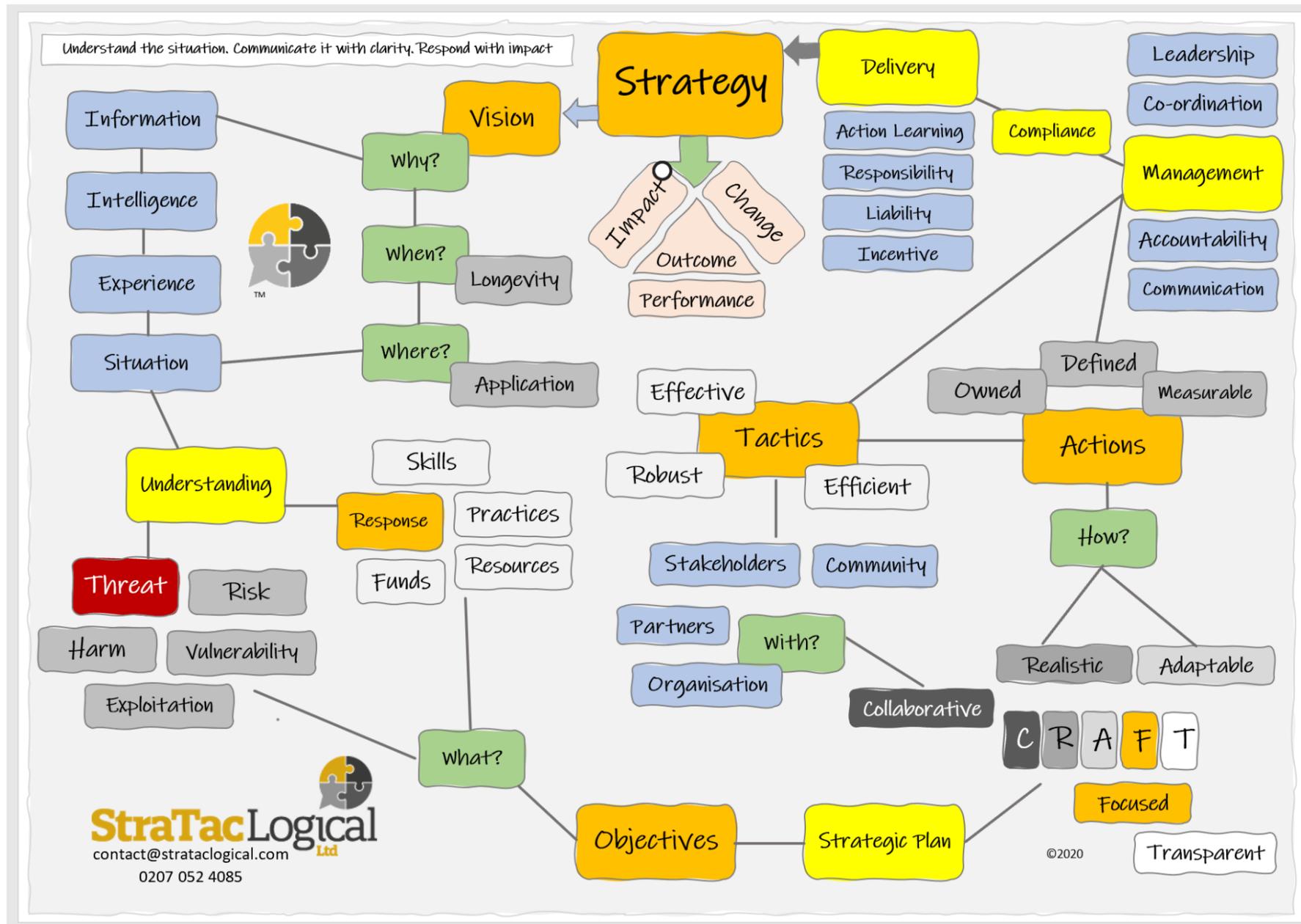


# Guide to strategy design, implementation and delivery



**‘Strategy’ is a way of thinking, not just a plan to achieve something.**

Over focus on defining the detail will create obligations within delivery and performance monitoring that become too burdensome to maintain.

