



STRATEGIC PLAN

2010 – 2012

OUR VISION

To create a supportive whanau environment aimed at encouraging the development of our members in sport participation and leadership.

OUR MISSION

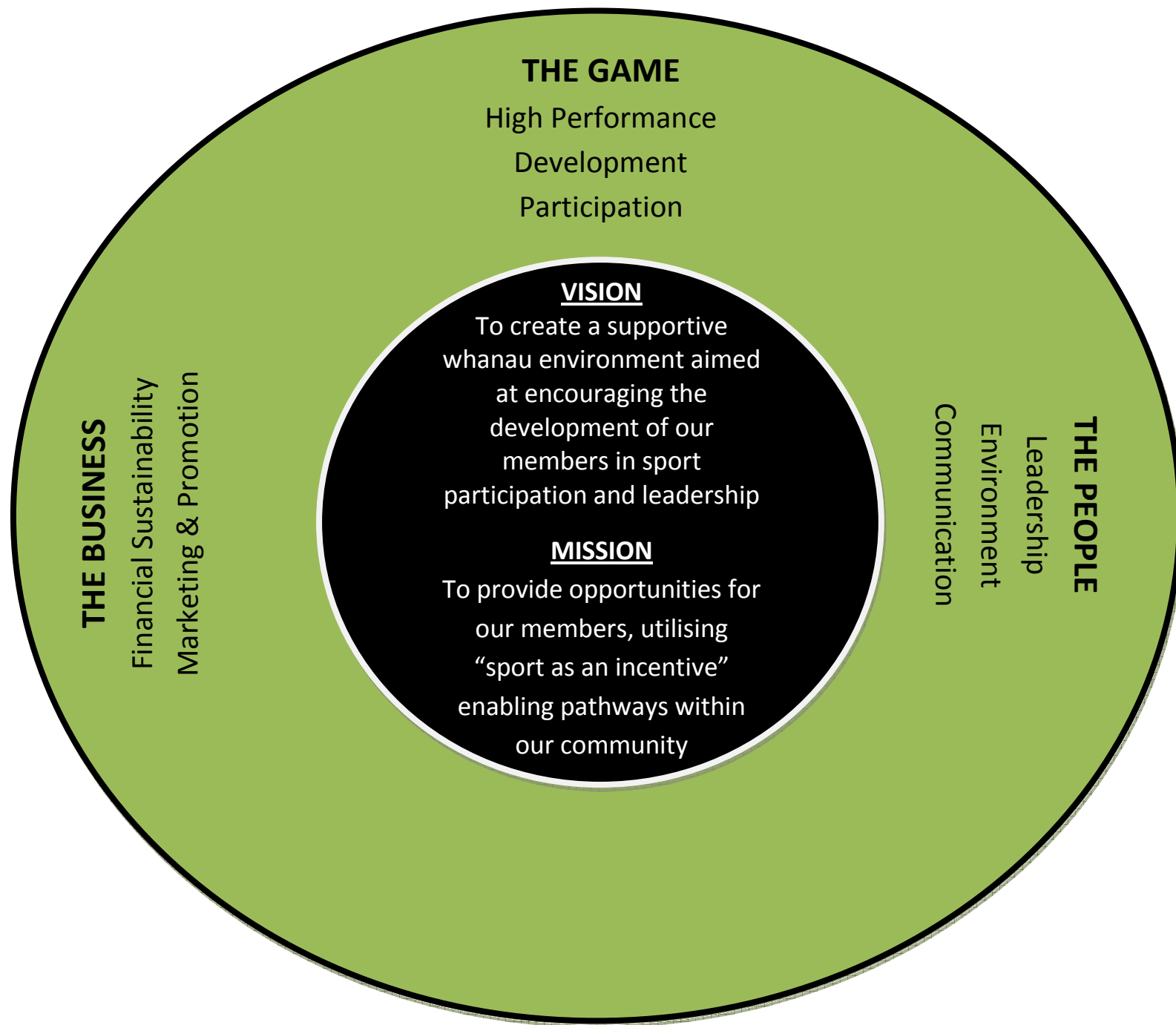
To provide opportunities for our members, utilising “sport as an incentive” enabling pathways within our community.

