about this one. It might get the children to pick up the phone. More consultation is needed but this needed to happen at a wider level, a debate amongst organisations

Sally Ball - Bristol Crisis service for women

I can see both sides of this however it is an outdated term fitting with the old 12 steps model and the term alcoholic allows large numbers of people to define themselves as non alcoholic. It’s a difficult one

Jo Holburn – Young Carers South Gloucestershire

We have struggled with this ourselves and now use the term misuses alcohol and or drugs. A change of name might affect the identity of the organisation. The best thing to do would be to ask the children - Focus group?

Pete Saunders – NAPAC

I can see both sides of the argument. It has negative and positive sides. Any social problems that are entrenched and people don’t want to know about or talk about is unpopular. People who don’t know about this and know that it has huge consequences may not like the term but sometimes it works well.

Jo Morel - Connexions

The word alcoholic in the title means Nacoa does what it says on the tin. We don’t need to skirt round the issue but there may be a better term. But whatever needs to be clear.

Emily Frith – Turning Point National – Public affairs team

We don’t use the word alcoholic but instead talk about alcohol dependency or problem drinking/people who misuse alcohol.

Review of current training provision relevant to children of alcohol-dependent parents

Agency	Training provided	Contact Details
Alcohol and families	Produce a range of briefing papers for professionals and others re issues of alcohol and parents They also offer some free training manuals for professionals and bespoke courses (fee not known) Have a parenting and alcohol project which has produced some consultation about what is available and needs gaps	www.alcoholandfamilies.org.uk/briefings_good_pract_guidance.htm training@alcoholconcern.org.uk.
AA	Have a blog online with some information aimed at parents issues re alcohol	aa-uk.org.uk
www.alcohol-drugs.co.uk	Have a federation of drug and alcohol professionals, trainers and consultants, customised training about drugs and alcohol	www.alcohol-drugs.co.uk
Alcohol-services.co.uk	Luton only, although a range of courses are offered	www.alcohol-services.co.uk/training/alcohol_training.html
HIT	Offer drug and alcohol training and consultancy, courses in London and Liverpool but do not seem to deliver any specifically about working with children of alcohol-dependent parents	www.hit.org.uk
Drink and Drugs NET	Have a useful list of agencies providing drug and alcohol training, 78 agencies are mentioned with a brief line about each, none of the agencies specifies training for working with children of alcohol-dependent parents as a speciality	www.drinkanddrugs.net/training/bespoke.html
CAHMS in Devon	CAHMS service, 20 agencies are noted who give advice on children and a variety of issues and Nacoa is the only agency in the list dealing with COAs A list of National training providers is also given but none mention COAs specifically	www.camhs.nhs.uk
NSPCC	London, Leicester or a venue of your choice for bespoke training. The 2008/2009 programme does not include any kind of course about working with COAs	www.nspcc.org.uk
Institute of family therapy	Have a large programme of course for professionals, but none about working with COAs	www.instituteoffamilytherapy.org.uk
Merlin	Specialist trainers re addiction, no training is included re children of COAs	
NCH	Have 27 projects concerned with health and wellbeing .They have a project for young carers who have parents that have issues with drugs and or alcohol but do not seem to offer training for people working with children in these situations	www.nch.org.uk
Adfam	Adfam have courses available and they are part of the DANOS framework used for drug and alcohol training, this is worth investigating. Both in house and multi-agency course. The following topics are included: Children in substance using families, Families' influence on treatment	www.adfam.org.uk

	Families, arrest and imprisonment , families, treatment and release	
Action on addiction	Have a training centre for training professionals in the field based in Wiltshire, Foundation and Degree courses, prospectus available	www.actiononaddiction.org.uk
Training exchange based in Bristol	They have a range of courses but none specifically about working with COAs	
Abe books	Book on working with children of alcohol-dependent parents	www.abebooks.co.uk
CAHMS service nationally	No training mentioned on website, probably commissioned at a local level	www.camhs.org.uk
Alcohol concern	Have a series of booklets available, could not find any specific training about working with children of alcohol-dependent parents but they do have a toolkit	www.alcoholconcern.org.uk
Scotland government agency	Have a briefing available	www.scotland.gov.uk
Turning point	Papers and briefings available. Also hold events but cannot find any specific training for professionals or others working with COAs	www.turning-point.co.uk
Bristol City Council	Have some online guidance	www.bristol-cyops.org.uk/socialcare/procedures/childprotection/cpmanual/pdf/drug-alcohol-parents-guidance.pdf
Parents for children	No training available, concerned with pregnancy and alcohol and how it affects children	www.parentsforchildren.org.uk
Drugscope	Have some online materials but seems to be aimed at working with the parents rather than the children	www.drugscope.org.uk
Sure Start	Manual for Children's Centres has a little about working with children of alcohol-dependent parents	www.surestart.gov.uk

Summary of consultation on use of the word ‘alcoholic’

As part of the consultancy process 38 people took part in a survey of use of the word ‘alcoholic’. This was a qualitative survey to determine a range of views about use of the word and produce an internal document to inform Nacoa’s future policy and research. This is a summary of the key findings.

