

New Zealand Inline Hockey Association

DRAFT Strategic Plan 2014 – 2017

**Endorsed and recommended by Paul Cameron,
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EXECUTIVE SUMMARY - REPRINT

The New Zealand Inline Hockey Association was incorporated in 1995 and is affiliated to national [Skate NZ] and international bodies [International Ice Hockey Federation [IIHF] /Federation Internationale du Roller Sports [FIRS] governing the sport. The association provides national and inter regional competition on an annual basis and competes internationally. The sport of inline is a very exciting sport loved by many families within the inline community.

At the meeting of members in October 2012 it was agreed to set up an independent review to examine the structure and governance of Inline Hockey in New Zealand to ascertain whether improvements could be made. The period December 9 to January 20 was set for stage one of the project [effectively 5 business weeks] so any initial recommendations could be considered for the April 2013 Annual General Meeting and implemented for the 2013-14 year.

I have listened to a wide range of views on the current strengths and weaknesses of the governance model and the way it operates, and on the wider issues of the game.

I would like to place on record my thanks to over 70 internal stakeholders who contributed to this review in a candid and constructive manner. There was much acknowledgement of the contributions of the existing Executive and recognition everyone involved are volunteers. The sport is fortunate to have such committed and passionate people involved.

It was apparent from the consultation process that there are issues in terms of trust and patch protection in some areas. There is confusion about where decisions are made and by whom. There is a perception that the governing body is not open, members have a lack of understanding as to the value provided by NZIHA, and that the governance arrangements were unworkable and there needed to be an investment in the sport in order to be sustainable.

During the process the following key issues were identified:-

- There's no / little visibility of the value NZIHA adds for its members
- There is no clear expectation of what the NZIHA does
- There is no leadership or assistance coming from NZIHA on how to attract and retain players
- There is an imbalance with the NZIHA between financial sustainability of the sport vs. investment in growing the sport
- There is a perceived inactivity by the NZIHA on ideas given / promoted to it
- There is no accountability or consequences in the current governance of the NZIHA
- There is no succession planning for key roles in the NZIHA

In order to 'To Build the Game' the following governance recommendations have been made:-

- Future Structure – The Executive Board for 2013-2014 should be appointed through an Independent Appointments Committee moving from an elected 'club based' Executive with members providing a range of skills 'To Build The Game'.
- Board Composition – A seven person Executive Board including two independent members led by a Chair and Deputy with the Executive Officer reporting to the Board - having no voting rights.

- Strategic Plan –A new Strategic Plan is required as soon as possible to guide the sport forward with Annual Plans coordinated in a timely manner linked to the Strategic Plan. Both plans require regular monitoring against realistic KPIs.
- Financial Matters – More robust Financial Planning is required including three yearly and annual budgeting. A clear strategy is required for funding held with consideration made to invest ‘To Build The Game’.
- External Stakeholders –The Executive needs to develop its relationships with outside entities to assist the growth and positioning of the sport. Too much working in isolation hinders opportunities in a very competitive and changing environment.
- Communications – Communications both internally and externally require planned, well adhered to strategies. Current internal communication lines are blurred creating frustration and unease within the passionate Inline Hockey family. With improved governance and operating structure the sport will be better placed for attracting increased funding support.

Whilst this report is first and foremost a Governance Review, it has also been quite clear from the consultation process that the new Board needs to consider in detail the direction, vision and strategy for the sport and this work should quickly follow.

In ‘Building The Game’ with the volunteer structure a careful allocation of role/duties is required not overloading personnel making sure there is a balance covering strategic and operational work.

The future is not without challenges, but this independent review provides a unique opportunity for all stakeholders to embrace and propel the sport into the future for the players. The sport will prosper when it is visibly unified and everyone with the same goals operating in the same direction meeting the needs of the Inline community.

Good luck moving forward.

