

**FIFA U-20 World Cup New Zealand 2015**

**Leverage and Legacy Plan**

6 May 2014

FINAL

Grow Youth.
Grow New Zealand.

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The Leverage and Legacy Plan for the FIFA U-20 World Cup New Zealand 2015 has as a single unifying idea:

**Grow Youth. Grow New Zealand**

Four Key Objectives:

|  |  |
| --- | --- |
| 1. Participation | More U-20 New Zealanders playing and supporting Football |
| 2. Diversity | Celebrate multi-cultural New Zealand |
| 3. Capability | Grow Football capability |
| 4. Tourism and Trade | More people become aware of New Zealand, and increase preference to visit, study or conduct business here |

# **Key Measures**:

|  |  |
| --- | --- |
|  **1**. **Participation**10% more U-20 NZ’ers playing Football by 2016200,000 new fans by 2016**3. Capability**7 new/improved fields 100 new administrators200 new referees500 new coaches | **2. Diversity**Cultural fan activations which celebrate all 23 visiting countriesSupport 3 ethnic based Football tournaments **4. Tourism and Trade** 46 tourism, business and/or education-related events, activities or publications |

# Rationale for our four key objectives:

**Objective 1 – Participation (More U-20 New Zealanders playing Football)**

Football and sport in general is a powerful way of developing young people. The dynamics of this event will build interest in Football among young New Zealanders - 2015 will be a landmark opportunity to further grow the game. Our target age group is 5-20 and in particular the 13-19 age group, where traditionally sport loses participants. Strategies will include alignment with rollout in 2014-2015 of the Whole of Football Youth (13-19) Framework, as the New Zealand Football whole of sport development phase moves at this time from young children to the youth group. We are also involving schools in our projects, and aim to help bridge the gap between the sport and secondary schools. Growing youth participation in Football will assist a healthier New Zealand. We aim to create tens of thousands of playing opportunities in 2014-16 and assist to increase player numbers by 10% over the years 2013-2016.

**Objective 2 – Diversity (Celebrate multi-cultural New Zealand)**

Our event will bring an array of talent from diverse ethnicities and every region of the globe to New Zealand. It will be a premier opportunity to celebrate diversity and inspire and mentor positive behaviours. We will drive community connections, asking communities to adopt visiting teams. We will support and promote events for ethnic groups, encouraging them to integrate with organised Football.

**Objective 3 – Capability (Increase Football capability)**

We will build capability in Football. A key issue is converting volunteers to administrators, referees and coaches to cater for growth. This will provide opportunities for all people, not least young people. Infrastructure benefits will include 7 new or improved fields and stadium improvements (including provision for additional seats at North Harbour Stadium). The FIFA 11+ programme (education on injury prevention) will be incorporated into a FIFA Grassroots Festival for young people.

**Objective 4 – Tourism and Trade (More people become aware of New Zealand, and increase preference to visit, study or conduct business here)**

We will increase opportunities for New Zealand by showcasing this country, its regions and its business offering to the world. With an expected TV audience of over 170 million and hundreds of international media expected to come to NZ to report the tournament, there will be an array of Tourism and Trade opportunities. A critical aim is to enhance New Zealand’s reputation as a major events destination.

# Structure and roles/responsibilities in delivering the Leverage and Legacy plan:

The Leverage and Legacy plan objectives are aimed at ensuring the tournament achieves significant and lasting benefits for stakeholders. It aims to deliver:

1. **Intrinsic Benefits:** Benefits the sport of Football, New Zealand Inc. (government stakeholders) and Host Cities will gain as a result of a well-executed event operational plan, without additional action required.
2. **Leverage Opportunities:** Additional benefits that will be achieved around the event itself – where additional action is required outside the scope of operational planning to maximise benefits for young people, Football, New Zealand Inc. and host cities.
3. **Legacy Opportunities:** Additional benefits that will be achieved beyond the event - where further action is required to ensure there is a lasting positive benefit for young people, Football, New Zealand Inc. and host cities from the event.

We have categorised the initiatives set out in this plan into three areas, so as to clearly define the role of the LOC and other stakeholders in executing this plan:

1. **Initiative:** New initiatives which the LOC and other stakeholders are involved directly in driving and supporting. These may be leverage opportunities or legacy opportunities.
2. **Business as usual:** Activities within our existing plans being delivered by the LOC including our Marketing Plan and Operations plans. These will be actioned elsewhere in the LOC’s business plans but shown in the L&L Plan to capture stakeholder interests in one document and they include items such as our marketing and promotional activity. These are Intrinsic benefits.

1. **Catalyst:** Where the tournament is used to accelerate and drive initiatives within host cities that might not have otherwise occurred or have taken much longer. The Catalyst Role is detailed in the later part of the document, in the city-by city actions. The responsibility for actions is listed and for the most part is a responsibility of a Football Federation and/or City/District Council. It should be understood that the L&L Programme does not take responsibility for those actions, but will be a catalyst, providing opportunities for parties to further mutual interests during planning for the event. These are predominantly legacy opportunities.

# Background and Context for the L&L Plan and its four objectives:

**Connection and Integration:**

A prime opportunity created by the tournament for Football in New Zealand isconnection with:

* Football groups not affiliated with New Zealand Football – including secondary schools and ethnic groups**.** Integration of Football organisations with secondary schools is a significant aim which will underpin our objectives for participation growth.
* Regional Football Federations, through their close involvement with the tournament
* Other stakeholders, as the Local Organising Committee achieves the highest standards in operational delivery and fulfilment of tournament objectives
* Whole of Football’s planned Youth (13-19) Framework rollout – assisting youth to gain skill, grow in confidence and be retained by football

These connections will benefit Football’s long-term standing and reputation.