32 people completed questionnaires or took part in informal discussions and 6 young people took part in two focus groups. They were from a variety of backgrounds and were people who knew about Nacoa and others who were not involved in any kind of drug or alcohol services.

The people were divided into age groups as follows:

- 19 - 24 5 people + 6 young people in the focus groups
- 25 - 35 14 people
- 36 - 50 6 people
- Over 50 5 people

The participants were given a set of descriptive words to describe people who use alcohol and a set of questions. The questions were designed to help Nacoa find out about attitudes to the word ‘alcoholic’ and other related descriptions.

The descriptive words that the participants were given were those below and they were asked to give three words to describe the image that the descriptive word conjured up for them personally.

Alkee	Problem drinker	A Drunk	A Drinker	Misuses alcohol
Chronic drinker	Pisshead	Abuses alcohol	Drug addict	Alcoholic
Wino	Alcohol-dependent	Old Lush	Alcohol addict	Social drinker

The participants were then asked to respond to three key questions and these were:

1. *The helpline is for children of which parents? (primarily)*
2. *Do any of these titles stigmatise people and why?*
3. *What do you think of the use of the word ‘alcoholic’ in the leaflets etc. used by Nacoa?*

They were also asked to complete a chart ordering the descriptions with the one they thought described the worst drink problem at the top and the least problematic at the bottom

The results of the surveys were extremely mixed but there were some themes that ran through the whole survey and some differences in understanding of the words by different age groups. Immediate responses to the descriptive words:

Alkee	Problem drinker	A Drunk	A Drinker	Misuses alcohol
People in most groups responded to this with comments like scruffy, miserable, messy, not taken seriously, slang, street drinker but these images were less strong amongst people over 36	Participants generally attributed a little more control to this kind of drinker and some people suggested it was a middle class term. Many thought the drinking got in the way of the persons life	Frequently drunk, lonely, persistent, and sad, old man and homeless were most frequent terms. There was little difference between the age groups	Participants generally saw this as a problem - the person drinks too much but that it was not a serious problem. The over 36 group related the term more to alcoholism	A variety of responses to this term with no clear conclusion, although the young people found it a confusing term

Chronic drinker	Pisshead	Abuses alcohol	Drug addict	Alcoholic
This was seen as being persistent, medical, a health problem, and words used included liver, morning, recovery, shakes, hospitalised	Associated most with young people as a joke and embarrassment, lager, amusement. This went across all the groups	Many people talked about this in relation to binge drinking, fighting, well beyond social drinking	Many young people thought of heroin, outcast, crime, youth – no reference to drug addiction from prescribed drugs	Seen more as a disease and some people referred to alcohol-dependent. 1 person mentioned the 12 step model
Wino	Alcohol-dependent	Old Lush	Alcohol addict	Social drinker
Words like red face, red nose, old man, street dweller, meths etc were associated with this description and there was little difference between the different age groups	Similar responses were given as to the description of an 'alcoholic' although there was a leaning towards the word not feeling as serious as 'alcoholic'	Old woman, old man, whisky, beer, cider, red nose and harmless were all used in association with this description. The over 50 group associated it with women – so is possibly a term which has fallen out of use	Rehab, dependence, 'alcoholic' - was seen mostly in a similar way to 'alcoholic'	Not seen as very serious. Things like drinks once in a while with friends, parties, pubs, merry although there was a tendency for the older groups to view it a little more seriously even as problematic

Responses to the questions

'The helpline is for children of which parents? (Primarily)'

All the descriptions were used in response to this question although there was a bias towards the words 'alcoholic', 'alcohol-dependent', 'alcohol addicts', 'abuses alcohol' rather than terms like 'social drinker'. There was little difference between the age groups.

'Do any of these titles stigmatise people and why?'

Words like 'pisshead', 'drunk', 'wino', and 'old lush'; 'alke' were considered the most stigmatising terms. The main view seemed to be that it was important to separate the person from the problem.

'What do you think of the use of the word 'alcoholic' in the leaflets etc. used by Nacoa?'

Views were extremely mixed. The young people who took part in the focus group and those who worked with the issues (Nacoa volunteers etc.) did not see using the word 'alcoholic' as a problem although some people did have very strong views about replacing the word 'alcoholic'. The following comments reflect some of the thoughts of people taking part in this consultation.

"People diagnosed as alcohol-dependent that I have spoken with do not appear to have an issue with the word 'alcoholic' - however in the politically sensitive world we live in we have to play ball. I do believe however that people wait for so long before they seek help because the term and diagnosis is associated with great shame. If it is relabelled then possibly we will see less shame and more action on the part of those affected."

