

HOW TO THINK ABOUT A DRUGS STRATEGY



Brigid Pike, Policy Researcher

Improving people's health through research and information

OBJECTIVE

To explore and apply a framework for interrogating how the national drugs strategy performs as a policy 'tool'

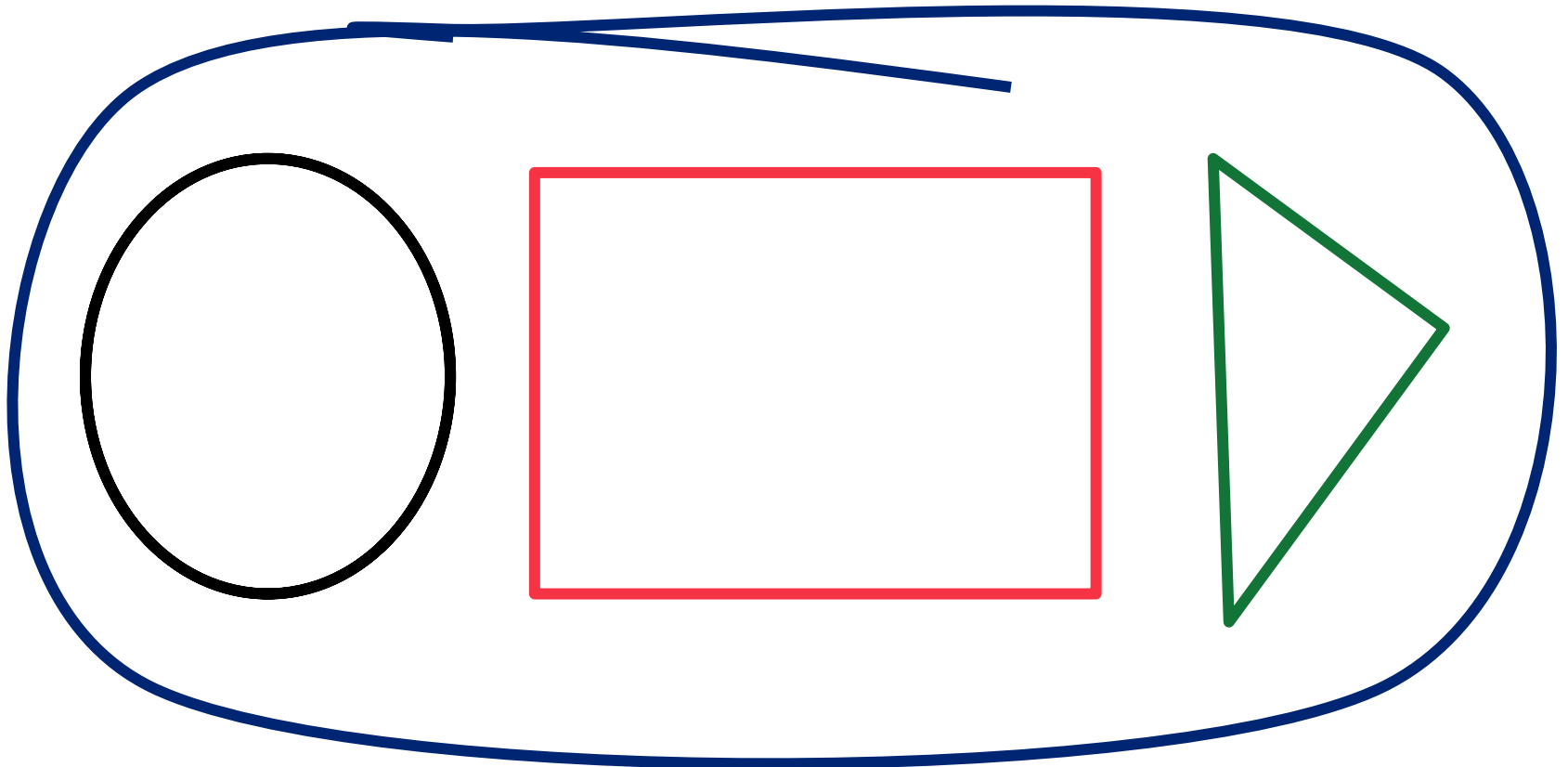
by applying the thinking of strategic management researcher and theorist Henry Mintzberg

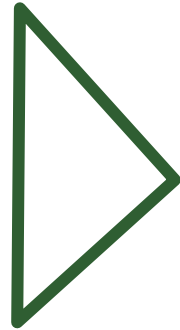


DEFINING STRATEGY

| | |
|--|---|
| 5 Ps (Mintzberg, 1987) | Plan Ploy Pattern Position Perspective |
| Strategic forms (Mintzberg, 1994) | Intended Unrealised Deliberate Emergent Realised |
| Characteristics of strategy (after Mintzberg) | Long-term Complex, non-linear Changeable, unpredictable Uncertain, messy |

FRAMEWORK FOR THINKING ABOUT STRATEGIC COMPLEXITY





DIRECTION

- *expressed* in, for example, vision and mission, goals & objective, and/or values statement
- *monitored/adjusted* by means of indicators, stakeholder feedback, values-led reflection





NDS 2009–2016: STRATEGIC OBJECTIVE & AIMS

- Continue to tackle the harm caused to individuals and society by drug misuse by:
- creating a safer society by reducing supply
 - minimising problem drug use
 - providing timely treatment and rehab services tailored to individual needs
 - making data on extent and nature of problem available



VALUES

‘In the public sector control is not about systems but about soul, ... it is attitudes that count, not numbers.’

