

# Counties Manukau Zone of NZRL Inc



## Strategic Plan 2016 - 2020





# VISION for the Future

Rugby League as the Sport of Choice for Counties Manukau



# VALUES (PICk Rugby League)

Our sport and actions are based around core values





# “THE NZRL PLEDGE”

- I am committed to growing Rugby league In New Zealand
- I will do my best to improve the image of our game, as such I am committed to only positive behaviours on our fields and sidelines
- The safety and enjoyment of all who participate in our game is my first priority
- I will respect the traditions of our game, we will play hard and we will play fair in any role that we have, and we will always act with honour both on and off the field.

## TE IWI KIWI

“HIINEI TAKU WHARE — KIA TUPATO KEI MATE”

HERE STANDS MY HOUSE, BE CAREFUL FOR I WILL DEFEND IT





# Our MISSION

**Is to build stronger communities through the game of Rugby League by;**

- Promoting Rugby League as the sport of choice and using it as a catalyst to create social change
- Offering opportunities for people to become actively involved at every level
- Creating a fun, safe environment for all ages
- Helping our club members and supporters become positive contributors to community life
- Assisting players and officials realise the dream of a career in Rugby League



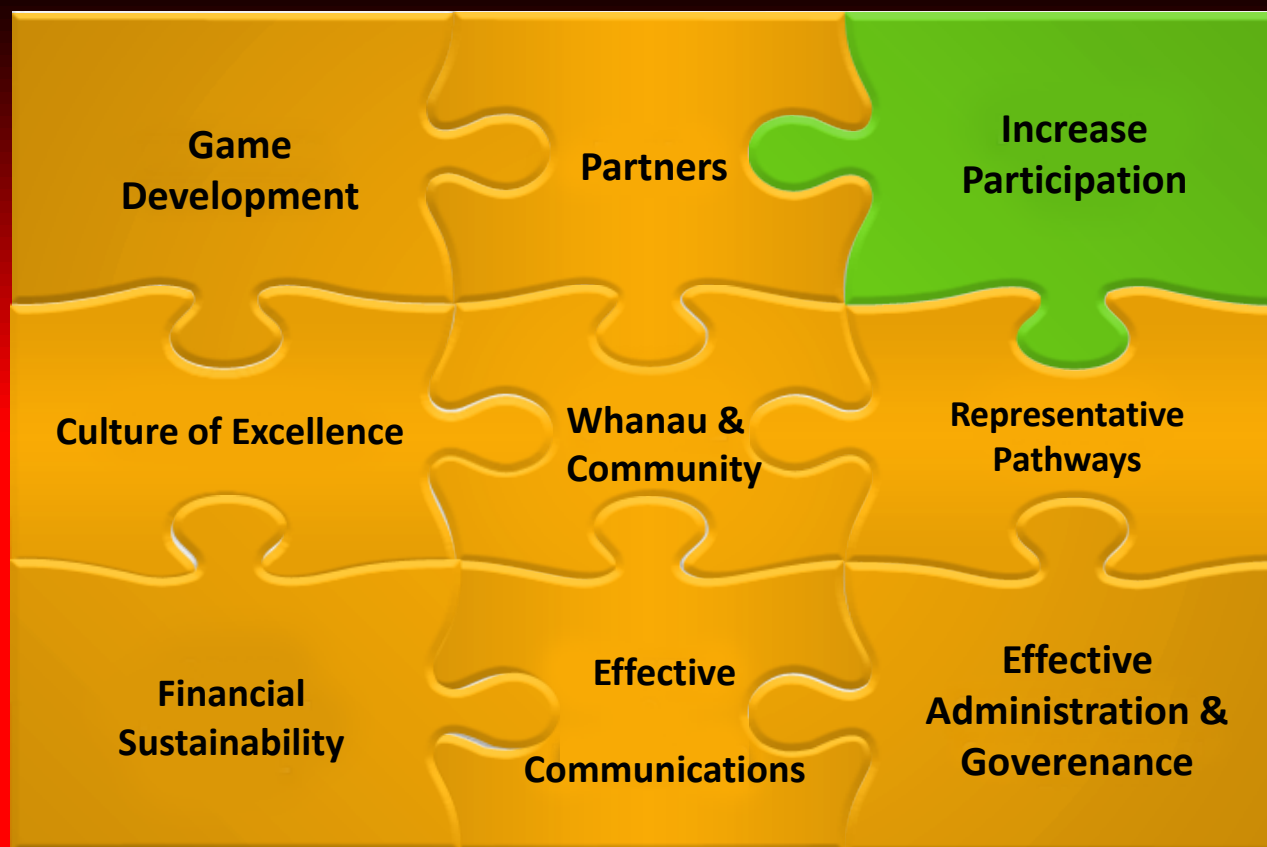




# 2011 Strategic Core Focus



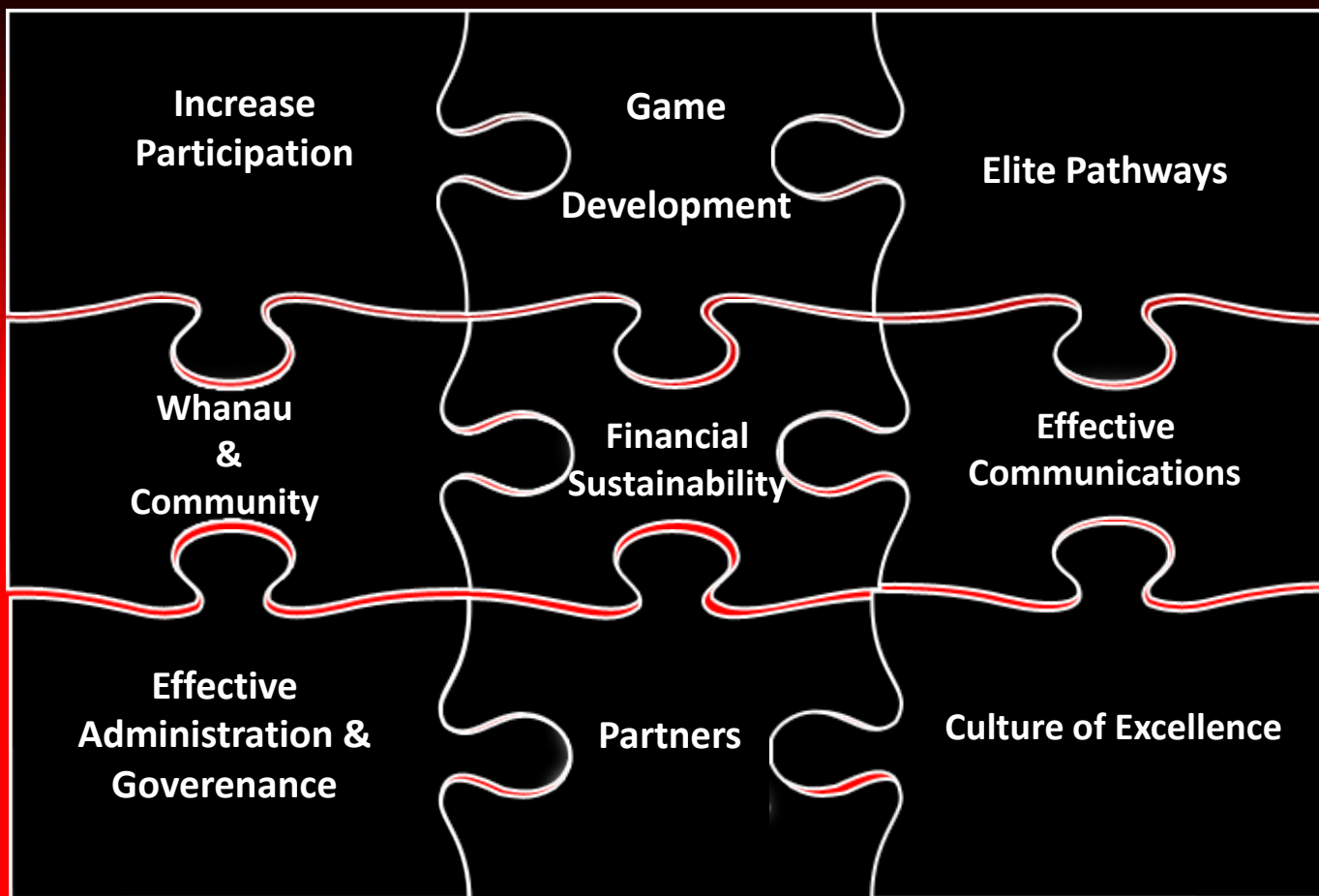
# Strategic Core Focus (today)