TEAM – *Together Everyone Achieves More*

Paul Cameron

Independent Reviewer &

Chair Governance Working Group

Executive Summary

Introduction

It is with pleasure that I support and recommend the NZIHA strategy for the future, 2014-2017 after a year of working with the NZ Inline Hockey Community. It was quite clear from the original consultation process during the governance review that the new Board needed to consider in detail the direction, vision and strategy for the sport. There was also a need to invest in the sport in order for it to be sustainable

In order to 'To Build the Game' the following governance recommendations were made in the original report and have been considered in this document:-

- Future Structure – The Executive Board for 2013-2014 should be appointed through an Independent Appointments Committee moving from an elected 'club based' Executive with members providing a range of skills 'To Build The Game'.
- Board Composition – A seven person Executive Board including two independent members led by a Chair and Deputy with the Executive Officer reporting to the Board - having no voting rights.
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- External Stakeholders – The Executive needs to develop its relationships with outside entities to assist the growth and positioning of the sport. Too much working in isolation hinders opportunities in a very competitive and changing environment.
- Communications – Communications both internally and externally require planned, well adhered to strategies. Current internal communication lines are blurred creating frustration and unease within the passionate Inline Hockey family. With improved governance and operating structure the sport will be better placed for attracting increased funding support.

The last 12 months has seen full consideration of detailed strategies for the sport. The Strategic Plan include the Vision, Mission and Values followed by four goal areas set out in four sections:-

1. Lead The Game
2. Finance The Game
3. Develop & Deliver The Game
4. Profile The Game

Our Vision

More people playing, achieving and enjoying New Zealand's most exciting sport

Our Mission

To lead and support pathways that nurture a lifelong involvement in Inline Hockey

Our Values

- I - Integrity**
- N - Nurture**
- L - Lifelong**
- I - Inclusive**
- N - Network**
- E - Excellence**

- T - Together**
- E - Everyone**
- A - Achieves**
- M - More**

Issues facing the organisation

- Decreased levels of funding from current sources such as SNZ Investment Funding via Skate New Zealand, Charity Funding, fundraising etc.
- The sport has neither a player or coach development frame work
- Clarity of Leadership – role of the board, regions, committees, directors, relationship between Executive and stakeholders, reporting lines between Executive/committees.
- Limited availability of funds to assist member clubs
- The need to implement education and training programs
- The decline in players, volunteers and officials
- Lack of a unified approach to planning and co-ordination
- Club and Regional development
- High cost of playing equipment and little or no opportunities for sponsorship from local agents/suppliers
- Competition with other (high profile) sports for members and recognition in the community
- Lack of marketing and promotion of the sport to the wider community
- Lack of recognition as a high performance sport by Sport New Zealand and media (Women 3rd Place medal)

Outcomes

The following outcomes reflect what the sport wants to achieve over the next four (4) years.

- Financial stability and growth
- Developed strong market position
- Increased participation in the sport
- Increased support to member organisations
- Continue to be recognised as an innovative sporting alternative
- Improved level of achievement internationally
- Effective coaching and referee programs
- NZIHA positioned to succeed through effective execution of strategies and effective management structure for the organisation
- Effective volunteer management system
- Athlete membership growth and participation
- Continue to be recognised as an innovative sporting alternative
- Increased support to member organisations
- Member organisations to implement the strategies of NZIHA
- Direction for the sport and everyone moving in the same direction, together.
- Effective governance and management practices in place
- Athlete membership growth and participation
- Effective sport education programs
- Greater level of support from affiliated clubs and members

Environmental and Marketing Analysis

The goals and strategies aim to bridge the gap between where the NZ Inline Hockey Association is now and the vision of where the organisation wants to be in the future

	Our Strengths	Our Weaknesses
I N T E R N A L	<ul style="list-style-type: none"> ➤ Passionate volunteers running the sport ➤ Sound balance sheet in difficult times ➤ Board intuitive, knowledgeable and enthusiastic ➤ Excellent indoor facilities ➤ Provides skating and inline opportunities to all ages ➤ Affiliation to national and international bodies ➤ Strong international connections with sport especially to North America ➤ Four 'strong' clubs dispersed length of North Island ➤ Opportunity for organic growth through engagement within local community 	<ul style="list-style-type: none"> ➤ Lack of rinks/venues and costs associated with rinks we have ➤ Communication between national body and regions ➤ Regional structure does not support membership ➤ Heavily dependent on government funding, grants and volunteers ➤ Under resourced compared with other sports ➤ Administration requirements becoming increasingly complex at all levels ➤ Lack of succession planning ➤ Ability to disperse negative messages ➤ Low profile/awareness ➤ Non existent revenue model ➤ Unable to attract media coverage ➤ No coach/ player development frame work ➤ Difficulty attracting partners and corporate sponsorship ➤ Lack of willing marketing expertise within volunteers ➤ Small clubs, capability and implied message about sport ➤ No brand

