



# **NORTHLAND RUGBY UNION**

## **STRATEGIC PLAN**

### **2017-2021**



# Aim of the Strategic Plan



The aim is to develop a five year strategic framework for rugby in Northland 2017-2021 that:

- Responds to and is reflective of our constantly changing environment
- Is unique to the challenges faced in Northland and embraces the opportunities presented
- Relates to the wider New Zealand Rugby 2020 Strategic Plan
- Provides day to day guidance for the actions and decisions of the board, management team and rugby stakeholders of Northland Rugby

# Our Mission & Our Vision



## Our Mission

Growing Rugby

Developing People

Inspiring Northland

Te Whakatupuranga Whutu-paoro

Kia Whakapakarihia Nga Tangata

Hei tu Wanawana

## Our Vision 2021

To be the leading Provincial Rugby Union in New Zealand.

Punching above our weight – on & off the field.

# NORTHLAND RUGBY UNION – Our Values



## **WE PLAY WHAT'S IN FRONT OF US**

We get stuck in  
We make it happen  
We ask what it would take and  
then do it  
Smart risks make smart moves  
Taking action is the way forward

## **STRAIGHT UP**

We say what we mean and do what we  
say  
We have the courage to speak up and  
to voice our ideas and the respect to  
listen to others without pre-judging  
Honesty is our only policy

## **ONE TEAM**

We step up and do our bit  
We back each other  
We have a hunger to win  
We have fun on our journey

## **PRIDE & PASSION**

We live for The Kauri & The Taniwha,  
We bleed Blue  
We're bold and brave  
We make a difference

## **WHANAU**

We look after each other  
We do our best to be our best  
We give a damn  
Our contribution matters

# NRU Simple Rules – Guiding Policies



These are simple rules or policies that will help with decision making as well as help guide action and decide on resource allocation

- Make decisions that take into consideration all parts of the Northland Rugby system
- Be open and transparent – no hidden agendas
- Be early adopters and advocates of change. Don't be scared - be open to what is possible and one of the first to promote and try new ideas
- Focus on execution
- Live within our means (sound financial governance – treat it as your own money)

# Link to NZR Strategic Plan



New Zealand Rugby has identified the following Strategic Focus Areas for 2016-2020:

- All Blacks and other national teams winning pinnacle events
- More players and more communities participating
- Fans are engaged and numbers growing
- Positive global presence
- Rugby is the sport of choice in wider Auckland
- British & Irish Lions series is successful on and off the field

These goals have been used to provide clarity and influence to the Northland Rugby Union strategic plan where there is existing alignment.

## Strategic Goal 1

# *More players and more communities participating*



Our goal is to increase participation, appeal and relevancy of all forms of rugby for all Northlanders and offer different forms of rugby to new and returning participants.

We will achieve this by:

- Developing and delivering a year-round offer by educating and promoting about lower-contact forms of the game outside of the traditional rugby season and further developing our relationship with Touch
- Developing, educating about and delivering programmes to help sustain, develop and grow our players, clubs and schools capabilities
- Providing on and off-field opportunities that our target groups value, commit to and stay with.

## Strategic Goal 1

# *Measures*



Overall player numbers	YOY % Increase
Female player numbers	2000 players by 2020
Referees (14yr + grades)	1:35 by 2021
Coaches (all grades)	1:15 by 2021
Participation numbers in alternate rugby format teams	YOY % increase
Provision of alternate rugby format competitions	YOY % increase
Sustainable, Relevant and Valued Club Competitions	NZR/NRU Survey Results
Sustainable, Relevant and Valued Representative Programme(Maori, Women's, Men's)	NZR/NRU Survey Results



## Strategic Goal 2

# ***Rugby is the sport of choice for teenagers aged 13-20 within Northland***



The teenage years of 13-20 have been identified as the biggest declining area of rugby participation within Northland. Our goal is to stop the decline of players continuing from Primary age into the teenage years of rugby and to get growth from new players.

