



NEW ZEALAND Football
FOUNDATION

STRATEGY 2025-26

STRATEGIC FRAMEWORK

Vision

No one is left on the sidelines.

Purpose

Enable more New Zealanders to experience the joy of football and develop a love of the game for life.

Mission

Raise and distribute funds to create opportunities and remove barriers to community football.

Values

MANAAKITANGA / ENHANCE RELATIONSHIPS

We nurture our relationships to improve the wellbeing of the football community.

NGĀKAU TAPATAHI / INTEGRITY

Our people act and behave with honesty, transparency and fairness to ensure trust and confidence in our direction and decision making.

MAHI NGĀTAHI / COLLABORATION

We partner with purpose to realise real change to community football.

AROĀ KI TE ANAMATA / FUTURE FOCUS

We take a long-term view to maximise the Foundation's impact on future generations of football players.

POIKIRI HEI PAINGA - FOOTBALL FOR GOOD



STRATEGIC FRAMEWORK



WE SOURCE FUNDS

We secure philanthropic, grant and other funding to sustain Foundation operations and maximise funds available for community football projects.



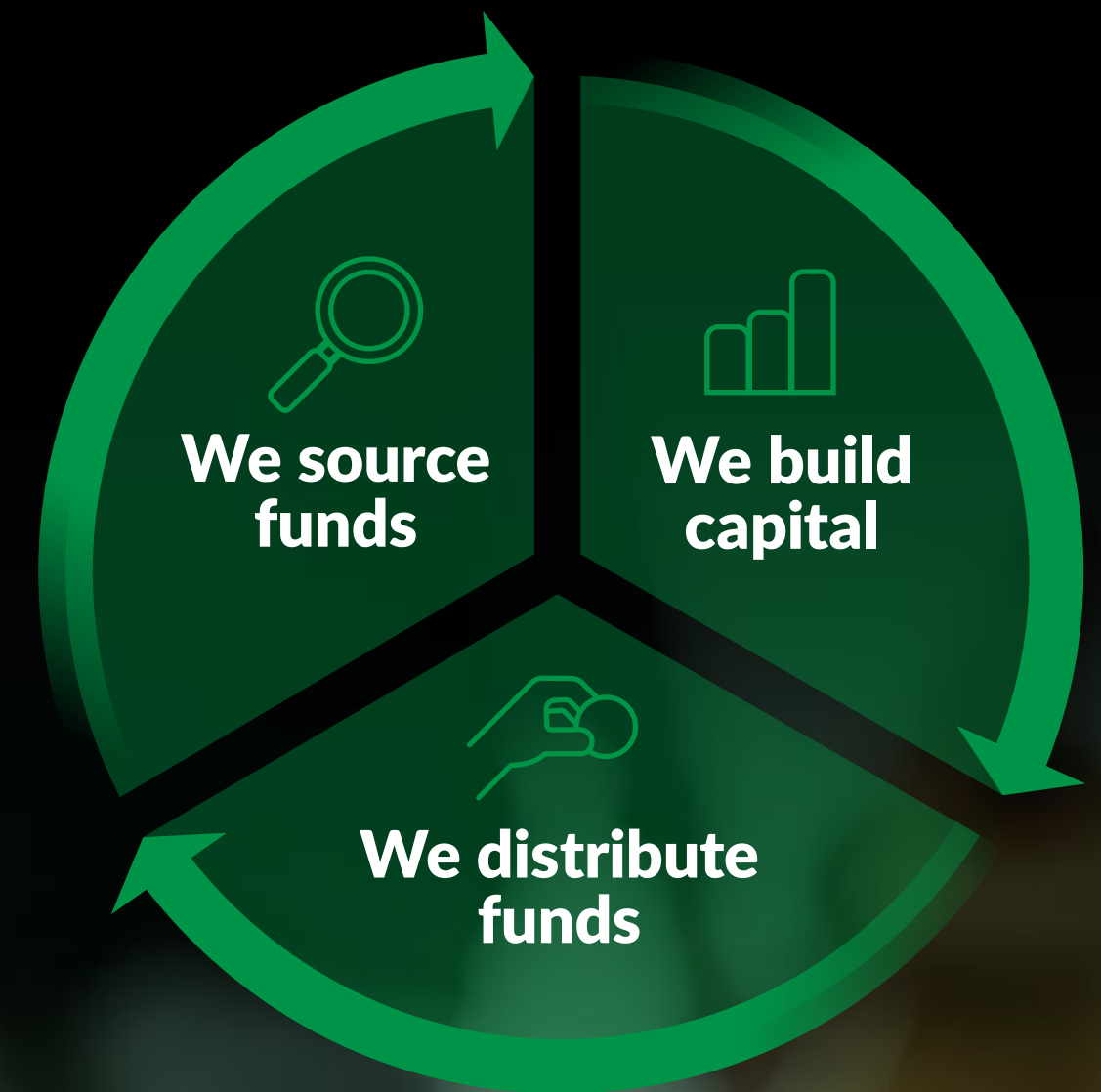
WE BUILD CAPITAL

We take a medium to long-term lens to increasing our invested funds in a considered and transparent way to ensure a sustainable future for football in NZ.



