



Process to Review and Refine the ATODA Strategic Plan

Terms of Reference: For ATODA Members and Stakeholders

Document Date: February 2019

1. Background

- The current ATODA Strategic Plan outlines the vision, values, strategic goals, outcomes and high level decision-making framework of the organisation from 2014 – 2019.
- The current Strategic Plan has served the organisation well, is reported on annually to the membership through the annual report and used to guide the work of the Board and the Secretariat.
- In advance of the expiration of the term of the current Strategic Plan a consultative process needs to be undertaken in 2019 to refresh the ATODA Strategic Plan for implementation from 2020.

2. Objectives of the process to refresh the Strategic Plan

The objectives of proposed process are:

- To develop a three year Strategic Plan for 2020 – 2022 that outlines the vision, values, strategic goals, outcomes and a high level decision-making framework for ATODA.
- Engage the ATODA Board, membership, staff and stakeholders in the review and revision of the ATODA Strategic Plan through a multi-component consultation strategy.
- To review the strengths of the 2014-2019 ATODA Strategic Plan including opportunities to consolidate or embed existing approaches, as well as opportunities for development.

3. Scope

This strategic plan will need to continue to offer realistic aspirations, with achievable goals, to frame ATODA's work, as a peak body for the ACT alcohol, tobacco and other drug sector.

It will be important that information is clearly articulated to stakeholders to clarify the scope of the strategic plan on enabling ATODA's work as an organisation, rather than focusing on a broader approach to drug policy planning.

4. Stakeholders

The review and refinement of the ATODA Strategic Plan will facilitate engagements with:

- Membership
- Board
- Secretariat / staff team
- Established advisory structures
- Other ATODA stakeholders
- Expert consultancies and critical friends, including those with expertise in strategic planning, governance and ATOD policy

A multi-pronged approach to stakeholder engagement will allow multiple inputs, including from those who may wear multiple 'hats' or wish to represent a number of interests in their engagements (e.g. as an ATODA Board member / as a specialist AOD service representative).

5. Governance

The review and refinement of the ATODA Strategic Plan will be overseen by the ATODA Board. Support to administering the process will be provided by the ATODA secretariat.

6. Consultations & Deliverables

Consultation / Deliverable	Description
ATODA Strategic Plan 2020 – 2022	A three year Strategic Plan for 2020 – 2022 that outlines the vision, values, strategic goals, outcomes and a high level decision-making framework for ATODA.
ATODA membership, stakeholder and Board survey	A survey of members and stakeholders that provides an opportunity to collect and analyse information in relation to: the implementation of the previous ATODA strategic plan and input on the future ATODA Strategic Plan.
Report from ATODA secretariat to membership and the Board	Preparation of a report by the ATODA secretariat with information assessing the strengths and opportunities related to the current Strategic Plan (including recommendations).
Consultation workshop with ATODA members, stakeholders and the Board	Convening of externally facilitated strategic planning discussions with the ATODA membership with a focus on Strategic Plan refinement.
Consultation with ATODA Board with a focus on organisational viability	Convening of strategic planning discussions with the ATODA Board with a focus on organisational viability.
Stakeholder engagement via ATODA structures	Engagement, through standing agenda items, with the ACT ATOD Workers and specialist AOD Executives groups.
Consultation / process report	Production of a report that summarises the consultation process and input themes.

7. Timelines

	Implementation
	Draft deliverable
	Final deliverable

	Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov
Terms of reference and planning		TOR Board feedback & sign off									
Engagement and briefing of external facilitator and critical friends											
ATODA membership, stakeholder and Board survey											
Report from the ATODA secretariat to members and the Board											
Stakeholder engagement via ATODA advisory structures (e.g. Execs and Workers Group)											
Consultation workshop with ATODA members,											

stakeholders and the Board											
Further consultation with ATODA Board focused on organisation viability											
Consultation / process report				Drafting				Board sign off			ATODA AGM
Board reports and updates				Board update		Board update		Board sign off			ATODA AGM
ATODA Strategic Plan 2020 – 2022				Drafting		Drafting	Drafting	Board sign off	Graphic design		ATODA AGM