Take a step back, identify the priorities, consider how best these will be achieved and then create the ‘objectives’ and ‘actions’ to reflect that.

Do not confuse strategy with tactics. Strategy is bigger picture (vision and objectives); tactics are individual delivery methods (linked to actions).

‘Strategists’ can work in any setting, as long as they are accompanied by ‘tacticians’ and ‘advisors’ who have experience of the field and how best to operate within it. Strategists, therefore, need not be too possessive about the ‘Strategic Plans’ they assist to design. Tacticians should not assume they are best placed to design strategies. Combined value of diverse skills, experience and understanding are key to successful collaboration.

**Where are we? Where do we realistically need to be?  
How do we best achieve that?**

**Tony Sagers**, Stratac Logical Director, has adapted this approach to strategy from experiences as a UK Organised Crime Threat Lead, responsible for countering threats, risk and harm within and upon the UK and from a lead role to design, implement and manage UK and international methods for the use of expert and specialist evidence for criminal investigations and courts. He has worked globally in these fields, advising ministries and international agencies and presented at a range of overseas and UK events promoting collaborative working. He has also utilised this methodology for County Lines strategies, policing responses to high impact crime and within recent consultancy commitments in Albania, Armenia, Kosovo, Palestine and Ukraine.

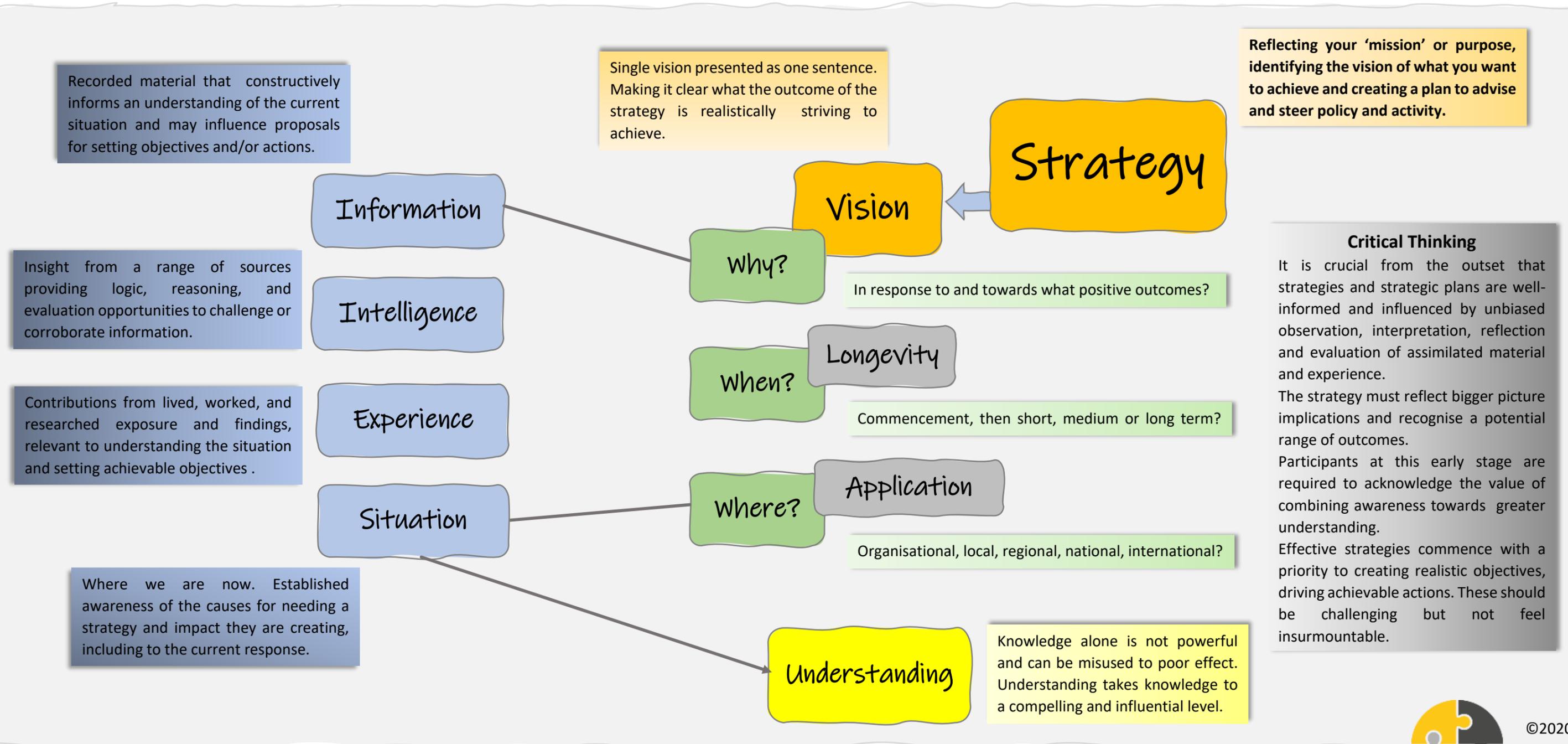
**CRAFT**

Strategies should be designed, taking account of how they will be delivered. The CRAFT approach encourages engaging the right participants and stakeholders – ensuring limitations are factored – building in justifiable flexibility – maintaining discipline to the key objectives and defining ownership and responsibilities, all from the outset.

**The most effective use of strategies occurs when stakeholders have confidence to change outdated/placed methods that sap resources while conveying dwindling benefits. Objectives can remain focused, while accommodating evolving tactics.**

# Components and staged approach: 1 Strategy & Vision

what is the current situation?  
 Where do we want to get to?  
 Why?  
 How do we inform achieving that?

