

NORTH HARBOUR **RUGBY UNION**

STRATEGY
2013 - 2018

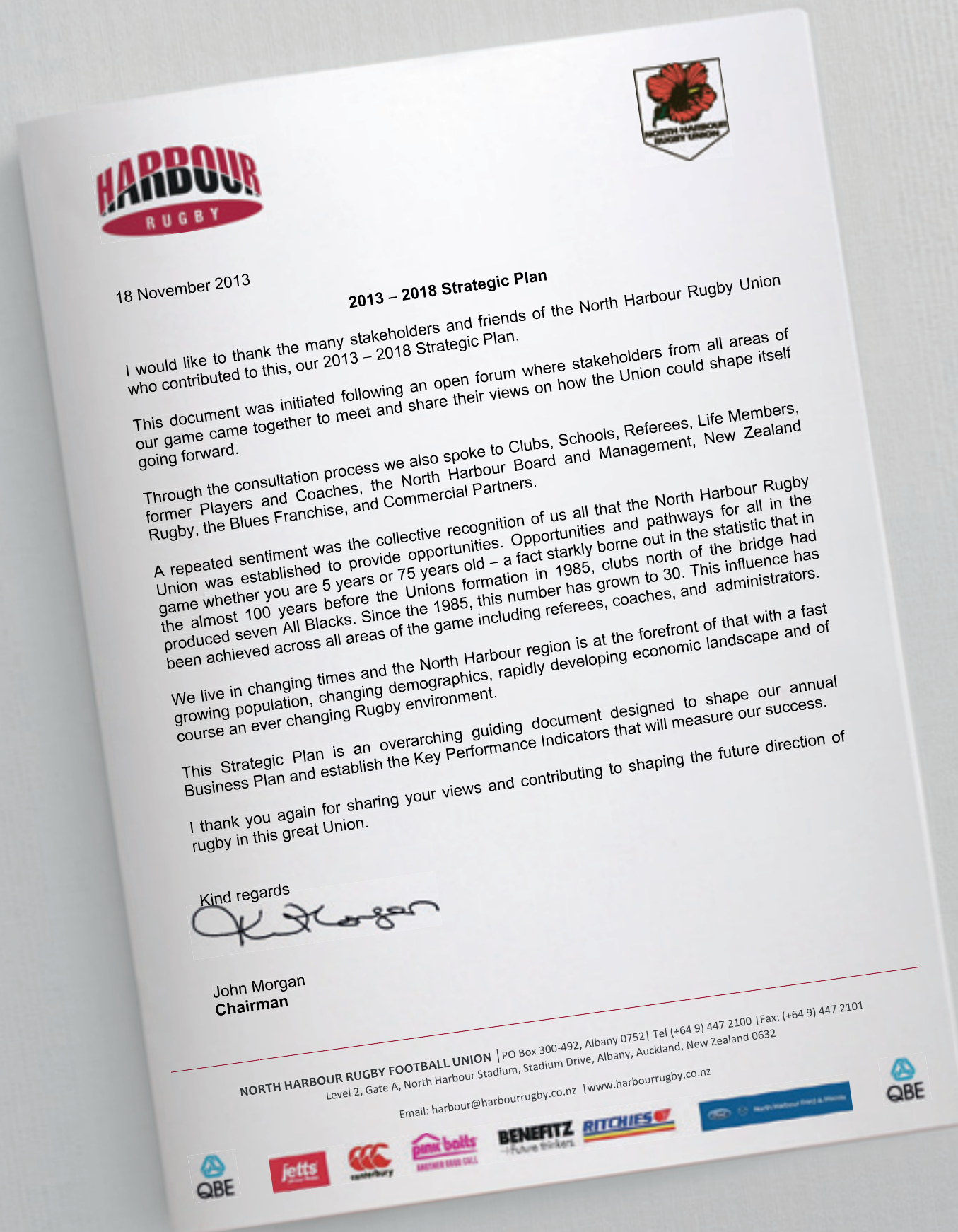


HARBOUR STRATEGY

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INTRODUCTION



AIM OF THE STRATEGIC PLAN REVIEW



The aim is to develop a five year strategic framework for rugby in our region 2013 – 2018 that:

- Responds to the new and changing environment;
- Is unique to the opportunities and challenges in our region;
- Is developed and owned by stakeholders from across the game;
- Relates to and builds off the wider New Zealand Rugby strategy and vision;
- Provides day to day guidance for the actions and decisions of the board, management team and rugby stakeholders.

