



**GRAEME DINGLE  
FOUNDATION**

Empowering kids to overcome life's obstacles  
Whakamanawatia ngā tamariki kia eke pānuku

# Graeme Dingle Foundation Strategic Plan – Tūruapō

**2019 - 2021**



## Background

At the start of 2019 the Graeme Dingle Foundation is poised to move into Horizon Two of a road map designed to take the organisation through to 2025. Horizon Two has been designed to take full advantage of the New Zealand Rugby Charity of Choice Contract which comes to the end of a three-year term in November 2021.

The Graeme Dingle Foundation Board has backed the Foundation to use this opportunity to increase profile and funding with several initiatives that are outlined in this plan. The plan also takes into account the need to work closely with Community Partners as 'One Team' and to start to build a stronger infrastructure around our people and funding to strengthen the base of the Foundation.

This plan also outlines a growth plan which is based around deepening our impact in existing regions through judicious programme growth and a move towards the transformational journey where possible.

- **Vision**

Aotearoa will be the best place in the world to be young

- **Purpose**

Providing our children and young people with the tools needed to conquer life's obstacles and succeed

- **Values**

Caring *Manaaki*, Courageous *Māia*, Collaborative *Tūhono*

- Strategic Objectives

- Adopt three additional regions for sequential programmes
- Adopt two additional regions for Project K or another single programme
- Grow Stars in existing regions to cater for Kiwi Can graduates (do this through the transformational journey)
- Grow Project K to 300 students in programmes by 2024
- Grow revenue
- Be recognised as the best place to work with young people

- Strategies, major initiatives and measures

The following section takes the new strategic objectives and matches them against the existing strategic pillars. This provides a new plan that will guide delivery of the objectives until the end of the NZR contract in November 2021.

STRATEGIC PILLARS	KEY strategies	Major initiatives	Measure
<p><b>People</b> <i>Skilled and motivated</i></p>	<p>1. Grow and develop our people (staff and volunteers)</p>	<p>1.1 To be recognised as the best place to work            1.2 Best practice induction process established            1.3 Best practice hiring process established            1.4 Effect the smoother flow of information            1.5 Career Development Pathway            1.6 Governance Training</p>	<p>1.1 Annual Engagement Survey – benchmark then yearly.            1.2 Induction templates designed and circulated            1.3 Role specific ad templates circulated, and guidance against role types provided for position descriptions and interviews            1.4 Undertake Share Point review &amp; modify accordingly            1.5 Create career development options for NSO</p>
	<p>2. Recruit and retain Leadership that empowers and enables transformation.</p>	<p>2.1 Become ‘one team’ for best impact            2.2 Build staff training programme            2.3 Develop &amp; train management team to increase responsibility</p>	<p>2.1 Satisfaction survey on leadership yearly improvement results            2.2 NSO staff training plan recorded &amp; updated</p>

STRATEGIC PILLARS	KEY strategies	Major initiatives	Measure
			2.3 Management training plans & PD programmes reviewed annually.
	3. Recruit and reinforce a high performing culture.	3.1 Conduct annual performance reviews with 6-monthly check-ins 3.2 Staff wellbeing plan 3.3 Attract & retain excellent people	3.1 Personal KPI's reviewed annually 3.2 Good staff scores for Wellbeing in annual staff engagement survey 3.3 Annual staff engagement survey conducted 3.4 Be a family friendly, flexible workplace where people want to work
	4. Build Diversity across the organisation that enables us to connect strongly with iwi and pacific communities.	4.1 Recruit a cultural advisor 4.2 Set up a national cultural advisory group 4.3 Ensure an equal opportunities employer	4.1 Events are culturally appropriate 4.2 Annual diversity survey completed 4.3 Recruitment processes are open and transparent