Schools will be engaged through representation on Leverage and Legacy’s Sport/Community Planning Group, and our work with young people will include FIFA Grassroots festivals.

Our diversity objective is linked with the development of Football events for ethnic groups, including Futsal and national tournaments. It is also an aim that Football manages integration of ethnic teams with clubs, linking teams with the club communities by building a welcoming culture. This fits with New Zealand Football’s strategic aim of promoting diversity, and will capitalise on the multi-cultural role models who will be in New Zealand during the event.

**Player registrations**

Growth in player registrations will be one measure of success of our Leverage and Legacy programme, although connection with the above groups is equally important.

New Zealand Football data as at December 2013 records total registered player numbers including Futsal as follows:

* Total registered players: 90,218

This is sourced from returns by Federations to NZ Football.

Participation (including non-registered and social players) is also tracked by Gemba research, which indicated that approximately 300,000 played some form of Football in the previous year (being 9.6% of the NZ population aged 16-64 (3.1mil)).

Our growth target is 10 per cent more participants on all measures.

**The Futsal Opportunity – Schools, Ethnic Communities**

New Zealand Football’s Whole of Football plan is in the midst of its rollout and is due to move from the Junior (4-12) to Youth (13-19) age group around 2014-15. It is a NZ sport-leading high quality programme which is introducing best practice methods across football in New Zealand. The players on display at FIFA U-20 World Cup New Zealand 2015 will highlight the opportunities created by these learning methods and application, and assist the NZF programme.

Futsal, a 5-aside game predominantly played indoors, is a prime vehicle to achieve the Leverage and Legacy participation and multi-cultural objectives. The Futsal programme operates as an integral part of the New Zealand Football Whole of Football Plan, and provides a development path within that plan.

Futsal is a growing area of sport as participants respond to opportunities for less formal recreation. Teenagers are joining Futsal in numbers, against the trends of drop off in other sporting activities at end of school years. Ethnic groups are also attracted to the Futsal concept, and NZ Football has made great progress in assuming control of Futsal from other operators and commencing to expand an efficiently-organised national rollout.

Futsal is a natural way to bridge the gap between Football administration and many secondary schools – and to promote the sharing of the use of facilities. Futsal takes NZ Football into secondary schools and their facilities such as halls and gymnasiums, and offers schools organised and popular programmes, and development paths. A significant part of the Futsal offering is NCEA credits, which provide students with qualifications as they learn to play, coach, referee and administer the game. As part of this process, the students tutor primary school pupils and grow the game both in player and support numbers, providing new administrators, coaches and referees.

A Leverage and Legacy proposal has been provided by NZ Football which will accelerate the entry of Futsal into colleges, and provide for events including the Community Futsal World Cup and accompanying festivals – targeting primary schools (6-18), secondary schools (13-18) and ethnic youth (6-18).

In 2013 College Futsal programmes had registered 11,218 participants nationwide, and the accelerated programme aims to increase that to in excess of 30,000 by 2016. This would achieve a measurable lift in Football participation, and provide opportunities for ethnic groups as well as harness the power of schools and football co-operation.

This is a key initiative in the Leverage and Legacy Plan, and it brings together the strands of building youth, celebrating multi-culturalism, and bridging the gap between secondary schools and Football. Arrangements have been taken forward with Sport New Zealand, New Zealand Football Foundation, New Zealand Football and the Secondary Schools Association. Futsal also provides an outlet for street football and pick-up games, and the proposal includes providing a transportable Futsal recreational centre for the use of federations and host cities. It is intended that this forms part of the fan zones for FIFA U-20 World Cup NZ 2015 and becomes a legacy item for NZ Football post-FIFA U-20 World Cup.

**Increase capability – Human Resources and Facilities**

There is a close link between our Participation and Capability objectives. The number of referees, coaches, administrators, and playing fields, must increase to cater for growth in player numbers. Converting event volunteers into support roles is an opportunity – as is recruiting in the expanding Futsal ranks for more support personnel, particularly among young participants.

The base number of referees as at 2012 was recorded by NZF as 986 club referees in November 2013 and a target has been set of an additional 200 referees by June 2015.

The number of coaches was recorded as 6919 in November 2013 and we are setting a target of an additional 500 coaches by June 2016.

There is a lack of central data about current administrator numbers. We aim to track the recruitment of 100 new administrators, including by converting volunteers.

Facilities are being improved by Host Cities to meet FIFA requirements. This includes the establishment or improvement of fields as training facilities for the event. We are setting a target of 7 fields established or improved to sand base for the event.

Stadia are generally at a high standard as a result of Rugby World Cup 2011 but some legacy arrangements are being made at stadia. The LOC has supported the provision of long-term arrangements for additional seating at North Harbour Stadium, which will host the opening and finals of FIFA U-20 World Cup NZ 2015.

A lack of grounds (and adverse winter conditions of grounds) has hindered participation in football in some major centres. It is imperative that Football is pressing for accelerated supply of facilities. Initiatives like the joint approach of Auckland Football Federation and Northern Football Federation to Auckland Council’s Long Term Plan process are critical.

The FIFA 11+ programme (prevention of injuries) will be incorporated with a FIFA Grassroots Festival in each host city for young players to assist their development. FIFA has agreed to adapt the injuries prevention programme to the 6-12 age group for this event, and it will be run by NZF as a part of the LOC festivals.

