

NEW ZEALAND FOOTBALL
Incorporated
(“NZF”)

and

The Seven District FEDERATIONS
of New Zealand Football
(“Federations”)

PARTNERSHIP AGREEMENT

INTRODUCTION

Recently, NZF has experienced a number of financial and strategic challenges. In response to these challenges NZF and the seven Federations have worked together to develop a strategic plan for Football in New Zealand that collectively we are committed to implementing. Because the Partners recognise that over time, there will be changes to the membership of our Boards and among our operational staff this Partnership Agreement sets out the common understandings and expectations of how we will work together to deliver against this plan.

This approach allows us to:

- value, involve and make the most of the skills, ideas and potential of everyone involved with Football;
- focus our efforts and be realistic about what we can achieve given our resources; and
- share best practice and best value solutions.

This Partnership Agreement outlines what we have agreed and forms the basis of our co-operative relationship to ensure the future wellbeing of Football in New Zealand. This Partnership Agreement does not create any legally binding obligations and the relationship between the Partners is not a “Partnership” in the legal sense of the word. Rather, it records the intent of the Partners in respect of their future relationship.

DEFINED TERMS

In this Partnership Agreement:

“**Federations**” means the seven incorporated District Federations of NZF (each of which is incorporated as a branch of NZF as defined in the Incorporated Societies Act) and “**Federation**” means any one of the Federations.

“**NZF**” means New Zealand Football Incorporated.

“**NZF Rules**” means the rules of NZF.

“**Partners**” means NZF and the seven Federations and “**Partner**” means any one of the eight Partners.

“**Region**” means the region for which a Federation has responsibility, as set out in the NZF Rules.

“**Strategic Plan**” means the strategic plan for Football in New Zealand, as more fully described in the section headed “Strategic Plan for the Game”.

AGREED UNDERSTANDINGS

The following understandings are fundamental to our relationship:

1. Our purpose is to lead, inspire and deliver Football in New Zealand and we will work together co-operatively to achieve this.
2. The Federations recognise that NZF is the guardian of Football in New Zealand and in this role it must lead and make decisions for and on behalf of the sport nationally and internationally and that they are branches of NZF.
3. While it is recognised that the Federations are branches of NZF, the Federations are autonomous legal entities and responsible for the appropriate and effective implementation of strategy and delivery of initiatives at a local level.
4. Where the phrase “in consultation with the Federations” is used in this Partnership Agreement, it means that NZF will give all Federations a reasonable opportunity to have input on the issue in question and that input will be considered along with the views of the other seven Partners.
5. This Partnership Agreement in no way replaces or impinges on the NZF Rules and in the event that there appears to be a discrepancy the Rules will prevail. The Partners recognise that the Strategic Plan for Football in NZ envisages that the NZF and Federation Rules will be reviewed and that those Rules and this Partnership Agreement should be aligned.

KEY PRINCIPLES

The Partners agree that their relationship will be governed by the following principles:

Accountability. In line with the roles and responsibilities outlined in this Partnership Agreement the Partners agree to be accountable for making progress against the deliverables relevant to them outlined in the Strategic Plan and expanded on in annual business plans of NZF and the Federations.

Autonomy. Each Partner recognises the roles and responsibilities of the other Partners (as set out in this Partnership Agreement) and that the relationships are

based on recognising and understanding the differing roles and responsibilities of NZF and the Federations.

Co-operation: The Partners each recognise that they form part of a co-ordinated national network of Federations and NZF, which must work co-operatively with each other as a team to advance the objects of NZF and the objects of the Federations for the betterment of Football in New Zealand.

Communication: There will be regular, open and honest communications among the Partners. Forums will be established by agreement among the Partners to ensure communication takes place at governance and management levels between the Federations and NZF with respect to implementing the strategic plan. In this way we will ensure there will be “no surprises”.

Consultation: The Federations will contribute to the formulation and implementation of national strategy, national initiatives and programmes, regulations, national sponsorship and any other matter that will directly affect the Federations. In turn, the Federations will consult with NZF regarding any matter that may be of national importance, or will have implications nationally, to Football in New Zealand. Collectively we will consult and inform each other about matters of significant interest.

Diversity: The Partners recognise that a diversity of views is good for the game where the intent is to further goals under the strategic plan and that innovation and local initiatives are encouraged in order to do this.

Respect: The Partners will ensure that the wider interest, unique status, well being, circumstances and reputation of the other Partners is respected and given full consideration at all times. The Federations and NZF acknowledge and respect the Agreed Understandings, Key Principles and their respective roles and responsibilities and agree to work co-operatively to achieve agreed goals and targets.

Integrity: The Partners agree to act towards each other honestly and in good faith.

ROLES, RESPONSIBILITIES AND PARTNERSHIP OBLIGATIONS

The roles and responsibilities of NZF and the Federations as contained in the NZF Rules are set out below along with the obligations on each Partner in relation to the

processes that will form the basis of the partnership between NZF and the Federations.

