

Statement of Strategic Direction

Any Organisation

Sport and recreation organisations exist to create benefit for the communities that they serve. This is the legal and moral imperative for both trusts and incorporated societies. The statement of strategic direction is a governance level public document that outlines the future the organisation is trying to create on behalf of its owners and in partnership with its stakeholders. Ensuring progress toward that future as expressed in outcomes is the primary role of the board.

In partnership with management, it agrees on strategies and allocates resources.

This is the board's document and lies at the heart of their role.

Vision

Not everyone uses a vision, but it can be useful.

Generally, a stretch or aspirational statement valid over the long term for example...

Auckland is the world's most active city.

Purpose Statement

Describes the organisation's reason for being SO THAT is a good way to begin a purpose statement. It ensures that focus is on impact in the community for example...

XXX exists so that New Zealanders can participate in and enjoy the sport of xx at any level.

Organisational Outcomes

The specific statements of desired RESULTS for the organisation by the end of the strategy period together with end measures.

The results are described as outcomes statements. The qualifiers of for whom, by when and where may be in the statement or in the associated measurement framework.

An outcome is a statement of external impact [ends] for example...

The percentage of children aged 12 [who] able to swim 200m [what] in the greater Wellington region [where] will increase from 45% to 65% [measure] by 2020 [when].

Key Initiatives

The key strategic initiatives the organisation is pursuing in order to achieve the outcomes.

Each will have its own set of measures.

Each initiative or group of initiatives will have an obvious connection to one (or more) outcomes. For example...

Specific programmes, targeted audiences, significant projects, membership strategies and revenue development.

Values

The beliefs and principles that define the operating philosophy of the organisation for example...

We respect the time people give us, are transparent about our use of funds, treat our participants equally, and are honest about our success and failures.