



Strategic Plan

1 January 2012 – 30 June 2013

Acknowledgements

The Alcohol Tobacco and Other Drug Association ACT (ATODA) would like to acknowledge the Traditional Owners and continuing custodians of the lands of the ACT and we pay our respects to the Elders, their families and ancestors.

ATODA acknowledges the individual and agency stakeholders for their contributions towards developing its first and second strategic plans, including participation in strategic planning workshops. ATODA gratefully recognises their contributions, particularly those of the Board, members, staff and consultants.

About ATODA

ATODA is the peak body representing the non-government and government alcohol, tobacco and other drug (ATOD) sector in the Australian Capital Territory (ACT). ATODA seeks to promote health through the prevention and reduction of the harms associated with ATOD.

ATODA works collaboratively to provide expertise and leadership in the areas of social policy, sector and workforce development, research, coordination, partnerships, communication, information and resources. ATODA is an evidence informed organisation that is committed to the principles of public health, human rights and social justice.

Background and context

ATODA has been in staffed operation since 1 July 2010 with its first full Board elected from the membership, replacing an Interim Board, on 4 November 2010. From achievements made through the first 18 months of operation, ATODA was well positioned to engage with members and stakeholders to develop a revised strategic plan (this document).

This strategic plan covers the period of 1 January 2012 – 30 June 2013, and maintains some of the focus set in the previous plan regarding organisational development given the relatively recent establishment of ATODA. The 18 month coverage of this document allows for increased monitoring, reflection and engagement by the Board, membership, staff and other stakeholders.

By maintaining some focus on the developmental and sustainability needs of the organisation, the ATOD sector can have greater confidence that ATODA will be well

placed to identify and undertake work related to priority actions identified by the sector in future years.

Current funding and structures of ATODA

ATODA’s funding continues to be entirely project based, meaning that there is no specific funding to support traditional peak activities such as advocacy and policy. ATODA is funded by ACT Government Health Directorate, the Department of Health and Ageing, its membership and other small grants. ATODA has 4 fulltime equivalent staff. ATODA works in partnership with a range of stakeholders to inform its work. For a list of some its advisory structures see attachment 1.



Principles

The following principles underpin the work of ATODA, including supporting the achievement of priority within this document:

- Prevent and reduce harms associated with alcohol, tobacco and other drugs;
- Provide sectoral and cross-sectoral leadership regarding alcohol, tobacco and other drug issues;
- Work in partnership with diverse stakeholder;
- Respect and promote diversity;
- Be, and promote, evidence informed practice;
- Develop and represent the sector;
- Engage with consumers, families and carers;
- Have good governance, including transparency, accountability, efficiency;
- Engage in reflective practice, productiveness, and positive problem-solving;
- Respect and promote human rights, social justice and public health;
- Be responsive to members and other stakeholders; and,
- Engage in effective communication.

6. Strategic Goals (1 January 2012 – 30 June 2013)

ATODA has identified three main strategic goals for the period of this strategic plan. It is acknowledged that priorities and actions for the organisation will evolve, particularly as new opportunities emerge and the policy environments change. Reflective practice will be encouraged by ATODA, to maintain the responsiveness of the organisation to the membership and stakeholders and the contexts in which the sector works.

Goal one:

A well governed and managed ACT ATOD sector peak body, representing a strong and diverse membership, and actively engaged with the stakeholders we represent.

ATODA will work towards this goal by demonstrating good governance through an engaged and diverse Board and advisory structures with robust governance; relevant and up-to-date operational policies and procedures; and through demonstrating strong leadership. We will strive to be an employer of best practice to support the staff of ATODA in the delivery of this strategic plan. We will be engaged with our members and inclusive and responsive in our practices.

| Area | Priorities | Indicators of Success | <i>Examples of ways in which actions may be evaluated</i> |
|------------|--|---|---|
| Board | Enhance the Board's processes and structures to support decision-making and leadership. | Decision-making, leadership and priorities are structured, coordinated and monitored. | Annual Board workplan developed and implemented Annual board induction workshop developed and implemented Implementation of the strategic plan and other organisational key documents, such as the Reconciliation Action Plan |
| Membership | Develop and implement a plan to develop ATODA's membership base and support provided to these members. | Transparent and robust governance structures and membership engagement activities inform the on-going work of the | Advisory structures maintained, developed and regularly conducted, such as the monthly ACT CEOs/EDs |

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| | | organisation. | and Workers Groups Annual membership survey Members engaged in submission / policy / papers development Membership numbers maintained and built upon |
| Fiscal viability | Work towards sustainable and diverse funding for the activities of the organisation. | Responsible and prudent financial management and strategic governance. | Organisational funding levels are maintained for the first three years of operation. |
| National linkages | Work collaboratively with the state, territory and national ATOD peak bodies on issues of national and shared importance. | Strategic and quality participation amongst state, territory and federal ATOD and allied peak bodies (and other stakeholders). | Regular participation in ADCA Federal Council, contribution to national ATOD issues, promoting issues affecting the ACT Contributions to and / or submissions on shared priorities for action |
| Operational | Work collaboratively across the organisation to enhance operational processes. | Operational policies, procedures and processes respond to emerging needs and individuals are engaged and well informed of their implications. | Policy and procedure review and development mechanisms implemented. Internal financial management processes are enhanced. Legal and contractual requirements are met. |
| Industrial relations | Develop ATODA as an employer of choice and an industrial-relations leader within the sector. | Leadership in staff conditions and development. | Positive staff retention and satisfaction levels Organisation is aware of, adapts and |

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| | | | adopts new and emerging industrial relations policy, such as the Multiple Enterprise Agreement. Conduct the ACT ATOD Workforce Qualification and Remuneration survey |
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Goal two
 An evidence-informed organisation that supports the development and implementation of research, policy and practice within the ACT ATOD sector.