**“ TO BE AN OUTSTANDING
PROVINCIAL RUGBY UNION
AND A VALUED LEADER IN THE
NORTH HARBOUR
COMMUNITY...”**



EXCELLENCE

Innovative,
Resourceful

Open minded,
Approachable

Committed,
Disciplined,
Hard-working

Pride in
our Union

OUR REGION

North Harbour Rugby is situated in an area that has a fast growing population in the higher socio-economic group. The Union's base is located in the North Harbour Community which is recognized as one of New Zealand's most desirable places to live. As such we are in a highly competitive sports and entertainment market.

The North Harbour Rugby Union is made up of 12 clubs. The Union's boundaries are; the Waitemata Harbour north of the Auckland Harbour Bridge (South). Massey, on the western edge of the Waitemata Harbour (West). A line drawn across from the Mahurangi Peninsula (North). The coastline forms the Eastern boundary of the Union. Secondary school students in the region are generally high achievers and the schools have a sound tradition of rugby.

The ethnic mix of the North Harbour population is not as typical as the rest of the country. There are less Maori and Pacific Islanders than the national average with a larger proportion of immigrants particularly from South Africa and Asia. North Harbour Rugby serves a discerning and relatively cosmopolitan population base.

A key aspect of our growth plan is to actively become more connected to our community.



RUGBY THE GAME

NORTH HARBOUR PEOPLE LOVE IT.

Nothing in New Zealand unites, inspires and connects Kiwi communities like rugby!

In general, peoples' lives are getting busier, and more congested with many more opportunities to commit their valuable leisure time to.

Despite this, one Kiwi institution consistently still attracts strong community support in the North Harbour region – rugby. During the season, tens of thousands of people venture out weekly to take part in one of our region's greatest community activities; be they players, fans, supporters, or just plain enthusiasts.

Being in the top echelon of New Zealand rugby, the profile of the North Harbour Rugby Union is high and we aim to make it even more significant in the years ahead.

Over our history, North Harbour Rugby has built a reputation for playing an exciting brand of rugby. We consistently produce significant numbers of players who achieve national representation, including many great All Blacks.

Nothing makes an emotional connection with New Zealand communities like rugby. That, in a nutshell, is the opportunity we have to leverage.

OUR FACILITIES

North Harbour Stadium, the home of Harbour Rugby, is just the start of the development of a sporting and recreation precinct that will be the envy of all others in New Zealand.

The facilities, including artificial turf, pool and gym will arguably allow North Harbour Rugby to have the best High Performance training environment in New Zealand Rugby.

The Auckland Council has plans to further develop the North Harbour Stadium over the next ten years.

Design and engineering plans for a retractable roof over the North Harbour Stadium have been developed, which would provide a major asset for the wider Auckland region.

Furthermore, New Zealand's premier high performance training centre, Millennium Institute, and educational institutes Massey University and AUT's Sport and Recreation facilities are 5 minutes away.



MANAGEMENT

SENIOR REFEREES
BLUES
FINANCES PLAYER N Z R REP JUNIOR
RUGBY CUP FACILITIES
ITM SCHOOL SEVENS
ADMINISTRATION
DEVELOPMENT ID SECONDARY
EVENT TEAM CLUBS
SPONSORS TEAMS
TALENT PRIMARY

EMPOWERING RUGBY

New Zealand Rugby Vision: Inspiring and Unifying New Zealanders

New Zealand Rugby has identified the following goals for 2016:

- All Blacks go back to back in World Cup;
- Two Olympic Gold medals in Rio;
- Rugby in New Zealand is financially healthy and well led;
- Rugby is **the sport of choice in Wider Auckland**;
- Rugby is the sport of choice for teenagers and brings communities together;
- Positive Global Presence.

These goals have direct and real implications for North Harbour (especially point 4) and have therefore influenced our strategic approach.



NORTH HARBOUR RUGBY GOALS (2013 – 2018)

What will success look like for North Harbour Rugby?