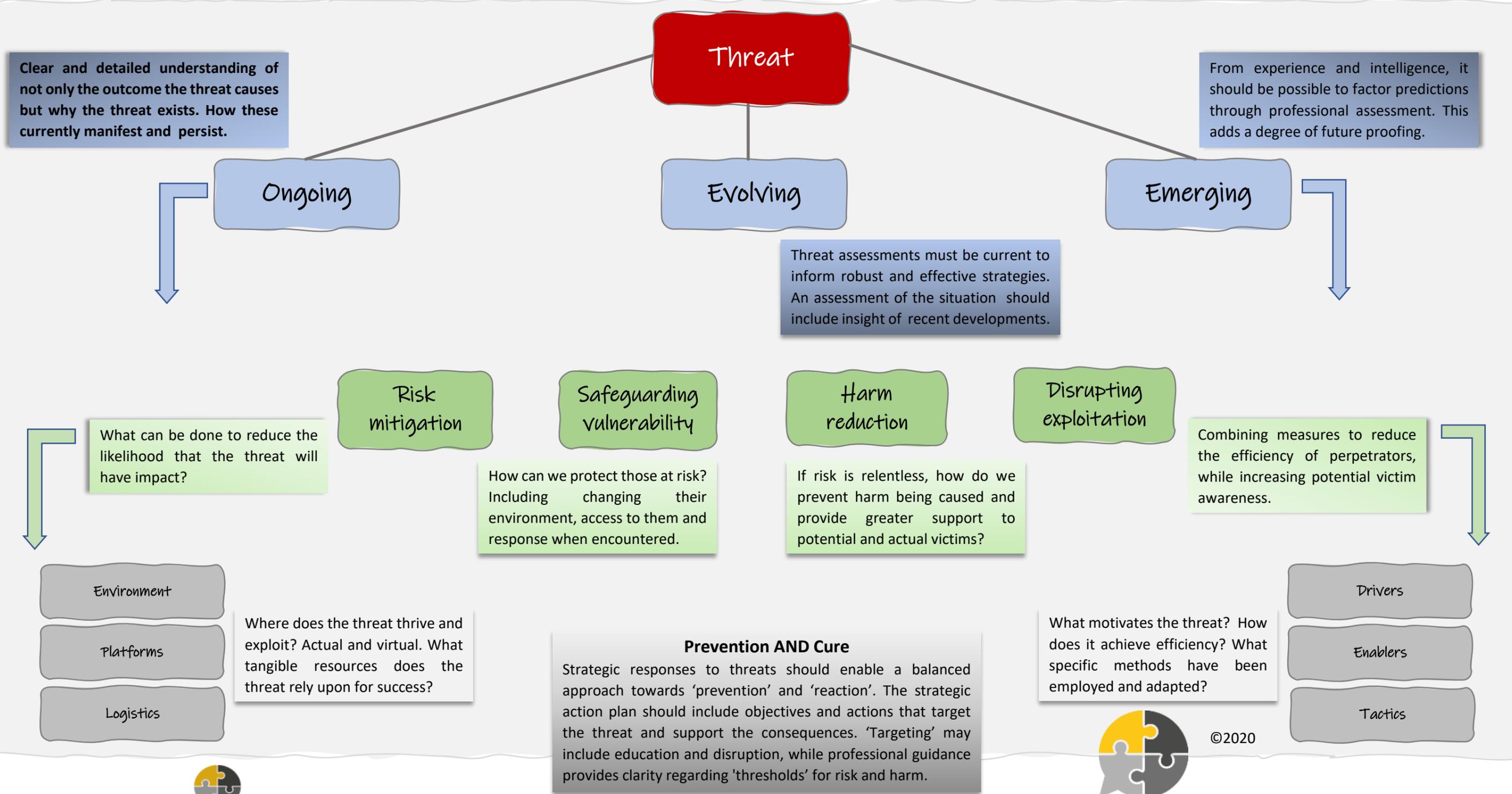


**Critical Thinking**

It is crucial from the outset that strategies and strategic plans are well-informed and influenced by unbiased observation, interpretation, reflection and evaluation of assimilated material and experience. The strategy must reflect bigger picture implications and recognise a potential range of outcomes. Participants at this early stage are required to acknowledge the value of combining awareness towards greater understanding. Effective strategies commence with a priority to creating realistic objectives, driving achievable actions. These should be challenging but not feel insurmountable.

# Components and staged approach: 2 Understanding the Situation / Threat

what is the cause of the situation?  
 who does it impact and how?  
 What risks require mitigation?  
 What harm must be reduced?



# Components and staged approach: 3 Response and Resources

## Capability v Capacity

For strategies to be robust, effective and efficient - design must take account of what 'can' and 'could' be achieved. The difference is the disparity between skills & experience and resources & funding. Part of the strategy may need to focus on increasing the latter to ensure the strategy is well served and/or enhancing the efficiency of the former.

How are we currently responding?  
Do we need to change that?  
What methods do we use to decide?  
What resources are available?

Weight applied to actions

Mandatory

Advisory

Optional

Accompanied by rationale

Prioritising what you want to achieve will inform decisions to set the 'strategic objectives' – the key headings to which delivery actions are designated.

Response

Prior to moving forward, ensure a clear awareness of current activity is considered. Change and development must be informed by this.

What roles, experience, skills and funding are required to deliver 'practice' in line with 'policy' to serve the strategic objectives?

Already doing?

Does current policy reflect the current situation? Updated policy rarely requires complete redesign. Does policy support practice?

Policy

Which methods are being utilised to respond and do they reflect the current threat assessment? Are some methods outdated?

Practice

Resources

Do not change it

What works?

Needs improving?

How?

Requires change?

Why & What?

New methods?

What difference?

Positive outcomes

Positive outcomes should, on the whole, reflect strategic objectives and achieve the vision.