2015 has seen a shift from all Red Focuses to Amber and one Amber to green (Increase Participation)



# New Strategic Focus For 2016 - 2020



The nine Core Focuses remain the same but have been repositioned to link more effectively



# 4 Core Focuses In 2016



**Concentrating on four (4) Core Focuses will allow for specific growth and better efficiency meanwhile ensuring all other Key Focuses are properly supported**



Setting new standards for **Effective Administration and Governance**, provides the foundation to achieve our Vision.

## **#1. Strategic Plan**

- Adopt and implement Policy Governance
- Implement Best Practice policies & procedures
- Stream line administrative procedures
- Ensure complete clarity of roles & responsibilities NZRL, Zones, Districts, Clubs, Board & GM
- Provide Monitor Reports against policy
- Implement annual review of “Strategic Plan”
- Build system to grow and continually improve effectiveness and efficiency
- Offer strong leadership
- Follow the rule of law, equitable and inclusive
- Drive accountability and responsiveness
- Establish a clear and effective Management process
- Establish succession plan at all levels of the Organisation
- Establish a Head Office in Counties Manukau
- Recruit additional resource to assist in this area of the business



**Effective  
Administration &  
Governance**



This focus will drive continual improvement and ensure delivery against all **Core Focuses**

We must maximise our opportunities to create income streams, in order to ensure  
**Financial Sustainability.**

## **# 2 Strategic Plan**

- Determine Zone value propositions
- Compile detailed 3 year budget in line with Strategic Plan and gain long term financial support.
- Establish an active Risk & Audit Committee
- Annual budgets prepared in line with rolling calendar with consideration to NZRL financial support
- Actively manage all financial matters and contracts
- Implement clearly defined responsibilities for NZRL and Zones, securing revenue.
- Identify and implement new Revenue Streams
  - Zone Affiliation fee
  - New model Player Development fees
  - User pay system
  - Long term Partners



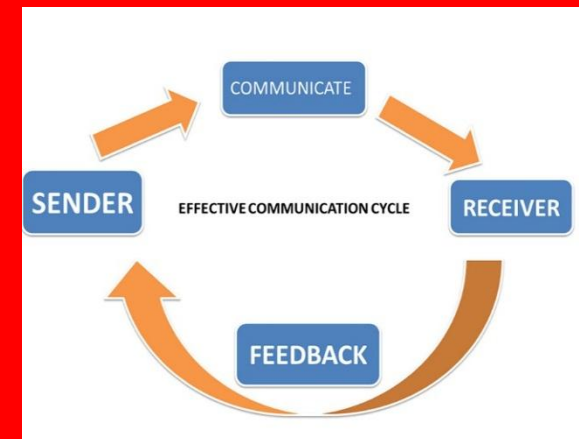
This focus will lead directly into strategies with **Partners**



Clear and consistent **Communications** keeping everyone on the same playing field, to achieve the Game Plan.

### **#3. Strategic Plan**

- Develop an Internal & External communications plan to ensure clarity and complete transparency.
- Utilise website, face book and other technologies to ensure we maximise our reach and cover our community base
- Promote strategic & football communication regularly, monthly Communication Meetings
- Create regular communication with Media, Newspapers, TV
- Measure effectiveness through surveys and outcomes
- Employ more resource to maintain this area of the business.



