

Central Football



Strategic Plan 2008-2010

Introduction

Central Football (Number Four District Federation of New Zealand Football inc) was established in late 1999 with New Zealand Football getting the mandate from its members at that time to dismantle a large number of association and create seven Federations. The infant years of Central Football have been difficult and not dissimilar to nearly all the other Federations with a number of years of struggle in key areas of finance, human resource management and administration, best practice structures, stakeholder communication, community image, on field performance, schools vs clubs and asset management. For all that football across the Federation is very popular in all our regions with junior numbers stronger than any other sport.

This strategic plan underpins the commencement of a new era for Central Football. The board of Central Football is unanimous in its agreement that as a Federation of New Zealand Football we must work in close alignment with the National body whereupon simultaneously we can forge a direction that one achieves the objectives of the Federation to have a sustainable and successful future and two supports the overriding vision of New Zealand Football to be the “number one participant sport” in New Zealand across all age groups and qualify for and be competitive in all major FIFA tournaments. With the change of name to “Football” we are using this opportunity to re-brand and lift the profile of football in our Federation as well as communicate our strategic direction.

Central Football’s vision statement is a bold one considering our geographical boundaries and population size however we are a proud Football region with a history of success and which now supports two National league franchises.

This plan provides the essential framework for ensuring a long and continual enjoyment of the game which we hope will realise our vision.

Central Football is committed to implementing a totally professional approach to managing the sport both on and off field across our Federation. Because we are committed to supporting the vision and purpose of New Zealand Football this plan has close parallels to that of the NZF strategic plan both in key areas of challenge and the realistic time frame for working towards and achieving growth and success. Central Football is responsible for the operational efficiency and effectiveness of its Regional centres in Gisborne, Hawke’s Bay, Manawatu, Wanganui and Taranaki. Our Strategic plan covers all these regions and we want to ensure that the same opportunities are available to all our members in all areas of the game whether as a club, player, coach or referee.

The key challenges of our Strategic plan are

1. Aligning our sport and control of our game
2. Achieving financial stability
3. Growing the game
4. Achieving National success
5. Improving communications
6. Optimising internal capability
7. Optimising facilities



Central Football has learnt important lessons from the initial creation of the Federations; the need for sound governance and skilled leadership, effective communication and community relationships, strong financial management, and importantly the unwavering support of its regions. Central Football has finally overcome shortfalls in its structures and processes and looks forward with confidence to achieving by December 2010 the outcome of this 3 year plan. This strategic plan is however a live document and will continue to be monitored quarterly and reviewed annually to ensure it continues to meet the needs of our Federation.

OUR VISION: To be the number one participation sport in New Zealand across all age groups, and be the best performing Federation on and off the field

OUR PURPOSE: To provide the best environment in which our stakeholders can prosper. Our stake holders include

- Affiliated clubs & Schools
- Players
- Officials
- Coaches
- New Zealand Football
- Local Territory Authorities
- Regional Sport Trusts
- Sponsors and Funders

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Vision, Purpose and Attributes

THE ATTRIBUTES WE WILL EXHIBIT:

To achieve our vision and carry out our purpose we will be

- Credible
- Competitive
- Ambitious
- Passionate
- Committed
- Inclusive
- Community

OUR SPIRIT: The spirit of Football in New Zealand is captured by the statement
“Our game, your game, the world game”

Strategic Challenge: ONE

Align our Sport and Control our Game

We will ensure an effective governance, policy making and management structure for the game that recognises the geographical area of Central Football

CHALLENGE

- To align our sport in all aspects and at all levels within Central Football
- To adopt the direction of New Zealand Football's current strategic plan

KEY RESULTS AREA

Governance, Management, Policy Making

STRATEGIC OUTCOME

The structure of the sport is aligned under the leadership of Central Football's vision and strategy

KEY PERFORMANCE INDICATORS

All targeted elements of the game across the federation are aligned to Central Football's vision and strategy

STRATEGIC INITIATIVES

1.1 Establish and review best practice governance policies and processes

- Identify, develop and implement governance structures, policies and procedures
- Review on a cyclical basis governance process and policy documents

1.2 Regional Operations. Ensure optimal structure for alignment of the game across the Federation

- Establish a management structure and processes across the Federation
- Review local regional management effectiveness on an annual basis

1.3 Ensure that Central Football, Hawke's Bay United and Young Heart Manawatu have an aligned vision for growth and development of the game across the Federation.

