

Football in New Zealand

(including NZF and the seven district federations)

Strategic Plan 2009 – 2011

Foreword

Football is the world's most popular game. It is the national sport in the majority of countries and followed in every country on the planet. Here in New Zealand, football is one of the biggest participation sports. It is popular with males and females across all age groups and unlike many other sports which are facing declining numbers, football continues to grow.

Sport and Recreation New Zealand (SPARC)¹ recognises that sport and recreation organisations are part of the social fabric and provide great opportunities for all New Zealanders to take part in physical activity and stay healthy. With such a broad and passionate participation base football is clearly an excellent vehicle for involving people in sport and physical recreation, which in turn plays a vital role in the social, cultural and economic well-being of New Zealand.

This strategic plan outlines how football in New Zealand will contribute to creating health and social benefits for our players, coaches, referees, administrators and supporters.

Our key priorities over the next three years are:

- Increase the number of participants in the game and the quality of their experience;
- Achieve success at an elite level that creates a sense of identity and pride and inspires participation;
- Improve our organisational capability and deliver greater value by developing our people, systems and processes;
- Ensure the game has a clear strategic direction and is well-governed at every level.

This strategy represents a partnership between New Zealand Football and its seven regional Federations. We are also building and strengthening our relationships with other key stakeholders in the game by involving them in our planning and delivery. The way ahead is all about working collaboratively, in pursuit of common goals.

We look forward to this strategy being implemented and seeing the benefits being realised over the next three years.

Frank van Hattum,
Chair,
New Zealand Football.

¹ Sport and Recreation New Zealand (SPARC) is the Crown entity responsible for promoting, encouraging and supporting sport and physical recreation in New Zealand

Chair,
No.1 District Federation of New Zealand Football.

Chair,
No.2 District Federation of New Zealand Football.

Chair,
No.3 District Federation of New Zealand Football.

Chair,
No.4 District Federation of New Zealand Football.

Chair,
No.5 District Federation of New Zealand Football.

Chair,
No.6 District Federation of New Zealand Football.

Chair,
No.7 District Federation of New Zealand Football.

Introduction

Anyone with an interest in the game of football will be aware of some of the challenges that New Zealand Football (NZF) has experienced over the past year. Many people have an opinion on what did, could have or should have happened. The most important thing to come out of this experience, however, is who we have become as an organisation in the process of managing through our difficulties.

Over the past nine months we have witnessed an unprecedented level of collaboration and cooperation between the sport's key stakeholders. The board of NZF, the managers and boards of NZF's seven regional federations, the staff and many others have contributed to forging a sustainable future for football in New Zealand. Sport and Recreation New Zealand (SPARC), in particular, should be applauded for their positive and future-focussed attitude to addressing the challenges faced by the game.

Together we have established a firm foundation for addressing our financial and strategic challenges and moving forward. Our determination to work together has resulted in the development of a strategic plan for football in New Zealand as a whole, as opposed to a plan for New Zealand Football Inc. This is an important change that is intended to give everybody involved in the game in New Zealand a greater sense of ownership over its future.

Throughout 2008 the boards and managers of NZF and the federations have undertaken an analysis of what we need to do to be effective stewards of our game. There have been numerous workshops and conference calls and consultation with many of the game's stakeholders, including the clubs. We have reviewed the challenges we face and agreed some key principles to guide us in designing solutions to those challenges.

They are:

- utilise the skills and maximise the potential of everybody involved in football to drive the game forward
- make sure that whatever we propose is achievable within the resources available, within the time frames we set ourselves and sustainable in the long term
- look to implement and share best practice and best value solutions
- get the balance right between growing the game at home and showcasing what we have to offer on the international stage
- put the effort in where we'll see the greatest impact for the game

- make sure we take the time to translate strategy into actionable plans
- discipline ourselves to monitor and measure our progress and hold ourselves accountable for results

In line with this we have identified four strategic goals to work towards:

1. Align our sport and lead the game
2. Organisational and financial sustainability
3. Grow the game
4. Develop world class players

The following plan is structured around these goals. Each goal has a work breakdown that shows at a high-level the specific initiatives, deliverables and performance measures that will contribute towards the achievement of the goal.

NZF and each federation will develop their own annual business plans detailing the activities they will be undertaking to contribute to the achievement of these goals. NZF and the federations will also work closely with other stakeholders in the game to promote opportunities for strategic alignment and maximising the benefits to the game of working together.