	Our Opportunities	Our Threats
E X T E R N A L	<ul style="list-style-type: none"> ➤ Re-engineer product and image ➤ Find skate friendly councils ➤ Regional towns more likely to show strong support for venues ➤ Capitalise on rapid rise in popularity amongst non-mainstream 'peripheral' skating sports (e.g. roller derby) ➤ Improved relations with Skate NZ – establish foundation for greater cohesion and efficiency in the future ➤ Identify ambassadors to leverage sport ➤ Use spectacle of sport as revenue stream ➤ Identify common characteristics of catchment areas, and what attracts and retains players and volunteers ➤ Opportunity to develop through liaison with schools ➤ Alignment with alternate lead-in sports ➤ Centralisation of administration and redefine administrative and competitive regions 	<ul style="list-style-type: none"> ➤ Government funding cut/reduction ➤ Lack of revenue ➤ Declining volunteer trend ➤ Declining membership ➤ Participation rises, but inability to convert to members for sustainability ➤ Ineffective control of conflicts ➤ No corporate support ➤ Rising costs ➤ Ignoring the need to continuously improve and meet demands of members ➤ Impact 'other sport' promotions ➤ Closing venues ➤ Not have measured and accountable outcome focus ➤ Failure to effectively secure funding necessary to deliver the goals ➤ Failure to effectively secure strategic partners and sponsors.

Lead the Game

Direction: To be a well governed, effectively managed organisation-providing leadership to the sport

Outcome: Optimize performance of the organisation through structure to deliver a quality sport experience

GOAL	KPI
Creating an organisation to succeed through implementation of a robust and capable Inline Hockey structure to deliver a quality sport experience.	<ul style="list-style-type: none"> • Board structure continuance with appointments • Regular board meetings with high attendance • Balance between operations and governance 20/80 % by 2017 • Board evaluated
Leading effective execution of strategies through sustainable effective management for the organisation	<ul style="list-style-type: none"> • Relationships solidified with stakeholders • Management structure implemented and operating effectively • Annual management plan in place • Centralised 'National Operations Committee' • Organisation positioned well with successful outcomes • Clubs connected with RSTS operating effectively and efficiently
One TEAM together achieving more	<ul style="list-style-type: none"> • Honour and respect the Constitution, Policies and Procedures, Codes of Conduct. • Vision, Mission and Values well understood and followed by internal stakeholders. • Sport unity moving in one direction together • Effective implementation of strategies • Increased member and stakeholder satisfaction • Central library of resources available to internal stakeholders • Communications Plan with regular stakeholder communication • Stakeholder forums and topic specific groups held
A collaborative and cohesive strategic planning process with key stakeholders	<ul style="list-style-type: none"> • Clear direction for sport through strategic planning • Achieve majority Stakeholder buy in • Organisational compliance legal and constitutional requirements • Evaluate performance three times a year

Strategies to Lead the Game

- Continue with 2013 board structure 2014-2017.
- Operate an effective board with a minimum of 7 members contributing a range of skills and experience.
- Align and amend constitution to support inline hockey sport structure.
- Seek appropriate balance between strategic direction and operations recognising a small volunteer based sport
- Engagement with external high level stakeholders as required to progress sport development
- Management structure to implement strategic and annual management plan.
- Management performance evaluated through surveys
- Centralised management structure, to ensure better utilization of limited volunteer resources, to remove duplication, creates efficiencies and support succession planning.
- Implementation Plan for each committee aligned with strategic plan
- Determine future Member Management system
- Improve quality of communication with the sport and stakeholders.
- Create a communications plan for internal and external stakeholders
- Survey members, officials and stakeholders
- Evaluate performance to ensure we progress opportunities and adapt where appropriate to feedback
- Strong and sustainable Clubs encouraged to connect with local RSTs.
- Create a strategic plan covering 2014-2017
- Ensure stakeholder buy in to strategy 2014 - 2017
- Meet mandatory compliance requirements and review policies on a regular basis to ensure relevance
- Regular assessment of delivery of strategic recommendations
- Ensure organisation well placed for succession planning
- Create a positive culture for the sport of inline hockey
- Vision, Mission and Values are the core