**Preparation of the NZ U-20 team**

A High Performance programme in 2014-2015 for the NZ U-20 team will assist the profile of the event, and enhance the team’s ability to capture the NZ public’s attention during the tournament. NZF wishes to run a home programme against other nations during 2014 and early 2015 to showcase the NZ team. The L&L Programme offers to assist in liaising with Host Cities to facilitate cost effective arrangements. The matches will also provide an opportunity to test systems and processes for 2015 and leverage the event profile.

**Growth of fan base**

The LOC can assist New Zealand Football by delivering new fans and building fan base information, including from social media. The LOC and NZF will work together on ways to enhance the fan base. A total of 200,000 new registered fans is our target for the event, recorded through social media and fan data base. We will deliver enhanced fan information to NZF from the event.

**Club Participation**

We are seeking to work closely with clubs who wish to step up and set high standards. We will identify programmes with clubs to match our Leverage and Legacy Programme. Changes will be proposed to the Club Quality Mark to assist capability, specifically to foster the involvement of ethnic groups.

**Tourism and trade opportunities**

**- NZ Inc**

Significant benefits will be delivered to New Zealand Inc. via large international television audiences watching our event, which will provide exposure on the world stage. The world-wide interest in FIFA U-20 World Cup will deliver audiences in Europe, Asia, Africa and the Americas, including New Zealand’s increasingly important market of South America.

Benefits will also come from engaging with potential visitors through the audiences provided by:

* Media programmes run by Tourism New Zealand, publicising New Zealand and host cities
* Show reels of our regions played prior to matches to international television audiences
* FIFA.com and its world-wide audience of football followers
* Broadcaster and sponsor engagement
* Business engagement programme

The LOC will work closely with the NZ Inc. grouping to deliver benefits from the event.

**- Host Cities**

Cities are motivated to participate as hosts for the event because they want to attract audiences who see their cities and regions on television, through other media, and who visit and bring economic benefit. But they also want to create a rewarding and stimulating experience for the people of their cities. They want their communities to be involved and excited and in a positive mood. They want to see a great event reward their people for the effort and contribution they make. There is an obligation on the LOC to deliver an event which brings an exciting vibe to the host cities and converts media and other visitors to advocates for their regions. Engagement and marketing objectives are including in the following plan to demonstrate our commitment.

Host Cities are enthusiastic about the tourism opportunity. Individual business-to-business opportunities will be further explored with NZ Inc and cities will be supported by the LOC in the business objectives that they do wish to pursue.

Christchurch is a case in point. Christchurch stakeholders wish to utilise FIFA U-20 World Cup NZ 2015 to:

* Signal the city is open for business – to celebrate where Christchurch is at with its rebuild and its position as an events city
* Stimulate infrastructure investment and encourage first movers who might invest in, for example, hotels
* Counter negativity in the city by using the story of FIFA and other stakeholders backing the rebuild
* Provide an experience visitors will not forget
* Leverage Christchurch as a hub/gateway for the South Island

Christchurch is one city where the opportunities for business engagement, given the rebuild, warrant special attention. FIFA VVIP/VIP visitors may include investors who can help accelerate the rebuild. We will aim to deliver business engagement opportunities for all host cities and have shared the national target of 14 across all. As background, we note that an opportunity may not be unique to a city but could, for example, be part of a shared national opportunity where a city has a distinct business opportunity alongside other cities. We also note that it is probable, given the differing size and scale of cities and the actual teams hosted in a city, that the number of opportunities will vary from city to city.

# Budget and funding

The operating cost budget for the Leverage and Legacy programme is in place. **Initiatives** will occur only on the agreement of stakeholders to fund. Funding for LOC **Business as Usual** activities is already within existing budgets. **Catalyst** items are self-funded by stakeholders.

A flagship initiative identified is the Futsal Community World Cup 2014 – 2016, which includes an accelerated NZ Football Futsal programme in Colleges. This is the premium L&L opportunity in the Participation and Capability objectives, with benefits also in the Diversity objective. Funding has been secured from Sport New Zealand and the New Zealand Football Foundation.

