

MARCHING

NEW ZEALAND



ADDENDUM TO RULES OF PARTICIPATION

**STRATEGIC PLAN
2007 – 2010**

Mission

To contribute to the health and well-being of all New Zealanders by providing, promoting and fostering Marching as an organised sport

Vision

2010 People in Marching by 2010

Values

- Valuing Our People
- Teamwork
- Creativity and Innovation
- Continuous Improvement

“SWOT” ANALYSIS OF MARCHING NEW ZEALAND AND ITS OPERATIONS

Introduction

In the development of the Marching New Zealand Strategic Plan 2007 – 2010, an analysis of the **S**trengths, **W**eaknesses, (internal to the organisation), **O**pportunities and **T**hreats (external to the organisation) was undertaken.

STRENGTHS

History



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.



Governance

Since its inception in 1997, the Management Board of Marching New Zealand has been proactive in its approach to the governance of the sport. This is the

third Strategic Plan that has been produced, which has enabled the organisation to learn from previous experience as these plans have been developed. In the last five years, 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 from national sports funding organisations, sponsorship and occasional fund-raising ventures.

WEAKNESSES

Participation Levels

As shown in Chart 1 below, 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 the 2003 – 2006 Strategic Plan period may have been effective in arresting this trend, particularly at the junior (Under 12 and Under 16) levels.

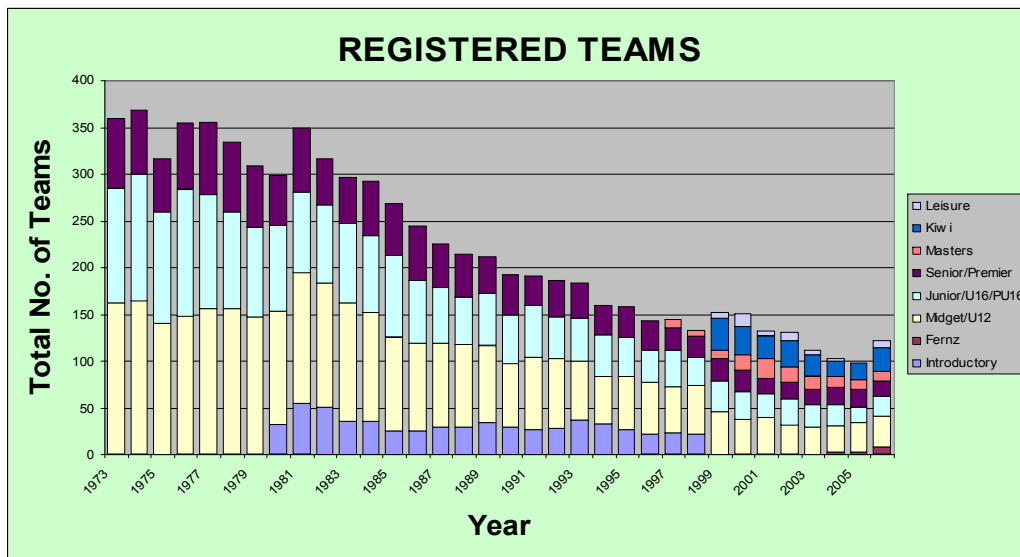


Chart 1: Registered Teams 1973 - 2006

While the number of registered marchers in competitive grades over the last six years as indicated in Chart 2 shows improvement in the junior (Fernz, Under 12 and Under 16) Grades and continuation in the Senior Grade, the number of registered marchers in the Masters Grade is of concern, declining from a peak of 249 marchers in 2000/01 to only 96 in 2005/06.

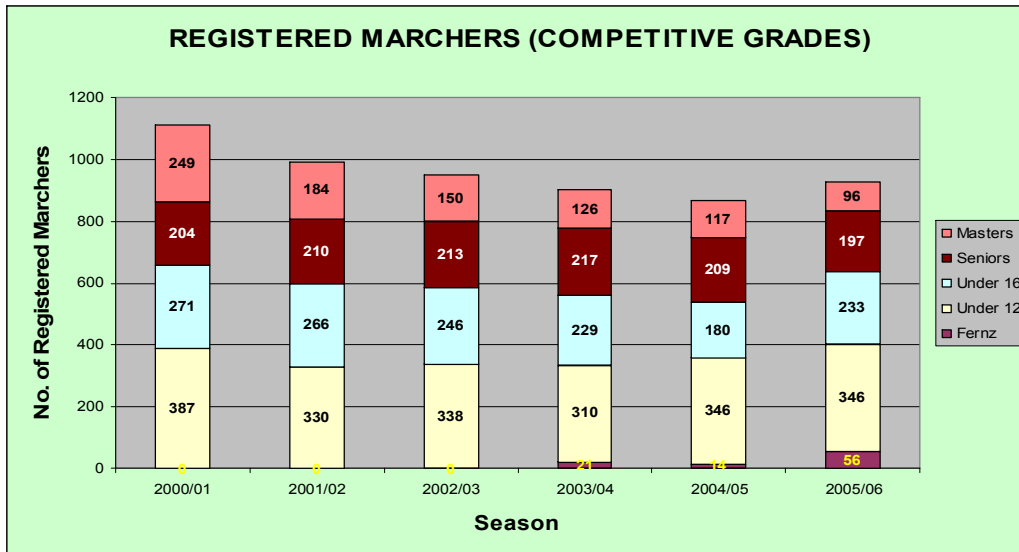


Chart 2: Registered Marchers (Competitive Grades) 2001 - 2006

Participation levels are also being affected by the low retention rate of registered members. As indicated in Chart 3 below, recent strategies have been effective in increasing the number of new members in Marching, however the number of current members (including volunteers) renewing their membership has declined over the last six years.