Purpose, Vision and Values

Our **purpose** is the reason New Zealand Football and its seven regional federations exist. It also encapsulates the objects described in NZF's constitution. It is:

To lead, inspire and deliver football in New Zealand

Our **vision** is the ultimate goal we are striving towards. It is:

To achieve incredible performances on and off the field

In reality this will mean we:

- sustain our position as one of the biggest participation sports in the country
- create such positive experiences for anyone engaging with the game that we are the sport of choice
- have strategic alignment with all the game's key stakeholders working towards common goals
- are a well organised, thriving and financially stable organisation at all levels of the game
- have developed better international players and officials who perform with distinction on the world stage
- are viewed as a vitally important part of New Zealand's sporting landscape and are appreciated by the media and public alike

Our **values** are the way we behave while meeting our purpose and striving for our vision. In practice our values mean:

Unity: - We work to be inclusive and strive for commonly agreed goals
- We stand together and act for the good of the game

Pride: - We take responsibility for our actions
- We set and achieve high standards of professionalism

Passion: - We positively channel football's unrivalled passion
- We have a burning desire to make our organisation and our game successful

Respect: - We listen to each other and act to be constructive in every situation
- We are honest and transparent in all our dealings

Vision: Incredible performances on and off the field
Purpose: To lead, inspire and deliver football
Values: Unity, Pride, Passion, Respect.

Goal 1 Align our sport and lead the game	Goal 2 Organisational and financial sustainability	Goal 3 Grow the game	Goal 4 Develop world class players, coaches and referees
Goal 1.1 The game's key stakeholders are strategically aligned	Goal 2.1 Resources are optimised across the game so that financial surpluses are expected and achieved	Goal 3.1 Increase the number and quality of coaches working in all areas of the game	Goal 4.1 A National High Performance program for talent identification and player development
Goal 1.2 The strategy for football in NZ is understood and embraced by all in the game	Goal 2.2 Best practice financial systems and processes for monitoring and reporting are in place	Goal 3.2 Environments and facilities are in place that enhance the football experience	Goal 4.2 Develop coaching structures that support the needs of the high performance program
Goal 1.3 Best practice governance policies and consultative processes are in place	Goal 2.3 Information management solutions are developed that integrate the whole game	Goal 3.3 Increase the numbers and quality of referees and facilitators working in all areas of the game	Goal 4.3 Develop refereeing structures that support the needs of the high performance program
	Goal 2.4 Best practice administrative systems and processes are established across the game	Goal 3.4 Pathways are in place that allow all football participants to progress as far as possible	
		Goal 3.5 Competition structures are in place that support all participants at all levels and move the game forward	
		Goal 3.6 Clubs and other service providers are strategically aligned with NZF and delivering quality services that grow the game	
		Goal 3.7 Promotion and marketing of the game enhances perception and encourages participation	

Goal 1 - Align our sport and lead our game

Football is one of the biggest participation sports in New Zealand. Its simplicity and flexibility means it is played in a wide variety of forms and venues – from an informal kick-around in the park between a few friends, to the All Whites competing in highly organised FIFA tournaments, and everything in between.

As the organisation responsible for nurturing, protecting and representing the interests of the game in New Zealand football's popularity and diversity provides NZF with a challenge². In order to lead the game effectively we must understand the differing needs of our many stakeholders and provide a compelling vision of the future that everyone can buy in to. We also need to earn the trust and confidence of the "football family" by organising ourselves in a way that allows effective decisions to be made for the good of the whole game.

The objective of Goal 1 is to put in place a common strategic plan for the game of football in New Zealand. This will be supported by a modern, clear, concise set of rules and organisational structures that promote good governance at every level. This strategic plan for the period 2009 – 2011 is the first step and starts at the top by aligning NZF and the seven district federations to a single plan and set of goals.

Over the next three years we will work with the game's other key stakeholders to ensure we are strategically aligned and working towards common goals. By working together we can maximise the potential benefits available to all participants in football and create a game that is greater than the sum of its parts.

The sub-goals below indicate the priority areas that will be addressed by NZF and the seven district federations over the next three years. Other work may also be identified that contributes to this goal. This will either be captured at the level of annual business plans or will appear in the next strategic plan.