Role of NZF

Subject to and in accordance with the NZF Rules, NZF's role is to be responsible for leading, promoting, developing, enhancing and protecting the sport of Football in New Zealand and in particular for:

1. Determining, in consultation with the Federations, national strategies, policies, programmes and initiatives for Football in New Zealand particularly in, but not limited to, the areas of participation, coaching, high performance and refereeing;
2. Arranging and servicing national forums involving the Federations for the development of national strategies;
3. Determining, in consultation with the Federations, the manner in which the strategies, policies, programmes and initiatives for Football in New Zealand are to be delivered by Federations including determining resources, standards, measures and specifications and monitoring and reviewing such delivery;
4. Seeking and securing revenue, funding, grants, and sponsorship for the delivery of its national strategies, programmes and initiatives in consultation with the Federations in order to minimise conflict with any regional funding or sponsorship being sought or secured by Federations;
5. Assisting and supporting the Federations;
6. Agreeing with the Federations what systems, processes and standards should be common across all Football in New Zealand;
7. Developing and implementing, in consultation with the Federations, national systems, processes and standards for the consistent and efficient management and administration of all Football in New Zealand;
8. Developing and implementing initiatives, in consultation with the Federations, to encourage the continual increase in the number of individuals participating in Football in New Zealand and to ensure that all participants are properly

affiliated and contribute financially to the game for the value they receive from the game;

9. Owning, managing, or otherwise being responsible for, all national Football tournaments and such other Football events in New Zealand over which NZF has control and authority to own or manage and delegating delivery to one or more Federations or other parties where appropriate and agreed, acknowledging that the responsibility for these specific tournaments and events is under review;
10. Managing, or otherwise being responsible, for all International activity involving national teams and International events;
11. Being the entity with which government, government agencies and other stakeholders liaise in respect of matters affecting Football internationally and nationally in New Zealand; and
12. Commissioning research on development issues for Football in New Zealand in consultation with the Federations in areas relevant to them.

Role of Federations

Subject to and in accordance with the NZF Rules, and the Rules under which each Federation is established, the role of the Federations is to be responsible for promoting, developing, enhancing and protecting the sport of Football in their Region and in particular for:

1. Assisting and developing affiliated members (Clubs) in their Region;
2. Ensuring that all local participants are properly 'affiliated' and contribute financially to the game for the value they receive from the game, as well as collecting participant data, all on behalf of both the local Federation and NZF;
3. Assisting and supporting NZF;
4. Providing input to national and NZF-led initiatives, especially regarding strategy development, policy-setting and prioritising;
5. Arranging and implementing Football tournaments, competitions, events and activities in their Region, and with other Federations (but excluding, unless otherwise agreed, national tournaments);

6. Delivering national strategic initiatives in their Region;
7. Arranging and servicing regional and local forums for the development of national and regional strategies;
8. Securing regional funding and sponsorship for the activities in the Region in consultation with NZF in order to minimise conflict, or potential conflict, with any national funding or sponsorship being sought or secured by NZF; and
9. Facilitating Coach educational programs, young player development programs, referee development programs and facilities development on behalf of members.

STRATEGIC PLAN FOR THE GAME

In order to prioritise activities and optimise resources across the game, the Partners will develop a Strategic Plan, and business plans for key activities, for the sport of Football in New Zealand which will be reviewed annually. To this end, NZF will:

1. Employ or contract such staff and contractors, with the support of the Federations as appropriate, to achieve the outcomes determined in the Strategic Plan;
2. Delegate responsibility for the delivery of key initiatives under the Strategic Plan to one or more Federations as appropriate and in consultation with and as agreed between NZF and one or more Federations;
3. Establish and maintain respective forums for the Chairs and Chief Executive Officers/General Managers from each Federation and NZF to meet and discuss matters pertaining to the implementation of the Strategic Plan with the Chairs' forum to be responsible for regularly assessing the effectiveness of the partnership and how it can be improved;
4. Establish and maintain as many steering committees as are appropriate to achieve the key outcomes under the Strategic Plan;
5. Establish a "buddy" system with a NZF board member allocated to each Federation to improve the effectiveness of communications, the sharing of information and consultation on key issues;

6. Produce a summary plan of key partnership processes which is updated annually and which sets out the expectations on each Partner for the delivery of activities under the Strategic Plan;
7. Ensure that the steering committees that are established under the Strategic Plan will report to the Chairs, and CEOs/GMs, of NZF and the Federations on progress against business plans on a six-monthly basis.

PROTECTING THE NATIONAL INTEREST

For this Partnership Agreement to bring about a new way of working together, it will require all of the Partners to operate on the basis of “collective responsibility” on national interest issues – this means that even where the Partners have differences of position, each Partner will publicly support the position of the majority of Partners on issues that are essential to the protection of the overall interests and integrity of the game. This requirement is predicated on the right of each Partner to express its views on a free and frank basis in an appropriate forum before final decisions are made. All communications on national interest issues will be led and managed by NZF as the representative of all of the Partners.

DISPUTE RESOLUTION

In the event that the Partners are unable to reach agreement the procedures set out in the NZF Rules will apply. The Partners agree that they will act with fairness, promptness and consistency towards each other in all matters relating to this Partnership Agreement and they will act constructively and openly to avoid conflicts or disputes, and will ensure that any conflicts or disputes are promptly and fairly resolved. Should any dispute or difference arise between them or any two or more of them, they agree to use their best endeavours to resolve it by agreement acting in good faith with each other.

FINANCIAL DISCLAIMER

Nothing in this Partnership Agreement is intended to unilaterally impose financial obligations or other resourcing commitments on any of the Partners. Funding of any

initiatives under the Strategic Plan will be agreed on a case-by-case basis and will need to take account of the financial position of each Partner.

EXECUTION OF AGREEMENT

SIGNED for
New Zealand Football INC
by its authorised signatory

SIGNED for
No.1 District Federation of New Zealand Soccer INC
by its authorised signatory

SIGNED for
No.2 District Federation of New Zealand Soccer INC
by its authorised signatory

SIGNED for
No.3 District Federation of New Zealand Soccer INC
by its authorised signatory

SIGNED for
No.4 District Federation of New Zealand Soccer INC
by its authorised signatory

SIGNED for
No.5 District Federation of New Zealand Soccer INC
by its authorised signatory

SIGNED for
No.6 District Federation of New Zealand Soccer INC
by its authorised signatory

SIGNED for
No.7 District Federation of New Zealand Soccer INC
by its authorised signatory