- Actively support close working relationships and information sharing between all 3 organisations at board and management level.
- Ensure each organisation understands and supports each others vision and strategy
- Establish Hawke's Bay United and Young Heart Manawatu as one of the active pathways for the development of promising young federation players

Strategic Challenge: TWO

Achieve Financial Stability

CHALLENGE

- To reduce the reliance and uncertainty on funding by establishing new sustainable income streams.
- To build reserves which ensure all areas of the game remain financially viable
- Be acknowledged by gaming trusts as well organised and progressive
- To attract long term commercial sponsors and partners

KEY RESULTS AREA

Revenue and Reserves

STRATEGIC OUTCOME

Central Football is a financially sustainable organisation

KEY PERFORMANCE INDICATORS

- \$50,0000 per year to be allocated to a reserve fund
- Reliance of no greater than 20% of total annual turnover on gaming trust funding
- Level of accumulated reserves equal to six months operational costs by 2010

STRATEGIC INITIATIVES

2.1 Enhance current and establish new revenue streams

- Promote and support strategies in the following areas
 - Implement reserves policy
 - Maintain current gaming trust funding levels
 - Improve current and generate new sponsorship partnerships
 - Manage sustainable user pay programmes
 - Sustainable and equitable levy management
 - Business links and commercial partnerships
 - National funding strategy

2.2 To maintain sound financial monitoring and reporting systems with appropriate controls.

- Ensure sound financial information is presented to Federation stakeholders
- Maintain sound financial management control procedures across the Federation
- Appropriate processes established and maintained that ensure accurate monthly board reporting

Strategic Challenge: **THREE**

Grow the Game

CHALLENGE

To respond to changes in the make up of the population by attracting, developing and retaining participants and developing the capability and capacity to handle this growth. To achieve this we will need to also concentrate on key areas as follows

- To recruit, develop and maintain the level of coaches and officials necessary to handle the increasing numbers of players
- To capitalize on the opportunities provided to female players at international age group and senior level
- To integrate the large number of families and players from ethnic backgrounds who do not participate in organised club football
- To support clubs to ensure sustainable club management via professional structures
- Provide competition which continues to meet the changing needs of participants and which assists Central Football to meet its vision and purpose
- Provide a representative development programme to inspire players to compete at the highest level.

KEY RESULTS AREA

Grassroots (club/schools) participation and football development

STRATEGIC OUTCOME

Largest participation sport across all age groups

KEY PERFORMANCE INDICATORS

- Increase total participation by 15% by end 2010
- Increase total female participation by 20% by end 2010

STRATEGIC INITIATIVES

3.1 Provide systems and methodologies and implement change which meets the needs for clubs and football into the foreseeable future

- Assist federation clubs to have the necessary infrastructure and capability to support Central Football's vision and strategy
- Implement New Zealand Football's "Club mark" and ensure that all clubs work toward minimum standards of excellence
- Provide membership service opportunities to all clubs
- Establish and maintain direct relationship with all Federation clubs/schools

3.2 To provide quality football competitions and programmes for players across all age groups and at different levels

- Ensure continuous improvement in the quality of competitions and development programmes that meet the changing needs of participants
- Regular evaluation of members clubs and player programmes to ensure competition formats and programmes are appropriate and that participant needs and satisfactory service delivery is being achieved
- Research new products and forms of competitions or programmes that offer more options to new and current players
- Develop and promote Futsal leagues and tournaments
- Develop and promote Beach Soccer leagues and tournaments
- Promote and implement a clear and concise code of conduct for players, coaches, referees, administrators and spectators involved in Federation competitions

Strategic Challenge: THREE (contd)

3.3 Improve the image of women's football, and meet the needs of female players at all levels and for all age groups

- Implement optimal competition format for all age groups
- Establish minimum standard of delivery on women's football across the Federation
- Develop and implement initiatives to raise awareness of women's football incorporating media, clubs and schools
- Provide equivalent development and programme opportunities for females as for males

3.4 Continuous improvement in the quality and delivery of grass roots coach development programmes and qualifications

- Actively promote to clubs and schools, awareness and importance of NZF coach education courses
- Promote the NZF coach pathway to all coaches with aspirations at all levels of the game
- Recognise and acknowledge coaches at all levels of our game
- Work alongside NZF coaching staff to provide opportunities for grass root coaches to develop through formal and informal development.