- Financial stability – ensure North Harbour is financially healthy and we have successfully embedded several new sources of income that make a difference to what is possible in our Union;
- Regular ITM Cup finalists and being well regarded for the way we perform on and off the field;
- Pathway for Harbour Rugby players to national teams;
- Community rugby is healthy with growth of player participation in line with regional growth;
- North Harbour Rugby is a key partner in influencing and driving change to the way rugby is administered and perceived in greater Auckland including our contribution in the Wider Auckland Strategy and The Blues Franchise partnership;
- We have positive & open relationships with our diverse range of stakeholders and new and productive partnerships with others outside of our region;
- Recognised as best practice, by other Unions & Codes, in the way we approach and manage our challenges and opportunities (Including Governance);
- The obvious choice for a 6th Rugby franchise in New Zealand.

CHANGE WILL BE THE ONLY CONSTANT...



Our call to action – essence of our strategy

In order to achieve the 2018 goals North Harbour must continually adapt and change. We are at the forefront of social change and therefore must challenge and break down traditional mindsets, rules and boundaries. We cannot keep doing what we have done and expect a different result. We must reach out, connect and involve.

We must prioritise the learning of new ways of working, connecting, building relationships and communicating. Resources must be applied to experimenting with new ideas and building a new aspirational and relevant identity.

Many environmental factors will support the success of this strategy. North Harbour has done it before (when it was established), and it is still relatively new and unbound by the rivers and hills of other Unions.

We are situated in the middle of the largest area of growth in New Zealand – population, wealth and diversity. Further, we have the support of New Zealand Rugby which is also looking at ways to refresh, change and grow in line with the changing world.

“Stretch, Connect and Reinvent”

SIMPLE RULES

Policies or rules that will inform decision making and help guide action and allocate resources

- Live within our means (solid financial governance);
- Make decisions with all parts of the rugby system in mind;
- Be open and transparent;
- Be early adopters and advocates of change (Be open to what is possible and one of the first to try and promote new ideas);
- Focus on execution.

“OUR FUTURE ...IT'S EXCITING”

Our region's population (currently 350,000) is forecasted to exceed 450,000 by 2020, and double over the next 20 years!

Already one of New Zealand's largest Provincial Unions with:

- 12 clubs;
- Approximately 10,000 registered players;
- 235 junior rugby teams;
- 220 primary schools teams;
- 50 intermediate school teams;
- 100 secondary school teams;
- 65 senior club teams.

North Harbour Rugby's **potential**... has **never been greater** than it is now!



Focus Areas

We will continue to strive for excellence and adapt as necessary to ensure our core business remains strong. This includes Player Development, Coach Development, Referee Development, Club Development, Competition Delivery, 7's, Woman's Rugby, Representative Rugby, School Rugby etc.

In addition, the following projects have been identified to support the achievement of our 2018 goals outlined earlier.

- Growing sustainable income;
- Improving the ITM Cup performance;
- Growing the community game – schools and clubs;
- Preserving the Core – building on the legacy;
- Stimulating growth – keeping pace with demographics;
- Establishing our place in the SuperCity;
- Refreshing North Harbour Rugby Union Brand, Identity and Communications;
- Review North Harbour Rugby's Governance structure.

Growing Sustainable Income

RATIONALE:

Sustaining and growing income is a critical challenge. Whilst focus must be on securing current income sources, it is also important to develop new income generating initiatives in response to the changing environment

AIM:

To identify and implement a number of new initiatives where possible that generate incremental income for the Union

APPROACH:

Establish a project team to identify, recommend and drive new income initiatives (e.g. events, property, etc.)

- Maintain a sponsorship structure that recognises and provides value over and above our commercial partners expectations;
- Build connections with key targeted groups outside our traditional rugby audience;
- Explore partnerships with off-shore entities;
- Create programmes that allow us to engage with our former players and administrators, the local business community, stakeholders, and the public;
- Utilise existing resources to deliver alternative revenue streams outside our core business;
- Maintain positive relationships with Gaming Trusts and execute a new strategy to maximise gaming income;
- Gain greater control of game-day operations, to better influence the “customer experience”;
- Ensure that North Harbour Rugby is best positioned to capitalise on New Zealand Rugby funding incentives;

Improving the ITM Cup Performance

RATIONALE:

The top team's performance on and off the field impacts materially on the perception of Harbour Rugby and its achievements in all other parts of the game. Recently this performance has been below expectations.

