



Spotswood United

Rugby Football & Sports Club

STRATEGIC PLAN

2024 - 2027

Why a Strategic Plan?

Strategic plans generally evolve from internal reviews and consultations with our stakeholders and members. At times, community members and commercial partners may also be included within the consultation process.

We recognise that sport is a highly competitive industry with changing audience, expectations and numerous entertainment alternatives. While ensuring we are focused on the here and now, winning games, providing opportunities for people to enjoy all rugby and sport has to offer and growing participation among men and women, we also need to provide a blueprint for our future focus to ensure we are a vibrant club.

This document highlights our key areas of focuses, clear performance measures and, most importantly, the expected behaviours which drive our culture, goals and success. It sets the standards to which we are to be accountable. We will continue to recognise our history while looking to the future to make history of our own! We are confident that the organisation will achieve ongoing success for the benefit of all our community and feel privileged to be able to share this future with you.



2024 - 2027

OUR VISION

'INSPIRE, CONNECT & UNITED'

We will **inspire** our people and members through winning performances and an exciting style of play.

We are determined to **connect** with our community partners and stakeholder's past and present and lead programs that enhance our community footprint.

We will **connect & unite** people in community and our region to play our great game and unearth the next generation.

We have a purposeful commitment to commercial growth and sustainability through fostering our local, national and global **connections**.

We are a ONE CLUB - **United**



What is our plan?

VISION

'INSPIRE, CONNECT & UNITED'

VALUES

TEAMWORK – INNOVATION – EXCELLENCE – RESPECT – HONOUR & PASSION – ONE CLUB

PILLARS & STRATEGIC OBJECTIVES

PERFORMANCE & WINNING TEAMS

- *Player recruitment & development programmes for teams
- *Develop pathways, players to achieve Rep honours
- *Netball Promotion to Premier grade
- TRC –Finals

COMMUNITY FOCUS

- *Continuous growth in participation at SURFSC across all forms of the game with healthy and vibrant teams, community support for all sports and to maximise to club house facility utilisation

ENGAGEMENT & PARTICIPATION

- *To be a club for all our community deeply connected through all touch points
- *Ensure retention rates and plans are in place

A SUSTAINABLE LEGACY

- *People Engagement,
- *Grow commercial revenue streams and create viable alternative revenue streams
- *Club and Brand Development

PEOPLE DEVELOPMENT & PERFORMANCE

- *High performing people who are provided opportunities to develop and advance in all playing and management areas.
- *Preparation, Scheduling & Succession Planning










MISSION

SUCCESS THROUGH PARTICIPATION, PERFORMANCE & PEOPLE

ONE CLUB - UNITED

OUR PILLARS

Our goal is to be the viable performing Rugby & Sports club in Taranaki by:

-  Develop Team Leaders & Core Squads
-  Make the Club Rugby final playoffs
-  Winning the Club Rugby Championship every 4 years
-  Achieve premier Netball status in 2025 and constantly strive for final playoffs
-  Growth of players via development programs to premier squad.
-  Ensuring strategic game plans are formalised to provide the best opportunity for success.
-  The growth of evolving player, coach and team staff development pathways and performance programmes for men's and women's rugby.
-  Facilitate a strong and competitive team succeed culture. (close scores, variety of championship winners, all teams competitive).
-  Retention and recruitment of 90% of identified players.



**PERFORMANCE &
WINNING TEAMS**

COMMUNITY FOCUS


OUR PILLARS


Our goal is to grow and diversify sustainable rugby participation in our club and be the leading community focused sporting organisation by;


-  Increasing our total rugby and netball participation numbers by 3% per year
-  Been seen as a professional sporting organisation by setting our benchmark of behaviour and engagement in the community
-  Growing 'Get into Rugby and Netball' in local primary schools for club awareness and pathway
-  Increase community utilisation of clubhouse from a healthy and vibrant teams and community support for all sports and to maximise to club house facility utilisation
-  Increase Event revenue from hirage of clubhouse due increase community support and facility amenities
-  Provide taster sessions and touch rugby through the summer period open to people who are interested and create interest in SURFSC.