We will achieve this by:

- Retaining players from lower-contact format rugby at Primary School level and introducing them into High School competitions
- Introducing or adapting different versions of the game to connect with Teenagers and particularly teenage women.
- Growing the number of coaches and providing solid pathways for them
- Increase the participation of teenage women in all parts of rugby – playing, coaching, refereeing
- Identifying, monitoring and supporting our rugby players 13-18 who are pursuing education and sporting opportunities outside of Northland through our Future Taniwha Returning & Retaining programme
- Establishing a full time Women's RDO and a full time Secondary School RDO as well as a full time Academy Director/Manager

## Strategic Goal 2

# *Measures*



13-18 year old players numbers	YOY % Increase
Sustainable, relevant and valued U18 Saturday Competition	NZR/NRU Survey Results
Coaches within 13-20yr grades	YOY % Increase
Teams within 13-20yr grades	YOY % Increase
Teenage Women players numbers	YOY % Increase
Teenage Women specific competitions – all formats	YOY % Increase
Teenage Women Teams – all formats	YOY % Increase
Future Taniwha Programme Growth & Success	Actual Players returned to Club/Rep programmes
Fulltime Academy Director	2019
Fulltime Women's RDO	2018
Fulltime Secondary School RDO	2019

## **Strategic Goal 3**

***Toll Northland Mitre 10 Cup Team (The Taniwha) and other High Performance teams winning their respective competitions***



- The Taniwha win the 2021 Mitre 10 Championship
- The Northland Under 19 Team win their division at the 2021 Jock Hobbs National U19 Tournament
- The Northland 7's win the 2021 National 7's Tournament
- The Northland Development Team win the 2021 Coronation Shield Regional Tournament

We will do this by ensuring:

- Development, retention, recruitment and player development plans are in place
- The players will be the most committed, physically and mentally prepared and primed athletes in Northland
- Clear player, coach and referee development pathways are in place
- The players will be supported by the best people operating within fully resourced High Performance Centre(s)

## Strategic Goal 3

# Measures



Fully resourced and operating High Performance Centre(s) & Programme	2020
All teams win respective competitions	1 <sup>st</sup> place
Academy players in Taniwha Team	65%
Taniwha players in Super Rugby Teams or Extended Super Squads	50%
Northland Players in NZ Representative Teams (All Blacks, NZ7's, NZ Maori including U18, NZ U20, Black Ferns, Women's 7's, NZ Secondary Schools)	10
The Taniwha ranks in the Top 3 of key M10 Championship measures (Scrum, Lineout, Line breaks made/conceded, Tries scored/conceded)	Top 3 Annually

## Strategic Goal 4

# ***Positive Local, National and International presence & legacy***



Our goal is for the Northland Rugby Union to build its value by growing our brands within Northland, NZ and global markets whilst maintaining our history and remaining true to our values

We will achieve this by:

- Developing and creating a permanent home for the Northland Rugby Union
- Ensuring that rugby remains relevant to Northlanders and reflects our culture and values
- Celebrating 100 years of the NRU in 2020
- Leveraging the National Provincial Championship programme to support commercial relationships and national and international networks that grow our brands
- Create a programme to engage with our former players, administrators and the general population of Northland
- Maximising our digital media presence via Website, FB and other relevant social media avenues

## Strategic Goal 4

### **Measures**



William Fraser Park (Pohe Island) Northland Rugby Union Facility fully operational	2019
Brand awareness of NRU & Taniwha	NRU/NZR Survey
Centralised Training Venue and Academy Base with regional outposts	2019
Northland Club Finals played at WFP Facility	2018
Establishment of NRU Hall of Legends/Rugby Museum completed in time for Centenary	2020
Mitre 10 Cup Home Game played biennially outside of Whangarei	2019
Supporters Club established	2018
Fans inside & outside of NZ on our digital platforms	FB Likes NZ 20k by EOY 2018 FB Likes Total 25k by 2018 Website Ave Hits p/mth NZ 23k by 2020 Website Ave Hits p/mth Total 25k by 2020
Successful Centenary Celebration	NRU Survey

## Strategic Goal 5

# *Grow sustainable income and achieve financial stability*



Our goal is to ensure traditional forms of rugby revenue are maximized and to explore opportunities for 'non-core' revenue (including overseas opportunities) to deliver sufficient sustainable income to further grow and develop our High Performance and Community Rugby programmes. We will also maintain cost controls to ensure expenditure doesn't exceed budgeted limits.

We will achieve this by:

- Providing a quality, engaging game day experience for the fans, sponsors & other stakeholders
- Maintaining and developing enduring revenue sources
- Maintain relationships with our major sponsors – provide value and returns exceeding their expectations
- Utilise existing resources to deliver alternative income streams outside our core business
- Ensure Northland Rugby is well positioned and able to capitalise on NZ Rugby funding incentives
- Explore opportunities with potential overseas partners
- Market our Rugby IP internationally

## Strategic Goal 5

# *Measures*



Revenue	YOY \$increase
Actual Operating Profit vs Budget	+/- \$variance
Cash Reserves	2 months operating expenditure
Game attendance	YOY Total % increase
International 'Academy' home/away	Set up and operating 2021
1 new 'non-core' income stream per annum	1 new per annum