Goal 1.1

The game's key stakeholders are strategically aligned

Deliverables	Measures
A common strategic plan is in place for NZF and the Federations	Joint NZF and Federations strategic plan agreed and published by December 2008
NZF and Federation business plans are aligned and support delivery of common strategic goals	Joint NZF and Federation business planning process completed by 30 November annually
Regular monitoring and reporting against progress	Joint NZF and Federations reporting and monitoring framework agreed and in place by December 2008
	NZF and Federations draft annual reports completed by 28 February annually, in accordance with framework

² NZF is affiliated to FIFA and recognised as the controlling authority for football in New Zealand

An integration plan for secondary schools	Integration plan for secondary schools agreed and in place by December 2009
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Goal 1.2

The strategy for football in NZ is understood and embraced by all in the game

Deliverables	Measures
Consultation process on strategic plan	Consultation process completed by 15 October 2008
Communications plan for strategic plan launch	Strategic plan successfully launched by 31 December 2008
Ongoing national stakeholder engagement and communications plan	Ongoing national stakeholder engagement and communications plan in place by 30 June 2009
Annual web based satisfaction survey of key stakeholders	Satisfaction research framework agreed and in place by 30 September 2009
	Satisfaction research demonstrates high degree of stakeholder commitment to strategic direction and satisfaction with progress towards goals

Goal 1.3

Best practice governance policies and consultative processes are in place

Deliverables	Measures
Partnership agreement between NZF and Federations detailing roles, responsibilities and processes	Partnership agreement agreed and in place by 30 November 2008
NZF and Federation rules reviewed and aligned with strategic plan and partnership agreement	Review of NZF rules completed and proposed changes agreed by April 2009
	New NZF and Federation rules adopted at 2009 NZF congress
Common, best practice governance policies, including induction programme for Board members	Review of best practice governance policies completed and recommendations in place by December 2009
Risk management framework	Risk management framework agreed and in place by December 2009

Goal 2 - Organisational and financial sustainability

NZF has faced well-documented financial and organisational challenges over the past few years. Performance in a number of key areas of organisational capability has simply not been good enough and if we are to achieve our vision we must improve.

The challenge is to win back the confidence of key stakeholders by operating a robust and healthy organisation on an ongoing basis. A priority will be the management of risk, and in particular, financial risk. Another priority will be managing the application and investment of resources within the game in a much more coordinated and structured way. Sharing best practice and using the purchasing power that exists within the game more effectively are keys to raising performance and ensuring that the game has the right resources, in the right place, at the right time. The implementation of a national membership database that meets the game's needs will also be a priority.

The objective of Goal 2 is to meet all financial obligations, proactively manage all risks and consistently deliver value for money services across the game. Combined with Goal 1 this will create a solid and stable platform of capability for the delivery of Goals 3 and 4. The period 2009 – 2011 which is covered by this strategic plan starts at the top and focuses on the capability of NZF and the seven district federations.

By 2011 we aim to have a game that is well organised, thriving and financially stable at all levels. There will be no major issues and no surprises in regard to organisational sustainability and stakeholders will be able to have confidence in the game's ongoing viability.

The sub-goals below indicate the priority areas that will be addressed by NZF and the seven district federations over the next three years. Other work may also be identified that contributes to this goal. This will either be captured at the level of annual business plans or will appear in the next strategic plan.

Goal 2.1

Resources are optimised across the game so that financial surpluses are expected and achieved

Deliverables	Measures
A national funding strategy including coordination of sponsorship, SPARC and gaming funding	A co-ordinated approach to gaming funding for 2010 agreed and in place by June 2009
	SPARC and sponsorship strategy agreed and in place by June 2009
	Sponsorship funding increases to \$1m pa. on a national basis by 2012
	Positive feedback from SPARC and total government funding increased to \$1m p.a. between 2009 and 2012
	Positive feedback from gaming trusts and total gaming funding received by the game

	maintained or increased year on year
A national approach to procurement and shared services	National approach agreed by December 2009
A long term national affiliation fee policy	Affiliation fee policy agreed and in place by December 2009
	Affiliation fees are consistent, transparent and reflect the real cost of playing the game

Goal 2.2

Best practice financial systems and processes for monitoring and reporting are in place

Deliverables	Measures
Establishment of financial monitoring group	Financial monitoring group in place by June 2009
Quarterly reporting on financial performance	NZF and all Feds deliver a net surplus for the period 2009 – 2012 and build sufficient reserves to mitigate financial risks.
	No financial surprises – any annual deficits are planned in advance on an exceptions basis.
	NZF and Feds meet all financial obligations
Workshops for all CEOs and administration staff on budget preparation and reporting	Budget workshops held by 30 June 2009
Review and implementation of common financial reporting systems and processes	Implementation of common reporting processes by 30 June 2009

Goal 2.3

Information management solutions are developed that integrate the whole game

Deliverables	Measures
National membership database (GOALnet project) that meets the game's needs	The GOALnet project is rolled out from 1 April 2009 on a progressive basis across Federations
	GOALnet is used by 85% of NZ football clubs by 2012
	Satisfaction research demonstrates high degree of stakeholder satisfaction with GOALnet and achievement of anticipated benefits

Goal 2.4

Best practice administrative systems and processes are established across the game

Deliverables	Measures
Common national resources on Human Resources and Health & Safety in place	National resources for HR and H&S in place by December 2009
	All employment contracts are based on a common template by type of role (e.g. RCDC coaching contracts) by December 2009
NZF and Federations each have an up to date operations manual in place	Operations manuals in place by December 2009

Goal 3 - Grow the game

Participation in the game of football is where the “rubber hits the road” for NZF. All other NZF activity has little or no point if it does not eventually lead to people participating in the game, and the generation of health and social benefits as a result. This is also the main reason why important stakeholders like SPARC and the various community trusts are prepared to invest in football.

