



**ADDENDUM TO
RULES OF PARTICIPATION**

**STRATEGIC PLAN
2010 – 2015**

September 2010

Mission

To contribute to the health and wellbeing of all New Zealanders by providing, promoting and fostering Marching as an organised sport with a difference

Vision

20 teams in every grade
15 events in every Association

Values

Teamwork

Valuing Our People

Creativity and Innovation

Continuous Improvement

ANALYSIS OF MARCHING NEW ZEALAND AND IT'S OPERATIONS

INTRODUCTION

In the development of this Marching New Zealand Strategic Plan 2010 – 2015, an analysis of the **S**trengths, **W**eaknesses, (internal to the organisation), **O**pportunities and **T**hreats (external to the organisation) was undertaken. The “**SWOT**” analysis found similar results as in the past.

An independent facilitator, Mr Steve Hockley, joined the Board and Technical Working Party and undertook a further analysis of the organisation. This was viewed from the challenging question – ‘**What is marching best in New Zealand at – why is marching such a fantastic activity?**’ and encompassed the four principles of the SWOT analysis falling into five categories – **Technical, Dedication, WOW, Creativity and Team.**

TECHNICAL

- The challenge of achieving with precision and perfection the technical aspects of our sport

DEDICATION

- To want to be part of a team, to achieve goals while being passionate about something we love

WOW

- An awesome highly skilful performance, leaving you with an appetite for more

CREATIVITY

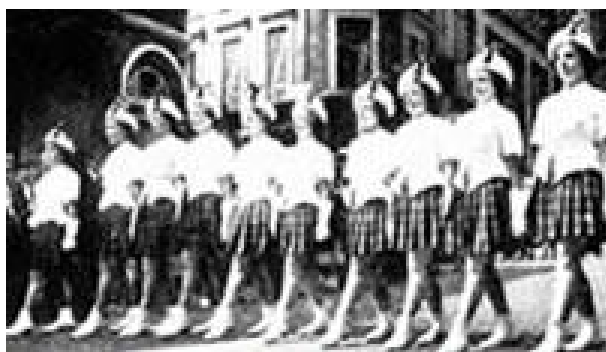
- Achieving excellent results through organised performance

TEAM

- Working together to achieve a common goal

SUMMARY OF STRENGTHS & WEAKNESSES

History



(Blair Athol from Otago - 1952)

Marching for sport, leisure and recreation is an activity with embryonic beginnings in New Zealand. Marching teams were formed in the late 1930's as part of a nation-wide move to give priority to team sports as an answer to a major problem for leaders of youth groups and social workers arising from the impact of the country's economic depression.

The New Zealand Marching Association was formed in 1945 to promote, encourage and control participation in the sport of Marching. The name of the national organisation was changed in 1997 to Marching New Zealand, with emphasis on governance of the

sport and operational management being conducted at local Association level under the direction of the Chief Executive Officer.

Family Involvement

Traditionally, the sport of Marching has been one in which several members of families have been involved, either in a participation or support role. This trend has ensured that members of the organisation stay involved in one capacity or another for long periods of time.



(NZ Championships Rotorua 2010)

Governance

Since its inception in 1997, the Board of Marching New Zealand has been proactive in its approach to the governance of the sport. This is the fourth Strategic Plan that has been produced, which has enabled the organisation to learn from previous experience as these plans have been developed. To assist in good governance the Board has implemented a number of governance tools, including Risk Management and Performance Measurement (using the Balanced Scorecard).

Finance

Marching New Zealand operates on a sound financial base with accumulated funds in excess of \$100,000. It derives its operating income from membership subscriptions, grants, sponsorship and from national sports funding organisation SPARC (Sport and Recreation New Zealand).

WEAKNESSES

Participation Levels

The number of teams registered with Marching New Zealand has declined steadily since 1973, from a peak of 368 teams in 1974 to a low of 97 teams in 2005. However, there are encouraging signs that strategies implemented during recent Strategic Plans may have been effective in arresting this trend, particularly at the junior primary age grades of Under 12, Fernz and Kiwi.

Time

As a sport requiring the achievement of a high level of individual and team skills, the time required to coach and acquire these skills is excessive in comparison with other sporting activities.



(Judging Panel NZ Championships Marlborough 2009)

Volunteers

The Marching New Zealand Risk Management process has identified that the lack of, and over-commitment of volunteers are medium level risks to the organisation. Many of the volunteers undertake a number of different functions within the organisation, which impacts on their levels of commitment and enthusiasm.

Public Profile

Marching as a sport does not enjoy a high level of public awareness. This may be attributed to a lack of marketing skills within the organisation and the lack of a national marketing and publicity plan to co-ordinate plans being implemented at Association level

OPPORTUNITIES & THREATS

“Like” Activities

Over recent years, a number of activities involving co-ordinated movement to music (e.g. cheer-leading, baton twirling, etc.) have become popular in New Zealand. These activities offer Marching New Zealand the opportunity to attract new members and increase the spectator appeal of the sport.

There are several “leisure” marching teams throughout New Zealand whose members participate in the sport for social reasons and who are not registered with Marching New Zealand. Many of these marchers have previously been registered with Marching New Zealand, and there may be advantages to both organisations to be affiliated.

Schools/Community Groups

There is an opportunity to attract new members and raise public awareness of marching through the provision of assistance to primary and intermediate schools and in getting involved with community groups i.e. Brownies in implementing the KiwiMarching programme and more recently the specifically designed programme KIWI JUMP & JIVE



International Competition

It is evident that Marching is developing as a competitive sport in Australia. There is an opportunity for international competition between the two countries to be arranged through closer liaison with the Australian Marching Association.