# National Initiatives aligned to our key objectives

## **Objective 1 Participation: More U-20 New Zealanders playing and supporting Football**

**Overall Measure**: 10% more U-20 New Zealanders playing Football and 200,000 new fans by 2016

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Actions: | Measure: | Responsibility/*Funding* | BAU | New |
| INITIATIVESDeliver an accelerated NZF Futsal growth strategy focused on the College Futsal programme and host a Futsal Communities World Cup around FIFA U-20 World Cup New Zealand 2015Deliver promotional activity around Futsal and provide long-term Legacy for NZF/FederationsRegional Federations grow Participation through implementation of next phases of Whole of Football Plan (including rollout of Junior Framework) | Futsal Communities World Cup programme grows participation in College Futsal from 11,218 in 2013 to at least 30,000 in 2016Source and import transportable Futsal Court for FIFA U-20 World Cup promotional purposes and leave as Legacy for NZF – paid for by LOCGrowth of 6.47% in NZF-registered Player participation nationally (from 90,218 in 2013 to 96,061 in 2016), excluding the Futsal Communities World Cup programme Total contribution from above actions will grow Player participation by more than 10% | NZF Futsal ManagerNZF Head of Football DevelopmentLeverage and Legacy Director*(Funding to be sourced by LOC)*Marketing and Communications DirectorLeverage and Legacy DirectorFederation CEOs |  ✔ | ✔✔✔ |
| Leverage U20 profile by co-ordinating with NZF development strategy to co-promote the Whole of Football Youth Framework rollout | 2 local media releases in each host city publicising Youth Framework and linking it to the U20 pathway  | NZF Communications Manager |  | ✔ |
| Deliver a FIFA Grassroots Programme to youth around New Zealand, incorporating the FIFA 11+ (injury prevention) programme | Each city and region, plus agreed Oceania countries, hosts at least 1 training clinic where FIFA trainers deliver Grassroots programme material | Leverage and Legacy Director FIFAFederations/Clubs |  | ✔ |
| Compile a data base of fans and deliver it to NZF post-event in useable form for future NZF use | NZF receives a data base of 200,000 fans from LOC and has permission to send fans future marketing information  | Marketing and Communications Director |  | ✔ |
| BUSINESS AS USUALExecute the Marketing Plan for the tournament. Specific initiatives which will help grow participation and fans include `stunt’ activations in each host city and: |  | Marketing and Communications Director | ✔ |  |
| * Nationwide trophy tour
 | Trophy tour goes to at least 10 cities | Marketing and Communications Director | ✔ |  |
| * International Football stars visit NZ
 | 2 football stars visit NZ in the lead up to the tournament, subject to Tourism NZ support | Marketing and Communications Director*(Subject to funding support from TNZ)*  | ✔ |  |
| * Fan and activation zones in city centres
 | Each of the 7 host cities have a fan and activation zone in the city centre | Marketing and Communications Director | ✔ |  |
| * U-20 team visits to schools, clubs and city centres
 | All teams conduct at least one visit during their time at the tournament | Marketing and Communications Director | ✔ |  |
| * Schools programme including studying the tournament in the curriculum
 | Agreement with Education Ministry for inclusion 1st term 2015  | Marketing and Communications Director | ✔ |  |
| * Legacy signatures
 | Memorabilia(e.g. balls, shirts) provided to each city for U20 player signatures | Marketing and Communications Director | ✔ |  |
| * `Star’ coaches visit schools
 | 2 star coaches attend programmes at 30 schools, subject to FIFA support | Marketing and Communications Director | ✔ |   |
| Support NZ U-20 team build up to the tournament through assisting with facilitating warm up matches with host cities. | At least 3 warm up international matches for NZ U-20 team hosted in a cost effective manner | L&L DirectorOperations Director*(LOC role is to seek support from Host Cities)* | ✔ |  |

## Objective 2 Diversity: Celebrate multi-cultural New Zealand

**Overall Measure**: 23 cultural fan activations based around participating countries; and support 3 ethnic based football tournaments

| Actions: | Measure: | Responsibility/*Funding* | BAU | New |
| --- | --- | --- | --- | --- |
| INITIATIVERefer NZF Futsal initiative above under Participation. This initiative will also target ethnic communities to participate in the programmes and tournament | College Futsal programmes increase participation, including by ethnic participants, from 11,218 in 2013 to in excess of 30,000 by 2016 | NZF Futsal Manager*(Funding to be sourced by LOC)* |  | ✔ |
| Deliver activations in the immediate lead up to the tournament based around celebrating each of the countries that has qualified, to be located where each country is hosted for the first round | Activations or festivals which celebrate the qualification of all 23 qualifying countriesEach team is adopted by a club and community | Host citiesL&L DirectorMarketing and Communications Director |  | ✔ |
| NZ Football introduces new formal guidelines for clubs to assist them to welcome ethnic groups into clubs (Also see Objective 3 Capability) | NZF formalises diversity strategy. 10 pilot clubs agree guidelines with NZF welcoming ethnic groups  | CEO, NZ Football |  | ✔ |
| Initiate, promote and assist ethnic football tournaments | 3 tournaments are held in conjunction with U-20 WC 2015, including Futsal Communities World Cup and NZ Communities Cup, and Hamilton City Council increases funding from $10k for regional/national festival | Marketing and Communications Director NZF Futsal ManagerHamilton CC |  | ✔ |
| As part of the Schools Programme, competitions (eg school dressing/poster/mural competition about visiting teams and link to football) held in schools  | At least 100 schools participate | Marketing and Communications Director  |  | ✔ |

## Objective 3 Capability: Grow Football capability:

**Overall Measure**: 7 new fields, 100 new administrators, 200 new referees, 500 new coaches, Quality Mark – 50 clubs

| Actions: | Measure: | Responsibility/*Funding* | BAU | NEW |
| --- | --- | --- | --- | --- |
| INITIATIVENZ Football introduces new formal guidelines for clubs to assist them to welcome ethnic groups into clubs (Also see Objective 2 Diversity) | NZF formalises diversity strategy. 10 pilot clubs agree guidelines with NZF welcoming ethnic groups  | NZF CEO |  | ✔ |
| Utilising successful execution of the tournament to build the case for future event hosting, e.g. Football’s Women’s World Cup - produce document outlining New Zealand’s success in being awarded three FIFA events in 16 years  | Case outlined in Post-Event Report, and broken out into separate report  | Leverage and Legacy Director |  | ✔ |
| Create a clear offering and pathway for tournament volunteers into future roles within Football – administrators, coaches, referees | 100 volunteers matched with opportunities in Football support roles 200 new referees 2015-2016500 new coaches 2015-2016Clubs nominate 100 youth for leadership trainingAccess research carried out by Rugby World Cup on ways to take volunteers onward into the sport(Accelerated College Futsal programme will grow referees, coaches and administrators through NCEA credits) | Corporate Services Director |  | ✔ |
| Deliver legacy infrastructure upgrades in stadia  | Provision for additional 5,000 seats at North Harbour and improved VIP seats in at least one stadia | Operations Director |  | ✔ |
| Deliver additional sports fields and improvements to quality of existing fields  | At least 7 new or improved sports fields | Competition Director |  | ✔ |
| FIFA pitch management visits to stadia and national workshop for stadia & training grounds staff  | Trainers secured from FIFA and hold sessions in 10 NZ centres and 5 Oceania centresFIFA-funded tour of all stadia, training grounds and national workshop held | Operations DirectorCompetition DirectorLeverage and Legacy Director |  | ✔ |
| Initiate and run an Observer Programme at the event – for New Zealand and Oceania | Programme agreed with MBIE and run in May-June 2015 with attendees from 5 NZ sports organisations and 5 Oceania attendees | Sport NZLeverage and Legacy Director |  | ✔ |
| Conduct international media experience training for NZ players | 3 media training sessions for NZ players | NZ team media liaison |  | ✔ |
| BUSINESS AS USUALAccelerate commercial opportunities for Football | Secure event partners which introduces 2 new commercial organisations to Football | Commercial Director | ✔ |  |
| Capture the increase in NZ event capability through the workforce engaged in delivering the tournament | Outline event capability in post-review report | Corporate Services Director | ✔ |  |
| Use VolunteerNet to capitalise on existing availability of volunteers | 500 volunteers recruited from VolunteerNet database | Corporate Services Director | ✔ |  |
|  |  |  |  |  |