The challenge for NZF is to create positive experiences and environments that facilitate growth in the game. Growth is defined here as more than simply counting player numbers. It includes growth in the number of coaches, referees, administrators and supporters. It also includes growing the quality of the experience for all football participants. This will require NZF to work with service providers at all levels of the game. Service providers are any organisation providing some kind of football service and as the frontline deliverers of the game are crucial to NZF achieving its vision. The biggest group are football clubs (and their representative bodies, the district federations) who NZF are ultimately accountable to. Other service providers include schools, coaching academies and commercial providers of futsal and indoor football.

Goals 3 and 4 (develop world class players) highlight one of the fundamental issues in sport policy development – how to balance the distribution of resources between mass participation and elite performance in order to achieve optimal outcomes. Getting the balance right is important because one cannot be achieved without the other and under-investing in either is likely to lead to poor results overall. A theme across both Goal 3 and 4 is the development of pathways that recognise the aspirational nature of elite performance as an important driver of participation.

The objective of Goal 3 is to sustain a position as the largest participation sport across all age groups and have football recognised as a vitally important part of the sporting landscape.

The ultimate outcome is that the health and social benefits that accrue to participants in the game are maximised. By 2011 we aim to have made a compelling case for football as the sport of choice and for this to be reflected in participation levels and the satisfaction levels of all our stakeholders.

The sub-goals below indicate the priority areas that will be addressed by NZF and the seven district federations over the next three years. Other work may also be identified that contributes to this goal. This will either be captured at the level of annual business plans or will appear in the next strategic plan.

All the sub-goals apply to men’s, women’s, senior and junior football equally. In the period covered by this plan, however, there will be a particular emphasis on growth in the women’s game, focussed on New Zealand’s hosting of the Under 17 Women’s World Cup in late 2008 and leveraging off the opportunities that the event will provide.

Goal 3.1

Increase the number and quality of coaches working in all areas of the game

Deliverables	Measures
Complete the national accreditation schemes and all course curriculum material	All CDM coach course material completed by December 2009
A national coaching plan promoting a consistent coach education and accreditation program to all providers to enhance the player experience	National coaching plan agreed and in place by December 2009
Establish and maintain a national coaching database	GoalNet project expanded to include requirements of a coaching database and in place by April 2010

Goal 3.2

Environments and facilities are in place that enhance the football experience

Deliverables	Measures
Undertake advocacy role with national, local and major regional bodies to promote the need for investment in football facilities	National level statements and statistics produced by December 2009
	Grounds and facilities score consistently at 70% and above in stakeholder surveys by the end of the 2011 season
Consistent national level statements and statistics on need for grounds developed	Federation packages developed and presented to relevant TLA's by December 2009
Consistent minimum standards for grounds and facilities developed	Consistent minimum standards for grounds and facilities agreed and in place by 2010 season
Competition criteria, stakeholder surveys and accreditation schemes include grounds & facilities	Club and provider accreditation schemes developed and implemented by 2011 season

Goal 3.3

Increase the numbers and quality of referees and facilitators working in all areas of the game

Deliverables	Measures
Complete the national accreditation schemes and all course material	Course material for referees at all levels completed and in use by December 2010
Promote a consistent referee education and accreditation programme to all providers to enhance player experience	National refereeing plan agreed and in place by April 2009 Regularly 6 monthly monitoring takes place

	to review progress
Establish and maintain a national referee database	GoalNet project expanded to include the requirements of a referee's database and intranet capability and in place by April 2010
National promotion run by NZF – Refereeing as a viable and optional pathway for participation in the game	Marketing Plan developed and implemented by December 2009
To review key drivers for the retention and separation of referees	Exit survey questionnaire completed by December 2008 and recommendations resulting implemented by June 2009 RESPECT programme implemented and in place by December 2009

Goal 3.4

Pathways are in place that allow all football participants to progress as far as possible