Unintended consequences

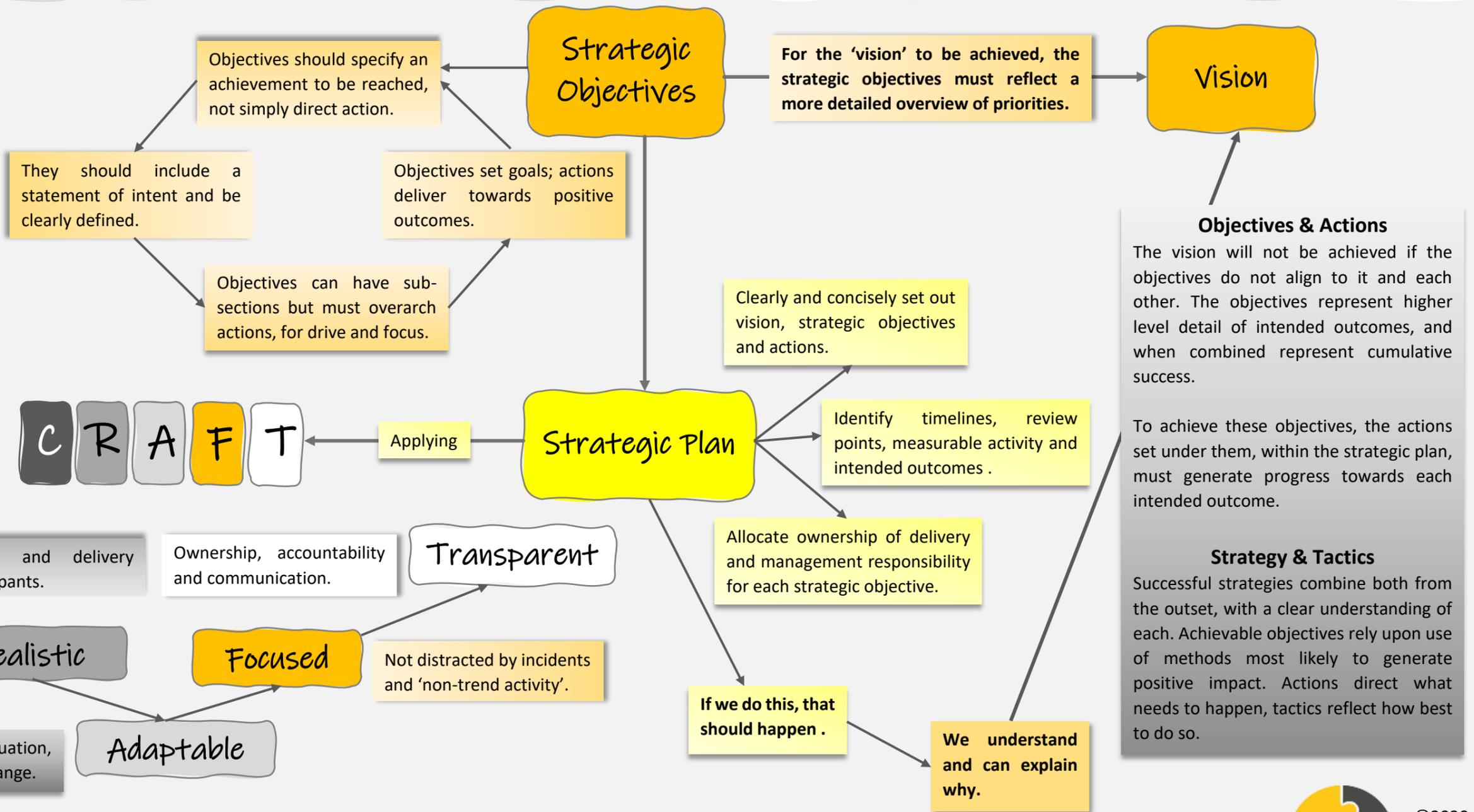
During design, apply a pragmatic approach to identifying potentially detracting outcomes from well-intended proposals.

The strategy should be well communicated, clearly defined and confidently delivered.