3.5 Continuous improvement in the quality and quantity of referees

- Promote Federation and NZF pathway for referees
- Ensure that recruitment, training and retention programmes are in place across the Federation
- Recognise and acknowledge referees at all levels of our game
- Promote and encourage refereeing as a football "sport"

3.6 Continuous improvement in the quality and quantity of volunteers

- Develop a volunteer recruitment and retention strategy to assist member clubs and regional operations to grow "spread the load" and provide enjoyable volunteer experience.

3.7 Align all elements of Secondary school football with Central Football vision and strategy

- Understand and meet the needs of secondary school players and referees throughout the Federation
- Keep players in the game during and post secondary schooling
- Work with member clubs and Secondary schools to establish ensure close working relationships
- Contribute to continuous improvement of service delivery to school-age players

3.8 Establish a Representative programme that meets the needs of our regions

- Establish which age groups we need to give opportunities for player development
- Establish a player development programme and pathway within our Federation that fits in with the NZF high performance plan
- Establish and implement a programme that incorporates development of players and coaches
- Establish opportunities for players to compete against other Federations at a regional level
- Resource all regional representative teams to a standard level
- Ensure all coaches working with representative teams are experienced to offer the best development opportunities for our players

Strategic Challenge: FOUR

Achieve National Success

CHALLENGE

To be recognised as the most successful Federation in New Zealand by supporting elite players development as well as quality coach and referee development with appropriate financial human resource and technical preparation

What is National Success?

Players – Federation players promoted into age group national teams

Coaching – Federation coaches coaching national age group and national senior teams

Referee – Federation referees officiating at international and NZFC/NWL/NYL level

Teams – Federation teams winning national tournaments. HB United and Young Heart Manawatu winning the NZFC

KEY RESULTS AREA

High Performance

STRATEGIC OUTCOME

Promote international players, coaches, referees and administrators

KEY PERFORMAMANCE INDICATORS

- Central Football ranked as the top Federation based on results of age group teams by end 2010
- The Central Football National Woman team to finish third or better in any year to 2010
- At least one referee and one assistant referee will be appointed to the FIFA panel by 2010
- Central Football has at least 10 players promoted into age group and senior national or international teams by 2010

Strategic Challenge: FOUR (contd)

STRATEGIC INITIATIVES

4.1 Establish quality competition for the development of Federation players on an ongoing basis

- Plan and implement competitions that cater for the needs of aspiring national and international senior and junior players
- Maintain the Central League as an ongoing viable competition
- Develop an Eastern and Western Premiership as our top competitive Federation Leagues

4.2 Establish programme/s to meet technical and physiological needs of aspiring international players

- Support the NZF High Performance Plan strategic objectives
- Introduce player testing and individual maintenance programme to ensure players meet international standards

4.3 Establish comprehensive programme for the National Women's League

- Provide an extended pre season preparation programme for the NWL squad
- Develop Federation based talent ID programme
- Provide competitive matches for advancement of players
- Name Market and brand the team as a commercially attractive "property to sponsors and a "flagship" to young aspiring females

4.4 Age group elite player programmes established

- Establish year round elite age group development programmes for males and females
- Develop Federation based talent ID programme
- Provide competitive matches for advancement of player development
- Brand and market elite programmes to build visibility, understand and sponsor value
- Provide the best preparation for our age group teams to compete in the New Zealand National Age group Leagues or Tournament.

4.5 Establish programmes for the development and support of elite Coaches

- Create high performance coach pathway
- Identify and support elite coaches within the NZF coach education programmes
- Provide mentoring to develop our elite coaches
- Ensure all coaches working with representative teams are qualified and experienced to offer the best development opportunities for our players

4.6 Establish programmes for the development and support of elite Officials

- Create high performance Officials pathway
- Identify and support elite Officials within the NZF Referee education programmes
- Provide mentoring to develop our elite officials

4.7 Establish programmes for the development of Futsal

- Establish year round elite age group Futsal programmes for males and females players
- Provide competitive tournaments for advancement of players, coaches and officials