STRATEGIC PILLARS	KEY strategies	Major initiatives	Measure
	2. Strengthen Government Relationships and Support	2.1 Update Government development plan	2.1 Retain current government funding at a minimum
	3. Develop a high net worth strategy.	3.1 Friends of the Foundation	3.1 <b>Financial Targets</b> Increase in programme membership
	4. Develop Public Fundraising (see Brand plan also)	4.1 Establish Bequest Programme 4.2 Major Fundraising initiative for Individual Giving	4.1 Increase in programme membership (2021) 4.2 Increase in regular giving (2020/21)
<b>Quality Programmes</b> <i>Innovation &amp; Excellence</i>	1. Ensure our programmes remain responsive relevant and of high quality	1.1 Quality Assurance 1.2 Research & Evaluate 1.3 National Training	1.1 Programme audits ensure relevance and quality 1.2 Student and School Satisfaction survey results 1.3 CP satisfaction survey results 1.4 School satisfaction ratings
	2. Achieve great outcomes for tamariki on all programmes	2.1 Research & Evaluate qualitative and quantitative survey 2.2 Increase visibility of R & E work	2.1 Achieve positive survey results 2.2 CP satisfaction & showcasing programme outcomes

STRATEGIC PILLARS	KEY strategies	Major initiatives	Measure
	3. Adopt 3 new regions for sequential programmes	3.1 Map regions for existing programmes 3.2 Assess funding likelihood & CP capability 3.3 Select regions	3.1/2 Clear growth plan 2019/2020 3.3 2-3 regions underway 2021
	4. Grow Project K to 300 students by 2024 (includes referral).	4.1 Project K review vs cost benefit 4.2 Find funding for Project K 4.3 Market Project K 4.4 Identify regions	4.1 Cost efficiencies identified 4.2 New funding for Project K secured 4.3/4 New PK programmes (2021)
	5. Adopt 2/3 additional regions for PK or another single programme (see <b>Objective 4</b> for PK).	5.1 Map regions for existing programmes 5.2 Assessing funding likelihood & CP capability	5. New programmes established
	6. Grow Stars in existing regions to cater for Kiwi Can. (Do through transformational journey)	6.1 Map existing Kiwi Can regions 6.2 Assess funding likelihood	6. New Stars programmes established



STRATEGIC PILLARS	KEY strategies	Major initiatives	Measure
<p style="text-align: center;"><b>Brand</b> <i>Known &amp; celebrated</i></p>	<p>1.1 Grow brand awareness to enhance reputation and fundraising</p>	<p>1.1 National awareness campaign using NZR as vehicle.</p> <p>1.2 Fundraising campaign</p> <p>1.3 Enhanced website and social media platforms</p> <p>1.4 Improved events</p> <p>1.5 Updated collateral</p> <ul style="list-style-type: none"> <li>• Brochure</li> <li>• Annual Report</li> <li>• Infometrics</li> </ul>	<p>1.1 Prompted awareness to 25% by end 2020</p> <p>1.1.1 Local stories, video, social media and editorial, across NZ.</p> <p>1.1.2 Increase prompted awareness of Graeme Dingle Foundation further to 60% (2021/22)</p> <p>1.2 Raise additional funds from public and high net worth, including regular giving</p> <p>1.3 Increased traffic</p> <p>1.4 CP/attendee satisfaction and input/engagement.</p>

STRATEGIC PILLARS	KEY strategies	Major initiatives	Measure
	2. Create brand authority and advocate on youth issues	2.1 Editorial/articles  2.2 Become 'go to' for youth affairs  2.3 Research articles and student stories.	2.1 Increased media presence for student voices  2.2 Build GDF profile through PR  2.3 R & E increased presence in media
	3. Develop high profile ambassador programme	3.1 Alumni programme  3.2 All Blacks Charity of Choice leverage  3.3 Become charity of choice for more organisations & events	3.1 Annual growth in Alumni ambassadors across the country  3.2 Successful use of association with NZR  3.3 'Clip the Ticket' alliances established