This focus will lead directly into strategies with all **Core Focuses**

# Developing the Game

requires broad based programs and high consistency

## #4. Strategic Plan

- Implement local development programmes – schools, clubs, community groups, etc. (Performance camps, Holiday Programmes)
- Ensure pathways for players & officials is communicated and understood
- Implement an Elite Academy for club player development, (16 week Performance camps with matches played), work with a NRL club with this.
- Ensure volunteers obtain correct accreditation and refresh periodically
- Align with Tertiary provider offering educational pathways using Rugby League as the catalyse.
- Develop robust volunteer recruitment and retention plans
- Work with NZRL, ARL, Councils, RST and Funders to ensure we have a more influential role in acquiring quality training & competition facilities for the Zone
- Develop a Zone facility strategy, include the upgrade of Finlayson Park
- Develop online courses and education tools in line with NZRL's programmes
- Develop a monthly football communication channel
- Assist clubs at all levels with facilities improvements
- Employ and C&D Officer to assist in this area.



This focus will lead directly into strategies with **Elite Pathways, Increased Participation**



Focus on Increasing **Participation** across all roles, at all levels, and within all age groups and gender.

### Strategic Plan

- Work with Clubs and Schools to establish “Leadership through League” and increase participation and volunteer skills
- Develop interest/activity in new communities and ethnic groups
- Use static data to determine opportunities (demographics, population growth)
- Offer new competitions / tournaments in Zone (9 Aside, Ethnic Community)
- Development volunteer recruitment initiatives and incentives
- Ensure League Net is updated to keep effective & accurate records.

**Increase  
Participation**







Realise and demonstrate clear **Elite Pathways** at all levels of the game.

### Strategic Plan

- Implementation of effective development tool that provides complete visibility of HP talent.
- Implement education programmes to transition youth and officials to elite performing teams
- Benchmark player physical fitness with Warriors& NRL NYC team
- Create “Zonal Pride” ensuring aspiration to become representatives
- Utilise LeagueNet to develop a player tracking method.
- Consistently win National Competitions

**Elite Pathways**





**Whanau & Community** is at the heart of our core and investing in our people will build a stronger community.

### Strategic Plan

- Identify and implement Community awareness programmes that attracts and retains participants, “from cradle to grave”
- Destination for community, “Club becomes Hub of the Community”
- Partner with organisations that enhance wellbeing and education
- Develop and align values of club, whanau and community
- Use sport to unite and inspire



**TE IWI KIWI**

BUILD A STRONGER FAMILY, COMMUNITY & GAME





Working with our **Partners** to ensure we use our collective knowledge and leverage, for mutual benefits.

### Strategic Plan

- Connect with new sponsors / funders and establish long term relationships.
- Effectively communicate with all funding partners to ensure transparency and introduce new Board members annually
- Assist clubs to secure local partnerships / funding
- Initiate partnering with “Local Boards” for improved grounds and facilities
- Maximise utilisation of NZRL commercial partners
- Forge strategic alliances – Crown agencies, community groups & beyond.
- Alignment of funding & partners between NZRL, Zone, District & Clubs