AIM:

To improve and sustain the performance of our ITM Cup team in particular (Top 4 finishes).

APPROACH:

A comprehensive review of the ITM Cup team performance has already been completed. Establish a sub committee of management and board to review, support and communicate the on-going implementation of the recommendations.

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- Develop an environment that is underpinned by a culture of strong leadership, high standards and an outstanding work ethic;
 - To create and sustain a High Performance environment based on succession planning, talent identification, and the development of players and coaches in the region;
 - Identify and recruit a network of talent identification people within and outside of the region. The “Ideal Harbour Player” attributes will be the cornerstone of this selection programme;
 - Ensure that a comprehensive review process is undertaken of all representative teams at the conclusion of each season, to ensure best practice is achieved;
 - Realign the Academy with the High Performance area of the game to best prepare these players to be able to play ITM Cup Rugby;
 - Continue working with HPSNZ, New Zealand Rugby, Blues franchise and other organisations to provide professional development opportunities for staff.

COMMUNITY RUGBY IS HEALTHY

Schools and Clubs

RATIONALE:

A key area North Harbour Rugby controls is how it structures and runs its club and school competitions. This is an area where we can take a lead in Auckland and New Zealand by innovating and trialling new approaches.

AIM:

To foster and grow the game of Rugby in our Community so that everyone has the opportunity to enjoy and develop a life long love of our sport in a safe and healthy environment.

APPROACH:

Establish a project team to challenge the status quo and champion the adoption of some simple changes to how the game is run in these areas.

- Ensure our coaches, at all levels, are provided the appropriate support and along best practice guidelines;
- Achieve our goals relating to playing numbers, coaches, administrators and referees;
- Pilot Friday night football competitions;
- Play a leading role in the development of a wider Auckland secondary school competition;
- Review of the current structure of amateur rugby in our region to ensure the best possible environment for clubs and schools in conjunction with the Wider Auckland Strategy;
- Develop and distribute to clubs, schools, coaches and referees resources, systems and technical material that supports the growth of the game;
- Establish an academy structure that supports the development of our talented young athletes;
- Implement New Zealand Rugby's Community Rugby Plan.

COMMUNITY RUGBY IS HEALTHY

Building on the Legacy

RATIONALE:

North Harbour Rugby was established in 1985 to provide opportunity to the players, officials and fans in the Harbour region. It is a fact that in the 100 years before 1985, clubs North of the Bridge had produced only 7 All Blacks. In the last 28 years that number has grown to 30. That explosion of opportunity has been mirrored across all areas of the game in the region.

AIM:

To headline the core attributes / ethos of why Harbour Rugby was formed and to respect that in everything we do.

APPROACH:

Develop a series of plans that capture the essence of this original ethos and ensure those plans are referenced in any initiatives that we undertake.



- Build a meaningful Alumni:
 - Engage and embrace our Old Boys. Re-ignite their passion;
- Develop a Communications Strategy:
 - To enable us to tighten our relationship with our stakeholders and fans to ensure they understand what it is to be part of the North Harbour Rugby family;
- Encourage Clubs / schools to utilise Harbour brand marks where appropriate;
- Develop a tangible association with other Harbour icons:
 - Past greats, key moments of time, team re-unions etc.;
- Reward the behaviour of those that are exemplar of our values.



COMMUNITY RUGBY IS HEALTHY

Keeping Pace with Demographics

RATIONALE:

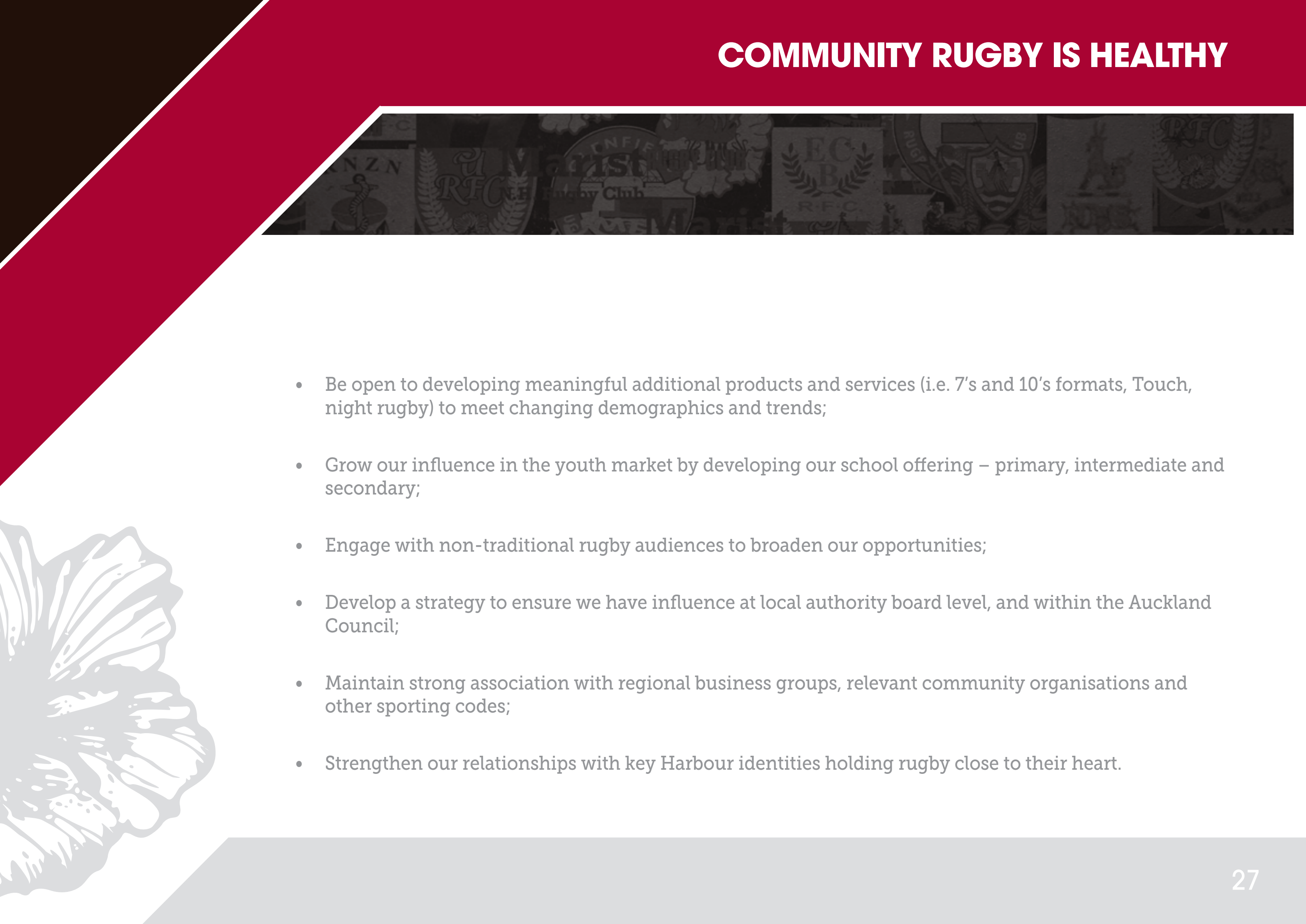
The North Harbour region is at the very forefront of social change in New Zealand. With a fast growing population, broad ethnic mix, wide range of sports and entertainment options and a thriving business community, North Harbour Rugby must be able to recognise and respond to the dynamic environment that we are centred in.

AIM:

To identify key social, environmental and political trends which have the most influence on our Union, and develop strategies to capture these opportunities and/or threats, capitalising upon them.

APPROACH:

Remain connected with our stakeholders, ensuring that we are relevant to their needs. Build on our network of key influencers in order that we keep abreast of emerging trends and respond in a meaningful way where appropriate.