Finance the Game

Direction: Commercialise inline hockey fee structure to provide funds for investment in the sport

Outcomes: A revenue model for the sport to ensure financial viability and sustainability

GOAL	KPI
To provide funds to achieve goals	<ul style="list-style-type: none"> • Researched options and target discussions with potential funders • Benchmark funding to achieve \$75K per annum in 2017, increasing annually by 25K
Increased internal fee structure, providing investment in the sport	<ul style="list-style-type: none"> • 2014 - 2017 fee structures provide for commercialisation to provide funds for future investment to Build The Game. • Introduced an ongoing referee and coaching levy for reinvestment in officiating areas to Build the Game. • Membership registration, tournaments fees and merchandise to attract a profit margin for reinvesting in the sport to Build the Game
Financial security of the organisation	<ul style="list-style-type: none"> • Reserves held by NZIHA • Relationships built with key funding agencies • Regional strategies underwritten for development prioritized to areas with rinks • Increased annual income from donations
Create Value	<ul style="list-style-type: none"> • Established and sustained partnerships of importance • National participation programs available, branded and marketed

Strategies to Finance the Game

- Review registrations, memberships and tournament fee structures to attract a 15% profit margin.
- Levy coaching and referees (internal) to create a fund to develop these officials
- Financial planning for the organisation
- Formalise financial accounting process
- NZIHA to retain one year operating cost to mitigate against risk
- Develop funding strategy for the sport
- Underwrite regional strategies to cover funding shortfalls
- Prioritise development strategies to areas where there is a rink
- Promote donations and wage sacrifice schemes
- Develop commercial properties and propositions
- Develop events that create value
- Develop nationally consistent participation programs that can be branded and marketed
- Build an online hockey community, national player database that has value for commercial partners

Develop and Deliver the Game

Direction: Strengthen, nurture and grow the sport

Outcomes: Increased participation, achievement and capability

GOAL	KPI
Drive growth in participation and attract and retain participation for life	<ul style="list-style-type: none"> • Vibrant calendar of events 2014-2017 with strong national tournament and pinnacle international event • Increased spectators, players, coaches, referees, officials and volunteers • Social and School participation register implemented 2014 • 4 Regional development officers secured by 2017 • 4 Administrative regions retained for development to Build The Game • 3 Competitive regions implemented 2014
Provide relevant and valued benefits to members to maximize retention	<ul style="list-style-type: none"> • 2014 three tier Player & Coach development frameworks created and Referee framework reviewed • A clear, well supported pathway for players , coaches and referees communicated to inline hockey community • Responsiveness to playing opportunities and development whilst Build The Game
Focus on ground up development of grassroots participation in the sport as the catalyst for growth	<ul style="list-style-type: none"> • 2014 NZIHA to provide clubs with a ready to roll 'Learn to Skate' program • 2015 NZIHA to provide Clubs with a ready to roll 'Learn to Inline' program • Grassroots development supported by coaching personnel and parents engaged in assisting • All Clubs engaging with local community including schools 2015 • 2016 Clubs commence delivery of multiple junior teams • 2016 Development of National strategy for Kiwisport engagement for the sport of inline • Annual development camps for players
Ensure relevant, exciting competition provided	<ul style="list-style-type: none"> • NZ Nationals tournament strong and successful 2014-2017 • Offshore participation attracted to Nationals • Mixed league games schedule NZIHA calendar 2014-2017 • Youth provided with development opportunity through Oceania's 2014-2017 • Revamped and reinvigorated Oceania competition 2014-2017
Seek to improve high performance	<ul style="list-style-type: none"> • Opportunities for development of players opened up • Progress is made against annual performance targets • 2014 articulation of expectations for NZ players, coaches, and team officials progressed to Job descriptions • Forum provided for NZ coaches and managers to share ideas and review performance so Inline continually have ideas to build on annually • JM,JW,SM,SW attendance at FIRS 2014-2017, winning medals and /or improved rankings • NZIHA secure funding to bring international expertise to NZ for high performance development 2015-2016.
Strengthen coaching competency within the sport to deliver increasing levels of knowledge	<ul style="list-style-type: none"> • Coaching Advisory Committee (CAC) Terms of Reference reviewed and implemented for 2014-2017 • Coaching budget and reimbursement schedule published 2014-2017 • Annual Coaching Plan prepared and delivered • Prepare workable Coach selection criteria, policies and procedures • Recommend 6 month coaching programme to be undertaken overseas coach 2014