"I think alcohol-dependent parent is a better description because it identifies that this is part of the parent as an individual rather than labelling them as 'alcoholic'."

“I think it (the word ‘alcoholic’) is well placed and works well. Although some children would maybe find it difficult to think of their parents as ‘alcoholic’ perhaps something like ‘drinker’ or ‘problem drinker’ or ‘alcohol-dependent’ might feel more comfortable”

Under ‘any other comments’, perhaps the most pertinent follows:

“I believe that the emphasis needs to be on a safe space and contact provided to deal with the problem both for youngsters and adults alike.”

Outcome

A change of name would require consultation with the membership and the Charity Commission in order to change the constitution.

As a result of the consultancy process, it was agreed to diversify our language in publications, literature, website etc. It was also agreed to encourage the use of the term ‘Nacoa’ which has become known in its logo format.

See also Appendix 9 Full analysis of use of word ‘alcoholic’

5. Nacoa aims and objectives 2010 – 2013

Aims	Objectives
1 Offer ongoing, non time-limited support working with COAs* when they need help including during crisis	A Continue to deliver helpline
2 Provide COAs with the experience of knowing that they are not alone remaining true to our original ethos	B Deliver a programme of training and development for volunteers
3 Provide a national voice for COAs	C Undertake, publish , promote and support research
4 Model appropriate , consistent, open and trustworthy behaviour enabling COAs to experience positive outcomes	D Provide a range of up to date information Including UK resource database
5 To include of children, young people and adults whose parents do not acknowledge or admit they have a problem with alcohol or other drugs	E Develop the website
6 Empower COAs to develop a sense of autonomy and independence, with social skills and coping strategies	F Continue to deliver and expand training programmes to be available to other agencies, schools, community groups etc.
7 Offer support which is without judgement, respectful, non directional and tailored to the needs of individual COAs	G Put in place ways of sharing organisational learning and knowledge
8 Maintain a supportive environment for everyone who works and volunteers for Nacoa	H Develop ways of improving recruitment, diversity and retention of volunteers including offering a greater range of volunteering opportunities

9

Encourage learning and development both internally and externally leading to continuity of knowledge base and decision making

10

Improve the way that those involved feel ownership of the organisation and remain committed to the ethos

11

Engage people with a range of skills and talents across the organisation at all levels - and encourage a team approach

12

Work within established quality controls across the organisation

13

Maintain a permanent, financially secure and viable organisation

I

Develop a programme of recruitment and training for trustees and staff

Develop ongoing training programme for Nacoa team

J

Put in place a programme of quality control and review for all printed material, and policies and procedures

K

Restructure recruitment, interview, support and induction procedures for staff

L

Raise the profile of Nacoa

M

Develop a fundraising and income generation strategy

Note: COA(s) Children of alcohol-dependent parents

See also Appendix 10 Suggested yearly timetable

Objective A - Continue to deliver helpline

Year	Milestones	Targets	Outcomes
2010/ 2011	<ul style="list-style-type: none"> ➤ Develop model of care for helpline callers ➤ Undertake values exercise with volunteers ➤ Discuss and review opening times ➤ Roll out care plan programme ➤ Staff helpline on a regular basis ➤ Introduce quarterly review for helpline ➤ Develop range of materials for professionals ➤ Annual review of the data to produce key findings ➤ Separate professionals data ➤ Consider introducing separate 0800 line for regular callers 	<ul style="list-style-type: none"> ➤ Minimum of 54 hours per week ➤ Maintain minimum of 24 shifts ➤ Maintain minimum of 30 volunteers 	<ul style="list-style-type: none"> ➤ COAs develop autonomy and independence knowing that they are not alone ➤ COAs are enabled to work through their own thoughts and feelings ➤ Reduction in self blame ➤ Improved informed choice making ➤ COAs develop their own identity rather than an extension of their parents' problems
2011/ 2012	<ul style="list-style-type: none"> ➤ Consider a separate helpline number for professionals ➤ Promote the model care as effective and appropriate for working with COAs ➤ Work on raising the profile of the helpline as being the most accessible and appropriate form of support for COAs ➤ Operate helpline on a regular basis ➤ Undertake quarterly review for helpline ➤ Annual review of the data to produce key findings 	<ul style="list-style-type: none"> ➤ Minimum of 60 hours per week ➤ Maintain minimum of 27 shifts ➤ Maintain minimum of 40 volunteers 	<ul style="list-style-type: none"> ➤ Raised self-esteem ➤ Reduction in confusion and increased ability to process thoughts ➤ Better knowledge of resources available to them including career choices and other issues children would ordinarily discuss with their parents ➤ Positive changes in thoughts and subsequent behaviour
2012/ 2013	<ul style="list-style-type: none"> ➤ Operate helpline on a regular basis ➤ Undertake quarterly review for helpline ➤ Annual review of the data to produce key findings 	<ul style="list-style-type: none"> ➤ Minimum of 70 hours per week ➤ Maintain minimum of 33 shifts ➤ Maintain minimum of 55 volunteers 	<ul style="list-style-type: none"> ➤ COAs develop methods for survival and plan ➤ COAs learn to enjoy things ➤ COAs learn to trust ➤ COAs experience positive outcomes through own decisions ➤ Long-term life opportunities improved