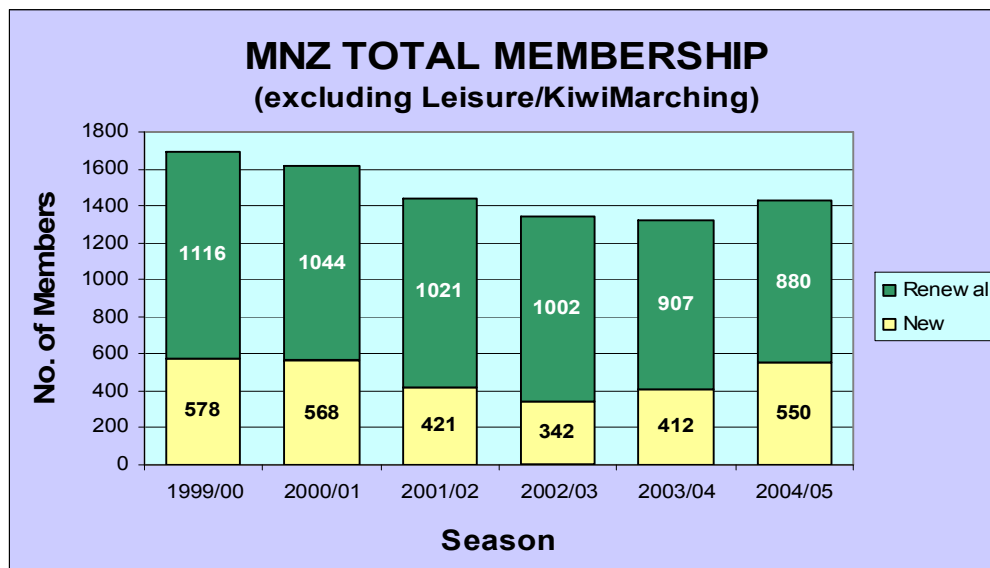


Chart 3: Total Membership 2000 – 2005

Another factor affecting participation levels is that Marching has been predominantly a sport for female competitors since its inception. Recent strategies to include male competitors have not been successful.

The absence of Marching in school activities has also been a major influence in the ability to increase participation levels in the sport.

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.



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

“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

There is an opportunity to attract new members and raise public awareness of Marching through the provision of assistance to primary and intermediate schools in implementing the KiwiMarching programme.

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).



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 “Participation” 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 emphasis on “Performance” level sports.

STRATEGIC CHALLENGES

From the “SWOT” Analysis, the following strategic challenges which impact on the ability of Marching New Zealand to achieve its Mission and Vision have been identified:

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

GOALS AND STRATEGIES

Taking into consideration the strategic challenges identified above, the Goals, Strategies, Strategic Outcomes and associated Key Performance Indicators have been determined and are listed in Table A.



TABLE A: MARCHING NEW ZEALAND STRATEGIC PLAN 2007 – 2010

GOALS	STRATEGIES	STRATEGIC OUTCOMES	KEY PERFORMANCE INDICATORS
1. To revitalise the management of Marching at all levels by having the right people in the right place at the right time	1.1 Review existing organisational structure at Association level	1.1.1 Review completed	Review completed by 31 December 2007
		1.1.2 Opportunities for Improvement (OFI's) identified and implemented	OFI's implemented by 30 June 2008
	1.2 Ensure our Board Members are effective in applying governance principles	1.2.1 Attendance at training courses/seminars	All Board Members attend at least two courses/seminars by 30 June 2008
		1.2.2 Board evaluation completed	Average SPARC Board Evaluation Score of 90% by 31 December 2009
	1.3 Develop and up-skill our volunteers to undertake their roles and responsibilities in partnership with Associations	1.3.1 Attendance at workshops/seminars	80% of volunteers attending workshops/seminars by 31 December 2008
		1.3.2 Association Committees assessed	100% of Associations completing self-assessment KPI's annually
2. To increase our membership in 2010 by 30% of our 2006 level	2.1 Increase participation in Marching in schools	2.1.1 Marching in Schools programme developed	100 schools participating by 31 December 2009
	2.2 Improve our levels of retention of members through determination of satisfaction factors	2.2.1 Satisfaction survey developed and implemented	Survey developed by 31 December 2006
		2.2.2 OFI's identified and implemented	OFI's determined by 30 June 2007 OFI's implemented by 30 June 2008 Retention rate of 75% achieved by 30 June 2010
	2.3 Conduct "membership drive" in partnership with Associations	2.3.1 Recruitment programme developed and implemented	Recruitment programme developed by 31 March 2007
			Recruitment programme implemented by 30 June 2007 Percentage increase in new members (5% per year)

GOALS	STRATEGIES	STRATEGIC OUTCOMES	KEY PERFORMANCE INDICATORS
	2.4 Develop international competition in partnership with the Australian Marching Association	2.4.1 International competition programme developed	Programme developed by 30 June 2008 International event conducted during 2009/10 season
	2.5 Encourage "leisure" marching teams to affiliate with Marching New Zealand	2.5.1 "Leisure" marching teams affiliated	20 "Leisure" teams affiliated with Marching NZ by 31 December 2008
3. To increase public awareness of Marching through promotion and publicity	3.1 Develop and implement a national promotion/publicity plan	3.1.1 National promotion/publicity plan developed and implemented	Promotion/publicity plan developed by 30 June 2007 Promotion/publicity plan implemented by 31 December 2007
	3.2 Upgrade the Marching New Zealand web-site	3.2.1 Web-site updated	10% increase in number of web-site "hits" annually
	3.3 Improve media coverage of our major events	3.3.1 Media plan developed and implemented	Media plan developed by 31 December 2007 Media plan implemented by 30 June 2008