We will know we have achieved this when:

- We have a positive profile in the Counties Manukau region
- We consistently have high performing Executive members, Administrators, Teams, Coaches, Managers, Umpires and Players
- Quality Coach, Umpire, Manager and Player development pathways are in place
- We have a pool of skilled, dedicated and willing volunteers
- The club is financially sustainable

OUR VALUES

- Manaakitia - Care for each other
- Whanaungatanga - Relationships
- Tautoko - Support
- Excellence
- Continuous Improvement
- Loyalty
- Leadership



THE BUSINESS

1. FINANCIAL SUSTAINABILITY

GOAL	KEY SUCCESS FACTORS	STRATEGIC INITIATIVES	TARGETS
To develop alternative revenue streams and create strong financial management to provide for an enduring future for the club.	1.1 Establish a Club Fundraising Committee	1.1.1 The Club Fundraising Committee will work with the Club Manager to develop & implement a plan to increase revenue.	2010
	1.2 Create a Club Funding matrix	1.2.1 The Club Treasurer will create an annual Club Funding Matrix which lists all club expenses, dates funding required and possible funding agencies to apply to for funding.	2010
		1.2.2 The Club Treasurer will coordinate funding applications as per the Club Funding Matrix schedule.	2010 - 2012
	1.3 Grow revenue via alternative income streams	1.3.1 The Club Treasurer will coordinate an application enabling the Club to become an incorporated society.	2010
		1.3.2 The Club Executive will actively pursue sponsorship agreements with two local organisations twice annually.	2010 - 2012
	1.4 Maintain sound financial systems	1.4.1 The Club Executive will review & document sound financial systems & reporting.	2010 - 2012
		1.4.2 The Club Executive will review finance systems and procedures on an annual basis.	2010 - 2012

THE BUSINESS

2. MARKETING AND PROMOTION

GOAL	KEY SUCCESS FACTORS	STRATEGIC INITIATIVES	TARGETS
Build a positive profile for Aztec Sports Club in the Greater Auckland Region.	2.1 Website is up to date and informative.	2.1.1 Club IT Coordinator will regularly update and maintain the website for club members and the public.	2010 - 2012
		2.1.2 Team Managers will complete weekly match reports and email to the Club IT Coordinator who will continue to acknowledge members achievements on the club website.	2010 - 2012
	2.2 Continuation of promotion of Aztec brand to ensure buy-in of members and the Greater Auckland region.	2.2.1 Premier Team Managers will complete weekly match reports and email to local media.	2010 - 2012
		2.2.2 The Club Manager will create and distribute monthly club newsletters to all club members.	2010 - 2012
		2.2.3 The Club Secretary will build & maintain a database of members to promote club's activities and newsletters.	2010 - 2012
	2.3 Build a portfolio of branded merchandise, resources and promotional items.	2.3.1 The Club Executive will ensure that branded merchandise and promo items are available for purchase to members and supporters.	2011 - 2012

THE GAME

3. HIGH PERFORMANCE

GOAL	KEY SUCCESS FACTORS	STRATEGIC INITIATIVES	TARGETS
To create and deliver a quality high performance programme that is aligned with the Region and Netball New Zealand.	3.1 Establish Club HP Advisory Group.	3.1.1 Club HP Advisory Group to work with elite players, coaches, umpires and managers.	2010 - 2012
	3.2 Club HP plan developed, documented and communicated to members.		
	3.3 Club HP Plan is aligned with Netball Counties Manukau & NNZ.	3.3.1 Club HP Advisory Group maintains regular communication with Regional personnel on HP programs & initiatives available to members.	2011 - 2012
	3.4 Teams are successful at local centre, regional competition and Greater Auckland region representation.	3.4.1 Club Executive appoints credible team officials.	2011 - 2012
		3.4.2 Team Officials access appropriate resources to enhance performance.	2010 - 2012
	3.5 Elite members are encouraged to stay with the club and in the region.	3.5.1 Club HP Advisory group develop and maintain HP pathways for players, coaches, umpires & officials.	2011 - 2012
		3.5.2 Annual HP & Rep budget in line with requirements of HP plan.	2011 - 2012
	3.6 Members are able to progress to national level via the Club and region.	3.6.1 HP plan provides opportunities for our members to work with and be seen by Regional HP personnel.	2010 - 2012