## Objective 4 Tourism and Trade: More people become aware of New Zealand, and increase preference to visit, study or conduct business here

**Overall Measure**: LOC assists with delivery of at least 46 tourism, business and/or education-related events, activities or publications

| Actions: | LOC Measure\*: | NZ Inc Agency Partner\*\* | BAU | NEW |
| --- | --- | --- | --- | --- |
| INITIATIVEIdentify tourism, business and/or education-related hosted opportunities for the international media attending the tournament from key markets, to ensure broader stories and coverage than just the tournament  | At least 9 media hosted activities including opportunities surrounding the tournament draw, a tournament welcome and 7 regional events | *Tourism New Zealand RTO’s**NZTE* |  | ✔ |
| Deliver business engagement opportunities for NZ businesses, host regions, industry sectors and commercial partners  | Confirm VVIP/VIP profiles for U-20 events with FIFAIdentify at least 14 senior business opportunities for NZTE to present to NZ companiesIdentify at least 5 pre-event hosting opportunities at NZ diplomatic posts aligning with NZ Inc priority markets, including an opportunity at the FIFA World Cup Brazil 2014  | NZTE MFAT  |  | ✔ |
| Build communities for NZ Inc agencies by access to audiences through FIFA.com, social media channels, media guide and some official tournament guides  | Establishment of a New Zealand page on FIFA.com which, subject to FIFA agreement, the LOC will make best endeavours to expand with business and tourism informationAccess to the FIFA U-20 Facebook page | NZTETourism NZ |  | ✔ |
| Provide opportunities for the NZ Inc media programme to distribute colour pieces about New Zealand (tourism/business/study destination) | Assist with the delivery of B-roll, 1 New Zealand and 7 regional vignettes and colour pieces produced for host broadcaster and rights holders | Tourism NZNZTE Education NZ |  | ✔ |
|  |  |  |  |  |
| BUSINESS AS USUALCreate an Ambassador programme including off-shore people who can raise the profile of the tournament and New Zealand | Identify and enlist 10 Ambassadors and execute Ambassador programme  | NZTE/ENZ/Tourism NZ | ✔ |  |
| Ensure the messages within “The New Zealand Story” are incorporated within communications to all media  | 50% of all media releases reference NZ Story key messagesTourism NZ and NZ Trade and Enterprise provide material for regional marketing and this is incorporated in all host city materialsTourism NZ to have input on communications plan to international media | Tourism NZNZTE | ✔ |  |
| Assist NZ Inc. to engage with FIFA’s & LOC’s sponsors’ broadcasting/marketing teams | LOC introduces Tourism NZ/NZTE to all sponsorsLOC to present business opportunities for NZTE into sponsors itineraries | Tourism NZNZTE | ✔ |  |

\*The LOC will be responsible for delivering these measures. Specifies quantities may be varied in consultation with NZ Inc Partners

\*\*NZ Inc Partners will be responsible for determining leveraging strategies and activities

# The Regional Plans

Regional initiatives are listed below. Regions may wish to consider adopting initiatives brought forward by other regions. Responsibility for initiatives and funding are listed, as is an indication of Business as Usual (initiatives already in the project plan) as against new initiatives. The CATALYST descriptor shows actions which are not the responsibility of the LOC but are assisted by the forums created by the event – namely where Host Cities are working with Football Federations for FIFA U20 WC 2015 and have the opportunity to progress projects together.

## Auckland

| Key objective | Actions | Measure | Responsibility/*Funding* | BAU | New |
| --- | --- | --- | --- | --- | --- |
| Participation | INITIATIVEAccelerate the NZF Futsal growth strategy including hosting a Futsal Communities World Cup around FIFA U-20 World Cup New Zealand 2015, and co-promoting Whole of Football, Futsal and FIFA U-20 World Cup to schools and clubsDeliver a FIFA Grassroots Programme to youth Co-promotion of Whole of Football Youth Framework/FIFA U-20 World Cup NZ 2015 | Increase in AFF registrations 2013-2016:* Players increase from 21,417 to 23,740
* Accredited referees increase from 194 to 220
* Coaches increase from 1927 to 2136
* 30 volunteers accept administration roles in football
* College Futsal increases from 1829 to 4914