Deliverables	Measures
Review and define the playing, coaching and refereeing pathways through all levels of the game	Pathway maps researched and defined by December 2009
	Pathway maps being followed by 2010 season
Develop resource and support appropriate national, regional and local opportunities to support the playing, coaching and refereeing pathways	Materials, resourcing and communication to service providers completed by December 2009

Goal 3.5

Competition structures are in place that support all participants at all levels and move the game forward

Deliverables	Measures
National review of football competitions	Undertake review of NZFC by June 2009
	Undertake national review of all other football competitions by June 2009
Provision of age and ability-relevant local and regional competitions at youth, senior men's and women's levels	Competition regulations and structures aligned across the country by 2011 season
Establish national guidelines to provide consistency of approach on small-sided games appropriate for junior and youth	Produce national guidelines and recommendations on small-sided games by December 2009

grades	
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Goal 3.6

Clubs and other service providers are strategically aligned with NZF and delivering quality services that grow the game

Deliverables	Measures
Stock take of all current football service providers and relationship with NZF and/or Federations	Map of all service providers created by September 2009
Create a "service provider management plan" that ensures a consistent national approach and prioritises the application of resources	Individual management plan for each group of providers agreed and in place by December 2009

Goal 3.7

Promotion and marketing of the game enhances perception and encourages participation

Deliverables	Measures
Promote participation in women's football before, during and after Under 17 Women's World Cup.	National plan to capitalise on legacy of U17 WWC in place by 31 Oct 2008
	The numbers of women players, coaches, referees and administrators are to be determined by 31 December 2008 (from information obtained from the Federations) After these numbers are obtained growth targets and timelines will be developed by 31 March 2009 under the following areas: <ul style="list-style-type: none"> • Women players increase • Women coaches increase • Women administrators increase
Communications plan for the game focused on delivering honest but positive news to all communications vehicles and media	Communications plan agreed and in place by June 2009
	Consistent average score of 70% and above in communications in stakeholder survey by 2010
Media training for all staff in media fronting positions	Media training delivered by December 2009
Develop and implement volunteer strategy	Football for life and related support programmes targeted at volunteers delivered in every federation by 2011
Use the national database for outbound	GoalNet project contains detailed

marketing and information

specification of communications requirements at all stages of development and in place by April 2010

Goal 4 – Develop world class players, coaches and referees

In order to achieve sustained international success New Zealand must develop players that are able to meet the demands of the sport at the highest elite levels. Currently New Zealand Football does not have a unified approach to developing their best talent. As a result player development is performed by a number of different providers of variable quality giving inconsistent results.

The challenge for New Zealand Football is to establish a National High Performance program that enables talented players to be identified and developed. This program must be focussed on improving the quality and performance of New Zealand's top players and teams for both men and women. Such a program must also accommodate the needs of elite coaches and referees.

The objective of a New Zealand Football National High Performance program is the identification and development of young New Zealand football players to maximize their potential performance as professional and/or international players.

It will take a number of years for the results of a high performance program to become evident. By 2011 New Zealand Football aims to have established the structure of a National High Performance program throughout New Zealand. The program will be delivering consistent, high quality training to our best players, coaches and referees.

The sub-goals below indicate the priority areas that will be addressed by NZF over the next three years. Other work may also be identified that contributes to this goal. This will either be captured at the level of annual business plans or will appear in the next strategic plan. It is expected that areas such as International Programs, Competitions, Pathways and Local and International Network Systems will be incorporated in the separate plans developed for each of the high performance goals.

Goal 4.1

Implement a National High Performance program for talent identification and player development

Deliverables	Measures
Undertake a program of research to study examples of high performance programs implemented in other countries	Research paper completed by June 2009
Determine the components and delivery mechanisms (including funding) of the high performance program	High performance plan agreed by August 2009
Determine the components and structure of the talent identification program	Talent identification plan agreed by August 2009
Implementation of the talent identification and high performance programs	Talent identification and high performance programs in place by December 2010

Goal 4.2

Develop coaching structures that support the needs of the high performance program

Deliverables	Measures
Create a high performance coaching group	High performance coaching group in place by March 2009
Establish a coach education structure specifically targeted at the demands of elite coaches	National high performance coaching plan agreed by June 2009
	National high performance coaching program in place by December 2010

Goal 4.3

Develop refereeing structures that support the needs of the high performance program

Deliverables	Measures
Create a high performance referees group	High performance referees group in place by December 2008
Establish a referee education structure specifically targeted at the demands of elite referees	HP Plan reviewed and in place by November 2008
	Identify funding required (25k)
	NZF to secure funding
	Implement by Jan 2009
Establish a referee talent identification program	Continue ID programme and monitor participants' progress