WE DISTRIBUTE FUNDS

We partner with purpose by providing grants to the football community to deliver projects and programs aligned with our strategic priorities.



PRIORITY 1

Priority

IMPACT THROUGH PARTNERSHIP

The projects and programs we invest in make a difference at a local level

Actions

We invest in projects and programs that provide *opportunities* and *remove barriers* to community football in line with our grant priorities.

We *partner* with purpose to increase our impact.

Measures

Key participation data tracked over time by NZF. Performance benchmarks and indicative targets below. Foundation measures of success are the performance over time of the programs we invest in, specifically the Green Shirt and Fantails numbers.

NATIONAL DATA	Actual		Target	
	2023	2024	2025	2026
Football/futsal participation (female)	164,000 (42,000)	176,000 (46,000)	188,000 (48,000)	200,000 (50,000)
Fantails program participants	n/a	2,410 (60 hubs)	2,500 (60 hubs)	3,000 (70 hubs)
Total referees (female)	1,998 (241)	2,602 (335)	2,800 (380)	3,200 (440)
Total active / community referees	1,068 / 904	1,278 / 1,299	1,400 / 1,500	1,600 / 1,800
Green shirt program participants	n/a	92 across 4 Federations (32% female)	140 across 5 Federations (40% female)	150 across 6 Federations (40% female)

Ensure efficiency of decision-making by confirming our investment priorities in line with the change we want to see. Specifically, what we are prioritising and why, the duration of our commitment to track change over time and the tools we will use to develop a pipeline of community-impact projects.

Target ratio of 3-1 partner funding leveraged through Foundation funding agreements to deliver more than we can alone.

Social return on investment reporting investigated to see how it may benefit Foundation impact storytelling in 2026.

PRIORITY 2

Priority

CONNECTION TO OUR CAUSE

Our community feel connected to our mission and are inspired to take action

Actions

Increase **awareness** of the Foundation and its mission by improving the content, cadence and reach of our communications.

We will give people **reason and motivation** to support our cause through our storytelling.

We will give people **opportunity** to support our cause through secure and easy to navigate giving routes.

We will ensure our donors feel informed, engaged and appreciated through our **donor stewardship** work.

Our thinking, our content and our communication celebrate New Zealand's **diverse cultural heritage**.

Measures

Increased engagement across our communication platforms. E-comms open rate target of 20%.

CHANNEL	2024	2025	2026	WEBSITE	2024	2025	2026
CRM	6,404	6,500	8,000	Users/day	15	27	55
Facebook	1,077	2,000	4,000	Users/mt	458	833	1,667
LinkedIn	251	500	1,000	Users/yr	5,546	10,000	20,000
Instagram	284	400	1,000				
Youtube	17	50	100				

Five community football project/programme and donor impact stories developed with grant recipients, partners and donors in 2025, including Our Story video. Seven or more stories developed in 2026.

Two online fundraising campaigns delivered in 2025. Three online fundraising campaigns delivered in 2026.

Fundraising Lead recruited in 2025 to lead the implementation of our donor strategy.

We build stronger relationships with our donor network to unlock the value of their expertise, connections and passion for the game/community good.

Our donors are advocates of our cause to others. Net Promoter Score (NPS) established across our donor program in addition to in-person meetings with major donors:

- Qualitative feedback will tell us where and how we can improve our donor stewardship.
- Quantitative baseline to be established in 2025, with an indicative target of 50+ in 2026.
-30: poor (dissatisfied donor). 30-50: Room for improvement (have some concerns).
50+: Good (healthy level of engagement, trust, loyalty). 70+: Exceptional (rare – true advocates of your cause).

Ruataki Māori Strategy developed in 2025 and implemented from 2026.

PRIORITY 3

Priority

SUSTAINABLE FUTURE FOR FOOTBALL

The financial future of football in New Zealand is secure

Actions

The Foundation is supported through *diverse and sustainable income* streams.

The Foundation's role within the football ecosystem is clear and supported by other key stakeholders.

Measures

INCOME	2025	2026
Donations	\$229k	\$280k
Grants	\$35k	\$50k
Corporate Partnerships	Create a clear value proposition through development of a pitch deck	\$30k
Invested Fund	Growth above benchmarks	Growth above benchmarks
Other Revenue	\$5k	\$10k

The Foundation's role within the football landscape is clear and supported by other key stakeholders. An MoU or similar in place with New Zealand Football (and by association all Federations) regarding alignment of purpose, resources and/or funding in 2025.

An MoU or similar in place with the Wellington Phoenix and Auckland FC regarding the alignment of purpose and/or funding in 2026 as it relates to their community Foundation/charitable work.



ALPHA GOOL



NEW ZEALAND Football
FOUNDATION

www.footballfoundation.org.nz