Objective B – Deliver a programme of training and development for volunteers

Year	Milestones	Targets	Outcomes
2010/ 2011	<ul style="list-style-type: none"> ➤ Deliver foundation training programme (4 day programme) ➤ Induction and mentoring ➤ Ongoing programme with specialist speakers ➤ Volunteer facilitated support meetings ➤ Set up individual supervision sessions ➤ Instigate supervision week ➤ Begin training review (format, duration, materials etc) ➤ 1 awards event per year include new volunteer of the year, long standing service award and volunteer of the year award ➤ Memorial lecture ➤ Introduce awareness group ➤ Introduce external supervisor to review calls ➤ Introduce review of up to date literature relevant to COAs for volunteers 	<ul style="list-style-type: none"> ➤ 3 x Foundation training programmes ➤ 5 x Speaker training sessions ➤ Additional Foundation training programme ➤ 1 awards event ➤ Memorial lecture ➤ 4 x meetings of awareness group ➤ 4 x meetings with external supervisor ➤ 6 x Nacoa reviews 	<ul style="list-style-type: none"> ➤ Retain trained volunteers for helpline and other roles ➤ Increase number of volunteers for helpline and other roles ➤ Two way learning process ➤ Increased skills base ➤ Volunteers able to voice concerns in a variety of settings – increased awareness for Nacoa and volunteer ➤ Increased quality service of helpline activity ➤ Increased self esteem for volunteers as part of a sharing, respectful team
2011/ 2012	<ul style="list-style-type: none"> ➤ Deliver foundation training programme ➤ Induction and mentoring ➤ Ongoing programme with specialist speakers ➤ Volunteer facilitated support meetings ➤ Individual supervision sessions ➤ Review training programmes ➤ Volunteer awards event ➤ Memorial lecture ➤ Awareness group ➤ External supervisor to review calls ➤ Review of up to date literature relevant to COAs for volunteers 	<ul style="list-style-type: none"> ➤ 4 Foundation training programmes ➤ 5 x Speaker training sessions ➤ 1 awards event ➤ Memorial lecture ➤ 6 meetings with external supervisor ➤ 8 x Nacoa reviews 	<ul style="list-style-type: none"> ➤ Volunteers to engage with Nacoa model of care - leads to consistent and less fearful approach to helpline work ➤ Awareness of problems experienced by COAs as volunteers take their skills into their chosen professions (e.g. Doctors, Care workers etc) ➤ Confidence in volunteer team ➤ Increased awareness in

2012/ 2013	<ul style="list-style-type: none"> ➤ Deliver foundation training programme ➤ Induction and mentoring ➤ Ongoing programme with specialist speakers ➤ Volunteer facilitated support meetings ➤ Individual supervision sessions ➤ Review training programmes ➤ Volunteer awards event ➤ Memorial lecture ➤ Awareness group ➤ External supervisor to review calls ➤ Review of up to date literature relevant to COAs for volunteers 	<ul style="list-style-type: none"> ➤ 5 x Foundation training programmes ➤ 6 x Speaker training sessions ➤ 1 awards event ➤ Memorial lecture ➤ 6 x meetings with external supervisor ➤ 12 x Nacoa reviews 	public consciousness of problems faced by COAs and help and support available to them and to those concerned for their welfare
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Objective C – Undertake, promote, publish and support research

Year	Milestones	Targets	Outcomes
2010/ 2011	<ul style="list-style-type: none"> ➤ Recruit volunteers for research panel ➤ Publish 2000 study ➤ Publish 2009 study by Dr J Munafo ➤ Update training and literature in line with research ➤ Implement review of up to date research relevant to COAs for volunteers and website 	<ul style="list-style-type: none"> ➤ Recruit participants for a minimum of 1 study ➤ 2 x Research reviews 	<ul style="list-style-type: none"> ➤ More COAs recognise that the problems they are experiencing are related to childhood experiences ➤ Improved choices for COAs ➤ Professionals able to recognise patterns of behaviour and potential issues affecting COAs
2011/ 2012	<ul style="list-style-type: none"> ➤ Maintain and continue to recruit volunteers for research panel ➤ Publish research ➤ Establish a group to plan and discuss research ➤ Update literature and training in line with published research ➤ Review of up to date research relevant to COAs for volunteers and website 	<ul style="list-style-type: none"> ➤ Recruit participants for a minimum of 1 study ➤ 4 x Research reviews ➤ Publish a minimum of 1 piece of research 	<ul style="list-style-type: none"> ➤ Professionals aware of services for COAs ➤ Reduction in negative and destructive patterns of behaviour ➤ Opens debate on issues
2012/ 2013	<ul style="list-style-type: none"> ➤ Publish list of research on website ➤ Produce a brief outline of possible research and action planning for the next 1 – 3 years ➤ Update literature and training in line with published research ➤ Review of up to date research relevant to COAs for volunteers and website ➤ Maintain library of relevant research 	<ul style="list-style-type: none"> ➤ Recruit participants for a minimum of 2 studies ➤ 6 x Research reviews ➤ Publish a minimum of 2 piece of research 	<ul style="list-style-type: none"> ➤ Improved services in response to research findings ➤ Improved press and publicity from findings – more public awareness and understanding ➤ Raised awareness of charity