Strategic Challenge: FIVE

Improve Communications

CHALLENGE

- To have all stakeholders and parties important to the game understand Central Football's strategic direction and collectively working towards the same goals
- To improve the perception of football among related parties
- To build and sustain strong two way relationships with all stakeholders to create a vibrant and respected marketable brand which is identified in the market place and football community
- Enhance sponsorship opportunities

KEY RESULTS AREA

Marketing and Public Relations

STRATEGIC OUTCOME

Effective communication with members and stakeholders

KEY PERFORMANCE INDICATORS

- New website on line in 2008
- 80% stakeholder satisfaction with Central Football by 2010

STRATEGIC INITIATIVES

5.1 Develop communication/public relations plan

- Establish an annual communications plan
- Establish strategies to improve brand awareness including prominent player promotion

5.2 Develop Marketing plan

- Define the parameters of the plan and its purpose
- Establish and outline key activities to be delivered
- Ensure fit with PR/Communications plan

- Establish marketable sponsorship properties
- Implement brand change and promote

5.3 Develop and maintain tools for communication with members, stakeholders and other related parties

- Launch new website in 2008
- Provide increased networking opportunities
- Develop newsletters appropriate for various members and stakeholders
- Develop opportunities to involve sponsors in the game and keep them informed of positive news.
- Communicate directly with stakeholders via database and website
- Source web to text opportunities for direct communication

5.4 Key media relationships maintained and serviced to high levels

- Include media relations as key component of communications plan
- Implement pro-active media relations programme

5.5 Monitor stakeholder feedback

- Target key stakeholders for specific feedback
- Establish a platform that enables the collection and collation of relevant feedback and information
- Provide environment to respond to members/stakeholder feedback

5.6 Establish and maintain relationships with key partners

- Identify organisations that Central Football want to partner for player, game and administrative development
- Establish and build personal key contacts with partner/s

Strategic Challenge: SIX

Optimise Internal Capability

CHALLENGE

To achieve optimal outcomes from internal resources in such key areas as our people and our information.

KEY RESULTS AREA

People, Policies, Processes

STRATEGIC OUTCOME

Internal systems and processes reflect best practice which delivers optimal outcomes.

KEY PERFORMANCE INDICATORS

80% stakeholder satisfaction (via surveys) with Central Football systems and processes by 2010

STRATEGIC INITIATIVES

6.1 Implement a Risk Management system

- Identify, develop and implement a Federation Risk Management plan and audit plan annually
- Ensure Central Football meets all Health and Safety requirements and establishes a H&S management plans for all regions.

6.2 Implement best practice HR systems throughout the organisation.

- Develop and formalise Central Football's administration procedures
- Review Central Football's HR Policy handbook
- Develop a performance management review system
- Review annually all policies and procedures

6.3 Implement staff training and development

- Develop an annual staff training schedule
- Establish opportunities for staff to develop within the game

6.4 Maintain effective IT solutions across the Federation

- Develop, maintain and evolve organisation website
- Collect and collate all member information via effective electronic database
- Develop Football management system online allowing all staff to use same system
- Provide opportunities for clubs to input directly into website with club information
- Develop intranet system for staff
- Purchase or replace computers/software as required to provide suitable IT equipment for staff

6.5 Work closely with NZF towards the implementation of a "NZ Football Portal"

- Central Football delegate included on NZF IT sub committee

Strategic Challenge: SEVEN

Optimal Facilities

CHALLENGE

- To ensure the availability and quality of competitive and social playing and facilities meet the requirements of growing player numbers
- To provide administration facilities to service the need of our organisation

KEY RESULTS AREA

Grounds and Facilities

STRATEGIC OUTCOME

Facilities including grounds match our state growth in participation numbers

KEY PERFORMANCE INDICATORS

- All goalposts meet safety requirements
- Football Offices established in all regions

STRATEGIC INITIATIVES

7.1 **Improvement in the quality of Federation managed playing & training facilities**

- Work with Local councils to provide suitable playing grounds and facilities
- Work closely with Local councils and schools to maximise year round playing opportunities for both competition and player development programmes in all regions.
- Ensure all goalposts supplied by Federation are up to safety standards

7.2 **To provide best facilities to house administration and coaching staff in each region.**

- Establish regional offices for managers and coaches at Regional Sport Trusts in Taranaki, Wanganui, Manawatu, Gisborne
- Establish Central Football head office at Hawke's Bay Regional Park by 2010