Mintzberg

‘This new drugs strategy upholds the founding values of the EU: respect for human dignity, liberty, democracy, equality, solidarity, the rule of law and human rights.’

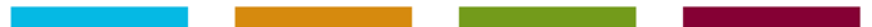
EU Drugs Strategy 2005–2012, para. 2

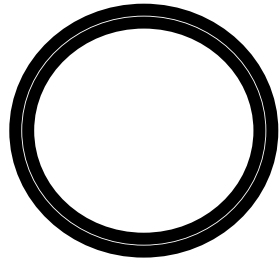




INFORMATION

- *generated* through gathering empirical evidence, analysis, evaluation, and surveying public opinion
- *used to support* the identification and choice of policy options and the decision-making process



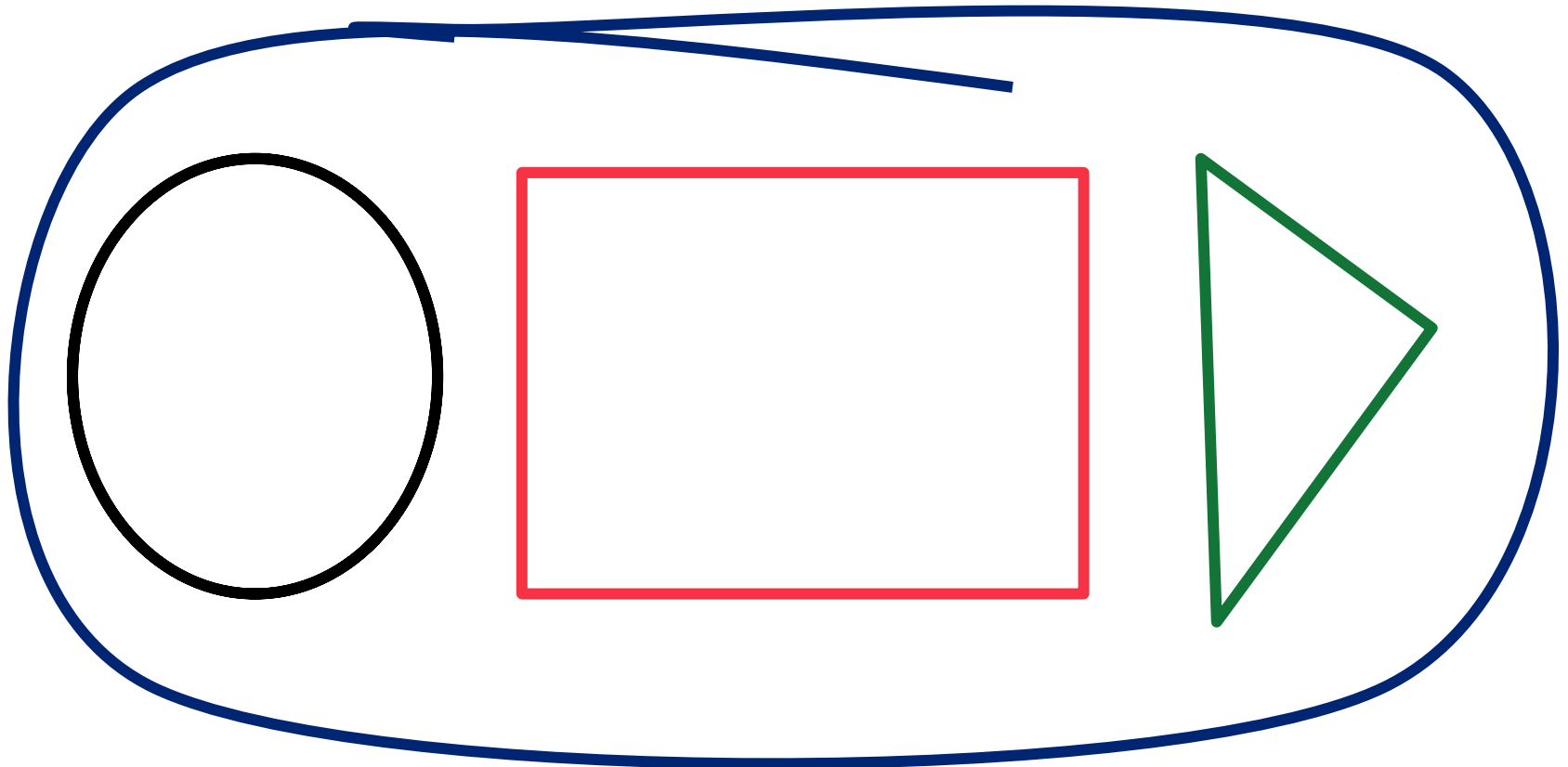


IMPLEMENTATION

- *achieved* through resourcing, partnership, coordination and/or integration
- *monitored/adjusted* to maintain quality, seamlessness, efficiency and effectiveness



RESPONDING TO STRATEGIC CHANGE



'STRATEGIC CONVERSATION'

1. focuses on strategic level uncertainties and tension, and
2. is continuous, inclusive, open and wide-ranging.

