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A. INTRODUCTION

BACKGROUND

A cross selection of Bay of Plenty Referees and the Referees Advisory Group was established to develop a refereeing strategy for the period to 2021. The primary objective of the Plan was to identify critical focus areas and goals being largely focused at an operational level that supports refereeing in the Bay of Plenty province. This is the first long term strategic look, superseding previous short term business plans. It has been acknowledged that the plan needs to engage the referee membership across the province in a way that grows and develops people to support the BOP Rugby Unions broader strategic objectives.

When reflecting on the implementation of the plan, the Critical Focus areas stand out and include:

- **The Referees Club.** This is seen as a means to develop a culture that will focus on bringing people together with common objectives. The Referees Club is aimed at understanding the needs on a range of levels – individual, collective, socio economic, across the length and breadth of the province as they seek to support the growth of rugby in the province.

- **Referee Development and Growth.** Whilst attraction and retention of referees is paramount, it is recognised that a “future thinking” approach needs to be executed that provides programs that inspire people to join and remain part The Referees Club. This needs to understand and recognise the individual needs of it’s membership, enabling people to involve themselves to whatever level fits with their lives.

- **Development Resources and Technology.** In support of the “future thinking” approach it is paramount that technology is utilised to it’s optimum, enabling growth and information sharing in modern training and coaching programs.

Appendix One details the approach used to develop this strategy.

OBJECTIVE

The objective of this document is to detail Bay of Plenty Rugby Referees (The Referees Club) Strategy from January 2017 to 31 December 2021.

VALUES

The Referees Club strategy will be implemented using the following core values:

**PASSION FOR THE GAME**
• We are passionate about rugby
• We work hard at understanding the game and refereeing.

LEARNING
• We value the importance of learning for our people
• We continually look for ways to innovate our approach to learning.

HONESTY
• We value high standards
• We acknowledge our role in the Community.

PERFORMANCE EXCELLENCE
• We encourage and honour constructive feedback and accept responsibility for our actions

RESPECT
• We treasure the history and heritage of rugby in New Zealand and strive to add to it.

TEAMWORK
• We value each others company and the friendships within rugby
• We celebrate success together.
B. PURPOSE

The purpose of The Referees Club is to:

“collectively provide excellent rugby refereeing services to all forms of the game across the BOP province.”

This purpose acknowledges on a broader sense that the game:

- be played fair & safe for all participants
- creates an opportunity for all to play
- involves the broader representation of the community
- carries forward the entrenched heritage
C. 2021 SUCCESS PROFILE

INTRODUCTION

In 2021 the realisation of The Referees Club purpose will be attributed to:

- A strong referee coaching base, (1:5 ratio);
- The utilisation of technology that supports the philosophy that “distance is dead”;
- Our people operating successfully at all levels across the game in New Zealand;
- The successful talent identification and development programs introduced;
- The quality of resources applied to all levels of the game;
- The broader rugby community recognition that refereeing is an integral part of the game.
D. STRATEGIC FOCUS

1. THE REFEREES CLUB

INTRODUCTION
Building a learning, engaged and united culture The Referees Club will provide significant opportunities for all members.

We will be aligned through The Referees Club’s purpose:

“collectively provide excellent rugby refereeing services to all forms of the game across the BOP province.”

The development of a strong learning, engaged and united culture including the use of a range of tools and technology to support this strategic initiative will ensure the growth of refereeing in the BOP provincial region and community.

TEAM MEMBERS
The makeup of the Referees Club leadership must be representative of both regional and development needs and clear to all that this represents a new phase in the future of refereeing in the Bay of Plenty.

The Referees Club Leadership Group will be made up of:

- The Chair person, The Referees Club;
- Three members representing each of the three BOP Sub Union’s referees;
- Members appointed to lead key roles associated with driving the core strategy: Technology/Resources, Referee Coaching/Development and, Game Management;
- Any co-opted Member(s);
- The Chair person, and the three Sub Union representatives shall be responsible for overall governance and any BOPRU constitutional requirements.
Each member of the Referees Club Leadership Group needs to understand how their role contributes to the realisation of the strategy’s purpose.

Role definitions of each functional team will be developed ensuring that each member understands their role along with the role of the other team members.

The performance culture demands excellence.