Strengthen referee competency within the sport and deliver increasing levels of knowledge	<ul style="list-style-type: none"> • 2014 Implementation of Referee Committee Mandate • Referee budget and reimbursement schedule published for 2014-2017 • Database of interpretations maintained 2014 – 2017 • Online training program available for referees by 2016 • Retained three-tier model 2014, review extension to align with Building The Game and participation numbers 2016-2017. • Referee coordinators handbook in place • Community appreciation & recognition Program for officials in place.
Volunteers	<ul style="list-style-type: none"> • 2014 -2017 Increase number of volunteers and high retention of volunteers • Volunteer recognition program implemented to recognize and reward outstanding contributions to our sport by 2015 • 2014-2017 volunteer courses promoted to improve individual skills • Community appreciation & recognition Program for officials in place.
Facilities	<ul style="list-style-type: none"> • By 2017 each club has access to a quality playing facility • By 2017 at least 3 facilities capable of hosting National and International play

Strategies to Develop and Deliver the Game

- Vibrancy through the activities and events of the association,
- Secure international competition events hosted in NZ
- Event calendar (including event allocation process) published two years in advance to enable maximization of awareness and planning
- Compliment NZIHA suite of events through developing new events focused on participation
- Attract and retain 'participants' for life
- Clubs to create community engagement plan to strengthen regional delivery
- Online Clubhouse
- Reward, recognise and celebrate achievement
- Strengthen the regional delivery (for geographic locations with rinks focusing on council relationships) of Inline Hockey. Position NZIHA to enable engagement of
- Develop a positive, dynamic inline hockey culture through our values
- Survey players to ensure providing relevant competition
- Provide a welcoming and inclusive environment to encourage a life-long engagement by players, officials (and spectators)
- Value the contribution and support of stakeholders and recognise their importance to the sport of inline hockey
- Effective communication with stakeholders
Community Sports Managers to develop regional capability.
- Operate 2014 with four administrative regions to administer the sport adapt to external environmental factors affecting sport administration 2015-2017.
- Operate with three regions for the purpose of sport administration
- Reduce barriers to entry
- Educate membership on value of NZIHA
- Present quality events and grow inline
- Develop a positive dynamic Inline Hockey culture through organisations values
- Survey players to ensure providing relevant competition
- Providing a welcoming inclusive environment to encourage a life-long engagement by players, officials (and spectators)
- Value the contribution and support of stakeholders and recognize their importance to the sport of Inline Hockey

- Relevant communications with stakeholders
- A clear and well-supported pathway for athletes, coaches and officials is communicated to the Inline Hockey community
- 2014-2017 Create a three-tier framework for coaches and players
- Provide increased playing opportunities for players assessing through development, retention and delivery of value
- Select an NZIHA endorsed 'Learn to Skate' and 'Learn to Inline' program for grassroots program development, together with Kiwisport National strategy development.
- Create a three tier framework fir coaches, players and referees
 - Grassroots/Recreational – Learn to Skate, Learn to Inline, Kiwisport, Schools
 - Competitive – Club, Region, Nationals, Oceania's
 - High Performance – FIRS/IIHF
- Introduce a NZIHA endorsed 'Learn to Skate' Program
- Introduce a NZIHA endorsed 'Learn to Inline' program
- Encourage parents and players to take up coaching and/or refereeing roles
- Create an induction pack and host trainings for new coaches