Managing expectation

# Components and staged approach: 4 Objectives and Strategic Plan

What are the priority achievements towards the vision?  
 How are they best set as strategic objectives?  
 How do they interact within a strategic plan?  
 Do they cover key elements of delivery and reflect policy?



# Components and staged approach: 5 Actions and Tactics

What do we need to do to deliver to the objectives?  
 How do we best achieve this?  
 Is practice endorsed by policy?  
 Can we review and measure our activity?

- Only continue to do what is proving to have incremental and progressive impact.
- Resources and funding are monitored, to maximise value and productivity.
- Justified and compliant delivery of actions (tactics) resisting challenges and counters.

- Effective
- Efficient
- Robust

What are the priority things to do, towards delivering the objectives and overarching vision?

What is the best way to do those things, to ensure they are most effective, efficient and robust?

**Actions**

What?  
How?

**Tactics**

- Defined
- Owned
- Measurable

Each action is clear in direction, intent, what success is and to what objective(s).  
 All actions are allocated to an individual or small group to oversee delivery.  
 The action pursues tangible progress and outcomes, being periodically reviewed.

With?

Organisation

Stakeholders

Partners

Community

Establish skill sets.  
 Define roles.  
 Set parameters.  
 Agree protocols.  
 Create comms platforms.  
 Be visible.  
 Be accessible.  
 Be approachable.

Design and deliver strategies WITH participants, not FOR them. Involve experienced practitioners in discussion and utilise a range of experience in delivery. Seek diverse views regarding what 'success' looks like. This should inform action setting.

Briefing

Do participants know **what** to do and what is expected of them? From the outset and as delivery progresses?

Training

Do participants know **how** to do what is expected of them? From the outset and as delivery progresses.

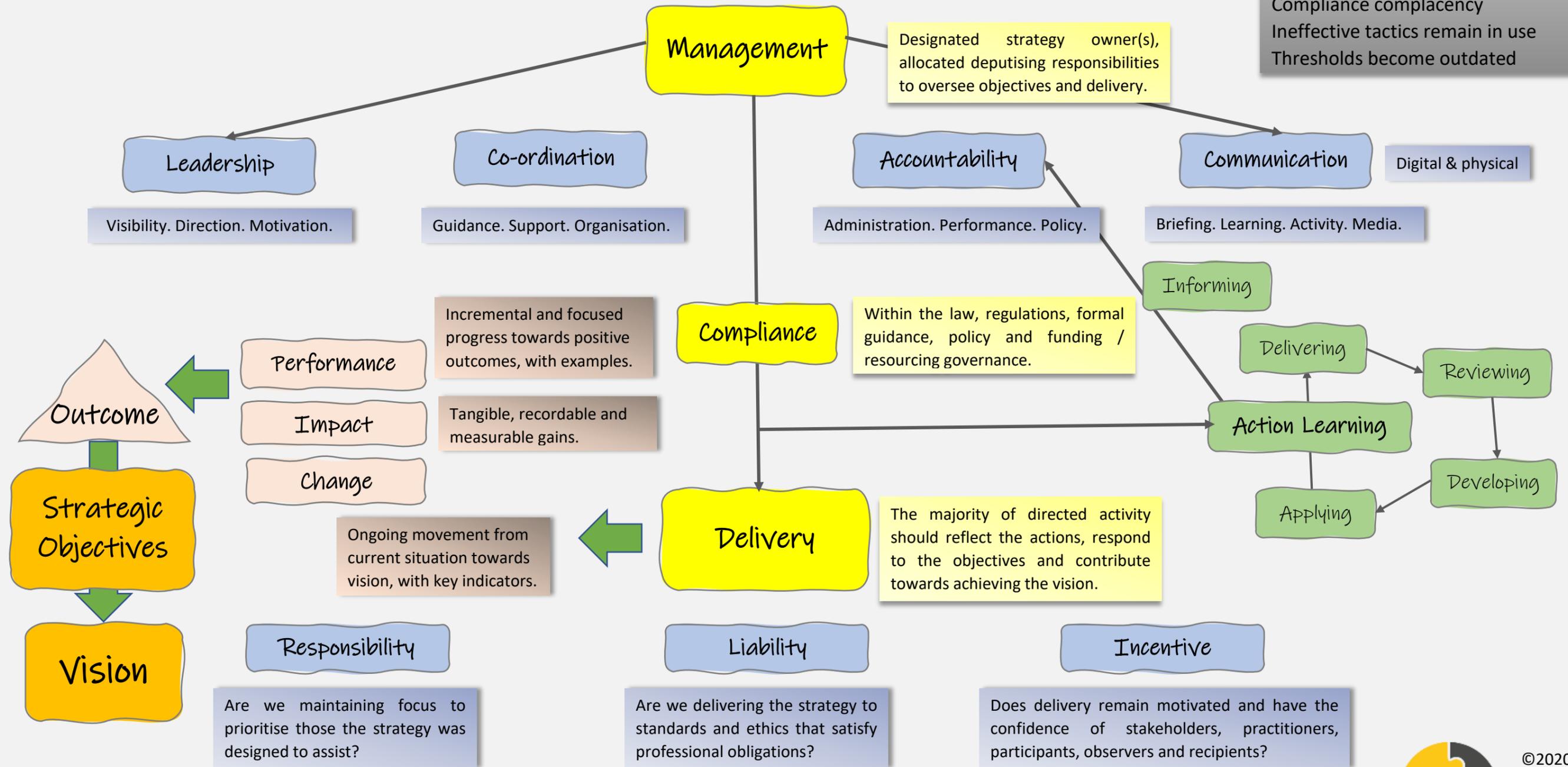
**Actions**  
 Setting actions requires attention to what needs to happen, to deliver to the strategic objectives. This requires focus and discipline. If important actions are identified that do not fit within the strategic plan, the objectives need to be reviewed.