Objective D – Provide a range of up to date information including Nacoa UK resource database

Year	Milestones	Targets	Outcomes
2010/ 2011	<ul style="list-style-type: none"> ➤ Continue to research and recruit agencies for Nacoa UK database ➤ Develop ways of sharing information electronically and in paper format ➤ Develop and set up system for cataloguing and recording/filing information ➤ Recruit volunteer with specific knowledge of library systems ➤ Create role for someone to collect and collate information ➤ Develop volunteer role to maintain and up date information boards, helpline folders and other means to share information and action plans ➤ Annual review of the information available ➤ Include Nacoa review ➤ Include Research review 	<ul style="list-style-type: none"> ➤ Maintain a minimum of 500 organisations on the database ➤ System for retrieving information electronically and from library ➤ Information boards reviewed 4 x times per year ➤ Information boards reviewed 4 x times per year 	<ul style="list-style-type: none"> ➤ More COAs have access to help and support ➤ More professionals have access to information and refer their clients ➤ Both professionals and COAs have access to publications and research ➤ Wider range of choices and options available ➤ Information available to help with our own research ➤ Information reflects the up to date research
2011/ 2012	<ul style="list-style-type: none"> ➤ Meet with volunteers and staff to review information management ➤ Include Nacoa review ➤ Include Research review ➤ Implement focus group to review publications etc and publicity 	<ul style="list-style-type: none"> ➤ Maintain a minimum of 600 organisations on the database ➤ Information boards reviewed 8 x times per year 	
2012/2 013	<ul style="list-style-type: none"> ➤ Annual review of information ➤ Hold a focus group to review publications etc and publicity ➤ Include Nacoa review ➤ Include Research review 	<ul style="list-style-type: none"> ➤ Maintain a minimum of 700 organisations on the database ➤ Information boards reviewed 12 x times per year 	

Objective E – Develop the website

Year	Milestones	Targets	Outcomes
2010/ 2011	<ul style="list-style-type: none"> ➤ Create volunteer or paid role to create downloadable PDF documents to include on website ➤ Review confidentiality of website ➤ Create volunteer role to analyse website stats ➤ Put in place annual review of website ➤ Develop Video clip library ➤ Establish routine for updating and renewing ➤ Create 'blog area' in place of Hot News ➤ Review fundraising through website 	<ul style="list-style-type: none"> ➤ Maintain the level of visits ➤ Increase range of personal experiences ➤ Upload videos and other resources ➤ Increase and up-to-date links 	<ul style="list-style-type: none"> ➤ See also objective C ➤ COAs who fear social contact have access to website as primary means of support ➤ COAs able to develop sense of autonomy ➤ Access to help for the most hard to reach COAs ➤ Funds generated through website
2011/ 2012	<ul style="list-style-type: none"> ➤ Establish focus group to review information on website ➤ Identify package of support to update the website ➤ Set up working group of COAs to develop website ➤ Establish group to develop area for boys and young men ➤ Establish annual review of website ➤ Implement effective fundraising strategy on site 	<ul style="list-style-type: none"> ➤ Maintain the level of visits ➤ Increase range of personal experiences ➤ Upload videos and other resources ➤ Increase and up-to-date links ➤ Focus group to analyse stats ➤ Implement changes 	<ul style="list-style-type: none"> ➤ Links with other COAs - friendly forms of modern communication ➤ Children, young people and adults able to access other organisations through links
2012/ 2013	<ul style="list-style-type: none"> ➤ Identify ways of having a more focussed safe area on the website ➤ Develop secure young peoples area ➤ Hold annual review of website ➤ Redesign website in line with latest technology trends ➤ Continue to review fundraising strategy on site 	<ul style="list-style-type: none"> ➤ Maintain the level of visits ➤ Increase range of personal experiences ➤ Upload videos and other resources ➤ Focus group to analyse stats ➤ Implement changes 	

Objective F – Expand training programme to be available to other agencies, school professionals and community/voluntary groups