Profile the Game

Direction: Build the profile of the game

Outcomes: Higher Profile level for the Sport

GOAL	KPI
Improve hockey profile in the press and to business/public	<ul style="list-style-type: none"> • Targeted audience and key messaging for the sport understood and in place • Membership drivers understood • Promotion and Marketing plan developed and innovative marketing and promotional strategies implemented. • Annual Media Plan • Strong and trusting relationships built with the media • Public speaking opportunities taken • <u>Ambassadors promoting the sport of inline hockey</u>
Website and Social media to be used to increase awareness, engagement and promotion	<ul style="list-style-type: none"> • Website, social media, club websites consistent in contents • Social media and technology provides improved Inline Hockey engagement and deeper relationships formed. • Inline hockey advertised on sports related internet sites • Community engaged and feel part of the action through Facebook • Annual increase social media traffic
Present spectacular events to profile the sport	<ul style="list-style-type: none"> • 2014 Evaluate Premier Regional Grade • 2015-2017 Implemented showcase events raising profile and awareness of the game • Spectacle of sport generating revenue • Successfully getting information to members and public.

Key Strategies to Build the Profile of the Game

- Create a promotion and marketing plan
- Seek assistance for media development from external resources
- Seek media coverage
- Promote the sport through innovative marketing strategies
- For every interview two key points
- Ensure regular press releases
- Public motivational speakers for business conferences
- Regional radio interviews
- Choose a charity to support that gives high recognition to donors
- Build relationships with media
- Leverage independent advisor network
- Develop case studies
- Link NZ players back to primary schools
- Monthly articles appearing in magazines
- Website central point of communication
- Place advertising where sports fans most likely to see it. Ties in with internet sites that are sports related and can draw fans to our own website
- Develop outreach program by understanding our target audience
- Social media evolved to include relevant, engaging content, that seeks interaction
- Create a Fan Zone on the web
- Lift the profile of Premier Grade through introduction of a Premier (new) Regional Grade with competitive events to showcase the sport.
- Banners for Clubs to use locally in high profile and /or high traffic locations

Our Priorities

Six Priority National Projects for 2014

1. Board Structure & Independent Advisor continuation
2. Commercialise Inline Hockey, Grant Plan development and relationship development with funders
3. Develop and implement national participation Programs
4. Develop Coach, Player, Referee Framework and review Referee from Grassroots to High Performance
5. Strengthen regional delivery of the sport of inline hockey through centralisation and recruitment of volunteers
6. Improve the profile of the sport of Inline hockey

Our Priorities

GOAL	KPI
Creating an organisation to succeed through implementation of a robust and capable Inline Hockey structure to deliver a quality sport experience.	<ul style="list-style-type: none"> • Board structure continuance with appointed members • Regular board meetings with high attendance • Balance between operations and governance achieving 20/ • Board evaluated
Increased funds and internal fee structure, providing investment in the sport	<ul style="list-style-type: none"> • 2014 - 2017 fee structures provide for commercialisation to provide funds for future investment to Build The Game. • Introduced an ongoing referee and coaching levy for reinvesting in officiating areas to Build the Game. • Membership registration, tournaments fees and merchandising to attract a profit margin for reinvesting in the sport to Build the Game • Grant Plan and successful applications
Strengthen the delivery of the sport of inline hockey	<ul style="list-style-type: none"> • Management structure to implement strategic and annual management plan. • Management performance evaluated through surveys • Centralised management structure, to ensure better utilization of limited volunteer resources, to remove duplication, creates efficiencies and support succession planning.
Provide relevant and valued benefits to members to maximize retention	<ul style="list-style-type: none"> • 2014 three tier Player, Coach and referee development frameworks created • Annual Coach and Referee Plans in place • A clear, well supported pathway for players, coaches and referees communicated to inline hockey community • Responsiveness to playing opportunities and development whilst Build The Game • Annual Coaching Plan
Improve the Profile of the Game	<ul style="list-style-type: none"> • Targeted audience and key messaging for the sport understood and in place • Membership drivers understood • Promotion and Marketing plan developed and innovative marketing and promotional strategies implemented. • Annual Communication Plan in place