THE GAME

4. DEVELOPMENT

GOAL	KEY SUCCESS FACTORS	STRATEGIC INITIATIVES	TARGETS
To provide support & expertise to promote & enhance the development of members in the game.	4.1 Quality Coach, Umpire, Officials, Administrators and Player development pathways.	4.1.1 Club Officials Coordinator sources development opportunities with local Centre's, Region & NNZ and creates annual club development plan.	2010 - 2011
		4.1.2 Annual Club Development budget implemented.	2010 - 2012
	4.2 Retention of quality members within the club.	4.2.1 Regular Club Officials meetings	2010 - 2012
		4.2.2 Player & Officials evaluations completed annually.	2010 - 2012
	4.3 Provision of pathways to offer members the opportunity to succeed within the club and region.	4.3.1 Club Executive develops a succession plan for strategically targeted positions within the club.	2011 - 2012
		4.3.2 Club Officials Coordinator maintains communication with local Centre Development Coordinators and Regional Development Staff.	2010 - 2012

THE GAME

5. PARTICIPATION

GOAL	KEY SUCCESS FACTORS	STRATEGIC INITIATIVES	TARGETS
To attract, develop and retain a robust base of talented and committed volunteers.	5.1 Maintain healthy club participation numbers in line with population growth and financial sustainability.	5.1.1 Ensure club affiliation fees remain at reasonable and affordable levels.	2010 - 2012
		5.1.2 Club Executive to analyse annual player & officials evaluations summary report.	2010 - 2012
	5.2 Increase spectator base at all levels of the game.	5.2.1 Club Executive to develop a strategy to ensure closer alignment with club member families.	2011 - 2012
		5.2.2 Club Manager to create supporter packs and incentives to get spectators to games regularly.	2011 - 2012
	5.3 Have an accurate picture of all aspects of volunteering & its challenges and source programs to address these.	5.3.1 Club Executive to develop a plan to recruit, retain & recognise club volunteers annually.	2010 - 2012
	5.4 Attract an ongoing pool of young people into all aspects of the game.	5.4.1 Club Executive creates offers of opportunities for young club members to develop their skills & gain experience to run the game in future – succession planning (refer 4.3.1).	2011 - 2012
	5.5 Develop school & club links	5.5.1 Club Executive targets 2 x local schools (Primary & Secondary School) and develop communication plan to introduce club and officials to school personnel.	2011 – 2012
		5.5.2 Club HP Advisory Group develops & coordinates delivery of 'Top Town' netball challenge in a school annually.	2011 - 2012

THE PEOPLE

6. LEADERSHIP

GOAL	KEY SUCCESS FACTORS	STRATEGIC INITIATIVES	TARGETS
To promote strong and clear visionary direction for the club and its members.	6.1 Aztec Sports Club will be a voice on regional netball issues.	6.1.1 Club Officials coordinator to coordinate planning support to team officials as required.	2011 - 2012
	6.2 Have strong visual leadership.	6.2.1 Club Executive to develop & maintain regular contact with Regional & Centre personnel & Club HP Advisory Group.	2010 - 2012
		6.2.2 Succession plan in place for rotation of Executive Committee (refer 4.3.1)	2011 - 2012

THE PEOPLE

7. ENVIRONMENT

GOAL	KEY SUCCESS FACTORS	STRATEGIC INITIATIVES	TARGETS
To create and maintain supportive family environment	7.1 Develop incentives to recruit & retain quality members.	7.1.1 Maintain annual Family subsidy budget, for families with 3 or more members for whom financial hardship would prevent young people from participating.	2010 - 2012
	7.2 Maintain annual club forum, where members feel comfortable sharing ideas, feedback.	7.2.1 Annual Club Team Building weekend.	2010 - 2012
	7.3 Create monthly opportunities for members to socialise and have fun.	7.3.1 Three combined fundraising/social events during the season.	2011 - 2012

THE PEOPLE

8. COMMUNICATION

GOAL	KEY SUCCESS FACTORS	STRATEGIC INITIATIVES	TARGETS
Strong & effective communication within the club membership and region.	8.1 All communications are reaching the membership.	8.1.1 Club Secretary to create an effective database that is up to date & current to enable direct communication with our membership (refer 2.2.3)	2010 - 2012
		8.1.2 Club IT Coordinator will continue to investigate and introduce new technology for communicating with the membership ie; website, facebook, bebo, twitter etc.	2010 - 2012
	8.2 Strong communication links between membership, local Centre and Region.	8.2.1 Club Officials Coordinator & Club HP Advisory Group develop & maintain regular communication links with membership, centre and region personnel.	2011 - 2012