Host at least 1 training clinic where FIFA trainers deliver aspects of the Grassroots programme2 local media releases linking Youth Framework and U20 WC | NZF Futsal ManagerAuckland Football Federation CEO*(Funding to be sourced by LOC)*NZF Head of Football DevelopmentLeverage and Legacy DirectorLeverage and Legacy Director NZF Communications Manager |  | ✔✔✔ |
| Multi-culturalism | INITIATIVEIntegrate ethnic teams/foster welcoming culture  | 2 pilot clubs agree guidelines with NZF welcoming ethnic groups  | NZF Programme Standards ManagerAFF CEO |   | ✔ |
|  |  |  |  |  |  |
| Capability | CATALYSTAFF and NFF combine to make submission to 2014 Auckland Council Long Term Plan on facility requirements | Submission on future facilities submitted to AC in 2014 | AFF and Northern FF CEOs | ✔ |  |
|  | INITIATIVEImprove North Harbour Stadium | North Harbour field upgrades (stadium and training) | Operations Director |  | ✔ |
|  |  | Provision for additional 5000 seats  | Operations Director |  | ✔ |
| Tourism and trade | INITIATIVEProvide business engagement opportunities | Arrange at least 2 senior business matching opportunities | Commercial Director |  | ✔ |

## Christchurch

| Key objective | Actions | Measure | Responsibility/*Funding* | BAU | New |
| --- | --- | --- | --- | --- | --- |
| Participation | INITIATIVEAccelerate the NZF Futsal growth strategy including hosting a Futsal Communities World Cup around FIFA U-20 World Cup New Zealand 2015, and co-promoting Whole of Football, Futsal and FIFA U-20 World Cup to schools and clubsDeliver a FIFA Grassroots Programme to youth Co-promotion of Whole of Football Youth Framework/FIFA U-20 World Cup New Zealand 2015 | Increase in Mainland FF registrations 2013-2016:* Players increase from 14,179 to 15,100
* Accredited referees increase from 122 to 142
* Coaches increase from 879 to 940
* 15 volunteers accept administration roles in football
* College Futsal increases from 444 to 2192

Host at least 1 training clinic where FIFA trainers deliver aspects of the Grassroots programme2 local media releases linking Youth Framework and U20 WC | NZF Futsal ManagerMainland Football Federation CEO*(Funding to be sourced by LOC)*Leverage and Legacy DirectorLeverage and Legacy Director NZF Communications Manager |  | ✔✔✔ |
| Multi-culturalism | INITIATIVEIntegrate ethnic teams/foster welcoming culture  | 2 pilot clubs agree guidelines with NZF welcoming ethnic groups  | NZF Programme Standards ManagerMainland FF CEO |  | ✔ |
|  |  | Ethnic tournament – Christchurch rebuild workforce | Mainland FF CEO |  | ✔ |
|  |  | 4 clubs adopt a team each | Mainland FF CEO |  | ✔ |
| Capability | INITIATIVE* new and improved sports fields

CATALYST* Gain all-weather surfaces for playing fields
 | 3 sand base fields built Lights for 1-2 fieldsPrivate operator builds new football centre with 2 artificial pitches | Mainland FF CEOCCCMainland FF CEO |  | ✔✔ |
| Tourism and trade | INITIATIVELOC/FIFA online documentary showing support for Christchurch rebuild and that the city is `open for business’Provide business engagement opportunities | Documentary screens online with FIFA endorsement and content Arrange at least 2 senior business matching opportunities | Marketing and Communications ManagerCommercial Director |  | ✔✔ |

## Dunedin

| Key objective | Actions | Measure | Responsibility/*Funding* | BAU | New |
| --- | --- | --- | --- | --- | --- |
| Participation | INITIATIVEAccelerate the NZF Futsal growth strategy including hosting a Futsal Communities World Cup around FIFA U-20 World Cup New Zealand 2015, and co-promoting Whole of Football, Futsal and FIFA U-20 World Cup to schools and clubsDeliver a FIFA Grassroots Programme to youth Co-promotion of Whole of Football Youth Framework/FIFA U-20 World Cup NZ 2015 | Increase in Football South registrations 2013-2016:* Players increase from 7037 to 7830
* Accredited referees increase from 76 to 106
* Coaches increase from 415 to 585
* 10 volunteers accept administration roles in football
* College Futsal increases from 999 to 1825

Host at least 1 training clinic where FIFA trainers deliver aspects of the Grassroots programme2 local media releases linking Youth Framework and U20 WC | NZF Futsal ManagerFootball South CEO*(Funding to be sourced by LOC)*Leverage and Legacy DirectorLeverage and Legacy Director NZF Communications Manager |  | ✔✔✔ |
| Multi-culturalism | INITIATIVEIntegrate ethnic teams/foster welcoming culture  | 1 pilot club agrees guidelines with NZF welcoming ethnic groups  | NZF Programme Standards ManagerFootball South CEO |  | ✔ |
|  |  | 4 clubs adopt a team each | Football South CEO |  | ✔ |
| Capability | CATALYSTAll-weather surface | FIFA Goal project timing approved by NZF | Football South CEO |  | ✔ |
|  | Home of Football established in Dunedin | Logan Park Home of Football plan approved by FS and DCC | *Football South* |  | ✔ |
|  | Extend training and playing times | Floodlights established at Caledonian ground | Football South/*DCC* |  | ✔ |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  | Under-utilised or dis-used sports facilities converted to use for Football | Two facilities converted to football fields | DCC/Football South |  | ✔ |
| Tourism and trade | INITIATIVEProvide business engagements opportunitiesCATALYSTPromote local Tourism and Hospitality, through campaigns in retail outlets and media | Arrange at least 2 senior business matching opportunities through VIP programme50 retail outlets stock promotional material, insert published in Otago Daily Times  | Commercial Director*Dunedin/DCC/Retailers* |  | ✔✔ |
|  | Establish Virtual Shop Front through online site linked to event | City site prepared and online 12 months before event | DCC/Chamber of Commerce |  | ✔ |
|  | Utilise relationship with Sister City Shanghai | Shanghai publishes Dunedin hosting arrangements in on-line and printed city promotional material when/if China qualifies  | DCC |  | ✔ |
|  | Host welcome for visitors with info/Expo – promote opportunity to return to Dunedin | Each team receives formal welcome/promotion of region | DCC/Football South/Tourism Dunedin |  | ✔ |
|  |  |  |  |  |  |