The Referees Club Performance culture will be underpinned by the core values. Our pursuit of excellence may lead to conflict – such conflict will be accepted to ensure that we push each other to deliver the very best.
II. THE UTILISATION OF TECHNOLOGY AND OTHER RESOURCES THAT SUPPORTS AND ENABLES A STRONG LEARNING AND DEVELOPMENT ENVIRONMENT.

INTRODUCTION
The demographics, socio economic environment, members’ careers and basic family lives are natural issues that make the management of and of balancing the needs of people involved in refereeing across the province quite difficult.

With the use of modern technology and open minds The Referees Club is keen to develop the “what” and “how” we communicate and learn collaboratively...so that the needs of all referees is met. Rather than distance, time and cost commitments being the barrier to growth and development, the challenge is to embrace the issue via technological solutions. In doing so integrating the community at all levels.

The forward thinking attitude will enable the desired growth in the Bay of Plenty game leading to:

- Attracting people across a wide range of the community;
- A strong Referee Coaching structure;
- Positive approach to change;
- Sharing of information;
- A great learning environment

PEOPLE LEADING THE INNOVATION.
By working with the right resources, including technology partners introducing solutions that solve the range of barriers to growth, that inhibits the growth and development of Bay of Plenty Referees.

In order that The Referees Club leadership people develop leading edge resources and technology solutions it will be necessary to complete this through:

- Tapping into the knowledge, experience and capability of our people;
- Seeking out and implementing quality referee coaching resources that upskills people in these roles;
- Partnering with the right technology partners;

EXECUTING
Our people must be open to change and actively leverage off the expertise of the partners who provide resources or technology.
<table>
<thead>
<tr>
<th><strong>INNOVATIONS</strong></th>
<th>innovations.</th>
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<tbody>
<tr>
<td><strong>INNOVATION BENEFITS</strong></td>
<td>The benefits from innovations must contribute to value creation.</td>
</tr>
<tr>
<td></td>
<td>Innovation that leads to enhanced performance will be recognised, rewarded and shared.</td>
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<tr>
<td><strong>INFORMATION SHARING</strong></td>
<td>The right environment to encourage information sharing and problem solving must be established.</td>
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<tr>
<td></td>
<td>When The Referees Club succeeds with this strategy we must be open to sharing information to the broader refereeing community.</td>
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<tr>
<td></td>
<td>We will continue to create opportunities for the key people within The Referees Club membership to come together along with Technology Partners.</td>
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III. OUR REFEREE’S DEVELOPMENT AND GROWTH WILL RESULT IN MEMBERS OPERATING SUCCESSFULLY AT ALL LEVELS, DELIVERING QUALITY REFEREEING IN THE LEVELS ALLOCATED.

INTRODUCTION
The Referees Club is recognised as having very good training, coaching and development programs that equip all referee members to deliver quality performances.

To ensure that we continue to identify and develop referees at all levels of the game and consistently across the BOP province so that some move through to National & potentially International levels we will focus on three key areas:

- Talent Identification and development;
- High quality referee coaching and learning;
- Referee Management.

TALENT IDENTIFICATION
We identified and recruited the right referees through a comprehensive and educated selection network.

Talent identification will continue to take place across BOP province and will be supported by:

- Well-educated referee coaches that are equipped to identify and develop the right people;
- A process that looks for the right capabilities;
- The BOP Club networks.

PERFORMANCE / DEVELOPMENT
Our referees drove the development and implementation of their Individual Learning and Development Plan (ILDP).

Our performance and development programmes will continue to reflect the National framework, based on the five pillars of development (technical, tactical, physical, mental and management). Technology will be sourced and utilised so that each referee will access to manage their own development needs.

When implementing their ILDP the referees will be supported by:

- Their referee development coaches;
- Referee Education Officer;
Our referees were primed to perform when required.

Our approach to referee management will be enhanced ensuring that our referees are primed to perform when required. The enhanced approach supported by technology will be tailored to meet individual needs.

Succession Plans are in place for roles that drive The Referees Club.

Succession plans will ensure that we better understand where our “people gaps” are currently, and where future gaps may appear.

Through the development of succession plans we will proactively manage the recruitment, development and retention of people.

The right people were recruited to the right roles.

Appropriately qualified appointment panels, along with role specific Performance Profiles, will be put in place to improve our recruitment process.

Performance Management delivered enhanced performance.

Our people will be provided with clear KPIs and a well-structured review process so that they receive meaningful and timely feedback on performance. Through the performance management process we will:

- Identify and retain key people;
- Identify their development needs.

Our development programmes accelerated the development of our people.

