

Manawatu Rugby Football Union Strategic Plan

2004 – 2009

Reach for your goals and achieve success...

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1. Introduction

This Union must plan in order for it to grow. In 2004 we set our sights towards 2009 but in the past two years this union has gone from a second division structure with little future to a member of the Air NZ Cup professional ranks of the New Zealand Rugby Union. The changes have been huge both on and off the field and it is important that our goals and aspirations are reviewed so that our goals reflect our real potential.

We need the Manawatu Rugby Union to be one of the leading unions across the country and the Turbos and our clubs to be healthy and vibrant, playing a meaningful role at the heart of their communities. We believe the development and now review of our strategic plan provides real strategic direction as to how we can all move forward with confidence.

This strategic plan that follows will ensure a more formal and strategic approach to the governance, planning and leadership within this union. This methodology allows for a much more proactive, inclusive and structured approach to the management of the union, which in turn provides transparency on all decision making. Further, it demonstrates the Board's commitment to the on-going development of all components of the game inside and outside the union for all our key partners.

This strategic plan will be managed by the MRU Board in consultation with the CEO, permanent MRU staff, Member clubs, and other partners within the union. The plan and its associated operation plans will be an agenda item at each monthly board meeting. We hope you find the plan is easy to read and presented in a format that will make it easy for everyone to understand and support.

We are now beyond our new beginning and looking forward to the coming years with some real anticipation that must follow on from our 2006 achievements.

Tony Murphy
Chairman

2. Vision Statement

TO BE A PROGRESSIVE COMPETITIVE PREMIER DIVISION UNION, THAT HAS THE RESPECT OF THE MANAWATU AND THE NZ RUGBY COMMUNITY

3. Mission

ACHIEVE A TOP SIX PLACING IN THE PREMIER DIVISION BY 2009

4. Strategic Goals

The following goals have been defined in order to help the MRU achieve its stated vision:

4.1 Be a Competitive and Professional Premier Division Union with the following goals as a target:

- 4.1.1 Maintain and develop the MRU Academy to ensure it demonstrates best practice initiatives that guarantee success.
- 4.1.2 Ensure that key personnel are recruited and retained and clear succession plans are developed & implemented.
- 4.1.3 Keep key stakeholders informed and aware of developments and progress towards MRU goals.
- 4.1.4 Develop and secure long term training and playing venues that will support the professional game.
- 4.1.5 Have a quality relationship with the NZRU, NZPA and the Hurricanes.
- 4.1.6 Ensure that budgets and resources reflect the needs of a professional Union.
- 4.1.7 Establish long term quality relationships with IRANZ, UCOL and Massey University.

Key performance indicators for 4.1 are:

- Top 12 finish in 2006; top 10 finish in 2007; top 8 finish in 2008; top 6 finish in 2009.
- Maintain a position in the Premier competition in 2009.
- Completed an integrated High Performance programme incorporating Coaches, Referees, Junior and Senior Players that has produced:
 - 1 All Black player on contract to the MRU
 - 2 Professional Referees
 - 6 Super 14 players on contract to the MRU
 - 6 underage NZ players in the MRU Academy
 - Half of all Turbos players from the Manawatu

4.2 Win the hearts and minds of the Manawatu region with the following goals as a target:

- 4.2.1 Develop a commercial and marketing plan that is leading edge and attracts the local community.
- 4.2.2 Form a strong, long term commitment and continuing support of a local charity.
- 4.2.3 Celebrate our past heroes with a tangible annual event.
- 4.2.4 Establish a mentoring relationship with other sports with less resources than ourselves.
- 4.2.5 Develop and enhance mutually beneficial relationships with neighbouring Unions.
- 4.2.6 Secure and showcase key annual events such as Hurricanes games.

Key performance indicators for 4.2 are:

- 10% increase in attendance at home games annually.
- Base of 5,000 season ticket holders by 2009.
- 10% increase in national print media coverage annually.
- Improvement in our annual customer satisfaction survey.
- Improve the understanding of the union and Turbos in our annual community knowledge survey.
- Form a supportive long term relationship with a local charity.

- Ensure “past players” are recognised with a quality experience annually.
- Offer one mentoring session per year in support of other local sports.

4.3 Enhance relationships with the national rugby community with the following goals as a target:

- 4.3.1 Develop and share best practice information.
- 4.3.2 Develop relationships with the health sector to promote new initiatives that support involvement in sport and address health and safety concerns with junior rugby.
- 4.3.3 Seek and obtain major national rugby events to be played in the Manawatu.
- 4.3.4 Progress initiatives from the NZRU Funding Review and enhance the concept of a regional hub.