THREATS

Demographics

While the population of New Zealand is increasing at a significant rate, the average family size is steadily decreasing to about 2.2 members per family at present. Additionally, marriages are decreasing and solo parent families are increasing.

Statistical data obtained from Sport & Recreation NZ (SPARC) indicate that, although the activity levels for New Zealanders generally are increasing, activity levels for young people (5 – 17 years old) may be declining, and more girls are inactive than boys. Since 1997/98, several team sports have shown a decline in membership numbers similar to, or worse than Marching, with a corresponding increase in individual activities (e.g. walking, cycling).

These trends indicate that the availability of people to become involved in team sports, including Marching, is becoming increasingly limited.

Funding

A significant source of annual funding for Marching New Zealand is obtained from SPARC as recognition as a “Community Sport” level sports organisation. To retain this level of funding, it is imperative that Marching New Zealand continues to satisfy the requirements for this recognition, especially in consideration of SPARC’s recent move of emphasis onto ‘participation’ and their mission of creating a sport and recreation environment where more New Zealanders participate, support and win



STRATEGIC CHALLENGES

From the analysis, strategic challenges which impact on the ability of Marching New Zealand to achieve its Mission and Vision remain the same as in the past

- Ensuring good governance and management of Marching at the national and more importantly local levels
- Growing the sport through increased levels of participation
- Increasing national awareness of Marching as a sporting option

GOALS AND STRATEGIES

The Goals, Strategies, Strategic Outcomes and associated Key Performance Indicators have been determined and are listed in the following table.



MARCHING NEW ZEALAND STRATEGIC PLAN 2010 – 2015

GOALS	STRATEGIES	STRATEGIC OUTCOMES	KEY PERFORMANCE INDICATORS
1. To have marching as chosen option in primary school and community group programmes	1.1 Create more Association Awareness and value of Kiwi Jump & Jive programme	1.1.1 Associations are knowledgeable of and take ownership of the Kiwi Jump & Jive programme	All Associations take ownership of the programme by December 2010
	1.2 Encourage Regional Sports Trusts to support Kiwi Jump & Jive and be actively involved in promoting through schools	1.2.1 Association representatives to meet with RST and establish a good working relationship	All Associations met and have established good working relationships with local RST by Feb 2011
		1.2.2 Opportunities for delivering the Kiwi Jump & Jive programme are identified	Opportunities identified by April 2011
	1.3 Increase marching awareness in School and Community Groups	1.3.1 Identify potential schools and community groups and establish database	Database established by December 2010
		1.3.2 Identify opportunities to increase awareness and establish calendar of opportunities	Opportunities identified and calendar established by December 2010

GOALS	STRATEGIES	STRATEGIC OUTCOMES	KEY PERFORMANCE INDICATORS
2. To increase participation and accountability at national workshops.	2.1 Increase our levels of participation at national workshops	2.1.1 Ascertain why poor levels of attendance through survey	Survey developed and conducted by August 2011
		2.1.2 Opportunities for improvement identified from survey and implemented	Opportunities for improvement identified and Implemented by August 2012
		2.1.3 Have increased numbers of skilled volunteers	At least 11 of 12 Associations or 10% of numbers attending national workshops
	2.2. Investigate accountability of Association Committees	2.2.1 Study undertaken	Study completed by December 2012
		2.2.2 Areas of accountability determined and implemented	Areas of accountability implemented and any rule changes submitted in remit to MNZ Annual Meeting June 2013
3. To have 'Leisure' Marching Teams affiliate with Marching New Zealand and participate at MNZ hosted local and national events	3.1 Establish an alliance with the 'Leisure' Marching Group 3.2	3.1.1 MNZ meet with the 'Leisure' Marching Group and present benefits and advantages	Meeting held by February 2011
		3.1.2 Conduct survey of Leisure Marching Teams	Survey conducted by June 2011
		3.1.3. MNZ invite 'Leisure' Marching to NZ Championships	Leisure Marching in attendance at NZ Championships in March 2011
	3.2 Encourage 'Leisure' Marching teams to affiliate with Marching New Zealand	3.2.1 "Leisure" marching teams affiliated	20 'Leisure' teams affiliated with Marching NZ by April 2012 10% increase in 'Leisure' Teams by April 2013
		3.2.2 Retention of 'Leisure' Marching Teams	50% of 'Leisure' Marching teams registered are retained in April 2014

GOALS	STRATEGIES	STRATEGIC OUTCOMES	KEY PERFORMANCE INDICATORS
4. To have 'marching' as the preferred choice at Community Events	4.1 Identify potential events	4.1.1 Associations recognise opportunities, prioritise events and participate	All Associations participate by June 2011
		4.1.2 Establish database / calendar of Community Events	All Associations to establish a database / calendar by June 2011
	4.2 Empower Associations by providing tools and resources	4.2.1 Associations are provided with the tools and resources and at national workshops	Workshop conducted by September 2011
5. To provide increased opportunities for participation by delivering a quality sporting experience more often	5.1 Provide Associations with the tools and resources to organise more competitions and events	5.1.1 Associations are provided with the tools and resources and at national workshops	Workshop conducted by September 2012
	5.2 Improve the delivery of competitions and events	5.2.1 Provide templates for training for competition / event volunteers	Templates for training provided by August 2011
		5.2.2. Encourage Associations to evaluate competitions /events	All Associations complete 'Game Day' evaluations
	5.3 Increase the number of competitions and events conducted	5.3.1 Encourage Associations to host more competitions and participate at events	Associations to facilitate at least 5 competitions and 5 events in 2010-2011 season, at least 9 and 5 in 2011-2012, at least 13 and 5 in 2012-2013
		5.3.2 MNZ Board to submit rule change to Annual Meeting re number of competitions Associations to hold annually	Remit submitted to MNZ Annual Meeting June 2013