

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 strategies and allocates resource.
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.

Mission or Purpose Statement

Describes the organisation's reason for being

SO THAT is a good way to begin a mission or 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 achievement for the organisation across the period of the strategic plan together with measures.

An outcome describes the **benefit** to be delivered. 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 Strategies

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

Each will have its own set of measures.

Each strategy or group of strategies should have an obvious connection to one (or more) outcomes.

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

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.