Key performance indicators for 4.3 are:

- 10 meetings annually with the NZRU at Chairman, CEO and operational staff levels.
- 6 meetings annually with neighbouring Unions at Chairman, CEO and operational staff levels.
- 12 meetings annually with the Hurricanes at Chairman, CEO and operational staff levels.
- Annual invitations and hospitality for each of the neighbouring Unions at Turbos home games.
- Sponsors and Board members to attend one Hurricanes home game
- Board members attending Hurricanes meetings.
- Central hub concept developed for secondary schools competition progressed and expanded competition at other levels.
- Invite key support parties to major functions annually.

4.4 Have a strong and sustainable professional brand with the following goals as a target:

- 4.4.1 Actively market and enhance the MRU Turbos brand.
- 4.4.2 Ensure that all branding relating to the Union, including the 'Turbos' brand, are appropriately protected and protocols are in place for their consistent use by the Union and other approved parties.
- 4.4.3 Develop public opportunities for selling merchandise.
- 4.4.4 Increased ticket sales through annual high profile sales drives.
- 4.4.5 Ensure TicketDirect has a higher profile in this region.
- 4.4.6 Increase the level of pre-game ticket sales.

Key performance indicators for 4.4 are:

- 15 Commercial relationships where the Turbos brand is used to enhance brand value by 2008.
- All professional uniform spots sold.
- All "First 15" packages sold.
- 10% annual increase in merchandise sales of "Turbo" branded product.
- Separate website branch created.
- Supporters club membership increased by 20% per year.

4.5 Be a financially successful and growing Union with the following goals as a target:

- 4.5.1 Establish, resource, and maintain a Commercial Plan for the Union.
- 4.5.2 Ensure accuracy and timeliness of financial reporting and that the Union meets all financial obligations.
- 4.5.3 Operate the commercial aspects of the MRU through the implementation of appropriate finance, audit and risk policies that are reported monthly and reviewed annually.

Key performance indicators for 4.5 are:

- MRU Union Reserves level of \$400k secured by 2008
- Annual Sponsorship value of \$2M secured.
- All set surpluses met or exceeded.
- Ensure that at risk revenue is identified and strategies developed to minimize risk.
- Reserves policy reviewed annually.

4.6 *Promote the development of Community Rugby in the Manawatu region with the following goals as a target:*

- 4.6.1 Establish, resource & maintain a Development Plan aimed at growing the amateur game.
- 4.6.2 Ensure that all reporting obligations to the NZRU are met.
- 4.6.3 Specifically target sectors for development as per the NZRU Funding Review.
- 4.6.4 Use club/customer satisfaction survey results to enhance the local product.
- 4.6.5 Promote the Union's goals through strong incentives for membership.

Key performance indicators for 4.6 are:

- 5% increase in players (junior, senior, veterans, women's)
- 10% increase in coaches
- 10% increase in referees
- 5% increase in volunteers / administrators
- Achieve a sustainable, meaningful & competitive club competition
- Two all-weather, floodlit facilities capable of supporting the Union's requirements.
- A minimum of two community showcase games prior to Turbos home fixtures.

4.7 Board - Achieve Governance Excellence with the following goals as a target:

- 4.7.1 MRU operations to be reviewed annually by the Board as measured against agreed Key Performance Indicators.
- 4.7.2 Operate the Board's activities via an agreed annual Board Work plan.
- 4.7.3 Ensure sustainable and effective financial management.
- 4.7.4 MRU organizational structures reviewed to ensure efficient and effective alignment of resources to strategic goals and operational plans.
- 4.7.5 Annual Operational plan and budget approved by the Board.
- 4.7.6 Ensure that the MRU meets all statutory and NZRU obligations.
- 4.7.7 Ensure policies are in place to provide direction for the development and implementation of this strategy's supporting plans.
- 4.7.8 Develop evaluation, assessment and reporting processes to determine if the strategic and supporting plans are effectively and appropriately resourced.
- 4.7.9 Ensure the Club Rugby Council are reported to as required by Constitution and that proposed changes or updates are reported in a timely fashion.

Key performance indicators for 4.7 are:

- Annual plans and budgets presented and approved by October each year.
- Financial processes meets or exceeds independent audit requirements.
- Regularly review key activities and ensure development in line with current Strategic Plan.
- Annual review of the board's performance as well as the performance of the Chair and individual board members.

5. Conclusion

Our Strategic Plan is a map to where the Manawatu Rugby Union wishes to be in 2009. This is not one persons dream or the vision of a few but reflects the input from all those involved with our sport in this region. The targets are fluid and for that reason will be revisited from time to time in accordance with best practice.

Our mission is clear. Lay the platform for our team to perform and allow nothing to detract from the ultimate goal and our eventual success.

The Manawatu Rugby Board October 2006