Partners

NZRL, RST, MSD, Auckland Council, Sponsors, Funders, Associates



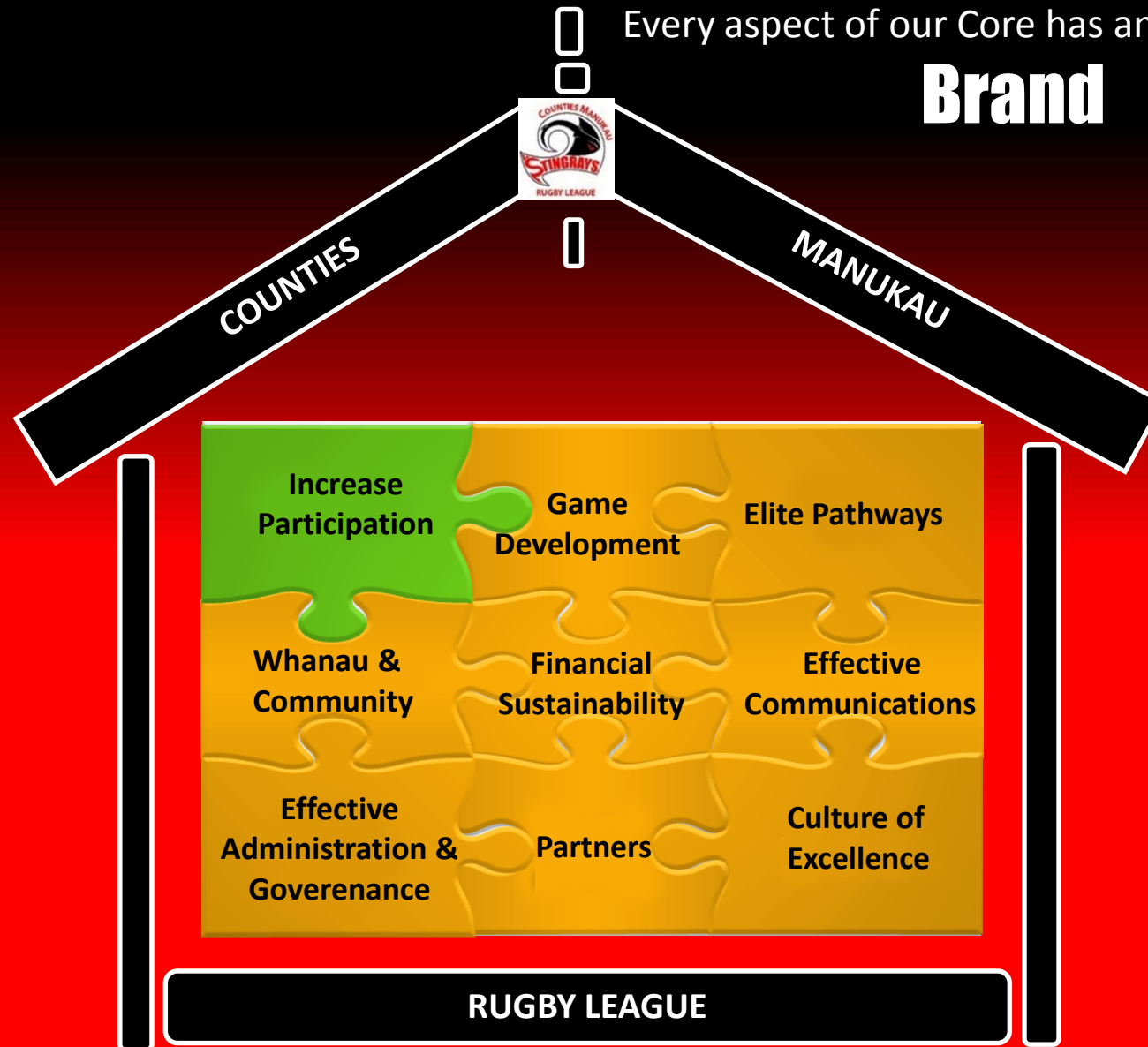


To achieve a **Culture of Excellence** we will strive for best practise in everything we do, on and off the field.

### Strategic Plan

- Implement an Organisation structure where everyone has clearly defined roles, responsibilities and objectives.  
“Right People – Right Places” “ Governance vs Operations”
- Implement Performance measures throughout the organisation to ensure focus on KPI’s.
- Map progress annually against Strategy & Business Plan
- Complete SWOT analysis of Systems & Process and compile continuous improvement plan.
- Ensure we consistently recognise and reward excellence.







Our **Brand** is a value proposition

### Game Plan

- Implement a Brand Strategy to ensure we win off the field as well as on the field.







# The Road Ahead

## Game Plan

The journey ahead will have high's and lows but we can set our course and stay on track

- Regularly review our plan and measure our progress
- Have the perspective to see that issues are just bumps in the road that are temporary.





## CONTACT

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 Counties Manukau Rugby League

### **LOCATION**

### **Counties Manukau Rugby League**

Rugby League House 7 Beasley Avenue Penrose Auckland 1061

Finlayson Park, Clendon (Training facilities)



