# Tool 1: Developing your Strategic Directions – Example

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| **Strategic Direction 1: Organisational Approach to SRM** |
| **Outcome:** All stakeholders are aware of the organisational approach to risk and where risk thresholds lie. |
| No. | Objective | Who is Responsible | Target date | Measure of success |
| 1.1 | Establish risk attitude and thresholds | Executive Teams | Feb-25 | \* Risk attitude statement developed and rolled out to all staff.\* Risk threshold matrix completed and communicated to all strategic leads. |
| 1.2 | Confirm SRM strategy approach | SRM Global Director and Risk Management Committee | Dec-26 | \* Contextual analysis of all country operations and activities completed.\* Programme and SRM teams agree on approach of acceptance, protection and deterrence in each operational context/programme.\* Approaches included in internal training. |
| **Strategic Direction 2: Raise Awareness** |
| **Outcome:** All stakeholders are made conscious of, and accept, their roles and responsibilities in reducing the risks to people, information and physical assets.  |
| No. | Objective | Who is Responsible | Target date | Measure of success |
| 2.1 | Promote understanding of SRM at strategic, operational and functional levels through a structured internal awareness programme. | SRM Department | Dec-26 | \* SRM internal awareness programme developed and rolled out to all staff. \* Six-monthly review of which risk management practices are followed by different stakeholders (e.g. incident reporting, development of risk assessments/risk management tools). |
| 2.2 | Provide internal and external safety and security training (as per training matrix). | SRM Global Director and Risk Management Committee | Dec-26 | \* Annual review of level of participation in safety and security training.\* Quarterly review of level of satisfaction with training provided. |
| 2.3 | Governance structure in place relating to SRM. | Executive Teams | Feb-25 | \* Governance structure agreed, and clear roles and responsibilities assigned at each level. \* Staff recruitment process confirmed.\* Governance structure communicated to all staff. |
| **Strategic Direction 3: Cultural Focus on Safety and Security** |
| **Outcome:** The culture of the organisation and approach to programmes and achieving organisational objectives is underpinned by good safety and security awareness. Security risk management is a key part of the planning process. |
| No. | Objective | Who is Responsible | Target date | Measure of success |
| 3.1 | SRM included in planning stages of operational activities. | SRM Department | Dec-26 | \* SRM regularly features in agenda items and minutes.\* Planning processes include SRM involvement/sign-off. |
| 3.2 | Establish 10 ‘golden rules’ which are well understood by all staff. | SRM Global Director and Risk Management Committee | Dec-26 | \* Internal audit to check staff awareness of golden rules – 80% awareness minimum.\* Golden rules clearly displayed on website, internal offices, national staff offices. |
| 3.3 | Risk management committee established and active. | COO | Feb-25 | \* Members of group confirmed from across all functions. \* Quarterly meetings occur, minuted and shared with Executive Leadership Team. |
| **Strategic Direction 4: Reporting, Reflection and Review** |
| **Outcome:** All stakeholders are made conscious of the need to report concerns, near-misses and incidents and are confident these will be regularly reviewed and actioned by senior leaders.  |
| No. | Objective | Who is Responsible | Target date | Measure of success |
| 4.1 | Develop SRM feedback mechanism for reporting incidents, near-misses and concerns. | SRM Global Director and Risk Management Committee | Dec-26 | \* Feedback mechanisms developed and regularly used by all staff.\* Log of all incidents, near-misses and concerns regularly updated. |
| 4.2 | Review and reflect on incidents, near-misses and concerns. | SRM Global Director and Risk Management Committee | Dec-26 | \* Action log with clearly assigned action owners and progress reports in place.\* Six-monthly review of serious incidents and analysis of trends completed and shared with Executive Leaders. |
| **Strategic Direction 5: Best Practice** |
| **Outcome:** The organisation is up to date with and follows best practice guidance and shares and collaborates with others in the sector. |
| No. | Objective | Who is Responsible | Target date | Measure of success |
| 5.1 | Interaction, communication and collaboration within and across sectors. | SRM Global Director and Risk Management Committee/ Working Group | Dec-25 | \* Membership of relevant SRM forums and groups within the sector, such as GISF.\* Established relationships with SRM professionals outside the sector. Quarterly/bi-annual check-ins, minuted and shared with Risk Committee. |
| 5.2 | Regular benchmarking reviews. | SRM Global Director and Risk Management Committee | Dec-25 | \* External review of duty of care practices relating to ISO standards conducted using an external provider.\* Internal benchmarking review of good practice process established and conducted every 18 months.\* Results of audits/reviews shared with Executive Leadership and communicated to wider staff with follow-up action points.  |

*Adapted from template by Draper, R, (2014), How to Write a Strategic Security Plan*[*https://www.linkedin.com/pulse/how-write-strategic-security-rick-draper/*](https://www.linkedin.com/pulse/how-write-strategic-security-rick-draper/)