Development programmes will be based on individual needs as identified through the performance management process and succession plan. Individual needs will be identified through feedback, self-reflection, and exposure to best practice.

Development opportunities will consist of workshops, many of which will be online, which will help drive collaborative sharing of best practice, as well as individualised development based on needs identified through ILDPs.
E. TACTICAL FOCUS

INTRODUCTION

Implementation of the strategy will be reviewed each year to ensure that we are tracking towards the realisation of the 2021 success profile. The annual review will confirm the tactical areas that will be focused on in the following year.

2017

The tactical areas of focus in 2017 will be:

• The Referees Advisory Group to accept this strategy;

• Engaging the membership in The Referees Club concept and purpose, values and 2021 strategy and;

• Acceptance of the 2021 Strategy by BOPRU, who acknowledge the sub union representation as key to the BOPRU constitution;

• Form the key function groups of The Referees Club – Governance, Referee Coaching/Development, Resources/Support and The Game.

• Support the ongoing business as usual operations of refereeing through a transition phase.
F. RISKS

INTRODUCTION

The following risks will be factored into the annual operating plans to ensure that they are either mitigated or capitalised on.

- Lack of alignment with the NZ Rugby in relation to the shape of the game.
- Loss of financial support from BOPRU.
- The rapidity of change in areas of technology and our ability to stay up with the game.
- Technology resourcing
- Working with a volunteer membership – getting buy in and commitment
G. APPENDIX ONE - STRATEGY DEVELOPMENT APPROACH

<table>
<thead>
<tr>
<th>INITIAL PLANNING WORKSHOP 24TH SEPT 2016.</th>
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<tr>
<td>The initial strategic planning workshop was held on 24th September 2016. The workshop was attended by a collection of BOP Referees people.</td>
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<tr>
<td>The purpose of the workshop was to define the high level thinking required to complete the HP Strategy 2017-21. The workshop addressed the following questions:</td>
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<tr>
<td>1. Moving forward to 2021 - we have a successful refereeing environment in Bay of Plenty.</td>
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<tr>
<td>• What was our success profile?</td>
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<tr>
<td>• What does it look like?</td>
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<tr>
<td>• What did we do?</td>
</tr>
<tr>
<td>2. With your answers to question 1 in mind – what are the critical areas that we have to successfully complete to realise the vision?</td>
</tr>
<tr>
<td>3. What are the big rocks that will need managing to ensure that we realise the vision?</td>
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<tr>
<th>CONSULTATION</th>
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<tr>
<td>The initial draft strategy needs to be reviewed by a second group that includes: the Bay of Plenty Referee membership, BOPRU CEO, NZ Rugby Community Referee Manager and other relevant interested parties.</td>
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<td>The strategy will then be updated following the feedback received.</td>
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<tr>
<th>REFEREES ADVISORY GROUP SIGNOFF</th>
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<tr>
<td>The second draft will then be reviewed by the Referees Advisory Group, updated and signed off.</td>
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<tr>
<td>The final approved draft will be presented to the Bay of Plenty Referees Membership.</td>
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I. Appendix Three – Structure

PRESENT STRUCTURE 2016

Area Representatives
- CBOP
- EBOP
- WBOP

Referee Manager
Board Representative

Portfolios
- Appointments
- Education & Development
- Fitness
- Finance
- Gear
- Governance
- Interchange
- Judiciary
- Recruitment / Retention
- Coaching
- Social
- Statistics & Records
APPOINTMENTS PANEL

CBOP REP  EBOP REP  WBOP REP  BOPRU REP  BOPRU BOARD REP

(this is the same as the current Referee Advisory Group structure)

Meet once a year to appoint the BOP Referee Board or if there were complaints.

Members of the Appointments Panel not excluded from appointment to the BOP Referee Board.

Appointments based on skills matrix

BOP REFEREE BOARD

GOVERNANCE  THE GAME  COACHING & DEVELOPMENT  RESOURCES / SUPPORT  BOPRU REP  BOPRU BOARD REP
PROPOSED FUNCTION FROM 2017

‘THE CLUB’

"Understanding the needs of all’

GOVERNANCE
Finance
Judiciary
Statistics & Records
Health & Safety

THE GAME
Appointments
Interchange
Referee Education

RESOURCES / SUPPORT
Gear
Recruitment
Retention
Social
Media

COACHING & DEVELOPMENT
Referee Coaching
Law
Fitness