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- Be open to developing meaningful additional products and services (i.e. 7's and 10's formats, Touch, night rugby) to meet changing demographics and trends;
 - Grow our influence in the youth market by developing our school offering – primary, intermediate and secondary;
 - Engage with non-traditional rugby audiences to broaden our opportunities;
 - Develop a strategy to ensure we have influence at local authority board level, and within the Auckland Council;
 - Maintain strong association with regional business groups, relevant community organisations and other sporting codes;
 - Strengthen our relationships with key Harbour identities holding rugby close to their heart.

COMMUNITY RUGBY IS HEALTHY

Wider Auckland Strategy

RATIONALE:

The rapid pace of change in Auckland offers an opportunity to expand the influence and impact of North Harbour rugby.

AIM:

To reach out across boundaries with an open mind and work with other interested parties to evolve the way rugby is administered in the region and grow the role and impact of North Harbour rugby in any new structure.

APPROACH:

Actively participate in the New Zealand Rugby led Wider Auckland Strategy working alongside Auckland Rugby, Counties Manukau Rugby and other appropriate parties, to further develop rugby in the wider Auckland region.



- Strengthen relationships and collaboration with Auckland Rugby and Counties Manukau Rugby;
- Capitalise on changes to Super Rugby ownership by maintaining a meaningful stake-holding in the Blues Franchise;
- Consider changes and/or additions to the structure of club and school competition;
- Develop a strong working relationship with the new Auckland Council, Local Board Authorities, Government and other key business organisations in our region;
- Contribute, challenge and develop the Wider Auckland Strategy work-streams as they are conceived.

COMMUNITY RUGBY IS HEALTHY

Identity & Communications

RATIONALE:

To keep pace with the changing environment Harbour Rugby must constantly challenge how it relates to, and communicates with, stakeholders and the community. North Harbour has in the past influenced many other sports codes in the region – there is an opportunity to take a lead again.

AIM:

To refresh the identity of North Harbour Rugby in line with the emerging social and economic environment and develop a comprehensive, modern and connected approach to our brand and communications.

APPROACH:

Develop a set of guidelines that respect our heritage whilst focusing on the future.



- Develop a Brand guide:
 - Ensure our marks, our tone, our style and our values are understood by all who use them and protect this use;
- Utilise where appropriate new media and communications avenues;
- Be proactive in communicating with the media to improve image and awareness of North Harbour Rugby;
- Work with existing commercial partners to provide added value for both parties;
- Ensure that collateral material is consistent in it's look and feel;
- Collaborate with club and school rugby, to link Harbour brands and marks with the community game where appropriate;
- Integrate with the New Zealand Rugby communications strategy.



Review North Harbour Rugby Union Governance Structure

RATIONALE:

The existing North Harbour Rugby Union has not materially changed since the Union was formed yet the rugby landscape has changed dramatically. The structure and processes determined by the Constitution may not reflect the role and requirements of our Union today.

AIM:

To ensure that the structure and process of Governance of the North Harbour Rugby Union reflects current best practice and the changing nature of the responsibilities of Provincial Unions.

APPROACH:

Establish a project team to review North Harbour Rugby Union's existing Constitution to identify and recommend changes for consultation with our key stakeholders.

KEY PERFORMANCE INDICATORS



Below are the KPI's for which specific individual targets will be set each year by the North Harbour Rugby Board:

- Financial stability - living within our means (revenue / cost); and continually identifying new sources of income (surplus);
- Well organised, well structured and well administered competitions in all grades from Rippa Rugby to ITM Cup;
- Our position in ITM Cup competition table;
- Our number of players in national teams;
- Our contribution to the Greater Auckland strategy and the Blues Franchise;
- Obtain feedback from stakeholder surveys. Participate in Provincial Union forums;
- External assessment of our governance, management and operational practices;
- Development of bid strategy / proposals (for 6th franchise).

