

ŌTARA RUGBY LEAGUE AND SPORTS CLUB

2024-2030 STRATEGIC PLAN



OUR PURPOSE (KAUPAPA)

To support the participation and competitive sporting spirit of our local communities and to be a conduit through activities to improved health and wellbeing.

OUR VALUES (NGĀ UARA)

- We offer a warm welcome to all communities and cultures.
- We are whānau friendly and support tamariki, rangatahi and adults to be the best version of themselves.
- We act with integrity, we are honest, we are grounded, and we are compassionate.
- We like to have fun and create a nurturing environment.
- We are focused and proud of the positive role we play in bonding with the Ōtara community.

OUR CRITICAL CHALLENGES (WERO)

- Our ability to cater for increasing numbers of people wanting to play field sports with too few floodlit and sand-based fields to meet demand.
- Our ability to employ staff and manage volunteers who are critical to our operations when the workload is increasing due to the growing popularity of the club for a range of sports and other activities.
- Our ability to manage our environment on game day when demand for parking, catering and volunteers exceeds supply.
- Financial sustainability with dependence on grant funding and successful commercial operations to supplement income generated from member subscriptions and facility usage.

STRATEGIC PRIORITY: Strong Governance, Leadership and Volunteer Support

WHAT IMPACT DO WE WANT	WHAT DO WE WANT TO ACHIEVE BY 2030
Grant funding is sufficient to cover any shortfall in operational income.	By September each year the club has adopted a grant funding plan and is successful in securing grants.
Compliance with the Health & Safety at Work Act 2015 - whānau feel safe using the club.	By April 2025 the club has developed and is implementing a Health & Safety Plan (updated as required).
Policies are clearly defined and applied consistently to give members confidence in the leadership.	By April 2025 the club has operational policies which guide decision-making (updated annually).
The club is a registered incorporated society and able to apply for grant funding and maintain its AC lease.	By December 2025 the club is re-registered with Incorporated Societies.
The workload of Executive Board members is more evenly distributed.	By December 2026 the Executive Board has adopted a portfolio structure.
The club has certainty about its future at Ngāti Ōtara Park.	By 1st March 2026 and 28 February 2031, the lease with Auckland Council is renewed.
The club can achieve its full potential with ongoing commercial activities supporting club operation costs.	By 2026 the club can employ a full-time General Manager and an administrator.
The club can resist any economic shocks e.g. a pandemic or natural disaster.	By 2030 the club is generating sufficient income to build a reserve fund equal to 6-month expenditure.

STRATEGIC PRIORITY: Successful Commercial Operations

WHAT IMPACT DO WE WANT	WHAT DO WE WANT TO ACHIEVE BY 2030
The club can plan for maintenance expenditure spread over several years.	By April 2025 there is a maintenance and renewal plan in place for the laundrette equipment (updated annually).
Commercial operations financially support the club while strengthening connections to the community.	By April 2026 the Pacific Homecare Services lease is renewed for 5-years (or an alternative lease is negotiated).
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Commercial operations financially support the club while strengthening connections to the community.	From May 2026 the Laundrette is returning a 20% annual profit (after meeting all operating costs).

STRATEGIC PRIORITY: The Game is strong and growing

WHAT IMPACT DO WE WANT	WHAT DO WE WANT TO ACHIEVE BY 2030
ARL is supporting the club to manage the park environment on game day.	From April 2025 game scheduling is decreasing pressure on the park and volunteers (ongoing annually).
An increasing number of coaches and referees with qualifications and skills contributing to player enjoyment.	From 2025 there is a focus on building coach and referee capability (ongoing annually).
Coach coordinators are supporting retention of junior coaches.	From April 2025 co-ordinators support coaches (U6-U12, U13-U20) (ongoing annually).
The club has a reputation for success in both men and women.	From 2027 both the men's and women's teams are competing consistently in ARL top tier competition.
The club is continuing to grow.	By April 2030 the club is fielding 50 teams including male and female junior and senior.

STRATEGIC PRIORITY: Well maintained facilities and equipment

WHAT IMPACT DO WE WANT	WHAT DO WE WANT TO ACHIEVE BY 2030
Pressure on volunteers is relieved by providing better access to the park.	By April 2025 a buggy is provided to support ground management.
Increased space for social and community activities at the park.	By April 2026 the deck is completed.
All teams are able to train at the park.	By April 2027 three fields have training lights.
All teams can train and play at the park.	By April 2028 goal posts are on four fields.
Growth of the sport of kickboxing and further cross-fertilisation of membership.	By April 2029 the kickboxing area has been refurbished and there is a cover between the clubroom and kickboxing area.
A better connection between the clubroom and playing fields.	By April 2030 the No 1 playing field is realigned with the deck area.
The club can plan for maintenance expenditure spread over several years.	By April 2030 there is an asset maintenance plan for the building interior.

STRATEGIC PRIORITY: Marketing and Communication reaching members and the wider community

WHAT IMPACT DO WE WANT	WHAT DO WE WANT TO ACHIEVE BY 2030
Members and member clubs are well informed about club activities.	The website provides up to date information (an APP provides access to draws, results and club news).
A social media policy ensures alignment with club values.	By April 2025 a social media policy guides teams and club members (includes Team Support).
The club is connected to the community and key stakeholders.	Club sponsors continue to provide essential support, and the Local Board receives a report at least annually on club success and future needs.
The merchandise range reflects a modern progressive club.	The merchandise range is updated regularly to support increased sales volumes.
Open days provide an opportunity for the community to connect and engage.	A Gala and Muster Day/s held annually to provide an opportunity for the community to come together and try different sports at the venue.