Year	Milestones	Targets	Outcomes
2010/ 2011	<ul style="list-style-type: none"> ➤ Investigate training already available to professionals as part of business planning process ➤ Investigate multimedia package to be used for training and seek funding ➤ Develop a specific training pack to be used by professionals ➤ Develop a pricing policy for training to professionals ➤ Update current external training days 	<ul style="list-style-type: none"> ➤ 2 sessions to UWE per annum ➤ Student Community Action presentation to University of Bristol 	<ul style="list-style-type: none"> ➤ Updated training programmes in line with current research and findings ➤ Enables more COAs have access the helpline through professionals working with them ➤ Raises the profile of Nacoa with professionals ➤ Increases number of volunteers with additional skills base
2011/ 2012	<ul style="list-style-type: none"> ➤ Identify if and what kind of intervention work might be useful for teachers ➤ Develop a system for updating the training pack 	<ul style="list-style-type: none"> ➤ 4 sessions to UWE per annum ➤ Student Community Action presentation to University of Bristol ➤ 1 further presentation/training ➤ Targets to be set after initial research 	<ul style="list-style-type: none"> ➤ Professionals have skills to recognise and support COAs ➤ Generates income for Nacoa
2012/ 2013	<ul style="list-style-type: none"> ➤ Examine potential for year 4 or 5 COAs having some input , working through teachers 	<ul style="list-style-type: none"> ➤ Targets to be set after initial research 	

Objective G - Put in place ways of sharing organisational learning and knowledge

Year	Milestones	Targets	Outcomes
2010/ 2011	<ul style="list-style-type: none"> ➤ Develop timeline/history as part of business planning work ➤ Skills audit of volunteers and trustees ➤ Develop volunteer role to catalogue and cross reference information and resources ➤ See also objective C ➤ New and improved annual report produced using information from the business planning and consultation process ➤ Produce updated information pack for newcomers to the organisation ➤ Develop and record Nacoa model of care ➤ Establish 1 open day 	<ul style="list-style-type: none"> ➤ Written and online documentation ➤ Model of care ➤ History ➤ Annual report ➤ Business plan ➤ Information packs for newcomers ➤ 1 Open day 	<ul style="list-style-type: none"> ➤ Increased awareness of individual skills and knowledge available within the organisation ➤ Better knowledge of existing gaps ➤ Additional training needs recognised and met – more confident trustees, staff and volunteer team ➤ Strengthens the structure and confidence in Nacoa ➤ Enables continuity of services
2011/ 2012	<ul style="list-style-type: none"> ➤ Run advert at the start of each year profiling specific roles within the organisation, volunteers and committee ➤ Establish 2 open days per year ➤ Set up an annual knowledge and information sharing meeting with all volunteers and committee members ➤ See also objective B 	<ul style="list-style-type: none"> ➤ Written and online documentation increased ➤ Information accessible in new format to all ➤ 2 x Open days 	<ul style="list-style-type: none"> ➤ Ensures consistency in delivery of Nacoa practices, procedures and training ➤ Improves commitment and ownership for trustees, staff and volunteer team ➤ Bank of knowledge accessible to all
2012/ 2013	<ul style="list-style-type: none"> ➤ Review above 	<ul style="list-style-type: none"> ➤ Written and online documentation increased ➤ Information accessible in new format to all ➤ 4 x Open days 	<ul style="list-style-type: none"> ➤ Prevents reinvention of the wheel and duplication of services ➤ Energy re-focused on new developments ➤ Strengthens and protects our ethos

Objective H - Develop ways of improving recruitment, diversity and retention of volunteers including offering a greater range of opportunities for volunteering

Year	Milestones	Targets	Outcomes
2010/ 2011	<ul style="list-style-type: none"> ➤ Develop calendar – links with other objectives including training programmes and meetings ➤ Examine role of helpline supervisors ➤ Set up focus group to discuss male volunteering ➤ Instigate improvements to training to clarify expectations ➤ Review publicity to ensure it is inclusive ➤ Develop supervision routine to include 3, 6 and 12 month reviews ➤ Put in place 1 to 1 interviews for new volunteers after 6 months after each training programme ➤ Continue facilitated peer support meetings ➤ Volunteers given opportunity to work on professionals helpline ➤ Volunteers given opportunity to work with new or regular callers 	<ul style="list-style-type: none"> ➤ Maintain minimum of 24 helpline shifts ➤ Maintain minimum of 30 helpline volunteers ➤ Maintain minimum of 100 volunteers (all roles) 	<ul style="list-style-type: none"> ➤ Greater retention of trained volunteers ➤ Volunteers have a positive experience ➤ Volunteers really feel they are making a difference ➤ Volunteers feel supported and able to ask for support ➤ Volunteers go on to promote the service ➤ Increased range of ages ➤ The volunteer and staff team benefit from a greater range of life experiences ➤ Improved mix of volunteers and ages etc
2011/ 2012	<ul style="list-style-type: none"> ➤ Develop a database of organisations to recruit potential volunteers ➤ Research recruitment from the retired community ➤ Design advert for retired community ➤ Develop presentation for retired community groups ➤ Examine possibility of choice of roles in helpline counselling work ➤ Develop programme of social gatherings for volunteers to meet as a group ➤ Investigate professional volunteer organisations ➤ Review opening times, links to flexibility of volunteering ➤ Develop programme of ongoing skills development a year in advance 	<ul style="list-style-type: none"> ➤ Maintain minimum of 27 helpline shifts ➤ Maintain minimum of 40 helpline volunteers ➤ Maintain minimum of 150 volunteers (all roles) 	<ul style="list-style-type: none"> ➤ Maintain level of male volunteers ➤ Encourages socialising, development of friendships
2012/ 2013	<ul style="list-style-type: none"> ➤ Continue to develop roles for other volunteers ➤ Regular 3 monthly meetings for staff and volunteers including quality control issues ➤ Produce volunteer calendar to include all training/support meetings etc 	<ul style="list-style-type: none"> ➤ Maintain minimum of 33 helpline shifts ➤ Maintain minimum of 60 volunteers ➤ minimum of 150 volunteers (all roles) 	