**Tactics**  
 Actions tell us what to do. How we do that becomes a choice, based upon evidence or assessment of what works best. Our methods to 'do the things' include tactics, employed to maximise impact and positive outcomes.

# Components and staged approach: 6 Management and Delivery

Is leadership and ownership of the strategy clear and productive?  
 Are participants engaged, motivated and functioning?  
 Is delivery compliant with wider obligations?  
 Is impact towards change being monitored and measured?

**Delivery challenges**  
 The longer the term a strategy is designed to deliver, the greater the challenges it faces. This not least includes examples such as:  
 Loss of focus and mission creep  
 Inflexible application of objectives  
 Communication lapses and decline  
 Reduced performance recording  
 Business as usual overrides learning  
 Compliance complacency  
 Ineffective tactics remain in use  
 Thresholds become outdated



# 7 Conclusion: The bicycle has never been reinvented... because generally – it works. However, it has greatly evolved.



Bicycle

As with consideration of previous delivery for new strategy design, there are key components that prove invaluable and should not be removed. (2 wheels, seat, frame, handlebars and pedals). Essentially the components that take us forward, with stability and confidence. Without them change may be too challenging and developments less effective.



Bicycle

Well considered additions to existing methods generate exponential change – without the need for major disruption. (The chain, increasing efficiency and facilitating the introduction of gears). Sound strategies build on success as opposed to over focus on failings. What requires improvement and affords opportunity for innovation.