ATODA will work towards this goal by implementing evidence informed practice, and promoting this to the sector more broadly. As a peak body, ATODA must provide leadership to support innovation and to encourage evidence informed practice to support better outcomes for those affected by ATOD.

| Area | Priorities | Indicators of Success | <i>Examples of ways in which actions may be evaluated</i> |
|----------|---|---|--|
| Internal | Engage with researchers and consultants to support ATODA's access to, engagement with, and contribution to the evidence base. | Work is demonstrably informed by evidence, including evaluative activities. | Submissions / policies / papers reflect evidence Evaluative activities regularly conducted 'Critical friend' model strengthened Presentations conducted |
| Research | Engage with researchers and research institution to enhance evidence based practices across the sector. | Researchers engaged as a key part of the sector. | Partnerships with National ATOD Centres of Excellence Establishment of an ACT ATOD |

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| | | | <p>research network</p> <p>ACT-based research supported to be undertaken.</p> <p>Partner in a research project</p> |
| Policy | Promote and support evidence informed policy development and implementation. | Policy and decision-makers are supported to access evidence | <p>Regular engagement with policy makers</p> <p>Contributions are made to local and national activities to support information sharing and knowledge exchange.</p> |
| Practice | Promote and support evidence informed practice. | Engagement of ACT ATOD workforce with emerging evidence and sources for information to inform quality practice. | <p>Partnership with the National Drug Sector Information Service</p> <p>Development and implementation of the Minimum Qualification Strategy policy.</p> <p>Develop resources to support practice, such as the ACT ATOD Services Directory</p> <p>Provide workforce development activities, such as the Indigenous Risk Impact Assessment.</p> |

Goal three :

A responsive organisation that provides leadership as part of an ACT sector that is well equipped to prevent, reduce and respond to the harms associated with alcohol, tobacco and other drugs.

ATODA will work towards this goal by informing and engaging with policy and priority activities that impact directly on people affected by ATOD. Through this work ATODA will seek to be informed by a range of stakeholders and find policy and cross sectoral alignments.

| Area | Priorities | Indicators of Success | <i>Examples of ways in which actions may be evaluated</i> |
|--------------|--|---|---|
| Policy | Align ATODA's work with the <i>ACT Alcohol Tobacco and Other Drug Strategy 2010 – 2014</i> and other relevant ACT Government and national strategies and policies. | Work responds to the strategic and policy contexts for addressing ATOD related harms in the ACT and nationally. | <p>Contribute to the implementing the ACT Comorbidity Strategy</p> <p>Contribute to developing and implementing a consumer participation policy and strategies</p> <p>Contribute to developing and implementing a workforce development strategy</p> <p>Contribute to enhancing prison ATOD and health services</p> |
| Stakeholders | Conduct consultations and engage with membership and stakeholders to identify strategic priorities, key issues and actions. | Policy, representational and associated activities are responsive to identified need and priorities are reflected in the work of ATODA. | <p>Annual budget submission conducted.</p> <p>Issued based papers developed.</p> <p>Stakeholder forums conducted.</p> <p>Conduct the service user satisfaction survey.</p> |
| Partnerships | Develop strategic partnerships and collaborations with key stakeholders. | Partnerships are fostered as a mechanism to achieve better outcomes regarding policy and priority development. | <p>Partnership with the ACT Government - Health Directorate</p> <p>Partnership with the ACT Government – Justice and Community Safety</p> |

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| | | | <p>Directorate</p> <p>Partnership with the mental health sector</p> <p>Partnership with the youth sector</p> <p>Partnership with the legal sector</p> |
| Representation | Engage in strategies to represent the sector's views, challenges and strengths in various forums. | Issues of importance to the sector are represented, key stakeholders are aware of sector priorities, and the sector is positively promoted in the community. | <p>Participation in committees and forums, such as the ACT Alcohol Tobacco and Other Drug Strategy Evaluation Group</p> <p>Media engagement, such as interviews and releases</p> <p>Annual ACT ATOD Awards</p> <p>Leadership provided for Drug Action Week in the ACT</p> |
| Priority setting | Engage with members and stakeholders to develop ATODA's core documentation including the next Strategic Plan. | Forward (longer term) planning and priority setting is informed by stakeholders. | <p>Next strategic plan developed</p> <p>Next Reconciliation Action Plan developed</p> |

Attachment 1: Examples of ATODA's advisory structures

- ACT ATOD Awards Committee;
- ACT ATOD Executive Directors / Chief Executive Officers Group;
- ACT ATOD Minimum Qualification Strategy Implementation and Development Committee;
- ACT ATOD Workers Group;
- ACT Comorbidity Strategy Working Group;
- ACT Drug Action Week Planning Group;
- ACT Improved Services Initiative Grant Recipients Network;
- ADCA Federal Council;
- ATOD Peak Body Chief Executive Officers Network;
- ATODA Board;
- General Practice Engagement Working Group;
- National Comorbidity Coordinators Network;
- National Improved Services Initiative Conference Committee & Logistics Committee;
- Workplace Tobacco Management Advisory Committee.