Objective I - Develop a programme of recruitment and training for trustees

Year	Milestones	Targets	Outcomes
2010/ 2011	<ul style="list-style-type: none"> ➤ Develop job descriptions for trustees ➤ Implement skills audit ➤ Consider merits of electronic discussion, e.g. webcams and MSN ➤ Develop proposal for multi media package ➤ Trustees to receive updated info pack ➤ Research team building and strategy day ➤ Review programme of trustees meetings ➤ Deliver roles and responsibilities training to trustees ➤ Develop training programme for trustees i.e. child protection 	<ul style="list-style-type: none"> ➤ Maintain a minimum of 11 committee members ➤ 4 committee meetings per year ➤ 1 team building and strategy day per year 	<ul style="list-style-type: none"> ➤ Enables work of Nacoa to develop with a strong and diverse base of skills, qualities and knowledge ➤ More activities and participation ➤ Empowers Trustees to get involved ➤ Greater diversity of trustees ➤ Increase in local based trustees ➤ Wider ownership and clarity of roles and responsibilities
2011/ 2012	<ul style="list-style-type: none"> ➤ Make open days a part of the recruitment process ➤ Annual review linked to business plan and annual report ➤ Research ways of recruiting new trustees ➤ Implement team building and strategy day ➤ Implement training programme 	<ul style="list-style-type: none"> ➤ Maintain a minimum of 11 committee members ➤ 4 committee meetings per year ➤ 1 team building and strategy day per year ➤ 2 training days 	<ul style="list-style-type: none"> ➤ Increased confidence in the work of Nacoa ➤ Meets legal requirements for trustees ➤ People working at a distance have a greater opportunity to input into the organisation
2012/ 2013	<ul style="list-style-type: none"> ➤ Open days a part of the recruitment process ➤ Annual review linked to business plan and annual report ➤ Implement programme for trustee recruitment ➤ Review team building and strategy days ➤ Review training programme 	<ul style="list-style-type: none"> ➤ Maintain a minimum of 11 committee members ➤ 4 committee meetings per year ➤ 1 team building and strategy day per year ➤ 2 training days 	

Objective J - Put in place a programme of quality control and review for printed material, polices and procedures

Year	Milestones	Targets	Outcomes
2010/ 2011	<ul style="list-style-type: none"> ➤ Develop induction/polices pack for newcomers and external consultants etc ➤ Put in place three monthly service reviews ➤ Re-examine the practices and principles for helpline volunteers ➤ Develop self – assessment checklist - where to get help and when ➤ Update evaluative procedures and materials ➤ Update all policies and procedures ➤ Circulate new polices ➤ Identify role for volunteer to oversee policy work ➤ Develop time-efficient routine for recording staff and volunteers supervision sessions, notes etc 	<ul style="list-style-type: none"> ➤ All policies up to date with current legislation ➤ 3 monthly service reviews, including helpline stats, website stats, volunteer stats and professional contacts ➤ All staff, volunteers and management members up to date information 	<ul style="list-style-type: none"> ➤ Consistency and continuity of service ➤ Printed materials regularly and available when needed ➤ Access to updated information to all ➤ All practices up to date ➤ All procedures up to date ➤ Less stress for staff and volunteers ➤ Improved time management
2011/ 2012	<ul style="list-style-type: none"> ➤ Re-develop procedure manual ➤ As above re review of polices ➤ Develop system for monitoring against polices ➤ CEO to identify topics for inclusion at 3 monthly intervals 	<ul style="list-style-type: none"> ➤ All policies up to date with current legislation ➤ 3 monthly service reviews ➤ All staff, volunteers and management members have up to date information 	
2012/ 2013	<ul style="list-style-type: none"> ➤ As above re review of polices 	<ul style="list-style-type: none"> ➤ All policies up to date with current legislation ➤ 3 monthly service reviews ➤ All staff, volunteers and management members have up to date information 	