Bicycle

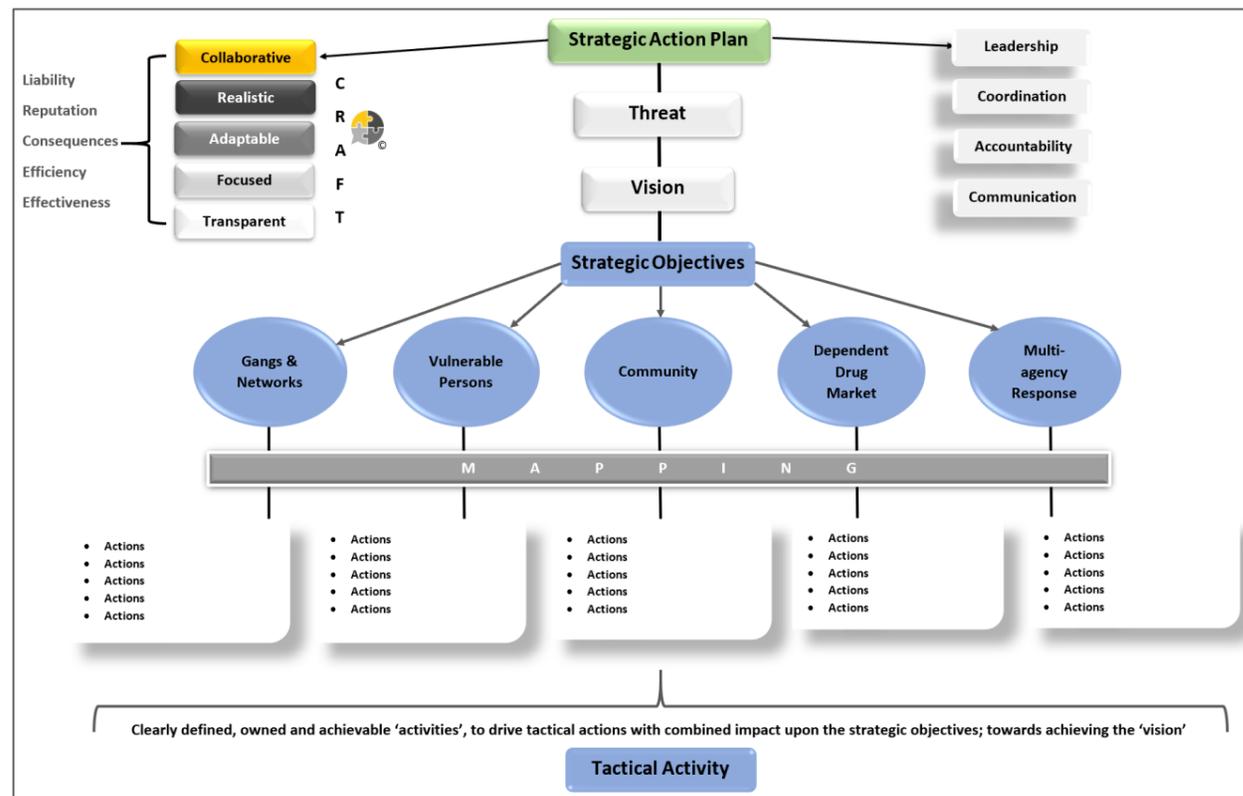
Developments can occasionally become idealistic, losing site of practicalities. A strategy designed for efficiency may lack direction regarding effectiveness. Subtle combinations of each are essential. The most streamlined and efficient bicycles (racing) have significant limitations (terrain, narrow user demographic, robustness) and lack scope, despite intricate design.



Bicycle

Conversely, the adapted (mountain) bike is less efficient (pure speed) but far more capable of a range of tasks and functions – within varied environments and for a wider demographic. Strategy design should address such issues. One size does not fit all, hence objectives and actions that address priorities across the situation and response are crucial to success.

Example of how a Strategic (Action) Plan was set out, having followed the approach detailed in this guidance. This approach affords significant flexibility in design but steers focus and considerations. This example sat above spreadsheets, detailing the objectives, actions, tactics, ownership, review periods and positive statements to achieve for each. This strategy remains in place.



Strategies should not be designed as all encompassing. They will become burdensome to manage and swiftly outdated. Better to set high priorities and key actions. Strategy designers should not necessarily feel obliged to recommend tactics (for certain actions). How an action is achieved may best be dealt with by those who manage and deliver the strategy, following advice regarding the positive statement for each. 'If we do this – that should happen'.  
**'Strategy' is a way of thinking, not just a plan to achieve something. Think positively.**