OUR PILLARS


 *Our goal is to be connected and engaged with all elements of our community by:*

 Achieving an annual membership retention rate of at least 85% and a minimum of 85% player satisfaction survey rating.


 Increasing playing memberships by 5% per annum

 Create Events Committee for social events throughout the year.

 Create RDO (Rugby Development Officer) position, to visit to all schools to develop programs and relationships

 All Premier players performing sponsors visit to team jersey sponsors at least once per year

  Create Sponsors V Rugby/Netball Ambrose Golf Day.

 Growing our nonplaying and 100 club memberships by 5% per annum

**ENGAGEMENT &
PARTICIPATION**



A SUSTAINABLE LEGACY

OUR PILLARS



Our goal is to ensure financial stability of the club, to establish commercial reserves and reinvest back into the club and high-performance programs by:



Consistently deliver an annual profit from 2024 onwards, thereby growing accumulated reserves and creating the platform to be able to re-invest into community rugby, netball and other business initiatives



Achieving an annual sponsor retention rate of at least 90% with annual surveyed sponsor satisfaction ratings of at least 85%.



Increasing sponsorship revenue by 5% per year from 2024 onwards



Increasing corporate hospitality revenue by 15% per year from 2024 onwards



Maintain consistent financial results aligned with Strategic and budget focus.



Grow commercial revenue streams and create viable alternative revenue streams



Generate a measured business and strategic plan for the long-term sustainability of SURFSC.



Review club brand and product for the long-term sustainability of SURFSC.



OUR PILLARS



Our goal is to attract, retain and develop high performing staff to ensure the ongoing success of SURFSC by:



Being the club people aspire to be members and supporters because of our culture, values, environment and the opportunity for growth



Providing regular feedback and conduct reviews for all playing members, coaches and management annually



Annual performance review of club management structure and effectiveness



Recognising and reward achievement



Coach/official/administrator accreditation levels achieved/maintained.



Develop an engaging, forward thinking and successful board of management and establishing succession planning and preparation for long term viability of SURFSC. effective functioning of the Club including delegation of functions and responsibility; and prepare for succession planning









PEOPLE &
DEVELOPMENT

OUR VALUES










Teamwork

-  We support and respect our colleagues' roles and contributions
-  We trust and empower each other to achieve excellence
-  We demonstrate commitment to others and the club, be selfless
-  We are never afraid of hard conversations
-  We focus on being coordinated and integrated across all areas of our club
-  We recognise the strength of the whole club








Innovation

-  We seek to innovate and explore new ideas wherever possible
-  We identify best practice solutions and apply them
-  We think outside the box in all areas
-  We are open to ideas
-  We develop creative ways to support the sustainable legacy and team performance.



Excellence

-  We focus on being the best
-  We commit to the pursuit of excellence
-  We refuse to accept failure
-  We ensure we create opportunities for our players, officials and staff to develop and grow
-  We will do everything in our power to produce the highest possible outcomes





Respect

- We are always transparent, ethical and accountable
- We are responsible and honest in all our dealings
- We do what is right
- We share information and are approachable to all
- We own our actions - we do what we say
- We show respect to every person we interact with
- Acknowledge the individuality of their opinions and styles by genuinely actively listening to stakeholders



Honour & Passion

- We appreciate and celebrate diversity and foster an inclusive environment
- We put our community, partners and members at the centre of all that we do
- We listen to our members, our partners and our community and ensure we are responsive to all
- We work with our stakeholders to ensure we are linked in outcomes and actions
- We build trust through our actions and behaviors
- Are passionate about the ongoing success of rugby at SURSC.



One Club

- We are positive and supportive of our teammates, our club vision and future.
- Courteous and professional at all times.
- We understand that club needs come first for sustainability
- Together in unity we will develop and flourish the clubs long term strength and stand United





UNITED