STRATEGIC SUMMARY – ON A PAGE

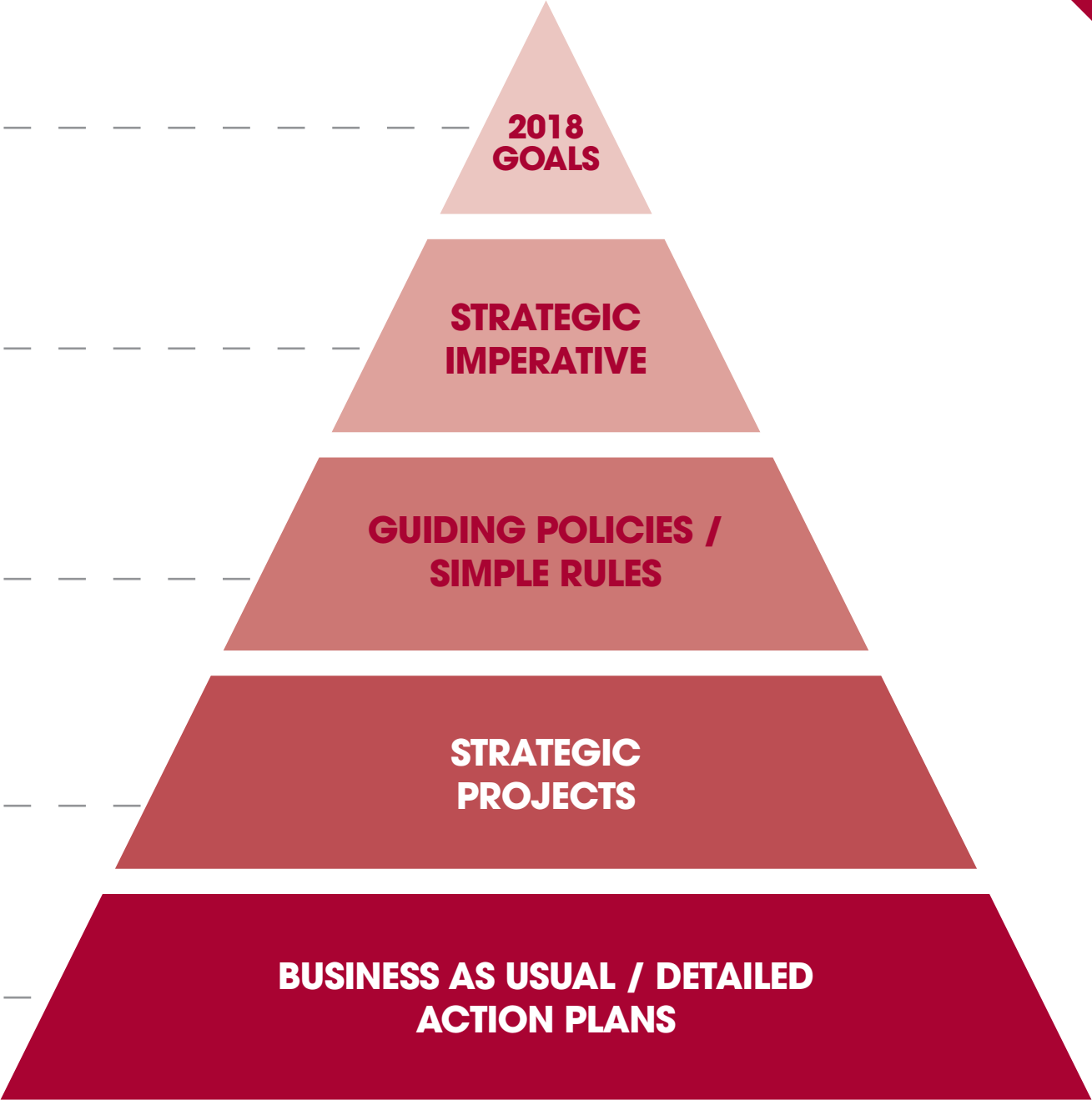
Financially healthy • New sources of income • Community rugby above average participation • ITM Cup top 4 finishes • Well regarded on and off the field • Recognised pathway for players to national teams • Sought out for help & advice • Partner in responding to / driving change in Auckland • Positive & open relationships with stakeholders

“Stretch, Connect and Reinvent”

Live within our means • Make decisions with all parts of the rugby system in mind • Be open and transparent • Reach out across boundaries for help and partnership • Be early adopters and advocates of change • Focus on execution

Growing the community game – schools and clubs • Realising new income • Improving the ITM Cup performance • Finding place in the SuperCity • Refreshing Brand • Identity and Communications • Review Governance

Business as Usual, building on the legacy, on-going review and tracking of progress



HARBOUR TEAM



HARBOUR UNION
SINCE 1985