## Hamilton

| Key objective | Actions | Measure | Responsibility/*Funding* | BAU | New |
| --- | --- | --- | --- | --- | --- |
| Participation | INITIATIVEAccelerate the NZF Futsal growth strategy including hosting a Futsal Communities World Cup around FIFA U-20 World Cup New Zealand 2015, and co-promoting Whole of Football, Futsal and FIFA U-20 World Cup to schools and clubsDeliver a FIFA Grassroots Programme to youth Co-promotion of Whole of Football Youth Framework/FIFA U-20 World Cup NZ 2015 | Increase in WaiBoP FF registrations 2013-2016:* Players increase from 8939 to 9869
* Accredited referees increase from 36 to 49
* Coaches increase from 595 to 650
* 15 volunteers accept administration roles in football
* College Futsal increase from 1259 to 2310

Host at least 1 training clinic where FIFA trainers deliver aspects of the Grassroots programme2 local media releases linking WOF and U-20 WC | NZF Futsal ManagerWaiBOP Football Federation CEO*(Funding to be sourced by LOC)*Leverage and Legacy DirectorLeverage and Legacy Director NZF Communications Manager |  | ✔✔✔ |
| Multi-culturalism | INITIATIVEIntegrate ethnic teams/foster welcoming culture  | 1 pilot club agrees guideline with NZF welcoming ethnic groups  | NZF Programme Standards ManagerWaiBop FF CEO |  | ✔ |
|  | CATALYSTEthnic event expanded | HCC provides additional $10k funding | *HCC*/WaiBop |  | ✔ |
|  | Involve iwi in event | WaiBoP FF confirms place for iwi in regional planning group  | WaiBop FF CEO |  | ✔ |
|  |  | 4 clubs adopt a team each  | WaiBop FF CEO |  | ✔ |
| Capability | INITIATIVEImprove fields | Sand-based pitches added to two grounds (Gower and Porritt)Lighting upgrade at Porritt | Operations Director |  | ✔ |
|  | CATALYSTEstablish WaiBOP Home of Football | WaiBOP FF and HCC agree proposal | WaiBOP FF CEO |  | ✔ |
|  | All-weather field | FIFA Goal project scheduled by NZF | WaiBop FF CEO |  | ✔ |
| Tourism and trade | INITIATIVEProvide business engagement opportunitiesCATALYSTParticipate in media and travel trade famil programme pre and during the tournamentPromote city and regionLeverage the games in Hamilton, locally, nationally and internationally | Arrange at least 2 senior business matching opportunitiesAgreed programme achieved Create a central online hub for visitor informationProvide teams and their families with opportunities to experience city and regional tourism activities Produce Tear-off city map (like RWC 2011)Develop PR planCreate a feature or insert re the Hamilton games in the Waikato TimesProduce welcome packs for teams and mediaProduce visitor experience packages and deals for match goers | Commercial DirectorHamilton Waikato Tourism in conjunction with TNZHCC and HWTHWTHCCHCCHCCHWT and HCCHWT |  | ✔✔✔✔✔✔✔✔✔ |
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## New Plymouth

| Key objective | Actions | Measure | Responsibility/*Funding* | BAU | New |
| --- | --- | --- | --- | --- | --- |
| Participation | INITIATIVEAccelerate the NZF Futsal growth strategy including hosting a Futsal Communities World Cup around FIFA U-20 World Cup New Zealand 2015, and co-promoting Whole of Football, Futsal and FIFA U-20 World Cup to schools and clubsDeliver a FIFA Grassroots Programme to youth Co-promotion of Whole of Football Youth Framework/U20 | Increase in Central FF registrations 2013-2016:* Players increase from 12,210 to 12,831
* Accredited referees increase from 198 to 315
* Coaches increase from 1,548 to 1,588
* 10 volunteers accept administration roles in football
* College Futsal increase from 1649-4782

Host at least 1 training clinic where FIFA trainers deliver aspects of the Grassroots programme2 local media releases linking Youth Framework and U20 WC | NZF Futsal ManagerCentral Football Federation CEO*(Funding to be sourced by LOC)*Leverage and Legacy DirectorLeverage and Legacy DirectorNZF Communications Manager |  | ✔✔✔ |
| Multi-culturalism | INITIATIVEIntegrate ethnic teams/foster welcoming culture  | 1 pilot club agrees guidelines with NZF welcoming ethnic groups  | NZF Programme Standards ManagerCentral Football Federation CEO |  | ✔ |
|  |  | 4 clubs adopt a team each | Central Football Federation CEO |  | ✔ |
| Capability | INITIATIVEUpskill grounds staffCATALYSTHome of Football proposal | FIFA ground experts visit NP and hold national workshop  Submission on future facilities submitted to NPDC, including proposal on Home of Football | Operations DirectorCentral Football Federation CEO |  | ✔✔ |
|  |   |  |  |  |  |
|  | Team Taranaki unified | Regional Coordination Group post-event satisfaction review scores 4 out of 5 for Taranaki stakeholder teamwork  | Venue GM |  | ✔ |
|  | Enhance stadium reputation as multi-use facility | Stadium wins All White or other senior international NZF fixture | Stadium GM |  | ✔ |
|  |  |  |  |  |  |
| Tourism and trade | INITIATIVEProvide business engagement opportunitiesFamiliarise media with advantages of TaranakiUtilise relationship with sister cites | Arrange at least 2 senior business matching opportunitiesProvide opportunities for international media to experience/showcase Taranaki If China or Japan qualify and are in Pool E work with sister cities Kunming and Mishima to promote hosting arrangements | Commercial DirectorVenture Taranaki CEONPDC |  | ✔✔✔ |
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## Wellington