Objective K - Restructure recruitment, interview and support and induction procedures for new staff

Year	Milestones	Targets	Outcomes
2010/ 2011	<ul style="list-style-type: none"> ➤ Review job descriptions ➤ Undertake values exercise with staff ➤ Restructure the interview process to include tasks/activities ➤ Involve staff, volunteers and trustees in recruitment process ➤ 6 weekly supervision sessions for staff team ➤ Recruit supervisor for staff team ➤ Rewrite induction process ➤ Update policies for induction pack ➤ Include a team building event as part of induction 	<ul style="list-style-type: none"> ➤ Organisational structure recorded ➤ Programme of supervision in place ➤ Policies and procedures in place ➤ Diary of all activities developed ➤ Team working enabled and improved ➤ Systems in place 	<ul style="list-style-type: none"> ➤ Long-term consistency ➤ Improved retention of staff ➤ Improved development and skills base ➤ Ongoing development of team ➤ More confident team ➤ Improved recruitment ➤ Improved time management
2011/ 2012	<ul style="list-style-type: none"> ➤ Teambuilding event ➤ Review and record changes to date 	<ul style="list-style-type: none"> ➤ Organisational structure review ➤ Programme of supervision review ➤ Policies and procedures review ➤ Diary of all activities reviewed ➤ Team working enabled and improved 	
2012/ 2013	<ul style="list-style-type: none"> ➤ Continue to use procedures and develop new ones in response to need 	<ul style="list-style-type: none"> ➤ Organisational structure review ➤ Programme of supervision review ➤ Policies and procedures review ➤ Diary of all activities reviewed ➤ Team working enabled and improved 	

Objective L – Raise the profile of Nacoa

Year	Milestones	Targets	Outcomes
2010/ 2011	<ul style="list-style-type: none"> ➤ Develop children of alcoholics week ➤ Promote 20 year anniversary ➤ Recruit trustee and volunteers for media and PR work ➤ Contribute to media ➤ Promote friends of Nacoa and Facebook ➤ Work towards production of books “COAs tell their stories” ➤ Recruit writer and illustrator for young children’s book ➤ Youth group mailing ➤ Link into existing providers through website ➤ Recruit ambassadors 	<ul style="list-style-type: none"> ➤ 2nd Children of alcoholics week ➤ Celebrity area on www.coaweek.org.uk ➤ Approach celebrities to support www.nacoa.org.uk ➤ ‘Communications officer – trustee or volunteer in role ➤ 4 x media coverage ➤ High profile event for 20 year anniversary ➤ 2,500 info packs to youth groups ➤ 2 ambassadors 	<ul style="list-style-type: none"> ➤ Raise the profile of the issues with which we work ➤ Potential access to greater funding opportunities ➤ Increase calls to the helpline and calls from professionals ➤ Increase calls to helpline from COAs
2011/ 2012	<ul style="list-style-type: none"> ➤ Promote Nacoa coming of age – 21 year anniversary ➤ Develop children of alcoholics week ➤ Recruit celebrities to endorse work on website ➤ Launch book for young children ➤ GP mailing 	<ul style="list-style-type: none"> ➤ High profile dinner ➤ 3rd Children of alcoholics week ➤ More agencies included ➤ Celebrity area extended to Nacoa website ➤ Publicise book for young children ➤ 5 x media coverage ➤ 10,000 info packs to GPs 	
2012/ 2013	<ul style="list-style-type: none"> ➤ Continue to work with media ➤ Social services mailing ➤ Launch COA book 	<ul style="list-style-type: none"> ➤ 4th Children of alcoholics week ➤ More agencies included ➤ Publicise book for COAs ➤ 6 x media coverage ➤ 10,000 info packs to social services departments 	

Objective M - Develop a fundraising and income generation strategy

Year	Milestones	Targets	Outcomes
2010/ 2011	<ul style="list-style-type: none"> ➤ Establish fundraising group (FG) ➤ Establish an events planning (EP) group ➤ Employ part time fundraiser 	<ul style="list-style-type: none"> ➤ 2 meetings per year FG ➤ 3 meetings per year EP ➤ 3 meetings with PT fundraiser ➤ Funding strategy short term in place 	<ul style="list-style-type: none"> ➤ Increased revenue ➤ Increased awareness of charity services ➤ Increased awareness of problems faced by COAs
2011/ 2012	<ul style="list-style-type: none"> ➤ 		
2012/ 2013	<ul style="list-style-type: none"> ➤ 		

See also Appendix 7 Funding review and research

6. Appendices

1. Organisational chart 2010
2. Trustees' profiles
3. Trustees' skills audit
4. Organisational chart including new posts
5. Funding proposal – Development officer – training, networking and evaluation
6. Funding proposal – Development officer – funding, marketing and research
7. Financial projections
8. Funding review and research
9. Full analysis of use of the word 'alcoholic'
10. Suggested yearly timetable