| Key objective | Actions | Measure | Responsibility/*Funding* | BAU | New |
| --- | --- | --- | --- | --- | --- |
| Participation | INITIATIVEAccelerate the NZF Futsal growth strategy including hosting a Futsal Communities World Cup around FIFA U-20 World Cup New Zealand 2015, and co-promoting Whole of Football, Futsal and FIFA U-20 World Cup to schools and clubsDeliver a FIFA Grassroots Programme to youth Co-promotion of Whole of Football Youth Framework/U-20 World Cup NZ 2015 | Increase in Capital FF registrations 2013-2016:* Players increase from 13,000 to 13,600
* Accredited referees increase from 130 to 150
* Coaches increase from 800 to 870
* 15 volunteers accept administration roles in football
* College Futsal increases from 995 to 3048

Host at least 1 training clinic where FIFA trainers deliver aspects of the Grassroots programme2 local media releases linking Youth Framework and U20 WC | NZF Futsal ManagerCapital Football Federation CEO*(Funding to be sourced by LOC)*Leverage and Legacy DirectorLeverage and Legacy Director NZF Communications Manager |  | ✔✔✔ |
|  | Former players return to support football | 5 ex-players become football ambassadors | Marketing and Communications Manager |  | ✔ |
|  | Youth leaders join volunteers | Identify and recruit 10 school leaders | Capital Football Federation CEO |  | ✔ |
| Multi-Culturalism | INITIATIVEIntegrate ethnic teams/foster welcoming culture  | 1 pilot club agrees guidelines with NZF welcoming ethnic groups  | NZF Programme Standards ManagerCapital Football Federation CEO |  | ✔ |
|  |  | 4 clubs adopt a team each | Capital Football Federation CEO |  | ✔ |
|  |  | NZ Communities Cup promoted/supported  | Leverage and Legacy Director |  | ✔ |
| Capability | Improve fields | Investigation of feasibility of installing lights at Newtown Park | Venue General Manager |  | ✔ |
| Tourism and trade | INITIATIVEProvide business engagement opportunitiesBUSINESS AS USUALClarify Wellington brand in the event | Arrange at least 2 senior business matching opportunitiesAgree brand for Wellington – eg Home of Football or Capital of Football? | Commercial DirectorMarketing and Communications Manager |  | ✔✔ |
|  |  |  |  |  |  |

## Whangarei

| Key objective | Actions | Measure | Responsibility/*Funding* | BAU | New |
| --- | --- | --- | --- | --- | --- |
| Participation | INITIATIVEAccelerate the NZF Futsal growth strategy including hosting a Futsal Communities World Cup around FIFA U-20 World Cup New Zealand 2015, and co-promoting Whole of Football, Futsal and FIFA U-20 World Cup to schools and clubsDeliver a FIFA Grassroots Programme to youth Co-promotion of Whole of Football Youth Framework/FIFA U-20 World Cup NZ 2015 | Increase in Northern FF registrations 2013-2016:* Players increase from 13,436 to 15,125
* Accredited referees increase from 73 to 83
* Coaches increase from 600 to 675
* 10 volunteers accept administration roles in football
* College Futsal increases from 4043 to 11,054 (NFF)
* Identify specific Futsal initiative for Whangarei/Northland

Host at least 1 training clinic where FIFA trainers deliver aspects of the Grassroots programme2 local media releases linking Youth Framework and U20 WC | NZF Futsal ManagerNorthern Football Federation CEO*(Funding to be sourced by LOC)*Leverage and Legacy DirectorLeverage and Legacy Director NZF Communications Manager |  | ✔✔✔ |
|  | Inspire young leaders FIFA best practice refereeing training | Appoint 5 young leaders as local ambassadorsMeet with Peter O’Leary and arrange refereeing workshop | WDC/NFF/*Sport Northland*Northern FF CEO |  | ✔✔ |
|  | Increase football presence in schools  | NFF Football Literacy programme incorporated with schools curricula programme  | Marketing and Communications ManagerNorthern FF CEO | ✔ |  |
|  | Activate regional support for event | Meet with Northland Intersectoral Forum to discuss regional activation and initiatives | Leverage and Legacy DirectorSport Northland |  | ✔ |
|  |  |  |  |  |  |
| Multi-culturalism | INITIATIVEIntegrate ethnic teams/foster welcoming culture  | 1 pilot club agrees guidelines with NZF welcoming ethnic groups  | NZF Programme Standards ManagerNorthern FF CEO |  | ✔ |
|  |  | 4 clubs adopt a team each | Northern FF CEO  |  | ✔ |
| Capability | INITIATIVEImprove fields and lights | 4 new fields at Springs Flat, 1 field upgrade at Kensington Park and lights added to one field (Springs Flat) | Operations Director |  | ✔ |
|  |  |  |  |  |  |
| Tourism and trade |  INITIATIVEProvide business engagement opportunitiesCATALYSTProvide cultural experience | Arrange at least 2 senior business matching opportunitiesEach visiting team visits at least one cultural/tourism feature | Commercial DirectorWDC |  | ✔✔ |
|  | Post-event legacy | Seek testimonials from players on Northland tourism | WDC |  | ✔ |
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